

Government Efficiency and Accountability Review (GEAR)

GEAR48 Board Meeting
October 14th, 2025



<https://GEAR.Delaware.gov/>

Agenda

10 min

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

90 min

3. New Business
4. Review 2025 GEAR Annual Report Highlights
 - Approve Annual Report
5. GEAR Field Team and Enterprise Services Delivery Presentations
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 October 6th, 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.***



GEAR's Mission



- *Improve the quality, efficiency and effectiveness of government services*
- *Build a sustainable culture of continuous improvement statewide*
- *Bend the arc of government spending growth downward*



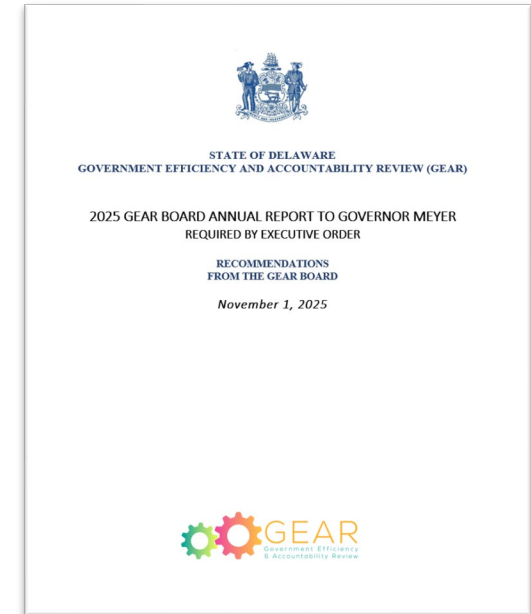
New Business

- 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 emailed to Board
Nov 3	Report posted on GEAR website

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

- Executive Summary
- Main body of report sections:
 - GEAR Program Management Team
 - GEAR Public/Private Partnership (P3) Task Force
 - Enterprise Services Delivery Team
 - GEAR Field Team

Section 1 - GEAR Program Management



- Continuous Improvement (CI) Cycle
- Scale Efficiency through the Service Efficiency Blitz (SEB) Model
- Evolve the State's Culture of Continuous Improvement
- Strengthen Quantifiable Outcomes
- Drive Continuous Improvement Training and Development
- Grow the GEAR Field Team (GFT) with Learning Communities
- Solidify a Strategic Path for the Enterprise Services Delivery Team
- Foster Career Pathways for Employee Recruitment and Retention
- Support the Delaware Artificial Intelligence Commission
- Enable Enterprise Solutions for Project and Process Management
 - Planview Projectplace and ARIS
- Benchmark Continuous Improvement Activities Against Other States

Section 2 - GEAR P3 Taskforce

- Finalize the First Phase of the Ready in Six Initiative
- Incentivize Continuous Improvement Outcomes with GEAR P3 Awards

Section 3 - Enterprise Services Delivery

Financial Services Delivery

- Modernizing the State's Enterprise Resource Planning (ERP) Systems
- Implement an Integrated Revenue Administration System (IRAS)
- Procurement Card and After-the-Fact Approval Process
- Financial Advisory Committee (FAC)
- Drive Effective Internal Control Systems in State Government
- Lower Lease Costs and Restructure Lease Program

Data Integration and Mapping

- Preliminary Land Use Service (PLUS) Service Efficiency Blitz
- Data Integration and Mapping
 - Leverage FirstMap for Data Sharing
 - Establish a State Land Inventory
 - GEAR State Inventory Data for UD Capstone Project

Section 3 - Enterprise Services Delivery

Human Resources Modernization

- Centralize and Modernize Human Resources Delivery
- Effective Use of Technology
- Drive Leadership Training Opportunities
- Strengthen and Grow the GEAR P3 Awards (Expand Trailblazer Award and Incentivize Delaware Award for Excellence and Commitment in State Service)
- Promoting a Respectful and Inclusive Workplace
- Contain Health Care Costs

Technology Innovation

- Information Technology Efficiency
- Information Technology Centralization (ITC)
- Secure End User Services (SEUS)
- Enterprise Digital Government: Single Sign-On for State Workers, Residents and Visitors
- Digital Government *Go DE* Platform Foundation
- Closing the Digital Divide by Expansion of Broadband Access Across Delaware

Section 3 - Enterprise Services Delivery

Judiciary Reform

- CASCADE: Integrated Enhancements to Judicial Systems, Applications, and Processes
- Criminal Justice Systems Evaluation Committee
- Reducing the Debt Burden for Ex-Offenders

Treasury Management

- Comply with Payment Card Industry Data Security Standards (PCI DSS)
- Implementation of a Treasury Management System

Section 4 - GEAR Field Team

Department of Agriculture

- Strengthen Senior Farmers Market Nutrition Program with Digital Payments
- Align Employee Recognition with Agency Goals and Continuous Improvement
- Provide Transparency and Efficiency for the Public through an Online Portal

Department of Correction

- Enhance Employee Wellbeing, Recruitment and Retention through DOCare
- Assess Financial Liability Reform

Department Of Health And Social Services (DHSS)

- Save Over \$5 Million Dollars by Identifying and Eliminating Underutilized Blocked Vehicles
- Improve Access to Long-Term Services & Supports Through Strategic Resource Usage
- Implement Substance Use Disorder Transitional Case Management (SUD-TCM)

Section 4 - GEAR Field Team

Department Of Natural Resources And Environmental Control (DNREC)

- Implement the Ready in 6 (Ri6) DNREC Subaqueous Permitting Improvement Prototype
- Improve Chemical Inventory Reporting in Emergency Planning and Community Right to Know Act Program
- Track Online Permitting through an External Dashboard

Department of State

- Grow Delaware Communities of Excellence (DECOE) – Year 5
- Innovate Social Services in Delaware Libraries
- Integrate School Libraries into the Delaware Library Catalog and Consortium

Delaware Services For Children, Youth & Their Families (DSCYF)

- Update the Division of Prevention and Behavioral Health Services' (PBH) Records Retention Schedule (*2024 P3 Innovation and Efficiency Award Winner*)
- Align PCard Guidelines & Repayment
- Evolve From One-Dimensional Reports to Interactive Data Dashboard

Section 4 - GEAR Field Team

Delaware Department of Transportation

- Engineer and Repair the Trap Pond Dam Spillway (*2024 P3 Trailblazer Award Winner*)
- Enhance Customer Support through Artificial Intelligence (*2024 P3 Trailblazer Award Winner*)
- Improve Land Use Permitting within TIS and Record/Entrance Plan Processes

Department of Safety and Homeland Security

- Improve the Criminal History Background Review Process
- Upgrade to Project 25 (P25) Interoperable Land Mobile Radio Compliance
- Recruit and Retain Law Enforcement

Department of Education

- Combatting Delaware's Teacher Shortage through Recruitment and Retention Strategies (*2024 P3 Innovation and Efficiency Award Winner*)

GEAR Board Action Item

- Seek a motion to approve Annual Report subject to final edits
- Reminder: Any final edits due from Board members/designees by October 21st
- Communicate with Chuck, Dan, and Bryan on any recommended edits

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
- Next meeting: October 21, 2025

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

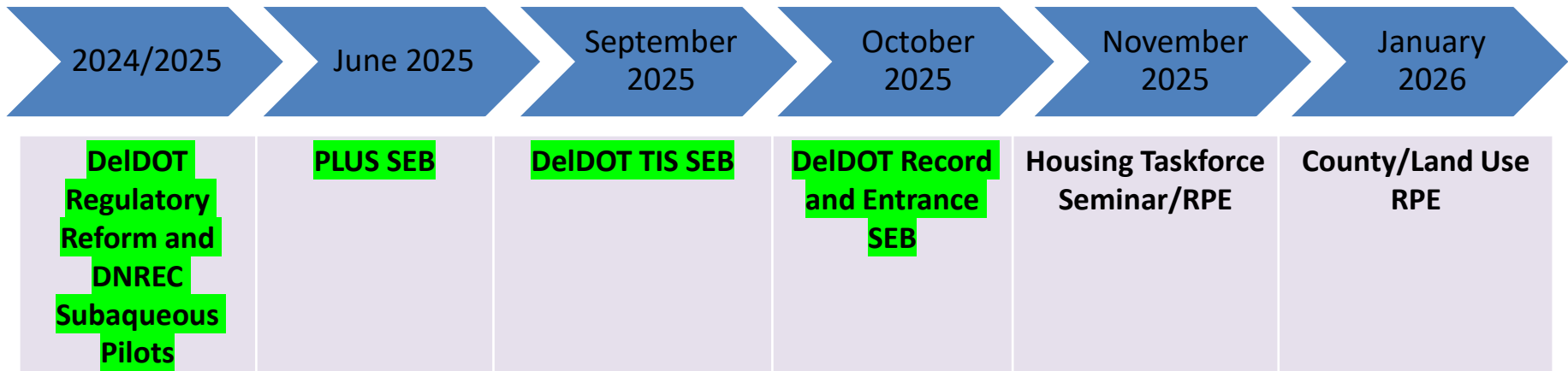
- *Mike Riemann, P.E., Becker Morgan Group*
- *Natalie Keefer, Operations Executive, Bank of America*
- *Rob McMurray, Chief Financial Officer, Christiana Care Healthcare System*
- *Chris Coletti, M.D., MHCDS, FACEP, FACP, Christiana Care Healthcare System*
- *Scott Malfitano, Vice President, Corporate 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*

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 project planning meetings with leadership** resulting in a **3-day intensive** improvement event
 - Data-driven process analysis to **identify bottlenecks, customer pain points, and waste**
 - **Cross-functional teams** collaborate to prototype and implement solution(s)
 - 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** can be identified from short- and long-term targets, of which **25% is achieved from SEB outcomes**

Ready in Six

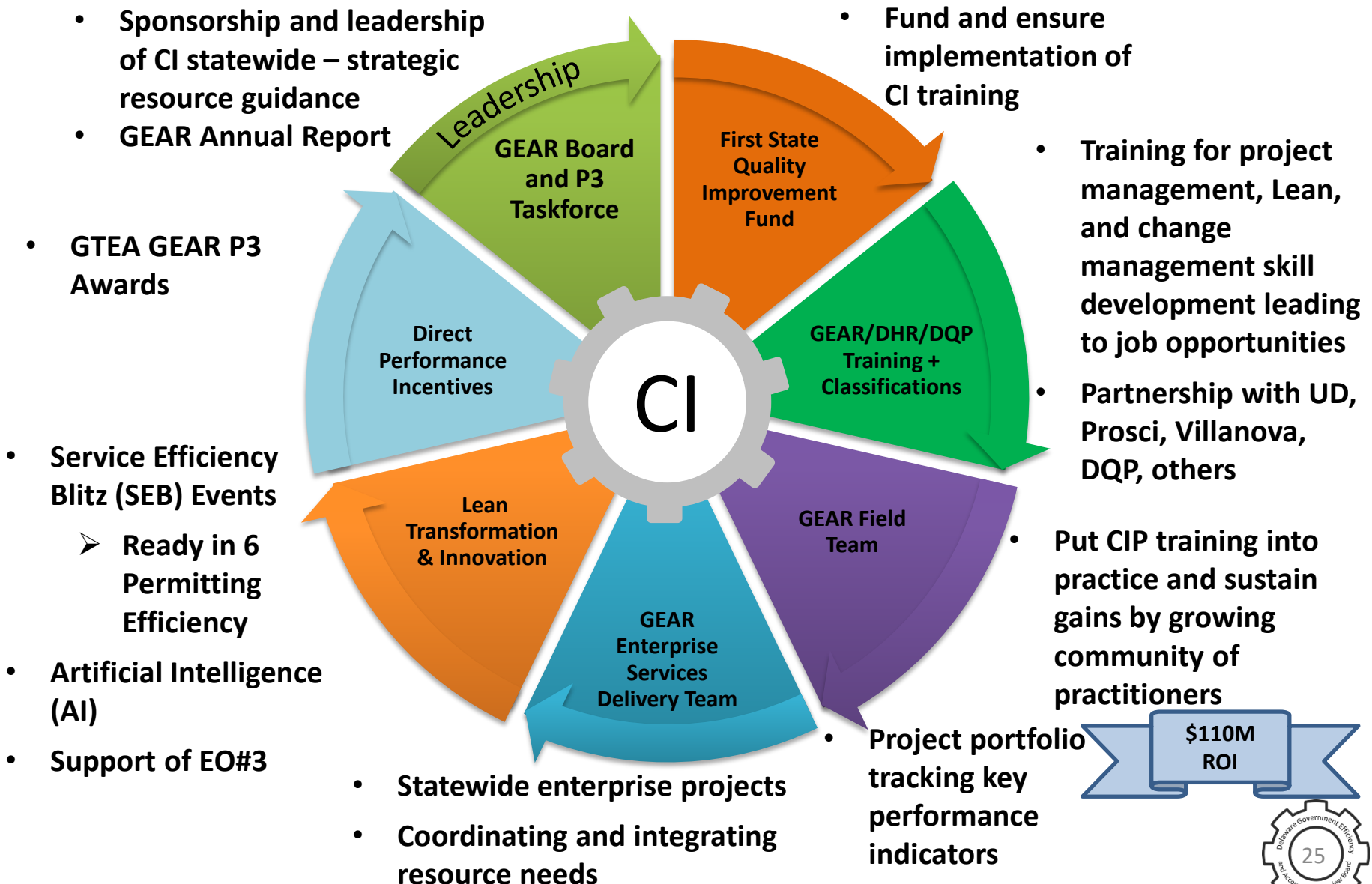
Value Stream Transformation



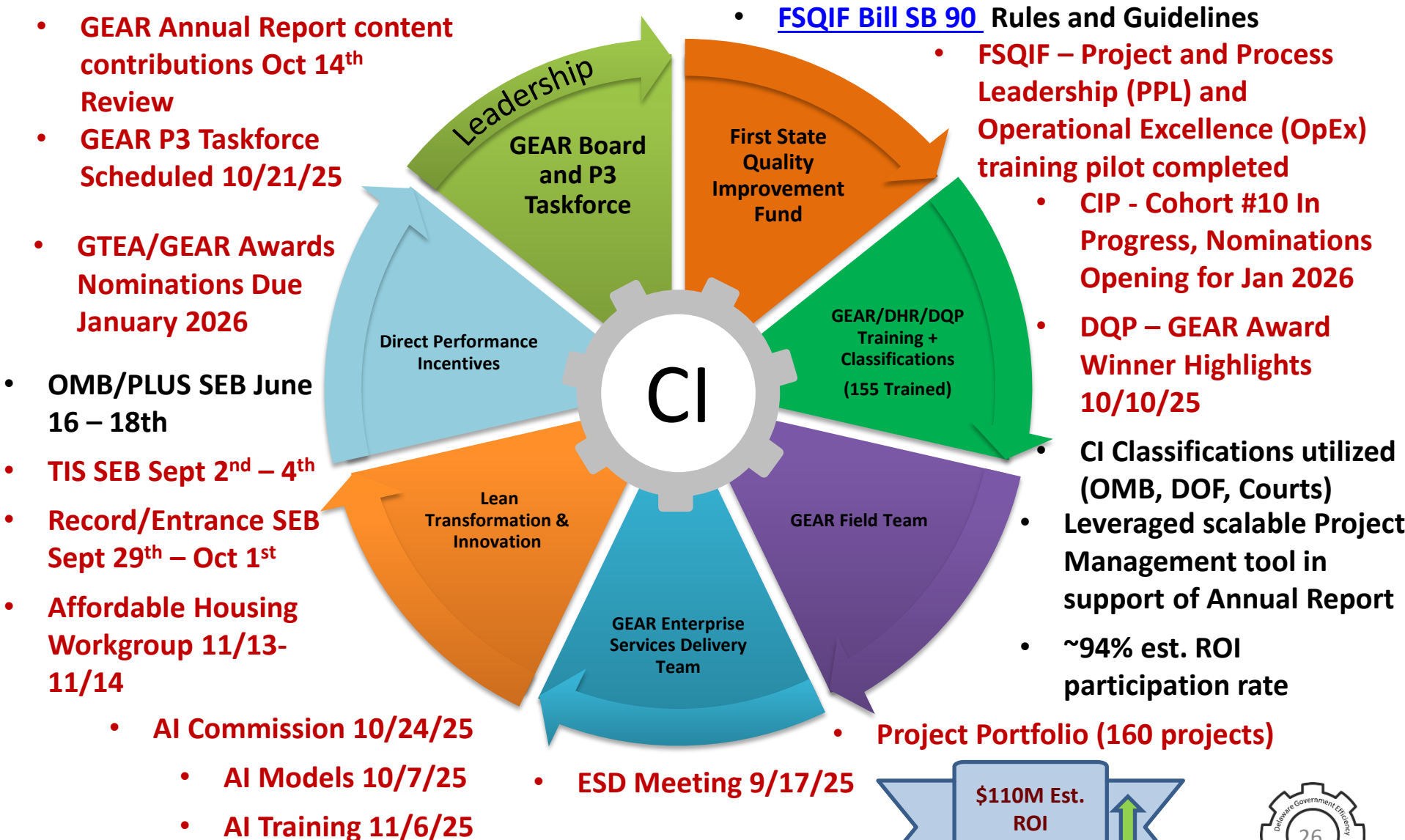
SEB = Service Efficiency Blitz

RPE = Rapid Planning Event

Continuous Improvement (CI) Cycle



Updates to the Continuous Improvement (CI) Cycle



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

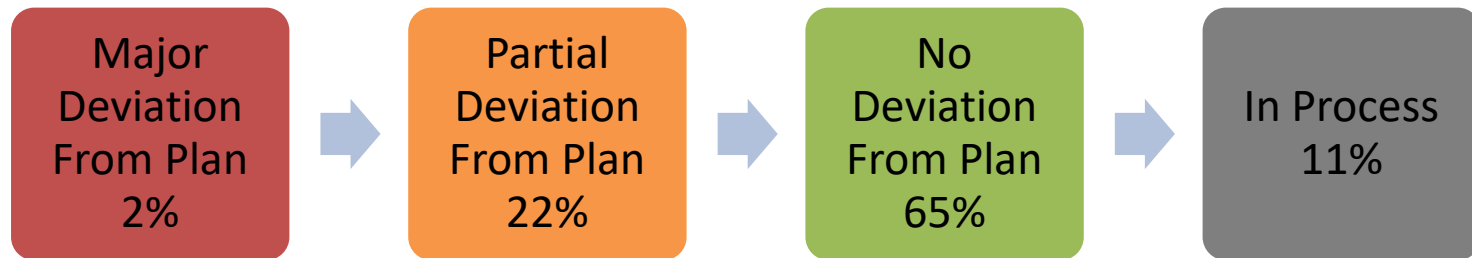
Department	Number of Projects
Health and Social Services (DHSS)	30
State (DOS)	9
Department of Transportation (DelDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	12
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	55
GEAR P3 (Public-Private Partnership)	2
GEAR	7
State Housing Authority (DSHA)	2
Total	160

***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	40



Estimated ROI:
154 (96%) out of 160 projects reporting at \$110M

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team



- **Goal:** Improve integration of project management elements 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.
- **ESD Second Meeting September 17, 2025:**
 - **Status Spreadsheet:** Project status spreadsheet updated with new data elements to make it easier to update project status in ProjectPlace portfolio management platform.
 - **Meeting Agenda:** We have been asked to ensure that the significant statewide projects are addressed at every meeting. These projects include:
 - ERP Migration/Modernization
 - Go DE/Digital Government
 - State Land Use Inventory
 - Criminal Justice Technology Improvement Project and CASCADE

Enterprise Services Delivery Team



Status Updates for Significant Enterprise Projects:

- **ERP Migration/Modernization:** Payroll Human Capital Management (PHCM) and the Financial Management System (FMS) now branded as PHCM/FMS. The third application, Office of Pensions (OPEN), remains independent. Contracts finalized for OPEN, project kick off September 30th. For PHCM/FMS software solution selected and system integrator/implementer RFP to go out October/November. Expected implementation start third quarter of next year.
- **GO DE/Digital Government:** Continued expansion. 64 applications integrated across State agencies. To date processed @ 35,000 transactions from 21,000+ unique users, worth @ \$17M. August added Paid Family Medical Leave payments, DTCC student registration payments, 70 schools use school pay product. New report with transaction and funding reconciliation. Platform security going live.
- **State Land Use Inventory:** State Land Inventory Management (SLIM) system launched in July. Took 13 agency data sets and put this information into a single unified database and user interface. System is a map interface, not spreadsheets, helps agency staff better manage their properties due to greater visibility with the mapping data.

Status Updates for Significant Enterprise Projects:

- **Criminal Justice Technology Improvement Project:** The committee submitted proposal on how to modernize by creating a data repository out of DELJIS and do the programming out of this repository (and get off the mainframe). Currently paused in proceeding, looking to legislative and executive leadership for direction to move forward.
- **CASCADE:** Judiciary's unified E-filing case management and document management system. One year into implementation and on time. Phase 1 Superior Court, Chancery Court, Court of Common Pleas and Justice of the Peace Court to be finished by December 2026. Phase 2 is Family Court, currently has no electronic case processing, to be completed December 2028. Success in the Problem-Solving Courts (Drug Diversion Program, a Community Dispute Resolution Program, and a Mental Health Court) integrated with CASCADE launch and is being used.

GEAR Project Presentations



1. SLIM- State Land Use
Inventory Management

David Edgell, OMB

2. Boosting School
Libraries

Anne Hiller Clark, DOS/DOL

“Statewide Land Inventory Management System” (SLIM)

Dave Edgell

OMB/OSPC, DTI, 13 State Agencies



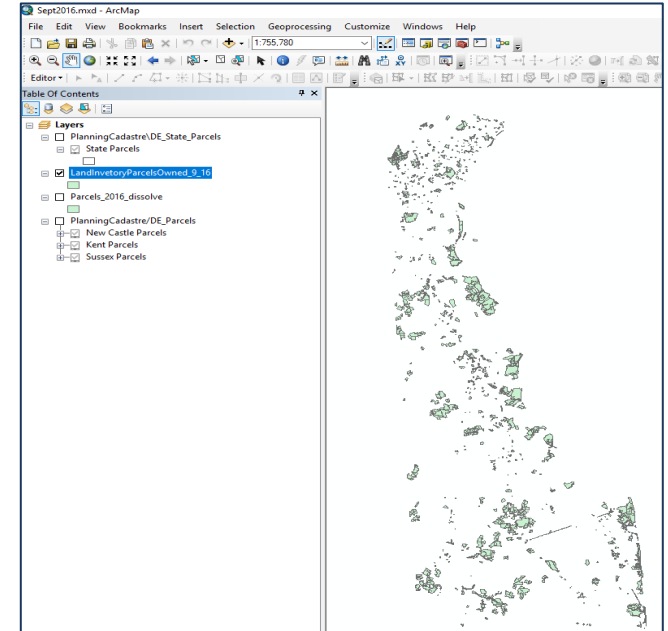
Overview

Problem Statement: There is no central list or database of all lands owned or leased by the State of Delaware.

- Lack of centralized database / list can lead to inefficient and duplicative efforts to manage real property.
 - Shared lists represent a point in time, rather than real time data
 - Each agency / division develops their own database / list and procedures
 - New property acquisition / property disposition not reflected in all lists leading to potentially inaccurate data.
- Impossible to understand the “big picture” of State real property holdings or management.

Background

- The OMB/OSPC attempted to create a Statewide database of real property using the data and lists from multiple agencies and divisions. This effort involves continuous updating, but is not “real time” in that changes made by one agency /division are not automatically updated
- OMB/OSPC worked to do preliminary discover workshops to help size the scope of a centralized land inventory



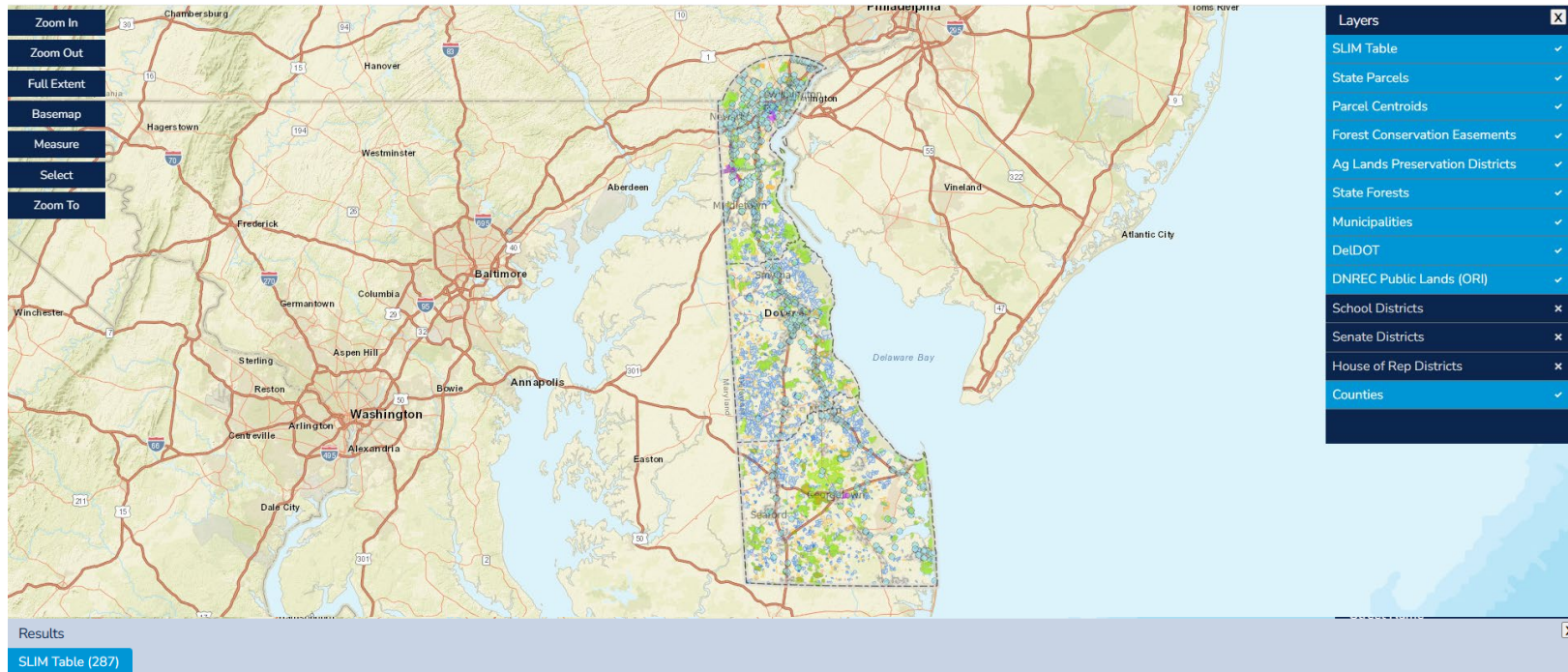
Progress

- OMB/OSPC Submitted a Business Case for approval and acquired Project management support from DTI.
- OMB/OSPC, DTI Project manager worked on BRD.
- OMB/OSPC put out an RFP and awarded a contract to develop the SLIM system to JMT.
- OMB/OSPC, JMT and DTI Project manager worked to engage stakeholders from key agencies holding real property interests.
 - 13 Agencies/Divisions.
- OMB/OSP, JMT and DTI Staff worked closely to help implore useful technology and existing infrastructure to stand up a custom solution.
- OMB/OSP, JMT and DTI Project manager worked with stake holders to test system functionality and data representation.

Progress – Timeline

- Original Discovery – **September 2019**
- Business Case – **July 2022**
- DTI Project manager engagement – **August 2022**
- RFP – **March 2023**
- Proposal review – **April 2023**
- Contract Award – **January 2024**
- Requirements Gathering – **July 2024**
- Development/user testing/feedback – **July 2024 to June 2025**
- Implementation – **June 2025 to Current**

Progress – UI



94 Parcels 1 Agency 423 Acres												<input checked="" type="radio"/> CSV	<input type="radio"/> Excel	<input type="radio"/> Shapefile	<input type="radio"/> KML	<input type="button" value="Export"/>						
Slim Name	▼	Action	▼	Zoom	▼	Agency Name	▼	Name	▼	Parcel PIN	▼	Acres	▼	County	▼	Parcel Type	▼	Status	▼	Acquisition Date	▼	Insured ?
A-100242-DE-202506-2		More Details				Office of Management a...										Asset		Active				No
L-100242-N-202506-1		More Details		Zoom	Popup	Office of Management a...		Surplus Property Site Ol...		2800300005		14.5149		New Castle		Land		Active				No
A-100242-DE-202506-3		More Details				Office of Management a...										Asset		Archived				No
A-100242-DE-202506-1		More Details				Office of Management a...										Asset		Active				No
L-100200-N-202506-1		More Details		Zoom	Popup	Office of Management a...		New Castle Co. Courtho...		2603540155		0.5594		New Castle		Land		Active				No
L-100200-DE-202506-2		More Details				Office of Management a...		New Sussex Courthouse		134-14.20-223.00		0.6455				Land		Active				No
L-100200-K-202506-2		More Details		Zoom	Popup	Office of Management a...		William Penn Building		2-05-06716-03-0801-00...		3.01		Kent		Land		Active				No
L-100200-K-202506-1		More Details		Zoom	Popup	Office of Management a...		New Family Court Dover		2-05-07709-03-2100-00...		0.4506		Kent		Land		Active				No
L-100200-DE-202506-1		More Details				Office of Management a...		Court Parking lot see Cu...		2-05-07709-03-5300-00...		1.4471				Land		Active				No
L-100200-N-202506-2		More Details		Zoom	Popup	Office of Management a...		Public Defender/ DTI		2603520121		0.34		New Castle		Land		Active				No
L-100200-K-202506-3		More Details		Zoom	Popup	Office of Management a...		Todd Building		2-05-07709-03-3600-00...		1.2		Kent		Land		Active				No

Next Steps

- Continue to work with agency partners to intergrate with the SLIM system.
- Continue to work with agency partners to improve data quality and inventory usefulness.

Challenges

- Scope and assumptions.
- Various levels of inventory depth and data points.
- Integrating with technology and existing infrastructure.
- Messaging and buy in from agency partners.
- DTI Project requirements (Business Case, BRD, ARB, Accessibility).

GEAR Board Ask

- Continued support in encouraging stakeholders to work with OMB/OSPC and JMT on SLIM system.
- Continued support in working with OMB/OSPC where applicable to bolster data quality and usefulness.

Boosting School Libraries in Delaware's Literacy Emergency

*Department of State
Division of Libraries*



Overview

- What is the issue/problem being addressed?
 - Delaware's Literacy Emergency: Low student literacy levels have lifetime effects
 - Only 40% of grades 3-8 are proficient or higher in English Language Arts (2023-2024 school year)
 - Only 45% of high school SAT takers scored proficient or higher in reading (2023-2024 school year)
- What is the desired outcome?
 - Improved student literacy scores; strengthened workforce; reductions in future incarcerated populations

Background

- What is the project?
 - Update and expand school libraries' collections to improve students' literacy and learning
 - Integrate school libraries into the Delaware Library Catalog/Consortium to achieve economies of scale
 - Provide Professional Development training to library staff
 - Funding: State and Federal

Background

- What is the significance of this project?
 - Complement other Delaware Library efforts to address Delaware's Literacy Emergency
 - Part of DDL and the Delaware Literacy Alliance's "literacy-across-the-lifespan" approach.
- What is the estimated Return On Investment (costs versus benefits) for this project?
 - Priceless! (Early stage; not yet fully quantified)

Progress

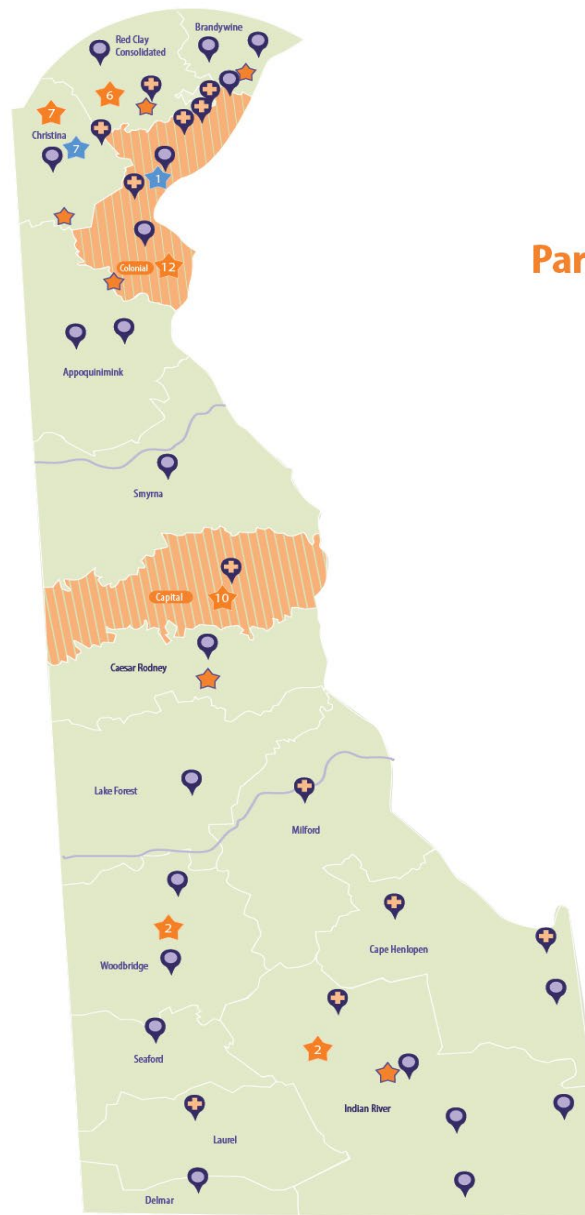
- 2024 - \$1.9 million federal Department of Education earmark grant
 - Thanks to Senators Coons & Carper
 - Funds for DLC school libraries – incentive to join Delaware Library Catalog/Consortium
 - Distributed over 3 years – Year 2 began Sept. 2025

Year 1

# of Items Added	# of Schools	Amount of \$ spent
19,767 (as of 9/23/25)	38 <small>*Schools joining in Cohort 6 will receive funds once they go live</small>	\$306,390.90 (as of 9/23/25)

Progress

- What is completed on this project?
 - 53 School Libraries
 - 43 public schools
 - 8 charter schools
 - 2 private schools



Participating Delaware School Libraries (4/21/2025)



Learn more & Join the DLC
DelawareLibraries.org/bookflood



Scan me & complete the form!
We will contact you!



Key:

- Lines indicate entire district participates
- "In Process" - # indicates how many joining
- School library participates - # indicates how many
- Votek district school library participates
- Delaware Public Library with Teleservice Booth
- Delaware Public Library

Progress

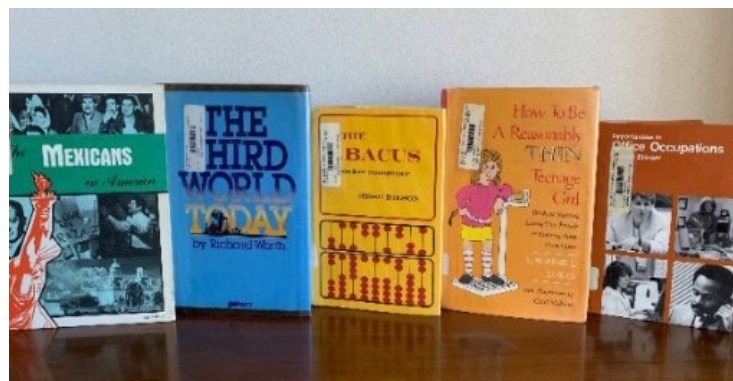
- What is the progress toward goals, and the estimated measurable outcomes?
 - Goal: Every Delaware student to check out two books per week during school year
 - Reason: To address Governor Meyer's Literacy Emergency
 - No single family nor library can afford all the books needed for student success. Libraries get their strength from sharing resources, tools, and expertise so all Delawareans have access to more. All Delaware Libraries need to work collaboratively.

Progress

Participating School Libraries			
	# of School Libraries	Schools in Transit:9	
Pilots/Existing	17		
Cohort 1	3	3/10/2023	Go Live
Cohort 2	5	6/29/2023	Go Live
Cohort 3	3	11/10/2023	Go Live
Cohort 4	8	4/5/2024	Go Live
Cohort 5	6	1/15/2025	Go Live
Cohort 6	11	9/25/2025	Go Live
Total:	53		

Progress

- Feedback from Students:
 - New books are more appealing
 - Self-check machines are empowering
 - Library staff help students
- Circulation increase in school libraries with new books!



(Old books removed from school libraries)

Progress

- Schools are using the Radio Frequency Identification (RFID) equipment to streamline circulation
 - Students are learning the same software the public libraries are using – creates lifelong reading and library habits

Library	District	Total FY25 Self-check Circulation	Total FY Circulation	Self-check % of Circulation
Hartly ES	Capital	4,805	4,950	97%
North Dover ES	Capital	2,937	3,461	85%
Wilm Manor ES	Colonial	2,777	3,517	79%
BT. Washington ES	Capital	1,064	1,663	64%
Carrie Downie ES	Colonial	3,499	5,620	62%
New Castle ES	Colonial	3,212	5,654	57%

Next Steps

- What are the next steps in this project?
 - Three cohorts of school libraries can onboard annually.
- What is the timeline for completion?
 - Ongoing
 - Federal grant for Shared Collections ends September 2027

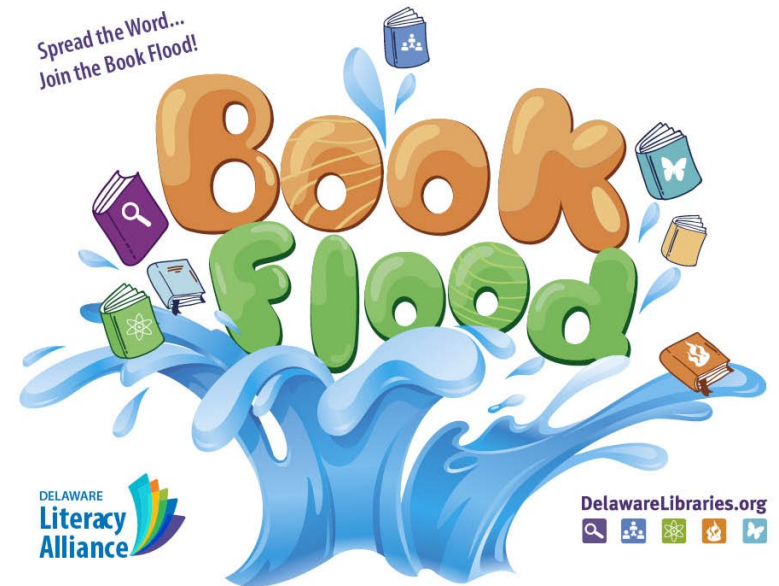
Challenges

- Obstacles/barriers to the next steps or the project as a whole?
 - Streamline student data loads process (DOE)
 - User confusion about school and public library records visible in the Delaware Libraries Catalog
 - Administrative/legislative action needed on the shortage of Certified School Librarians and lack of dedicated funding for school libraries

GEAR Board Ask

- What does the project need from the GEAR Board?
 - **Encourage school district officials to join the Delaware Library Catalog/Consortium**
 - **Benefits:**
 - Students: Broader access to library materials
 - Library Staff: Professional Development opportunities

All Delaware school libraries are invited!
Join the statewide Delaware Library Catalog!



DelawareLibraries.org/bookflood

GEAR Board Ask

ALL DELAWARE SCHOOL LIBRARIES ARE INVITED!
JOIN THE STATEWIDE DELAWARE LIBRARY CATALOG!



THANK
YOU!

Spread the Word... Join the Book Flood!

- **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)

Executive Director of the Government Efficiency & Accountability Review (GEAR)	Director of Management Efficiency
Department of Finance	Office of Management and Budget
	Budget Development and Planning

Daniel Madrid (daniel.madrid@Delaware.gov)

Deputy Director of the Government Efficiency & Accountability Review (GEAR)
Department of Finance

