

# Government Efficiency and Accountability Review (GEAR)

GEAR49 Board Meeting  
December 9<sup>th</sup>, 2025



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

# Agenda

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10 min

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

90 min

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

## Roll Call/Quorum Confirmation

## **Review/Approve Minutes from Prior Board meeting**

*Final draft version sent to Board for review November 26<sup>th</sup>, 2025*

# Old Business

## 2025 GEAR Board Schedule

Location	Date	Time
Carvel/Virtual	<del>Tuesday, March 4</del>	<del>10:00 a.m.</del>
Carvel/Virtual	<del>Tuesday, May 6</del>	<del>10:00 a.m.</del>
Carvel/Virtual	<del>Tuesday, July 15</del>	<del>10:00 a.m.</del>
Haslet/In Person	<del>Tuesday, Oct 14</del> <del>(*Approve 2025 GEAR Annual Report)</del>	<del>10:00 a.m.</del>
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](mailto:bobbi.divirgilio@delaware.gov) for more information

# Meyer Administration Values

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## 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

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- *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

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- Proposed 2026 Schedule
- 2025 GEAR Annual Report
  - November 3<sup>rd</sup> publication
  - November 25<sup>th</sup> Press Release
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Taskforce continue regular meetings
- GEAR Continuous Improvement Cycle Updates



# Proposed 2026 Schedule

Location	Date	Time
Carvel/Virtual	Tuesday, March 3	10:00 a.m.
Carvel/Virtual	Tuesday, May 5	10:00 a.m.
Carvel/Virtual	Tuesday, July 14	10:00 a.m.
Buena Vista/In Person	Tuesday, October 6 (*Approve 2026 GEAR Annual Report)	10:00 a.m.
Carvel/Virtual	Tuesday, Dec 8	10:00 a.m.

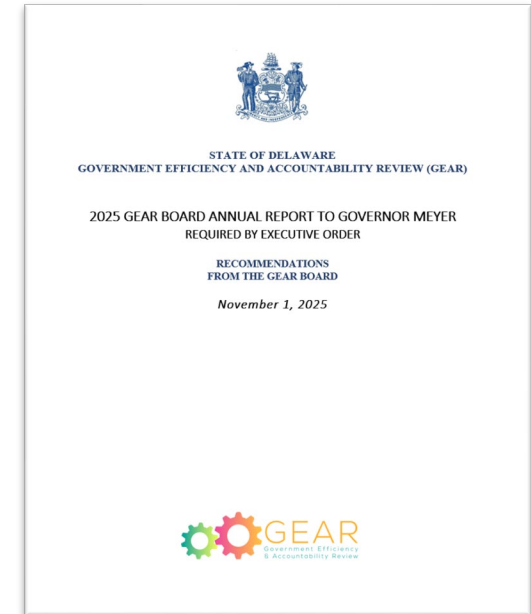
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# GEAR Annual Report – 2025

## 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
Nov 25	Press Release



# GEAR Annual Report Press Release Excerpt

**WILMINGTON** – Governor Matt Meyer today highlighted the release of the **ninth annual report** of the Government Efficiency and Accountability Review (GEAR) Board, highlighting the State's continued work to make government more transparent, cost-effective, and responsive to Delawareans. The GEAR Board, created to strengthen a culture of continuous improvement across state agencies, focuses on streamlining processes, modernizing systems, and advancing data-driven decision-making.

"State government should be honest, transparent, and efficient. Through innovative, collaborative suggestions that are driven by data, the 2025 GEAR report will help ensure that Delawareans' tax dollars are being used effectively," **Governor Matt Meyer said**. "Thank you to the tremendous leaders serving on the GEAR board who have worked on these recommendations. From streamlining permitting to modernizing digital services, they are making sure state government better serves all Delawareans."

**The 2025 report highlights key accomplishments across state government, including:**

- Growing continuous improvement capacity, with more than 175 employees from 23 agencies advancing 160 initiatives projected to save an estimated \$110 million over their lifespan.
- Launching a permitting efficiency blitz using Lean and Agile practices to support Ready in Six, reducing processing times by four business weeks and saving at least \$1.2 million annually.
- Implementing the State Land Inventory Management (SLIM) system to centralize data on state-owned property and support informed decision-making on utilization, surplus assets, environmental impacts, and economic development planning.
- Delivering taxpayer savings through lease restructuring, fleet cost controls, healthcare cost containment, streamlined onboarding, stronger correctional officer retention, online environmental permitting tools, integrated school library catalog access, modernized background checks, and continued optimization of financial, HR, criminal justice, and IT systems.
- Recognizing innovation through GEAR's Public-Private Partnership awards, honoring teams from the Department of Education, the Department of Services for Children, Youth and their Families, and the Department of Transportation for projects that improved services, reduced costs, and applied new technology.

# Public Private Partnership (P3) Taskforce and Supporters



- The GEAR P3 Taskforce Chaired by CEO of TPI/GEAR Board Member, Ernie Dianastasis
- Subset of 10-12 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
- Last meeting: October 21, 2025
  - Next meeting:
    - 2026 Goal Setting
    - Brainstorming Initiative

# Current P3 Taskforce Members

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## Leadership

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

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

## Membership

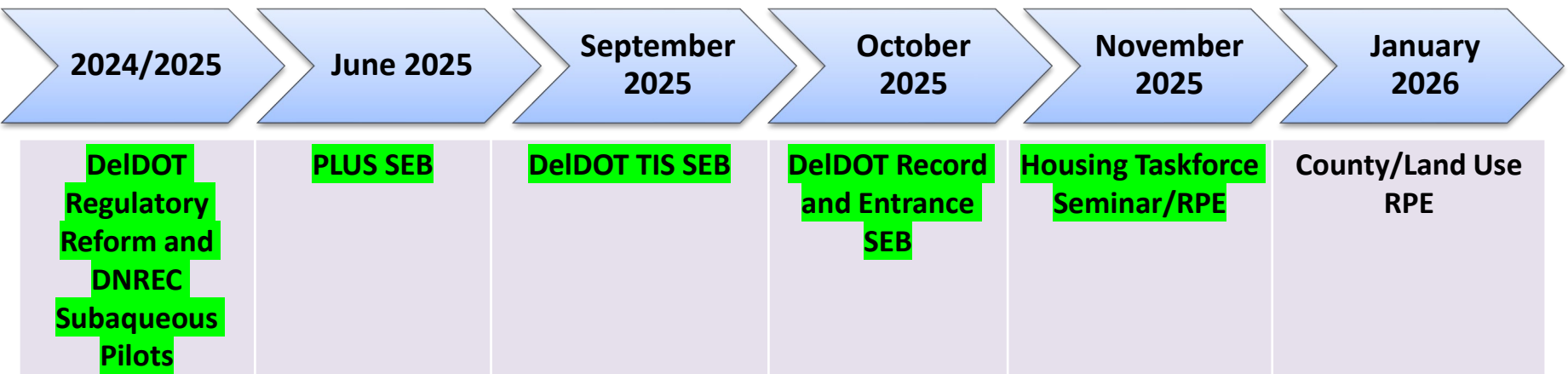
- *Mike Riemann, P.E., Becker Morgan Group*
- *Natalie Keefer, Operations Executive, Bank of America*
- *Rob McMurray, Chief Financial Officer, Christiana Care Healthcare System*
- *Chris Coletti, M.D., MHCDS, FACEP, FACP, Christiana Care Healthcare System*
- *Scott Malfitano, Vice President, Corporation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

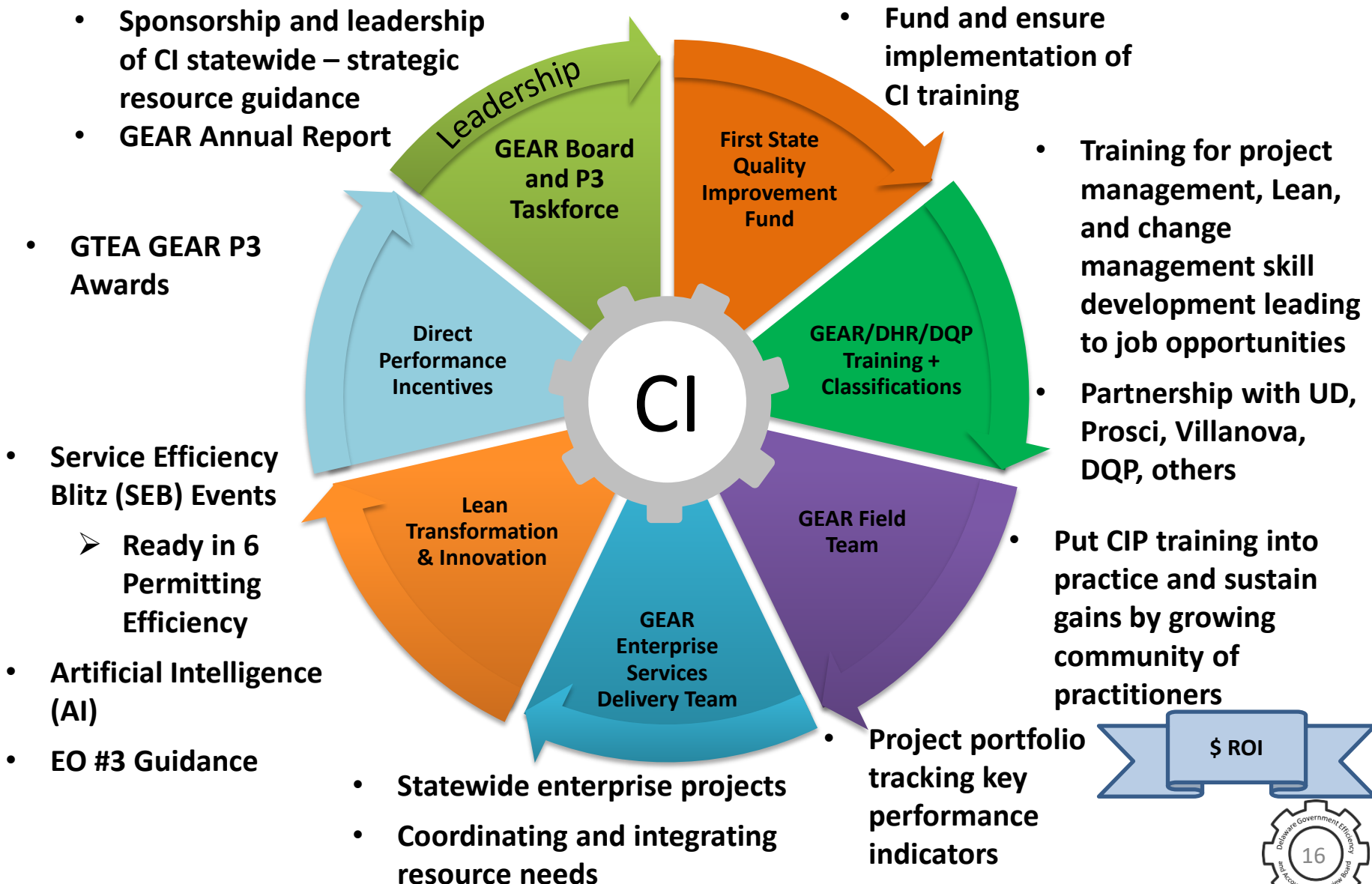


**SEB = Service Efficiency Blitz**

**RPE = Rapid Planning Event**

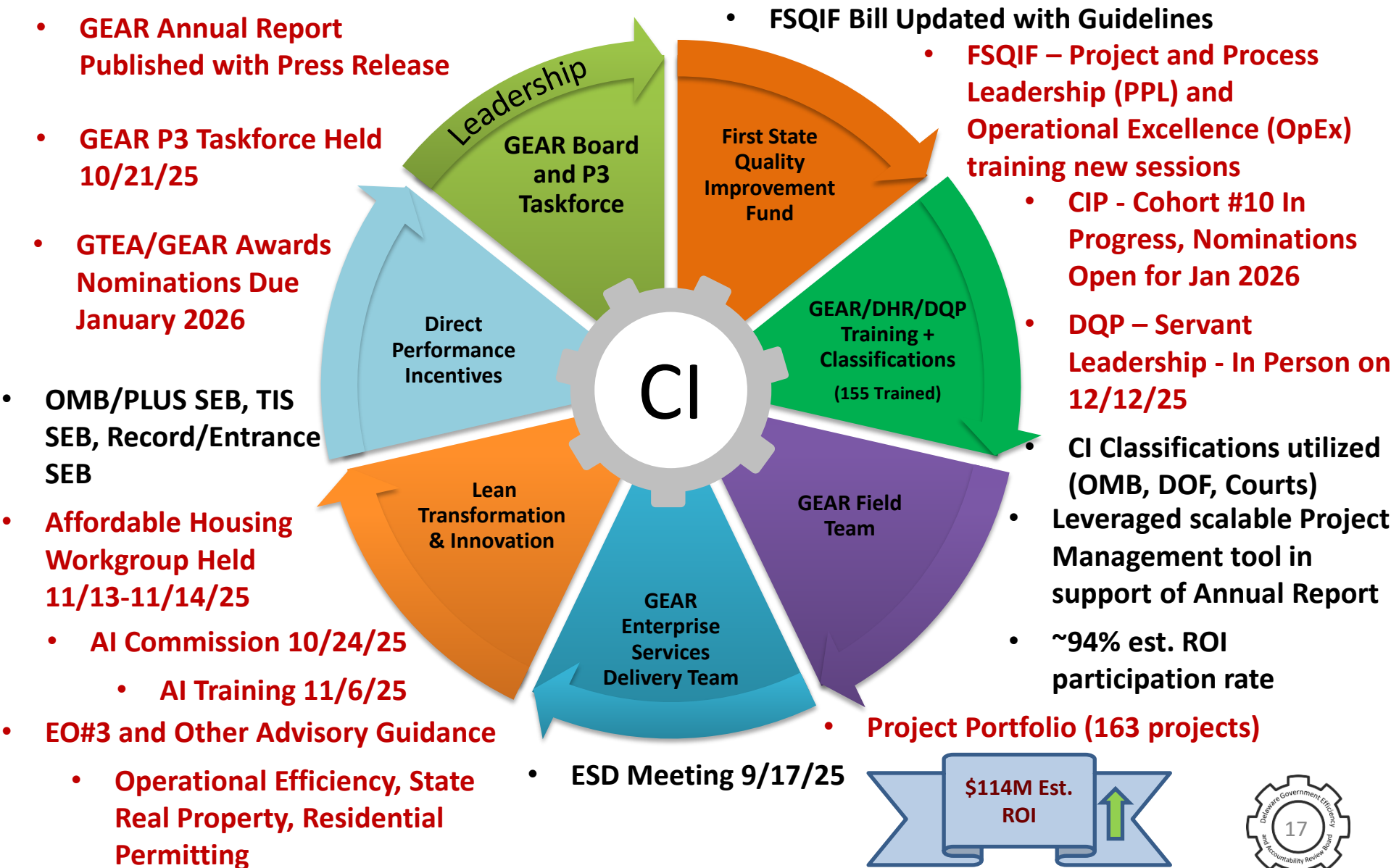


# Continuous Improvement (CI) Cycle





# Updates to the CI Cycle



# GEAR Portfolio

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- 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

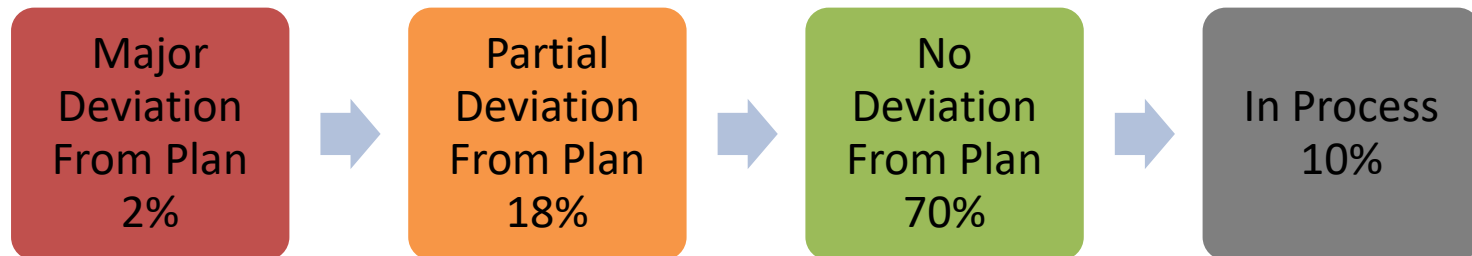
Department	Number of Projects
Health and Social Services (DHSS)	31
State (DOS)	6
Department of Transportation (DelDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	12
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	60
GEAR P3 (Public-Private Partnership)	2
GEAR	7
State Housing Authority (DSHA)	2
<b>Total</b>	<b>163</b>

**\*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 \$114M**

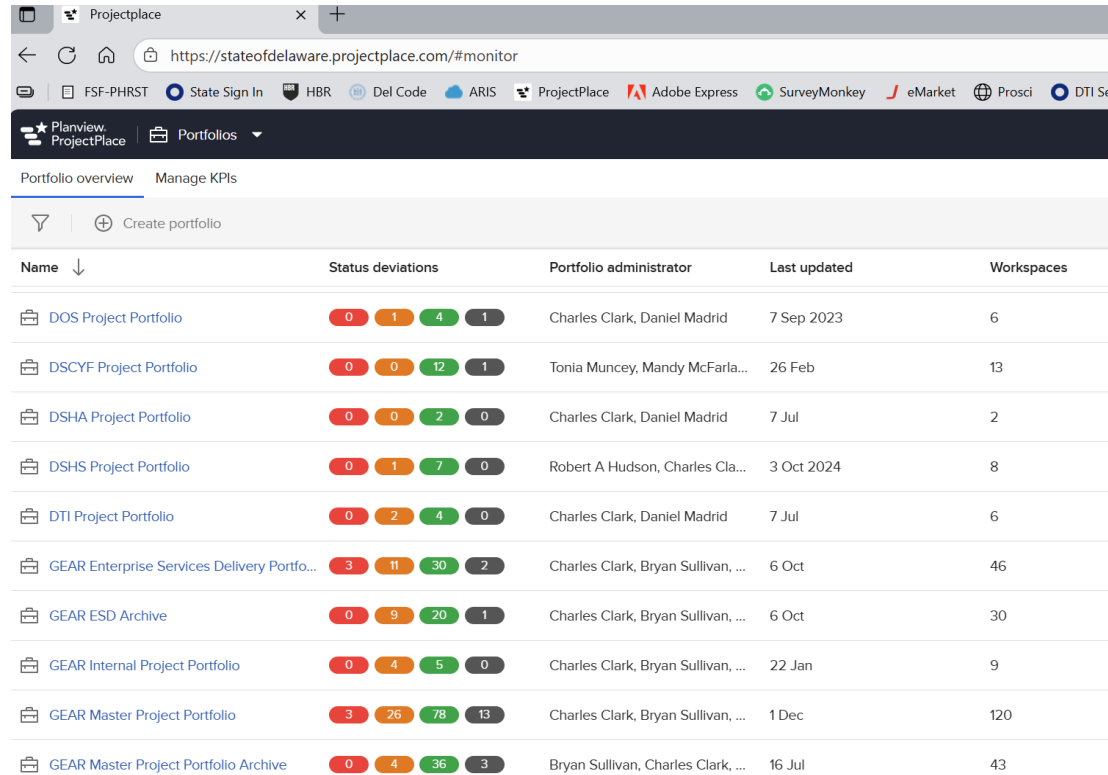
# Current ROI Methodology

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- ROI is reported in five categories
  - High = cost savings >1M over the life of the initiative (reported as \$1M in savings each)
  - Medium = cost savings between 250K and 1M over the life of the initiative (reported as \$625K in savings each)
  - Low = cost savings up to 250K over the life of the initiative (reported as \$125K in savings each)
  - Negative = costs expected to exceed monetary benefits, but the project has other measurable outcomes that enhance value (reported as [-\$125K] in savings each)
  - Actual = cost savings reported as calculated by project leads
- Projects are either active or in an archived portfolio – both provide cumulative ROI totals to date
  - 73% Active (120 projects)
  - 27% Archived (43 projects)

# Distribution of Projects by ROI

- High (20/\$20M)
- Medium (43/\$27M)
- Low (78/\$10M)
- Negative (5/-625K)
- Actual (8/\$58M)
- Unreported (9/TBD)



The screenshot shows the Projectplace web application interface. The browser address bar displays the URL: <https://stateofdelaware.projectplace.com/#monitor>. The page title is "Portfolio overview" and "Manage KPIs". Below the title, there is a "Create portfolio" button. The main table lists various project portfolios with columns for Name, Status deviations, Portfolio administrator, Last updated, and Workspaces.

Name	Status deviations	Portfolio administrator	Last updated	Workspaces
DOS Project Portfolio	0 1 4 1	Charles Clark, Daniel Madrid	7 Sep 2023	6
DSCYF Project Portfolio	0 0 12 1	Tonia Muncey, Mandy McFarla...	26 Feb	13
DSHA Project Portfolio	0 0 2 0	Charles Clark, Daniel Madrid	7 Jul	2
DSHS Project Portfolio	0 1 7 0	Robert A Hudson, Charles Cla...	3 Oct 2024	8
DTI Project Portfolio	0 2 4 0	Charles Clark, Daniel Madrid	7 Jul	6
GEAR Enterprise Services Delivery Portfo...	3 11 30 2	Charles Clark, Bryan Sullivan, ...	6 Oct	46
GEAR ESD Archive	0 9 20 1	Charles Clark, Bryan Sullivan, ...	6 Oct	30
GEAR Internal Project Portfolio	0 4 5 0	Charles Clark, Bryan Sullivan, ...	22 Jan	9
GEAR Master Project Portfolio	3 26 78 13	Charles Clark, Bryan Sullivan, ...	1 Dec	120
GEAR Master Project Portfolio Archive	0 4 36 3	Bryan Sullivan, Charles Clark, ...	16 Jul	43

# **Enterprise Services Delivery (ESD) Team**

# Enterprise Services Delivery Team

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- **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.
- **ESD Project Updates for December GEAR Board Meeting:**
  - **Status Spreadsheet:** Project status spreadsheet updated with ProjectPlace data elements to make it easier to update project status in ProjectPlace.
  - **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

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## Status Updates for Significant Enterprise Projects:

- **ERP Migration/Modernization:** Three applications, OPEN and Payroll Human Capital Management rendered PHCM/FMS. The ERP modernization effort is currently negotiating a contract for the new solution provider. Once the contract is finalized, an RFP for the implementation partner will be released. The implementation for the new software is anticipated to begin in late 2026 or early 2027 but is dependent on the timing of contractual negotiations.
- **GO DE/Digital Government:** Continued expansion. 108 active Go DE applications, 69,000 transactions, \$25.5M collected, and over 38,000 unique users on the platform. Capabilities will be extended to integrate with point-of-sale devices, allocate cloud storage for consumer filings, and extend web form development to support WCAG 2.1 requirements. The team is actively engaged in AI usability and user experience research and testing.
- **State Land Use Inventory:** State Land Inventory Management (SLIM), system launched in July, is now completed and closed out. OMB/OSPC's other project, Leverage FirstMap for Data Sharing is underway as an ongoing project to leverage the FirstMap platform for GIS data sharing as a business practice.

# Enterprise Services Delivery Team

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## Status Updates for Significant Enterprise Projects:

- **Criminal Justice Technology Improvement Project:** The Criminal Justice Systems Evaluation Committee is currently on-hold, as the vision of the committee has changed. In the interim, the Courts have established a leadership committee internal to the Judicial Branch to outline and prioritize modernization efforts. This committee is scheduled to meet in January.
- **CASCADE:** Project remains on time and in budget. Phase 1, including JP, CCP, Superior and Chancery, is on target for a Q4 2026 Go-Live. Courts received the second major release on 12/3, which includes the Courts configuration, data and documents for testing in the non-production environments. Demo's and Road Shows will be an area of focus in Q1 2026.

# GEAR Project Presentations

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1. COOP Process Life Cycle      **Deidra McNatt, DSCYF**
2. Digital Government  
Foundation Program      **Jennifer Jarrell, DTI**

# **CONTINUITY OF OPERATIONS PLANNING (COOP) PROCESS LIFE CYCLE UPDATE**

Deidra McNatt

Department of Services for Children,  
Youth and Their Families (DSCYF)

# Overview

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- Vision
  - Pilot the collection of COOP data
  - Give staff knowledge, skills, and ability to respond
- Goal
  - Ensure Division of Management Support Services (DMSS) COOP becomes a living document
  - Develop a project plan to be replicated by other divisions and the department
- Continuous Improvement Tools
  - ADKAR (Awareness-Desire-Knowledge-Ability-Reinforcement)
  - PDSA (Plan-Do-Study-Act)
  - RACI (Responsible-Accountable-Consulted-Informed)

# Progress

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- What Have We Done?
  - Planned
  - Developed communications, tools, and resource repository
  - Facilitated workshops
  - Updated COOP document
  - Created “Go-Bags”
  - Facilitated an interactive COOP drill and hotwash

# Progress

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## Worksheet Data Capture Included:

- Essential functions
- Primary secondary and tertiary delegations of authority
- Recovery resources, vital systems, and equipment
- Alternate worksites
- Rapid Recall phone list

# Progress

## Essential Functions, Processes, Services, & Personnel Worksheet

### Continuity of Operations Planning – Worksheet 2: Essential Functions, Processes, Services, & Personnel

**Division:** [Click or tap here to enter text.](#) **Unit:** [Choose an item.](#) **Plan Date:** [Click or tap here to enter text.](#) **Plan Review Due Date:** [Click or tap here to enter text.](#)



#### Instructions:

1. List the functions identified as essential in Worksheet 1.
2. Describe the essential function in terms of what processes and services are necessary to perform that function. (Remember that a very simple essential function may need little description, so the process or service may be the same as the essential function.)
3. Prioritize the essential functions based on which essential functions must be resumed first.
4. Identify personnel whose functions include essential processes and services. These are key positions.
5. 5-7. List the positions that would assume the authority of the key position if it became vacant unexpectedly, and any limitations the successor would have. (The same successors may be named for different key positions but avoid designating the same individual as the first successor for several key positions.)

1. Essential Functions	2. Process or Service	3. Priority	4. Key Position(s)	5. Successor 1	6. Successor 2	7. Successor 3

Enter in BCIC under 3.0 Process Tasks



# Progress

## Rapid Recall List

### Continuity of Operations Planning – Worksheet 8: Rapid Recall List

**Division:** DMSS **Unit:** Choose an item. **Plan Date:** Click or tap here to enter text. **Plan Review Due Date:** Click or tap here to enter text.



#### Instructions:

1. In columns 1 – 6, list the name of each employee, their email address, work phone number, work cell phone number (if applicable), personal cell number, the name of their emergency contact, and phone number.
2. In column 7, check the box if the employee is a member of your unit's COOP plan.
3. In column 8, check the box if the employee is a manager or supervisor.

1. Employee Name	2. Email Address	3. Work #	4. Work Cell #	5. Personal Cell # (Optional - If not provided, write declined)	6. Emergency Contact Name and # (Optional - If not provided, write declined)	7. COOP Team?	8. Manager or Supervisor?
						<input type="checkbox"/>	<input type="checkbox"/>
						<input type="checkbox"/>	<input type="checkbox"/>

### Counseling Service Rapid Call List

Service Provider	Contact Information	Counseling for Whom?	Services Provided
Health Advocate	Phone: 1-855-556-2065 Email: answers@HealthAdvocate.com	Employee, non-Medicare retirees enrolled in a State of Delaware non-Medicare	Counseling (up to 5 sessions), locate child care, eldercare.

### Police Departments

Delaware State Police Troop 1	603 Philadelphia Pike, Wilmington, DE 19809	(302) 761-6677
Delaware State Police Troop 2	100 Corporal Stephen J Ballard Way, Newark, DE 19702	(302) 834-2620
Delaware State Police Troop 3	3759 South State Street, Camden, DE 19934	(302) 697-4454
Delaware State Police Troop 4	23652 Shortly Road, Georgetown, DE 19947	(302) 856-5850
Delaware State Police Troop 5	9265 Public Safety Way, Bridgeville, DE 19933	(302) 337-1090

### Hospitals

Nemours	1600 Rockland Road, Wilmington, DE 19803	(855) 842-8422
Christiana Care	4755 Ogletown Stanton Road, Newark, DE 19718	(302) 733-1000
Christiana Care Wilmington	501 W. 14 <sup>th</sup> Street, Wilmington, DE 19801	(302) 733-1000
Bayhealth (Dover)	640 S. State Street, Dover, DE 19901	(302) 674-4700
Bayhealth (Milford)	100 Wellness Way, Milford, DE 19963	(302) 422-3311
Beebe Healthcare	424 Savannah Road, Lewes, DE 19958	(302) 645-3547

### Children's Advocacy Center

Children's Advocacy Center of Delaware	1801 Rockland Road, Wilmington, DE 19803	(302) 485-7088
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### Fire Departments

Aetna Hose Hook Ladder	P. O. Box 148 Newark 19715	302-454-3300
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# Progress

## Division Criticality Ranking Chart

### DMSS Criticality Ratings

Division: DMSS Unit: Division-wide Plan Date: 10/1/25 Plan Review Due Date: 9/30/26



The criticality ratings found below are the result of a collaborative DMSS needs assessment. Resources will be assigned to support restoring essential functions based on the criticality rating assigned to each essential function. Incident command is responsible for prioritizing assigning staff resources to support the restoration needs of each unit.

Criticality Rating	Essential Function	Unit
1	Network	MIS
1	Communications	MIS
1	File Servers	MIS
1	Internet	MIS
1	Security Systems	MIS
1	Individual Systems	MIS
1	Maintain and Repair HVAC (debate between 1-2 and all decided on 1 rating)	Maintenance
1	Maintain and Repair Electrical Systems	Maintenance
1	Maintain and Repair Plumbing Systems	Maintenance
1	Maintain and Repair Generators	Maintenance
1	Maintain and Repair Fire Systems	Maintenance
1	Maintain and Repair Boilers, Pumps, and Motors	Maintenance
1	Snow Removal	Maintenance
1	Accessibility of the Cloud-Based Case Management Database	FOCUS
1	Data Quality (debate between 1-2 and all decided on 1)	FOCUS
1	Data Retrieval	FOCUS
1	Vendor Management – Deloitte and Salesforce	FOCUS
1	Communication	FOCUS
1	Paycheck Entries and Review Base Pay, Premium Pay, OT, and Repayments	Fiscal - Payroll
1	Stop Payment and/or Reissue Live Check Stripping Deposits	Fiscal - Payroll
1	Accounts Payable	Fiscal Services
1	Assist with Contract Emergency Purchases	Fiscal - Contracts
1	Communication/Leadership	Director's Office
1	Payment Approvals/Signatures (Aligned with Fiscal)	Director's Office
1	Review for Cabinet Secretary Approval (Aligned with Fiscal)	Director's Office
1	Approvals – Contracts, Building Permits, PCard, etc.	Director's Office
1	Conduct Institutional Abuse Investigations	OCM – Institutional Abuse
1	LR, ELR, ADA	DHR

# Progress

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- Worksheets completed by the unit
- Emergency essentials:
  - Flashlight
  - Masks and gloves
  - First Aid Kit and guide
  - Emergency timesheet and injury/illness reporting form
  - Notepad and pen
  - Guide to understand COOP phase
  - Severe weather closing emergency clarification
  - Reconstitution worksheet
  - Color coded division name tags
  - Guides for responding to staff during and after a traumatic event
  - Free wi-fi locations
  - Instructions for downloading Web-ex phone app
  - Copy of the full division COOP document for managers
- Division leadership also received:
  - Laminated incident command visual control
  - Dry erase markers and eraser
  - Steno pads
  - Full rapid recall list
  - List of all department vendors and their contact information
  - A whistle and reflective vest (megaphones are coming!)



# Progress

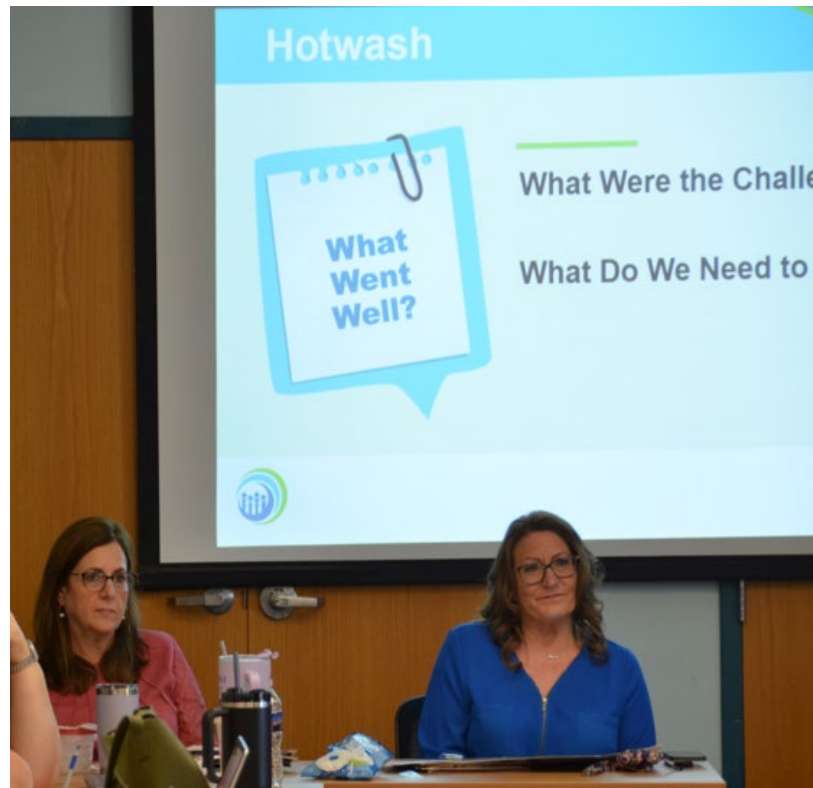
## Laminated Incident Command Visual Control

**Incident Command - Restoration of Essential Functions - Response Teams Visual Control**

Essential Function	Essential Function	Essential Function	Essential Function	Essential Fuction	Essential Fuction	Essential Fuction
Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task
Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task
Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task	Resource and Task
Status	Status	Status	Status	Status	Status	Status
Note or Next Task	Note or Next Task	Note or Next Task	Note or Next Task	Note or Next Task	Note or Next Task	Note or Next Task

# Progress

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COOP Drill and Hotwash Photos

# Progress

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- Progress & Measurable Outcomes:
  - Increased division and department COOP **Awareness**
  - **Desire** to participate by all units
  - **Knowledge** of COOP and the role of each person
  - **Ability** to respond and support reconstitution
  - Plan to sustain through **Reinforcement**



# Progress

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- Return on Investment (ROI) for this project?
  - Distribution of work
  - Increased transparency
  - Improved confidence
- Strategic Plan Goals
  - Improved divisional collaboration
  - Enhanced data quality collection and continuous quality improvement
- Agency wide savings of \$59,859.84 per hour.
- Administration Building savings of \$10,641.93 per hour.

# Next Steps

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- Next Steps:
  - Quarterly DMSS Updates
  - Beginning the **awareness** phase with the next division
- Timeline for completion:
  - Initial phase for each division to be completed by the end of 2026
  - Department-wide COOP needs assessment to begin in 2027



# Progress

## Sample COOP Audit Checklist and Email

Good morning,

Attached is the COOP Self-Audit Form. **Please complete and return the form to me no later than XX/XX/XXXX.**

You are required to conduct a self-audit of your unit's COOP Go-Bag contents. As part of this process:

- Review and update your unit's worksheets as needed
- Highlight all changes made to the worksheets
- Return the updated worksheets along with your completed and signed COOP Audit Form

Thank you for your prompt attention to this requirement.

Best regards,

COOP Audit Form			
Audit Date	Go-Bag Holder	Go-Bag Location	Was Bag In Secure Location?
			Yes <input type="checkbox"/> No <input type="checkbox"/>
Go-Bag Contents			
Present	Updated		
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #1	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #2	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #3	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #4	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #5	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #6	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #7	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Worksheet #8	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Guide to Understand COOP Phases	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	COOP Plan and Reconstitution Worksheet	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Web-Ex Phone	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Emergency Use Timerheet	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Injury/Illness Report	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Trauma Informed Supervision	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Responding to Staff After Adverse Event	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Free Wi-Fi Locations	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Security Statement	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	SWCE Clarification	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	First Aid Guide	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Incident Command - Restoration of Essential Functions (if applicable)	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Full Rapid Recall List (if applicable)	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Current Printed COOP Plan	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	First Aid Kit	
Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Division Name Tag	
..	..	..	..

# Next Steps

## PBH COOP Project Cadance with RACI Chart

PBH COOP Project Cadance						
Due Date	Activity	Task(s)	Responsible	Accountable	Consulted	Informed
On or Before 11/6/2025	Identifying Dates and Participants for PBH COOP Kick-Off Meeting	Email Dr. Fink, Stephanie Traynor, COOP Team, Sue Weber, and Tonia Muncey	Ann Luciano	DMSS COOP Team	Sue Weber, Toni Muncey	DMSS COOP Team
On or Before 12/3/2025	Kick-Off Meeting PBH COOP for 1/X/2026 - Planning	Meeting Invite to PBH Leadership, DMSS Leadership, and COOP Team - Including Slides for Workshop 1	Bill Lankford	COOP Team	Sue Weber, Toni Muncey	DMSS COOP Team
		Create and Print Agenda	Ann Luciano	COOP Team	Sue Weber, Toni Muncey	DMSS COOP Team
12/15/2025?	Kick-Off Meeting PBH COOP	Room Set-Up A.M. Provide Overview and Work Breakdown Structure	DMSS COOP Team Sue Weber & Toni Muncey			
				DMSS COOP		

# Challenges

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- COOP Plan navigation and roles
- Ensuring accurate entry of staff information
- MIR-3 web-based notification system contact information
- Staff assignments

**COOP Plan – Staff Must Have Two Contacts Entered**



**Coop Plan Contacts Feed MIR-3**

# GEAR Board Ask

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- Resources and recommendations
- Enhancements to electronic DTI COOP document/system
- Increased training

# Thank you to the DSCYF COOP Team!

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## **DMSS Leadership**

Sue Weber & Tonia Muncey

## **COOP Team**

Earl Harrington , Bill Lankford, & Ann Luciano

## **Unit Level Support**

Kelly Aldridge – Fiscal, Jason Kilpatrick – MIS,  
Christel Davis – FOCUS Unit

# Digital Government Foundation Program

Jennifer Jarrell, DTI

Senior Project Manager, Delaware Digital  
Government Program

# Background

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## Why is this project important?

- We must significantly improve the user experience of residents and visitors by implementing a platform that provides a **central portal** for interacting with state government, while leveraging our capability to enact a **single user id/password** to access services from multiple agencies.
- Enabling products and services to be delivered through a **single, common experience** develops trust and confidence in state capabilities. **Technology needs to navigate government so residents and visitors can simply interact with state services.**
- **Deliver on the vision** of Governors Meyer and Carney to make all government services available online.

# Progress

## Unified Platform for State Services

Go DE brings together government **services, filings, and payments** into a single system, reducing the need for multiple platforms. Residents can access a range of services through a single account, making interactions with the state more convenient. For agencies, the centralized system streamlines administration and improves efficiency.









Govolution Migration Cost Avoidance	
Migration Cost State Org non-Go DE	\$20,000
Migration Cost State Org Go DE	\$3,000
<i>Cost Avoidance Per Use Case</i>	<i>\$17,000</i>
Count of State Organization Use Cases	120
<b>Total Costs Avoided</b>	<b>\$2,125,000</b>



# Progress

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	<b>Agency Engagement</b> – Regular sessions with state agencies to gather requirements, share updates, and ensure smooth adoption of Go DE services. These meetings foster collaboration and help shape ongoing improvements to agency services and Go DE.	+130 projects
	<b>User Experience (UX) and Research</b> – A core focus on <b>accessibility, usability, and intuitive design</b> , ensuring that users can easily navigate the platform with minimal friction. Continuous testing, feedback collection, and enhancements keep the user experience at the forefront of Go DE’s development.	WCAG 2.1
	<b>Go DE Payment Engine</b> – A secure, scalable <b>shared service</b> payment system that enables agencies and organizations to process payments for <i>supplies, permits, licenses, tuition, and more</i> . System integrates with SnapPay and First State Financial for seamless transactions.	36K Users
	<b>Identity and Access</b> – A <b>single sign-on (SSO)</b> platform powered by OKTA, providing residents and visitors with a unified, secure login experience across government services. My.Delaware.gov ensures identity verification for secure and consistent access to state services.	Payments (filings) with My Delaware
	<b>Go DE School Pay</b> – A dedicated school payment system that allows parents, students and donors to pay for school-related expenses online, ensuring secure, convenient transactions for tuition, fees, activities and more.	+55 Schools
	<b>Go DE Reporting &amp; Analytics</b> – A <b>real-time financial and service tracking system</b> , allowing agencies to better monitor payments, filings, and operational trends. The system provides data-driven insights to support better decision-making.	+150 Fiscal Administrative Users

# Progress

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**Go DE Technology APIs** – A suite of **developer-friendly APIs** that allow agencies and organizations to integrate their applications with Go DE's payments, authentication, reporting, and filing systems. These APIs ensure that **all agencies** can develop on Go DE services.

21 APIs



**Go DE Filing & Submission Engine** – A flexible digital filing system that simultaneously allows Delawareans to make the filings they need and enables agencies to process them by replacing legacy systems and/or outdated paper-based processes.

52% Mobile Users



**Go DE Services Directory** – A centralized directory that helps user easily find and access Go DE enabled services, streamlining the discovery process.



**Go DE Account Center** – A self-service portal where residents can track payments, manage filings, and update their account preferences across **multiple state agencies**. Portal and APIs secured by *Redshield* an industry leading Distributed Denial of Service vendor (DDoS-as-a-service).

108 Indexed Services



**Go DE Help & Support:** Go DE is designed to simplify interactions with Delaware's government services, but we know that navigating new systems can sometimes be overwhelming. Go DE provides clear, straightforward guidance to help users find the resources they need—quickly and efficiently

100% Satisfaction



**Go DE Maintenance** – Ongoing security, system updates, and support to ensure Go DE remains reliable, scalable, and responsive to the needs of government agencies and residents.



Release V1 or V2



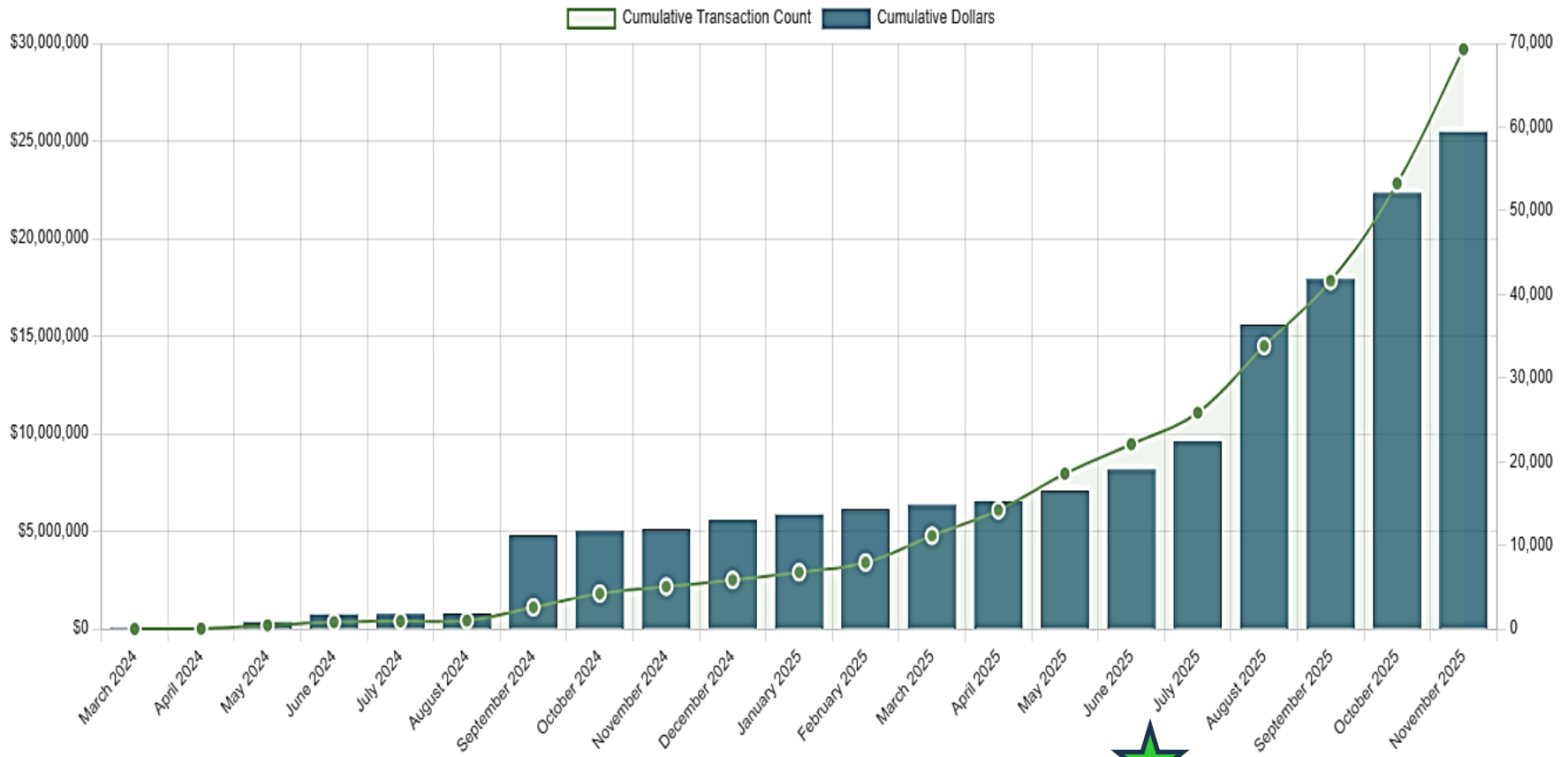
Work In Progress / Ongoing

# Progress

## Cumulative Transaction Value and Count

Transactions: 69,298

Dollars Collected: \$25.5M

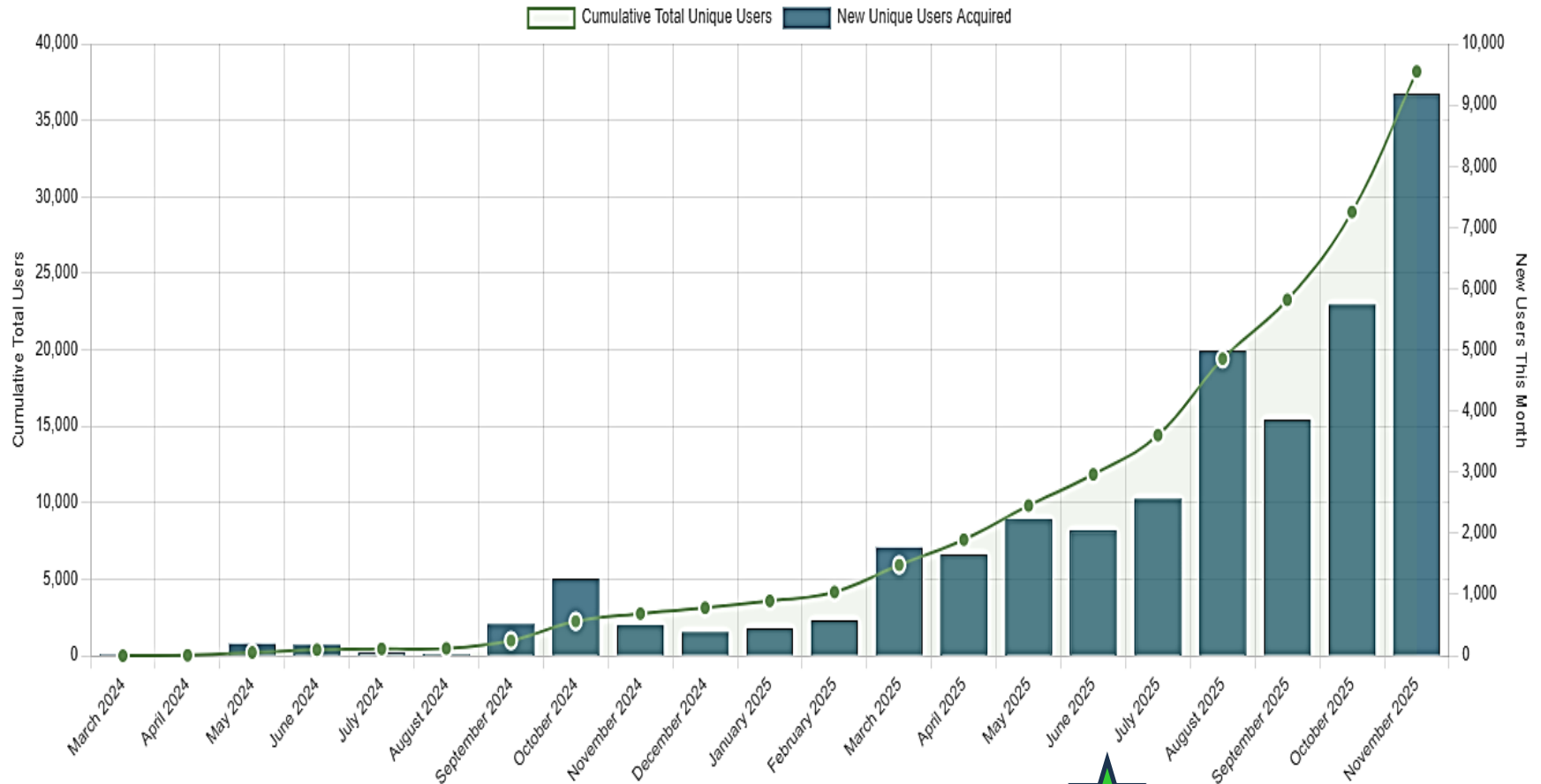


Portal live

# Progress

Cumulative Unique Users  
(email)

Total users: 38,192  
Growth Rate: 38% since 7/1/25



# Progress

## Reporting Dashboard supports billing and fiscal reconciliation



### Submissions

Form submission tracking and analytics

#### Submissions Report

Access comprehensive submission data. Monitor form submissions, track completion rates, and gather valuable insights.

[Go →](#)



### Payments

Transaction processing and payment analytics

#### Hosted Payments Report

View and manage your hosted payment transactions. Track payment status, analyze trends, and download detailed reports.

[Go →](#)

#### Integrated Payments Report

Review integrated payment transactions. Monitor payment processing, track success rates, and analyze payment patterns.

[Go →](#)



### Funding

Settlement tracking and allocation management

#### Funding Report by Merchant ID

Access detailed funding information. Track settlements, reconcile accounts, and monitor financial transactions by your State Organizations MID.

[Go →](#)



### Payment Links

Link generation and customer-present interfaces

#### Payment Link

Generate and manage payment links. Create secure payment requests and track payment completions.

[Go →](#)

#### Customer-Present Payment Interface

Process payments through a Customer-Present Payment Interface.

[Go →](#)

# Progress

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Go DE Summary Reports provide real-time platform analytics



## Go DE Summary Reports

Monthly summary analytics and trends

### Payments By Month

View monthly payment summaries and trends. Analyze payment volumes, track revenue patterns, and monitor monthly performance.

Go →

### Users By Month

View monthly user summaries and trends.

Go →

### Integrated Payments by Month

Review payments by month. Track application volumes, monitor submission trends, and analyze monthly patterns.

Go →

### Hosted Payments by Month

Review hosted form payments by month. Track application volumes, monitor submission trends, and analyze monthly patterns.

Go →

# Next Steps - Partnerships and Outcomes

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## DELJIS & Delaware Courts

Establish integration with DELJIS applications in support of legislation, Courts, and court-related entities

***Outcome: Vendor cost avoidance and Go DE integration with POS devices to support agency requirements with consolidated PCI compliance moving away from agencies***

## Accessibility Compliance

Partner with GIC and DTI to support state compliance with federal WCAG 2.1

***Outcome: Go DE web form development for agency use cases meeting POUR usability testing & research requirements***

# Next Steps - Partnerships and Outcomes

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## Automation of Service Design and Delivery

Expand service offerings to establish non-payment filing workflow and document sharing

***Outcome: Improved usability for residents and visitors; streamline internal agency processes***

## UX Best Practices for Agency Software Development

Development of UX acceptance criteria that focuses on resident and visitor resources that are useful, usable, enjoyable, and equitable

***Outcome: Quantitative software benchmarking metrics, improved guidelines for 3rd party procurement***



# Next Steps - Partnerships and Outcomes

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## Scheduled Payment & Payment Plans

The Go DE platform will support scheduled payment plans and payment reminders.

***Outcome: Improves end user convenience and satisfaction while providing agencies with the ability to monitor debt remediation***

## Voter Services & Vital Statistics

Initial analysis and planning is underway to bring vital statistics and voter registration and associated data to Go DE

***Outcome: Extend personalized experience on Go DE that supports residents throughout their lives***

# Next Steps

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## What is the Definition of Done

- Go DE is a program of continuous improvement and implementation of new products and services to meet our resident and visitor needs
- Operationalizing this effort with a product owner to execute on platform expansion and functional enhancements is targeted for 2026

# Challenges ( & Opportunities!)

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- Challenges—
  - Program risk of losing ARPA dollars June 30, 2026 creates a shortfall in 2027 funding resulting in allocation of State funds
  - Advancing digital government in conjunction with agency priority projects
  - Guiding end users and internal teams to adopt Go DE to build solutions together
  - Increasing merchant processing costs as manual services are automated (MID, interchange, processing)

# GEAR Board Ask

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- Participation in **agency Go DE strategy sessions** – agency leadership, assigned ambassadors, product owners
- GEAR project alignment to identify partnership opportunities



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

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

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