

Government Efficiency and Accountability Review (GEAR)

GEAR Board Meeting
July 15th, 2025



Agenda

10 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2025 Schedule

90 min

3. New Business
4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

Introductions

Roll Call

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review July 7th, 2025

Old Business

Recommended 2025 GEAR Board Schedule

Location	Date	Time
Carvel/Virtual	Tuesday, March 4	10:00 a.m.
Carvel/Virtual	Tuesday, May 6	10:00 a.m.
Carvel/Virtual	Tuesday, July 15	10:00 a.m.
Haslet/In Person	Tuesday, Oct 14 (*Approve 2025 GEAR Annual Report)	10:00 a.m.
Carvel/Virtual	Tuesday, Dec 9	10:00 a.m.

Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or bobbi.divirgilio@delaware.gov for more information

Meyer Administration Values



Integrity

*Actions speak louder than words - actions build trust. We will lead with **transparency and accountability** to ensure **every decision serves the public good.***

Efficiency

*Government should **work smarter, not harder.** We will **eliminate waste, streamline services, and prioritize execution** over excuses.*

Collaboration

*Lasting **change requires teamwork.** We will **break down silos, build strong partnerships, and deliver solutions that work.***



New Business

- 2025 GEAR Annual Report
 - November 1st publication in 2025
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR Continuous Improvement Cycle Enhancements

GEAR Annual Report – 2025 Timeline

- 9th annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- Emphasis on **quantifiable** outcomes
- Narratives needed from all Board member agencies and GEAR Field Team organizations



2025 Schedule

➔ May 1	Annual report guidance distributed
Aug 1	All content contributions due from teams
Oct 8	Final draft emailed, Board reviews
Oct 14	GEAR Board review/approval
Oct 21	Final comments due from Board
Oct 28	Final version mailed to Board
Nov 3	Report posted on GEAR website

GEAR Annual Report

Each activity submitted needs to include:

- Concise one paragraph summary
 - Included within the executive summary section of report
- Short narrative, 2-3 paragraphs in length, that describe:
 - Problem addressed
 - Proposed solution
 - Actual solution (if different)
 - Results described and quantified

GEAR Annual Report

Demonstrating measurable (quantitative & qualitative) outcomes across 4 categories:

Reduced Costs – fixed costs, total cost of operation, time or people involved, raw materials consumed, or reused/repurposed assets/resources

Process Improvement - complexity reduction, fewer process steps, elimination of waste, enhanced velocity of process, or number of errors reduced

Enhanced Value – return on investment, increased revenue, improved quality, or project management tools used to deliver project(s) on time and under budget

Customer Outcomes – customer satisfaction, customer engagement (including employees), net promoter scores, or user experience ratings

Public Private Partnership (P3) Taskforce



- The GEAR P3 Taskforce is Chaired by CEO of TPI/GEAR Board Member, Ernie Dianastasis
- Subset of 10 Co-fund GEAR P3 Award program (29 individuals and teams recognized since 2018)
- Coordinate strategic P3 endeavors such as Ready in Six (Ri6) permitting optimization

Current P3 Taskforce Members

Leadership

The Public-Private Partnership (P3) Taskforce is led by:

- Ernie Dianastasis, CEO, The Precisionists, Inc. and Michael Smith, Secretary of Finance

Membership

- *Mike Riemann, P.E., Becker Morgan Group*
- *Natalie Keefer, Operations Executive, Bank of America*
- *Rob McMurray, Chief Financial Officer, Christiana Care Healthcare System*
- *Chris Coletti, M.D., MHCDS, FACEP, FACP, Christiana Care Healthcare System*
- *Scott Malfitano, Vice President, Corporate Services Company (CSC)*
- *Andy Lubin, President, Delaware Financial Group*
- *Kimberly Hoffman, Partner, Morris James*
- *Albert Shields, Director of Business & Economic Development, University of Delaware*
- *Chuck Clark, Executive Director GEAR, State of DE - DOF*
- *Greg Lane, Chief Information Officer, State of DE - DTI*
- *Greg Patterson, Secretary of DNREC, State of DE*
- *Dan Madrid, Deputy Director GEAR, State of DE - DOF*
- *Colleen Davis, State Treasurer, State of DE*
- *Mark Hutton, Regional President, Delaware, M&T*
- *Marcus Beal (Alternate) Regional VP of External Affairs, Delmarva Power*
- *Shanté Hastings, Secretary DelDOT, State of DE*
- *Melissa Hopkins, Executive VP Sector Advancement, Delaware Alliance For Nonprofit Advancement*

P3 Updates June 4th Meeting

Building Upon Prototypes

Ready in Six (Ri6) Advancement

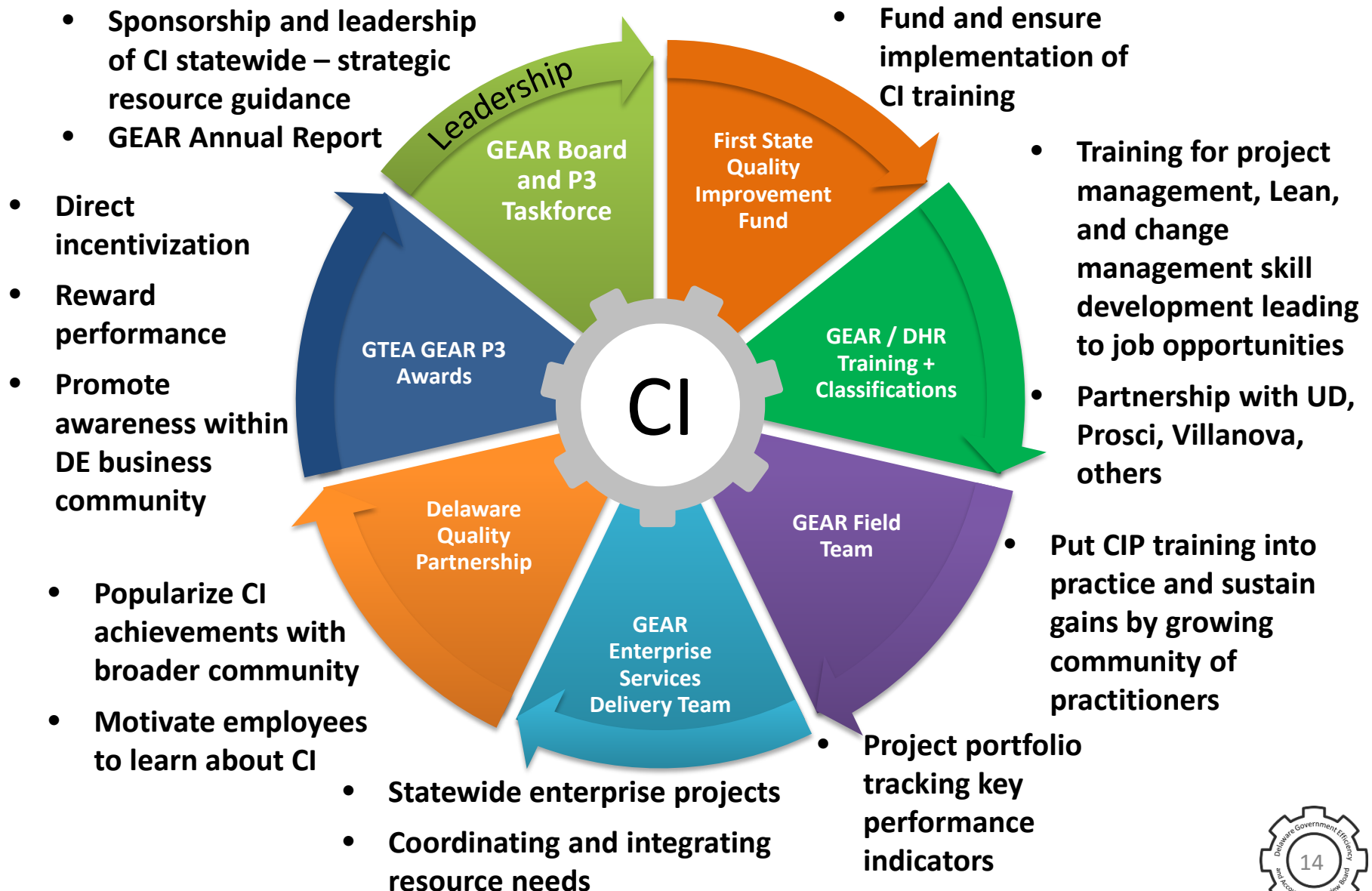
- *Double down on permitting process improvement opportunities (moving from prototypes to full scale Ri6 project across government agencies)*
- *DNREC and DeIDOT updates*
- *Overview of OMB/Office of State Planning Coordination PLUS process Service Efficiency Blitz*

Reaffirmed P3 Charter and Goals

Business Process Optimization in State Government

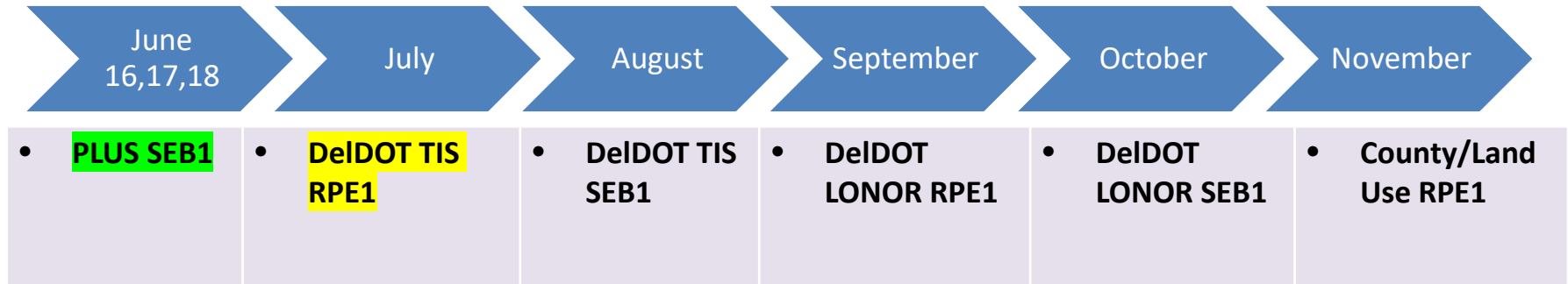
- *Build off the current \$100M in estimated ROI in savings – additional \$300M opportunity to optimize and reinvest government resources over the next four years*
- *Provide for fiscal stability within the State's ~\$6B budget*
- *Setting the foundation for leveraging technology advancement in generative AI and other emerging practices*

Previous GEAR Continuous Improvement (CI) Cycle



Ready in Six

Value Stream Transformation

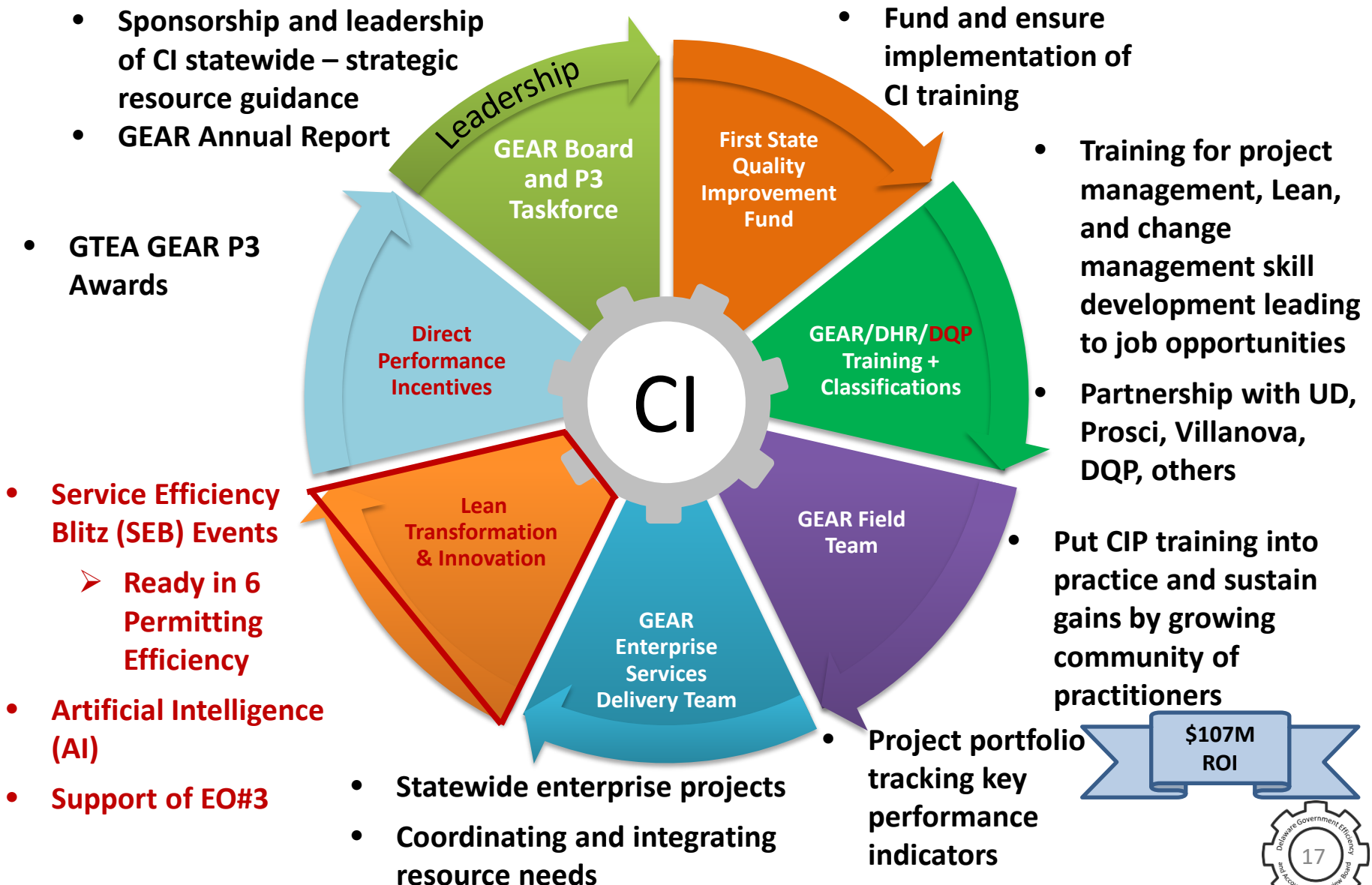


SEB = Service Efficiency Blitz
RPE = Rapid Planning Event

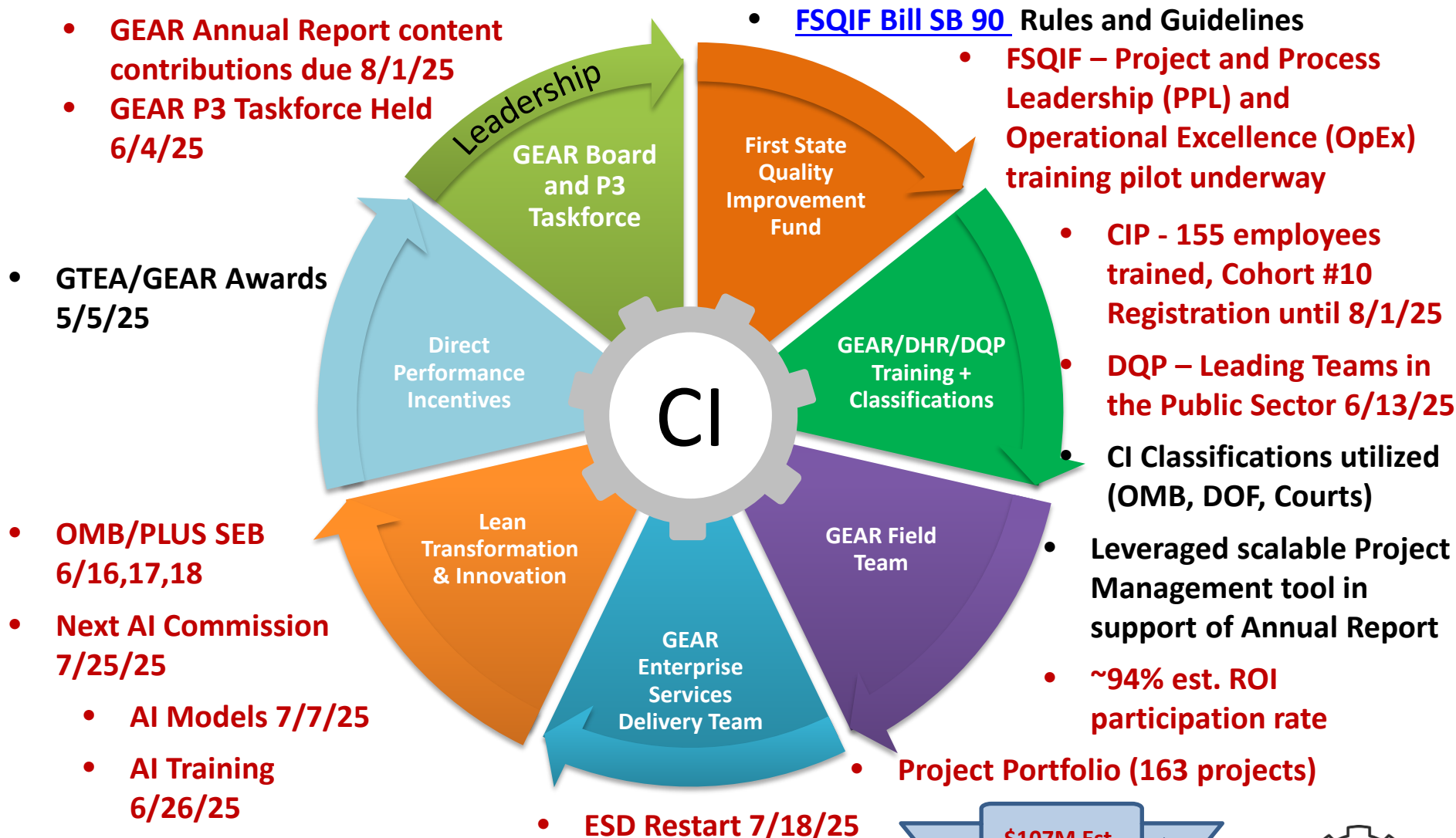
Service Efficiency Blitz (SEB) Definition

- A Targeted Rapid Improvement Initiative
 - **Strong leadership and sponsorship** to remove barriers
 - **Scope is 1 Value Stream** (end-to-end service delivery to customer)
 - **3 weeks of 1-hour meetings with** leadership focused on project planning resulting in a **3-full day intensive** improvement event
 - Data-driven analysis to **identify bottlenecks, customer pain points, and waste**
 - **Cross-functional teams** collaborate to design solution
 - At least **one high impact improvement** implemented in the 3 days
 - **Sustainable integration** into standard operations
 - **Roadmap** of longer-term improvements and follow up
 - Best practice estimate is **50% improvement in speed of overall process** from short- and long-term targets, of which **25% is achieved from SEB quick wins/just do its**

Revised Continuous Improvement (CI) Cycle



Updated Continuous Improvement (CI) Cycle



\$107M Est. ROI

GEAR Portfolio

- 15 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Key performance indicators captured in Planview Projectplace by GEAR members:
 - Project health across time, cost, and quality factors (assessed in green/yellow/red statuses to note deviations) – serves as a basis for risk assessment
 - Project lifecycle phases aligned with Project Management Institute (PMI) standards
 - Capability to integrate metrics with DTI portfolio

GEAR Portfolio Projects by Organization

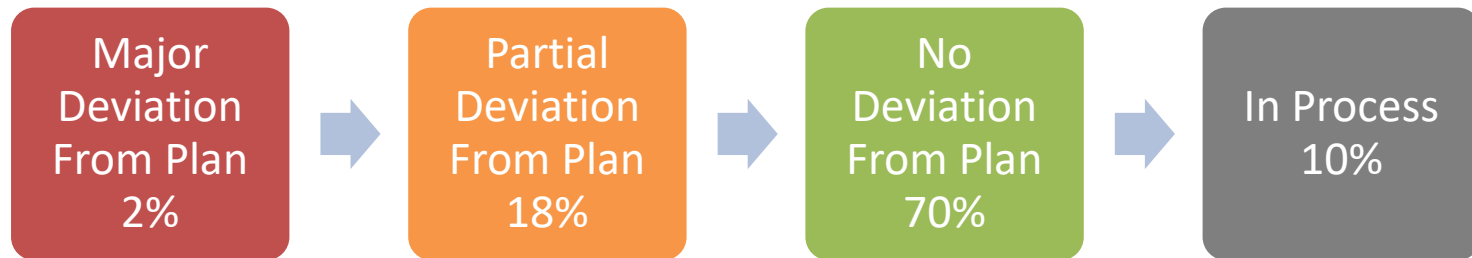
Department	Number of Projects
Health and Social Services (DHSS)	29
State (DOS)	6
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	11
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	61
GEAR P3 (Public-Private Partnership)	2
GEAR	10
State Housing Authority (DSHA)	2
Total	163

***Enterprise Services Delivery Team includes:**

- State Treasurer (OST)
- Finance (DOF)
- Technology and Information (DTI)
- Human Resources (DHR)
- Management and Budget (OMB)
- Auditor of Accounts (AOA)

GEAR Portfolio Key Performance Indicators

Project Phase	Number of Projects
Initiating	15
Planning	14
Executing	57
Monitoring/Controlling	8
Closing (Includes Measuring Outcomes)	10
On Hold	16
Closed	43



Estimated ROI:
154 (94%) out of 163 projects reporting at \$107M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team – Restart 2025

- **Goal:** Improve integration of project management elements so as to be truly enterprise-wide in outlook.
- **Mission:** Support, promote, monitor and strategically guide statewide, multi-organization, financial services, human resources and information technology projects to facilitate inter-organizational collaboration on these projects and elevate communication of project details and outcomes to stakeholders.
- **Activities for ESD Restart 2025, First Meeting July 18, 2025:**
 - **Status Spreadsheet:** Project status spreadsheet updated with ProjectPlace data elements to make it easier to update project status in ProjectPlace.
 - **New Meeting Agenda:** We have been asked to ensure that significant statewide projects are addressed at every meeting. These projects include:
 - ERP Migration/Modernization
 - Go DE/Digital Government
 - State Land Use Inventory and UD Capstone Project
 - Criminal Justice Technology Improvement Project
 - Integrated Revenue Administration System (IRAS)

Enterprise Services Delivery Team – Restart 2025

Activities for ESD Restart 2025 (Continued):

- **Contracting Initiative:** Monitor and support the Potential High Impact Efficiency Project Finding Costs Savings through Contract Efficiencies. Initiative to maximize the State's purchasing power by simplifying, professionalizing, and optimizing procurement to save on goods and services.
- **Executive Order #3:** Work with OGOV to highlight or monitor a subset of the agency identified areas where improvements in services can be made, especially, those areas that are identified by multiple agencies and could be made statewide projects.
- **New ESD Members:** Invite the new cabinet secretaries for OMB, DOF and DHR to participate in ESD as their immediate predecessors did.
- **Scheduling Meetings:** Meetings to be scheduled for mid-July, September, and November.

GEAR Deep Dive Project Presentations

1. DSAAPD – Wellsky Learning Management System
Amy Maguire, DHSS
2. DeIDOT – Municipal Street Aid Portal
Beth Hermansader, DeIDOT

WELLSKY LEARNING MANAGEMENT SYSTEM

Amy Maguire, DHSS/DSAAPD



Overview

- WellSky Aging & Disability is DSAAPD's community case management system.
- Reorganizing DSAAPD Community Service Program's system training using this solution tailored to Delaware's unique needs.
- Streamline WellSky Training with consistent content.

Background

- Currently, all community staff are being trained by one DSAAPD training unit staff member. Staff are also being trained by co-workers in the field.
 - This patchwork approach could result in inconsistencies.
- DSAAPD trainer and WellSky System Administrator's time are restricted for retraining.
- This project will provide a tool to community supervisors to retrain staff who struggle with system tasks.

Progress

- Secured statement of work with system vendor WellSky.
- Procured a purchase order with fiscal to purchase WellSky Learning Management System.
- Biweekly project meetings have been set up with WellSky.
- DSAAPD's System Administrator has provided workflows for WellSky to start creating training modules.

Next Steps

- WellSky will create the training modules and associated guides.
- Project team will test the training videos and provide feedback.

Course	Activity	WellSky Resource	Week													
			1	2	3	4	5	6	7	8	9	10	11	12	13	14
ADRC	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
DCM	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
Supervisor	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
Provider Direct	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
RN & Nurse Navigator	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
WellSky CSP & WellSky CSP Support Staff	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														
WellSky Housing System	Review, finalize, approve training guide	Training Services Consultant														
	Develop training guide	Training Services Consultant														
	QA/Release	Training Services Consultant														

Next Steps

- Go-Live
- Post Go-Live
- Standard Operating Procedure changes
- Supervisors given the tools to provide coaching moments to staff.

Challenges

- We anticipate some staff resistance to being trained partially online instead of fully in-person.
- WellSky system training can be cumbersome due to its complexity and different job types needing to use the system in different ways.
- Project timeline 14 weeks.
- To keep the training current, there is an annual fee for updates.

GEAR Board Ask

- What does the project need from the GEAR Board?
 - Expertise-
 - Any insights learned from similar projects?
 - Key Performance Indicators ideas
 - Support-
 - Although the update fees to keep the training current are nominal, we strongly believe they are offset by improvements in efficiency, consistency, and time savings.

DELDOT MUNICIPAL STREET AID PORTAL

Beth Hermansader, DelDOT Planning



Overview

- Municipal Street Aid submission process was time consuming and cumbersome for all parties involved.
- Ease of submission and follow up by municipalities and DelDOT that includes tracking.
- Reduce redundancies and allow municipalities to see historical submissions in one place.

Background

- This is a \$6m/FY program
- If a submission is not accounted for in the calculations, it affects not just that municipality but all municipalities.

Municipal Street Aid Distribution Calculations

Municipal Total Aid Distribution Tabulation Fiscal Year 2026						
Town	2026 Population	2026 Street Mileage	Distribution By Population Factor	Distribution By Mileage Factor	2025 Total Aid	2026 Total Aid
Arden	439	3.60	\$3,460.883	\$14,024.001	\$18,048.680	\$17,484.884
Ardencroft	229	1.02	\$1,805.335	\$3,973.467	\$5,867.842	\$5,778.802
Ardentown	270	2.28	\$2,128.561	\$8,881.867	\$11,050.064	\$11,010.428
Belleville	1,225	0.00	\$9,657.361	\$0.000	\$9,699.193	\$9,657.361
Bethany Beach	4,744	20.21	\$37,399.608	\$78,729.183	\$117,571.423	\$116,126.791
Bethel	239	1.77	\$1,884.171	\$6,895.134	\$9,078.362	\$8,779.305
Blades	1,179	5.33	\$9,294.717	\$20,763.313	\$30,942.365	\$30,058.030
Bowers Beach	335	2.12	\$2,640.993	\$8,258.578	\$11,123.115	\$10,899.571
Bridgeville	2,915	14.70	\$22,980.577	\$57,264.671	\$75,188.870	\$80,245.247
Camden	3,464	13.70	\$27,309.651	\$53,369.115	\$70,944.573	\$80,677.766
Cheswold	1,929	0.49	\$15,207.387	\$1,908.822	\$17,079.804	\$17,116.209
Clayton	3,961	12.76	\$31,226.780	\$49,707.292	\$82,105.849	\$80,934.073
Dagboro	805	3.97	\$6,346.266	\$15,465.357	\$22,150.904	\$21,811.622
Delaware City	1,885	9.47	\$14,860.510	\$36,890.914	\$48,285.721	\$51,751.424
Delmar	2,027	7.93	\$15,979.976	\$30,891.758	\$47,844.365	\$46,871.733
Dewey Beach	2,135	0.60	\$16,831.400	\$2,337.333	\$19,313.033	\$19,168.734
Dover	40,993	115.33	\$322,697.754	\$449,274.453	\$767,256.952	\$771,972.207
Ellendale	570	5.06	\$4,493.629	\$19,711.512	\$24,008.923	\$24,205.142
Elsmere	6,229	15.90	\$49,106.694	\$61,939.338	\$112,588.582	\$111,046.032
Farmington	110	0.30	\$867.192	\$1,168.667	\$2,155.601	\$2,035.858
Felton	1,310	7.04	\$10,327.463	\$27,424.713	\$38,674.716	\$37,752.176
Fenwick Island	893	5.91	\$7,040.019	\$23,022.735	\$30,957.036	\$30,062.754
Frankford	1,007	2.89	\$7,938.745	\$11,258.156	\$19,535.012	\$19,196.901
Frederica	838	3.26	\$6,606.423	\$12,699.512	\$19,521.718	\$19,305.935
Georgetown	7,134	27.30	\$56,241.316	\$106,348.674	\$164,636.683	\$162,589.990
Greenwood	1,110	5.07	\$8,750.751	\$19,750.466	\$28,192.257	\$28,501.219
Harrington	3,774	12.84	\$29,752.555	\$50,018.937	\$80,384.365	\$79,771.491
Hartly	74	0.00	\$583.383	\$0.000	\$585.910	\$583.383
Henlopen Acres	269	3.57	\$2,120.678	\$13,907.134	\$16,557.903	\$16,027.812
Houston	381	2.08	\$3,003.636	\$8,102.756	\$11,407.039	\$11,106.392
Kenton	261	0.95	\$2,057.609	\$3,700.778	\$5,840.191	\$5,758.387
Laurel	4,446	11.90	\$35,050.307	\$46,357.114	\$82,453.287	\$81,407.421
Leipsic	183	0.82	\$1,442.691	\$3,194.356	\$4,660.574	\$4,637.047
Lewes	3,737	21.87	\$29,460.863	\$85,195.806	\$115,752.355	\$114,656.669
Little Creek	224	0.18	\$1,765.917	\$701.200	\$2,496.184	\$2,467.117
Magnolia	277	0.14	\$2,183.746	\$545.378	\$2,715.096	\$2,729.124
Middletown	25,022	90.67	\$197,262.434	\$353,210.046	\$528,718.372	\$550,472.480
Milford	13,289	45.79	\$104,764.626	\$178,377.501	\$280,653.896	\$283,142.127
Millsboro	8,568	19.33	\$67,546.341	\$75,301.094	\$124,498.223	\$142,847.435
Millville	2,455	0.35	\$19,354.139	\$1,363.445	\$14,449.818	\$20,717.584
Milton	3,291	17.00	\$25,944.795	\$66,224.449	\$94,143.804	\$92,169.244
New Castle	5,621	17.80	\$44,313.490	\$69,340.894	\$117,128.497	\$113,654.383
Newark	30,572	66.26	\$241,016.191	\$258,119.529	\$531,949.576	\$499,135.719
Newport	1,055	4.61	\$8,317.156	\$17,958.512	\$27,101.092	\$26,275.668
Ocean View	2,636	27.10	\$20,781.064	\$105,569.563	\$128,139.630	\$126,350.626
Odessa	366	2.04	\$2,885.383	\$7,946.934	\$11,127.692	\$10,832.317
Rehoboth Beach	6,060	18.60	\$47,774.373	\$72,457.338	\$122,451.060	\$120,231.711
Seaford	8,250	37.60	\$65,039.369	\$146,472.899	\$215,665.678	\$211,512.267
Selbyville	2,878	16.69	\$22,688.885	\$65,016.827	\$85,365.465	\$87,705.712
Slaughter Beach	699	1.26	\$5,510.608	\$4,908.400	\$10,673.092	\$10,419.009
Smyrna	13,777	39.73	\$108,611.804	\$154,770.433	\$259,092.851	\$263,382.236
South Bethany	1,848	10.16	\$14,568.819	\$39,578.847	\$54,054.724	\$54,147.666
Townsend	2,810	9.10	\$22,152.803	\$35,449.558	\$59,778.721	\$57,602.361
Viola	157	0.70	\$1,237.719	\$2,726.889	\$3,932.823	\$3,964.608
Wilmington	71,675	152.16	\$565,054.150	\$592,747.774	\$1,170,154.933	\$1,157,801.924
Woodside	181	0.17	\$1,426.924	\$662.244	\$2,396.595	\$2,089.169
Wyoming	1,680	4.65	\$13,244.381	\$18,114.335	\$31,648.932	\$31,358.715
Total	304,431	924.13	\$2,400,000	\$3,600,000	\$6,000,000.0	\$6,000,000

	Amount Allocated	Total	Factor
Distribution Population Factor	2,400,000 /	304,431	7.883559821
Distribution Mileage Factor	3,600,000 /	924.13	3895.55582

Pamela Balentine
Program Compliance Coordinator
7/10/2025
Date

Director of Planning
Date



Progress

- We are live with the project.
- One municipality completed submission for FY26 with 5 others testing parts of the new program but not fully completing.
- This will save retyping or transferring information from emails and paper forms as well as reduce the chance of an email or paper form being lost in transmission.

Municipal Street Aid Portal

Municipality

 Login

-  Census
-  DE Population Consortium
-  Publications
-  Title 30
-  Login Help
-  Contact Us

DELDOT

 Login

-  Login Help
-  Contact Us



Municipal Street Aid Portal

zDeIDOT MSAP MSA Submission Letters Resources Users

Hello, Beth Hermansader Log out



Welcome to the Municipal Street Aid Portal

[Click here to Continue FY-2026 Submission](#)

Message Center ¹

Pro Tips:

1. Use Message Center to contact MSA Coordinator directly.
2. To continue an existing submission use the link above.

Title 30, Chapter 51 5165 (b) (4) On or before May 15 of each year, file with the Department of Transportation an affidavit signed by the mayor, city manager or president of the council of the municipality, setting forth:

- a. The population of the municipality, based on the latest official estimate prepared by either the United States Bureau of the Census or the Delaware Population Consortium. For purposes of this subchapter, the population of a municipality can be adjusted between the latest decennial census, the latest official estimate prepared by either the United States Census Bureau or the Delaware Population Consortium by providing proof of new dwelling construction through "certificate of occupancy." The population of the municipality which is a summer resort shall be deemed to include all property owners entitled to vote in a municipal election; and
- b. A tabulation of streets added during the past fiscal year which are dedicated to public use and maintained by their municipal forces. Said tabulations should include street names, starting and ending points, and



Submission has been completed.

04/29/2025 09:03:28

Login Successful for Beth Hermansader!

04/30/2025 10:53:38

Feel free to send a submission, if you can!



Next Steps

- Provide a presentation to Delaware League of Local Governments
- Provide assistance to municipal personnel on the process.
 - Utilizing Scribe AI tool to create SOPs.
- Goal = have at least 50% of the municipalities registered and submitting by FY28 submission cycle.
- Request State Code changes to Title 30

Challenges

- In-House Creation
 - Establish requirements, then Developer changed, then the Business Analyst changed
 - Felt like starting over after almost a year of background work by IT
- Future Challenges
 - Need to request Code changes to Title 30
 - Technology changes and user knowledge

GEAR Board Ask

- Support for the Title 30 code changes to modernize the language and remove the need for an affidavit and replace it with forward reaching language.

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

Charles Clark (charles.clark@Delaware.gov) Bryan Sullivan (bryan.sullivan@Delaware.gov)

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