

Government Efficiency and Accountability Review (GEAR)

GEAR50 Board Meeting

March 3rd, 2026



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

Agenda

10 min

1. Introductions/Roll Call
2. Old Business
 - Review and Approve Minutes
 - 2026 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

Introductions



Roll Call/Quorum Confirmation

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review February 25th, 2026

2026 Schedule



Location	Date	Time
Carvel/Virtual	Tuesday, March 3	10:00 a.m.
Carvel/Virtual	Tuesday, May 12	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.

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



- P3 Taskforce Update
- Service Efficiency Blitz Update
- GEAR Continuous Improvement Cycle Updates
- GEAR Field Team and GEAR Portfolio
- Enterprise Services Delivery Update
- GEAR Project Presentations

Public Private Partnership (P3) Taskforce and Supporters



- The GEAR P3 Taskforce led by:
CEO of TPI/GEAR Board Member, Ernie Dianastasis
and Michael Smith, Secretary of Finance
- Subset of 10 Co-fund GEAR P3 Trailblazer and
Innovation & Efficiency Awards
 - 29 individuals & teams recognized since
2018
 - Selection Committee met 2/24/26
- Coordinate strategic P3 endeavors such as Ready in
Six (Ri6) permitting optimization
- Last meeting: February 25, 2026
 - 2026 Goal Setting
 - Brainstorming Initiative

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, 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*
- *(in transition), 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 consecutive-day focused** 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 goal is **50% improvement in speed of overall process** that can be identified from short- and long-term objectives

Ready in Six

Value Stream Transformation



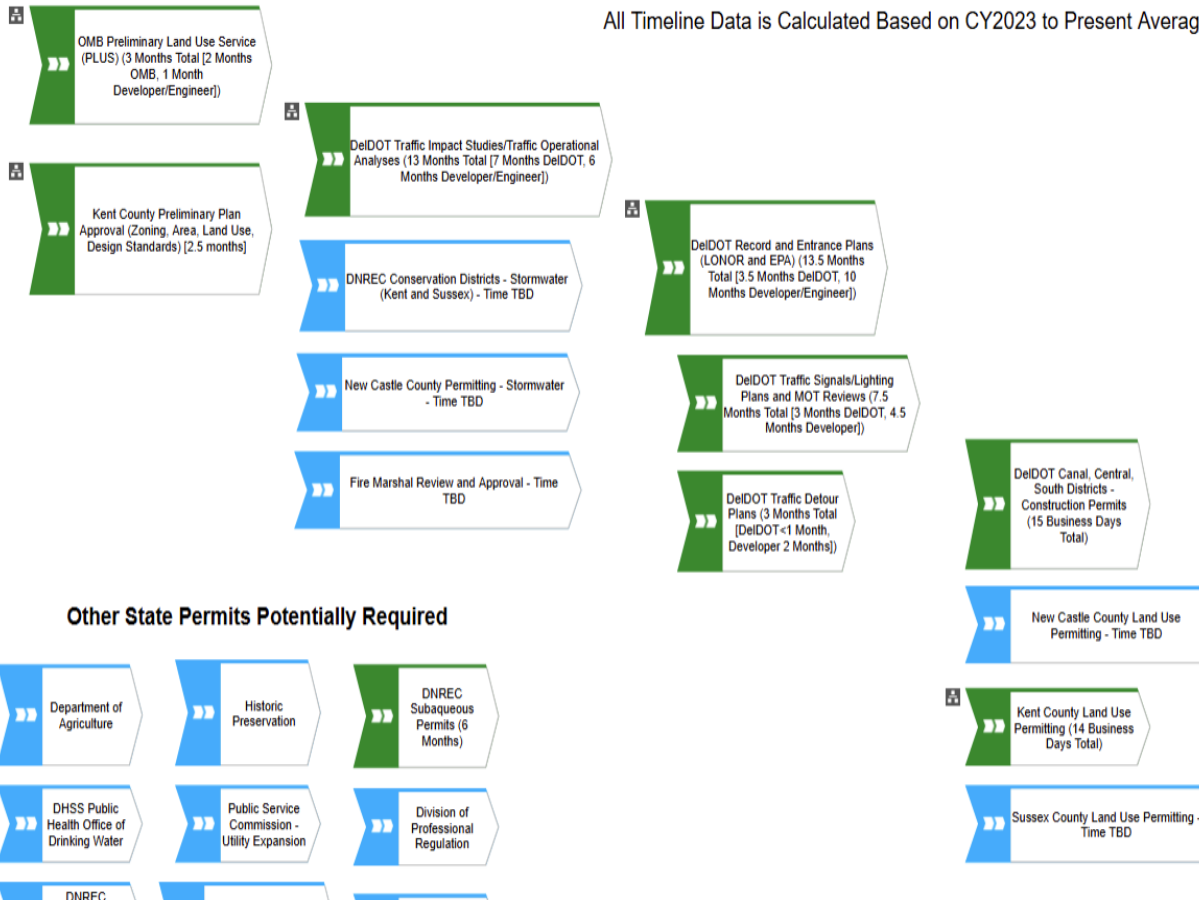
2024/2025	June 2025	August 2025	September 2025	November 2025	February 2026...
<ul style="list-style-type: none"> • DeIDOT Regulatory Pilot • DNREC Subaqueous Pilot with GEAR 	<ul style="list-style-type: none"> • OMB Preliminary Land Use Service (PLUS) SEB 	<ul style="list-style-type: none"> • DeIDOT Traffic Impact Study (TIS/TOA) SEB 	<ul style="list-style-type: none"> • DeIDOT Record and Entrance Plan SEB 	<ul style="list-style-type: none"> • Housing Taskforce Workshop 	<ul style="list-style-type: none"> • Kent County Permitting SEB
<p>Outcomes:</p> <p>DeIDOT regulatory alignment DNREC subaqueous turnaround time increase +70% from 2 years to 6 months saving \$435K annually (projected for 2026)</p>	<p>Outcomes:</p> <p>Process time reduction for applications of -20% Overall process time reduction of 5 business days saving \$162,500 annually</p>	<p>Outcomes:</p> <p>Consolidating two internal process steps into one step that is projected to reduce rework by -33% saving \$112,500 annually Overall process time reduction of 3 business days saving an additional \$42K annually</p>	<p>Outcomes:</p> <p>Implementing a modified “recheck lane” process that eliminates 9 business days of work saving nearly \$1 million annually Evaluating impact fee models to save \$1.3M annually</p>	<p>Outcomes:</p> <p>Examined the viability of a Virtual One-Stop Solution. Affirmed GEAR’s coordination with Counties to conduct additional SEB events.</p>	<p>Draft Outcomes:</p> <p>Designed a standardized fee schedule, online status check tool, and checklist for applications to increase process efficiency by 28% and save 1,600 staff hours annually resulting in \$120,000 in savings</p>

Development of Ready in Six Efforts



State of Delaware - Current Land Use Permitting Landscape (February 2026)

All Timeline Data is Calculated Based on CY2023 to Present Averages

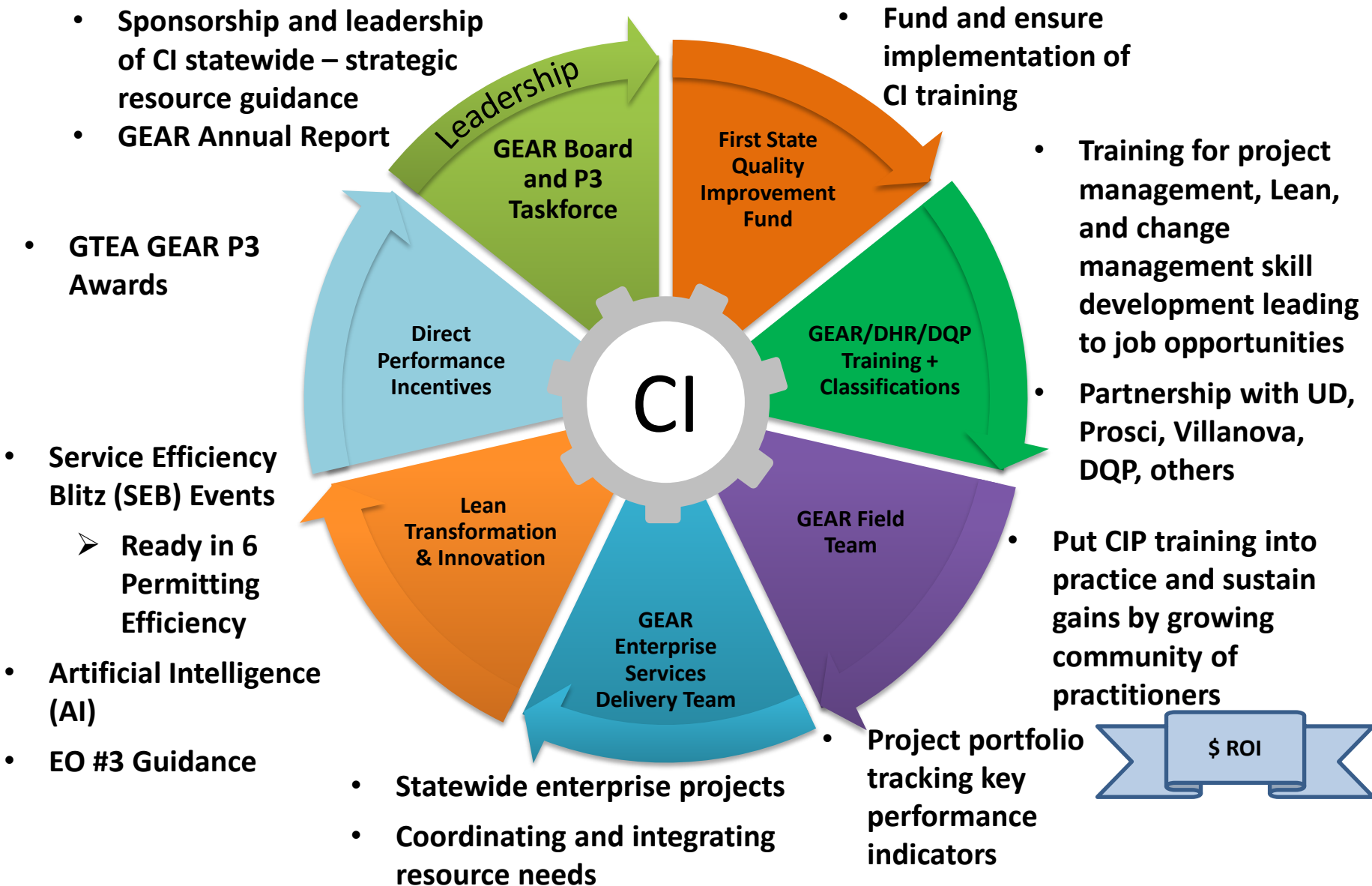


State and County Software Permitting Platforms

- My Government Online (MGO) - Kent County
- PLUS Application with ESRI Arc GIS (V 2.0 in the works)
- DNREC E-permitting Platform
- DeIDOT Planning and Development Coordination Application - PDCA/ESRI (Used for TIS, Record/Entrance, Traffic/Lighting, Detour)
- Gateway - DeIDOT ESRI GIS
- DNREC Environmental Navigator (DEN)
- DeIDOT - Construction Permit System (Salesforce?)
- DOS - Delaware Business One Stop

Average Permitting Time State of Delaware = >13 months, Average Permitting Time Developer/Engineer = >17 months, Grand Total = >30 Months

Continuous Improvement (CI) Cycle



Updates to the CI Cycle

- GEAR Annual Report Published with Press Release

- **GEAR P3 Taskforce**
02/25/26

- **GTEA/GEAR Awards Selection Committee Meeting** 02/24/26

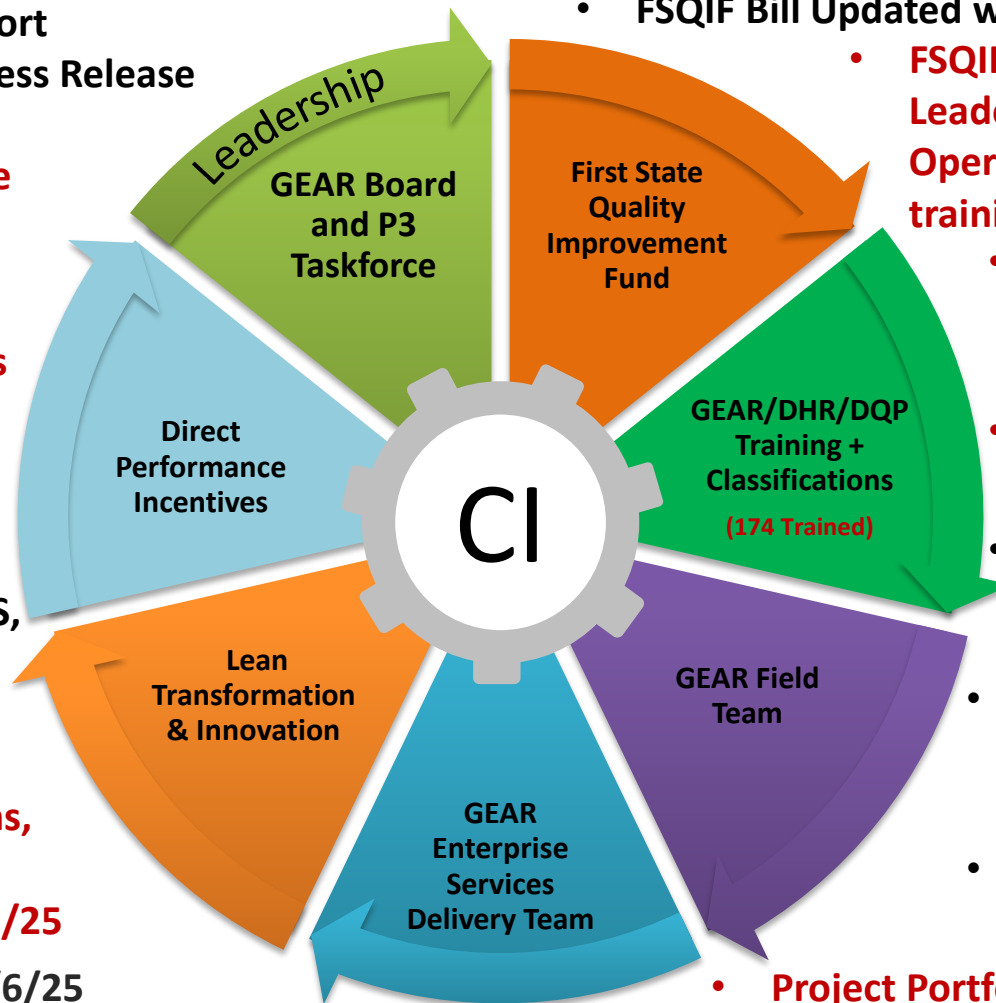
- **SEBs: OMB/PLUS, TIS, Record/Entrance, Affordable Housing, Kent County, DOF/DOR/Collections, ?DTI/Broadband?**

- **AI Commission** 1/23/25

- AI Training 11/6/25

- **EO#3,#18 & Other Advisory Guidance**

- Operational Efficiency, State Real Property, Permitting



- **FSQIF Bill Updated with Guidelines**

- **FSQIF – Project and Process Leadership (PPL) and Operational Excellence (OpEx) training new sessions**

- CIP - Cohort #10 Graduated, Cohort #11 Began 2/19

- **DQP – Scaling Lean in Government - 2/13/26**

- CI Classifications utilized (OMB, DOF, DNREC, Courts)

- Leveraged scalable Project Management tool in support of Annual Report

- ~94% est. ROI participation rate

- **Project Portfolio (162 projects)**

- **ESD Meeting** 2/20/26



Executive Order 18 excerpt...

Implementing the Delaware Permitting Accelerator

- ...SECTION 6. BROADBAND INFRASTRUCTURE ACCELERATION

- ...(g) **GEAR Board Recommendations**

DTI, working with the Government Efficiency and Accountability Review (GEAR) Board, shall explore any additional legislative or regulatory changes needed to permanently simplify broadband deployment (e.g., dig-once policies, pole attachment dispute resolution mechanisms). Quarterly progress reports shall identify any persistent permitting hurdles and recommend solutions.

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)	31
State (DOS)	6
Department of Transportation (DeIDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	15
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
Total	162

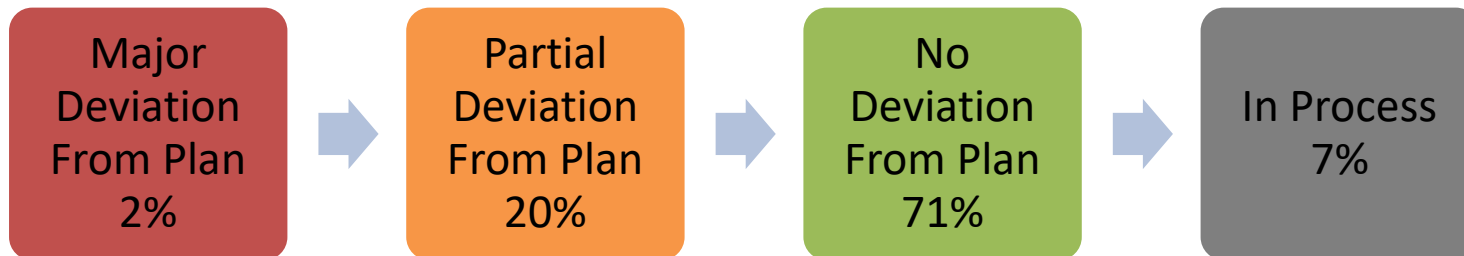
***Enterprise Services Delivery Team includes:**

- 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	19
Planning	15
Executing	52
Monitoring/Controlling	6
Closing (Includes Measuring Outcomes)	11
On Hold	10
Closed	49



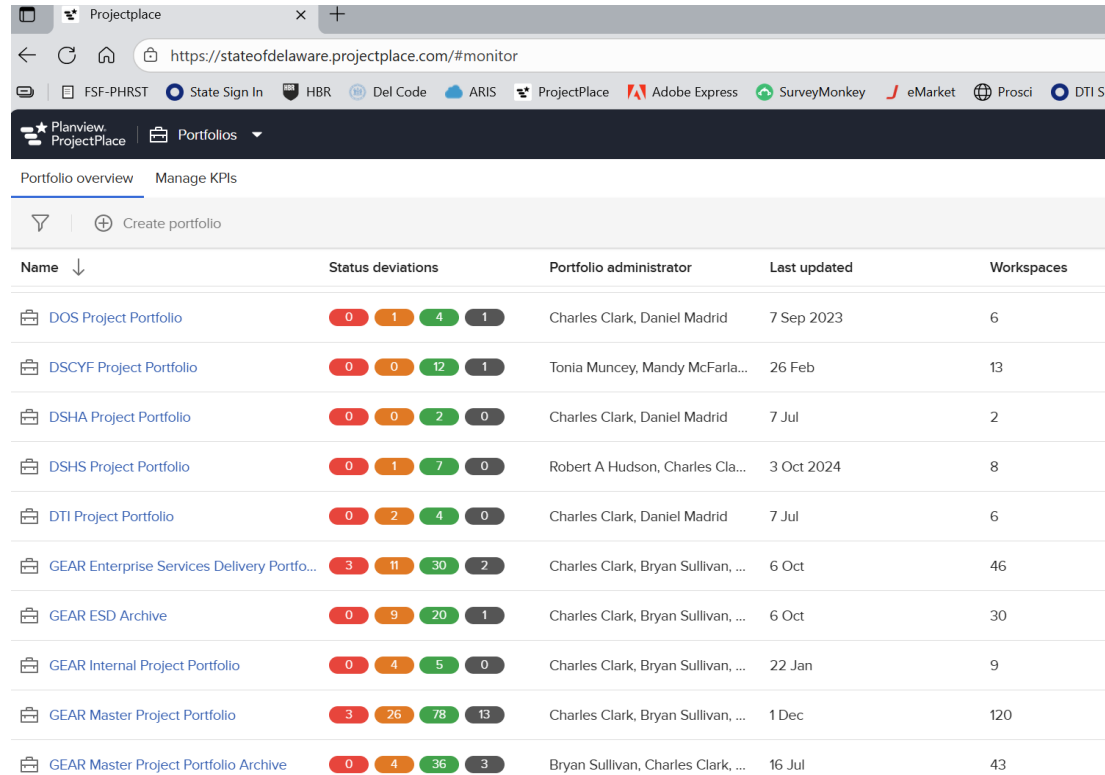
Estimated ROI:
 152 (94%) out of 162 projects reporting at \$114M

Current ROI Methodology

- 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 (118 projects)
 - 27% Archived (44 projects)

Distribution of Projects by ROI

- High (20/\$20M)
- Medium (43/\$27M)
- Low (76/\$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 search bar and a "Create portfolio" button. The main content is a table with the following columns: Name, Status deviations, Portfolio administrator, Last updated, and Workspaces. The table lists various project portfolios with their respective status counts and administrators.

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

- **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 Updates for March GEAR Board Meeting:**
 - **ESD Meeting Dates for 2026:** ESD meets bi-monthly during those months when the GEAR Board does not meet:
 - ~~Friday, February 20, 2026, 11:00 AM to 12:00 Noon~~
 - Monday, April 13, 2026, 10:30 AM to 12:00 Noon
 - Monday, June 8, 2026, 10:30 AM to 12:00 Noon
 - Tuesday, September 15, 2026, 10:30 AM to 12:00 Noon
 - Monday, November 16, 2026, 10:30 AM to 12:00 Noon

Enterprise Services Delivery Team

- **ESD to Ensure Significant Statewide Projects are Reviewed:**
 - **Meeting Agenda:** Contains significant statewide projects currently underway to ensure they are addressed at every meeting. These projects include:
 - ERP Migration/Modernization
 - Go DE/Digital Government
 - CASCADE
 - Artificial Intelligence Training and Models
 - Other Significant Projects that Merit GEAR/ESD Attention
 - **“Deep Dive” Presentations:** The schedule of ESD “Deep Dive” presentations to be made to the GEAR Board at its meetings is as follows:
 - *March 3, 2026: Financial Services (ERP Migration/Modernization)*
 - May 12, 2026: Human Resources (AI Training for State Employees)
 - July 14, 2026: Information Technology (Go DE/Digital Government)
 - October 6, 2026: Judiciary (CASCADE)
 - December 8, 2026: OSPC/Planning (TBD)

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **ERP Migration/Modernization:** OPEN started implementation phase, on track to meet implementation goal of October 2029. No gaps found during discovery phase. Phase 4 conversion and testing to begin late summer. Payroll Human Capital Management and Financial Management (PHCM/FMS) signed contract with Workday Software. The RFP for the implementation partner is in the field and vendor selection to be complete by end of this year. Implementation work to begin in early 2027 (but is dependent on the timing of contractual negotiations).
- **GO DE/Digital Government:** Continued expansion. Go DE has 132 active payment applications across 30 agencies, schools and programs. Over 112,000 transactions have been processed with \$35M collected. There are 63,000 unique users on the platform (430 percent increase since June 2025). Top agency and school transaction partners: DOR/DOL Business One-Stop, DELDOT DMV, DSCYF Child Protection Registry, DOE School Pay and DOL Employer Portal (PFML). Working on Go DE Account Center (linked to My.Delaware.gov) where users can manage service requests, payments, and invoices. Plans underway for additional expansion of tasks, partners and services.

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **CASCADE:** Judiciary's unified civil E-filing, case management and document management system for JP Courts, CCP, Superior Court and Chancery Court. Vendors are Thompson Reuters and File and Serve Express. One year into Phase 1 implementation, on time and expect to go live in fourth quarter of 2026. Phase 2 will begin immediately after Phase 1 implementation complete and is for Family Court, which currently has no electronic case processing. Criminal case processing will take longer due to its complexity and the need to involve multiple agency partners with different systems. With implementation of Phases 1 and 2 the Judiciary will shut down old, end-of-life legacy systems and free up IT staff time for more value-added work.
- **Artificial Intelligence:** The ERP Modernization project is AI compatible within the Workday software application. GEAR is a presence on the AI Commission and is using a new tool, Process Mining, to evaluate current workflow processes to find out how they are actually used, where the bottlenecks are and where the opportunities for efficiencies are present. DHR will be launching a new AI training curriculum focusing on the responsible, effective and ethical use of AI tools (in conjunction with AI Commission and DTI).

GEAR Project Presentations



1. DHSS FLEET Optimization **Brian Calio, DHSS**
2. ERP Migration/Modernization **Kamlesh Shesh, OMB**

DHSS FLEET OPTIMIZATION

Brian Calio
DHSS OSEC Admin



Overview

- Pool vehicles vs. Blocked vehicles
- Minivan: \$35.93 per day vs. \$740.20 per month
- The issue: DHSS has some underused blocked vehicles, and may have more than it needs
- The desired outcome: Reduce the number of underused blocked vehicles (and expense)
- Tools used: Data analysis, data driven decision making, continuous improvement mindset

Progress

- Reduced blocked vehicle fleet from 406 to 303 vehicles
- Reduced expense by more than \$6.8 million
- Clearly we've made progress toward greater efficiency
- Lots more opportunity for further reductions and cost savings

Next Steps

- Continue with the path we're on
- Seek opportunities to reduce underused vehicles
- Persuade vehicle owners to give up their underused blocked vehicles
- Expand fleet optimization to other departments?

Challenges

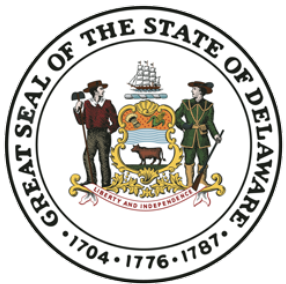
- Vehicle owners don't want to give up their blocked vehicles
- Each blocked vehicle must be considered; Is there a real business need to keep it?
- \$35.93 or \$740.20 → \$8,882.40 → \$62,176.80
- Convenience - the enemy of efficiency?

GEAR Board Ask

- Does your department have blocked vehicles that are used less than 20 times a month?
- Would you like to save money (money that can go toward helping people with real problems)?
- Yes? Contact me and I'll show you how we do it.

ENTERPRISE RESOURCE PLANNING (ERP) MODERNIZATION PROJECT

Kamlesh Sheth



ERP Modernization Project Overview

- Key Goals and Objectives
 - System Replacement for Statewide Financials, Human Resources, Payroll and Pensions
 - Comprehensive functionality
 - Integrated cloud solution
 - Configurable out of the box solution to reduce total cost of ownership

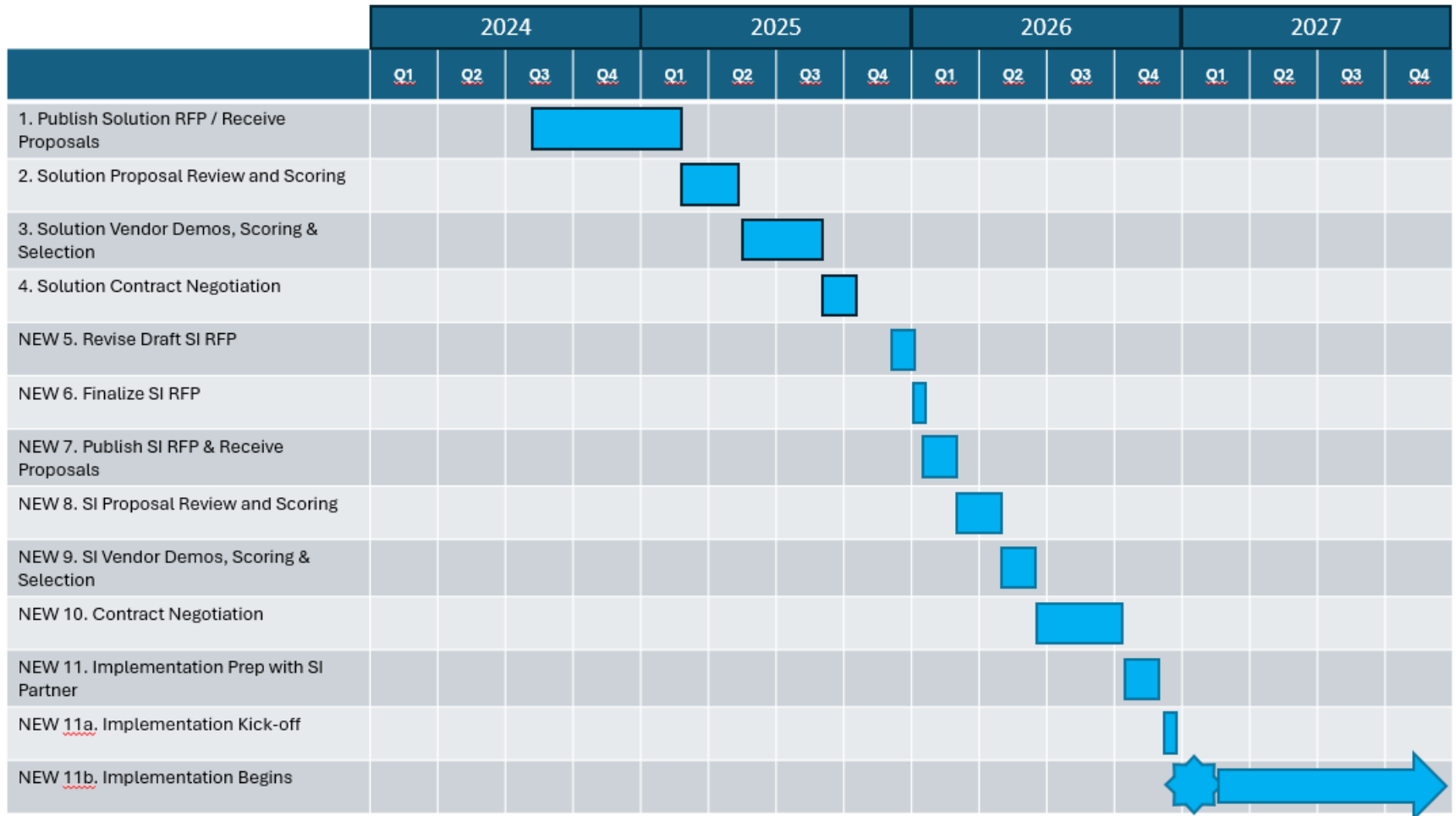
Key ERP Project Executive Sponsors

- Brian Maxwell – OMB Director
- Michael Smith – Secretary of Finance
- Yvonne Gordon – Secretary of the of Department of Human Resources
- Jordan Schulties – Acting CIO, DTI

ERP Modernization Project

- **Payroll Human Capital Management (PHCM) and Financial Management System (FMS)**
 - Solution Software Provider
 - Contract signed with Workday – February 2026
 - System Integrator Request For Proposal (RFP)
 - Public Posting – February - March 2026
 - Proposal Review/Scoring & Vendor Selection – April – June 2026
 - Negotiate Contract / SOW – June – October 2026
 - Project Kickoff – December 2026
 - Implementation Begins – January 2027

PHCM – FMS System Implementation Timeline



ERP Modernization Project

- **Pension Administration**
 - Contract signed with TELUS Health /Project Kickoff September 2025
 - Discovery Workshops – 14 complete
 - IV & V Engagement – vendor is actively reviewing project artifacts
 - Implementation – Q1 2027

ERP Modernization Project

- Benefits Realization Plan
 - Being developed and will be used to measure the project's success
 - Both indirect and direct benefits are to be realized by the execution of this project
 - Benefits realization plan will enable the project team and leadership to have a shared understanding of the expected value, outcomes, and benefits of the projects and ensure the expected benefits are measurable and aligned with the State's needs

ERP Modernization Project

Challenges (Future)

- Standardize business processes to reduce customizations
- Maintain project resource continuity with succession planning as a foundational cornerstone
- Governance of education organizations
- Maintenance of existing systems while preparing to stand up new systems
- Organizational adoption of new application
- Continued organizational support throughout the adoption of new applications

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

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

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Department of Finance