

# Government Efficiency and Accountability Review (GEAR)

GEAR51 Board Meeting

May 12<sup>th</sup>, 2026



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# **Roll Call/Quorum Confirmation**

# Agenda

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10 min

1. Old Business
  - Review and Approve Minutes
  - 2026 Schedule

90 min

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

# Old Business

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

*Final draft version sent to Board for review May 4<sup>th</sup>, 2026*

# 2026 Schedule

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Location	Date	Time
Carvel/Virtual	<del>Tuesday, March 3</del>	<del>10:00 a.m.</del>
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 is 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*

# Administration Values and GEAR Mission

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**Integrity**

**Efficiency**

**Collaboration**

- **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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- GEAR Leadership Update
- P3 Taskforce Update
- GEAR P3 Award Winners
- Jobs First Delaware
- GEAR Annual Report Schedule
- GEAR Continuous Improvement Cycle Updates
- GEAR Field Team and GEAR Portfolio
- Enterprise Services Delivery Update
- GEAR Project Presentations

# GEAR Leadership

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- Thank you Chuck Clark and congratulations on your new role!
- We welcome GEAR's third Executive Director, Dan Madrid

# Public Private Partnership (P3) Taskforce

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The GEAR P3 Taskforce is 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

- 15 Innovation and Efficiency Teams and 21 Trailblazer Individuals/Teams recognized since 2018
- Award recipients recognized on May 5<sup>th</sup>

Coordinate strategic P3 endeavors  
such as permitting optimization

Next P3 Meeting: May 27<sup>th</sup>, 2026

# 2025 GEAR P3 Award Winners

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GEAR P3 Innovation and Efficiency Award (Governor's Team Excellence Apex Award) for teams of 6 or more nominees:

- **Continuous Quality Improvement Post-Permanency Success Committee, DSCYF**
- **Delaware Treatment and Referral Network Care Coordination Platform (DTRN360), DHSS**

GEAR P3 Trailblazer Award for individuals or teams up to 5 nominees:

- **Systems Integration with Meal Providers, DHSS** - Dortris Downs, Allison Hendrickson, and Amy Maguire
- **Juvenile Civil Citation Team, DSCYF** - Joanna Campbell, Ginny Franklin, Marie McLaughlin, Georgia Vaughn, and Emily White
- **Social Equity Financial Assistance, DSHS** - Taylor Shannon
- **Smart Simple Implementation Team, DSHS** - Christine Beste and Thomas Schultz



# 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., MHCD, 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*
- *Daniel Madrid, Executive Director GEAR, State of DE - DOF*
- *(in transition), Chief Information Officer, State of DE - DTI*
- *Greg Patterson, Secretary of DNREC, State of DE*
- *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*

# JobsFirst Delaware

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## *Cutting Red Tape, Not Corners*

- **One permit application** that routes to every agency, so applicants are not rebuilding a paper trail ten times for ten different review processes. Initial combined forms for DNREC and DeIDOT will be coming online in late 2026.
- **One clock** that starts when an application is complete and runs for every agency simultaneously, so no agency can silently delay while others have finished their work. The goal is for the state to hold ourselves to the goal of 120 business days for permitting applications.
- **One point of contact** for every priority project — a dedicated coordinator who knows your project, knows the system, and is accountable for keeping it moving.
- **One dashboard** where anyone — applicant, neighbor, mayor — can see in real time where a project stands, which agency has the next action, and whether the state is on track.

# JobsFirst and GEAR

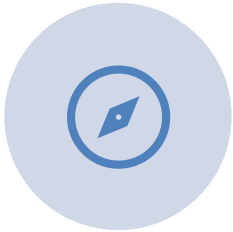
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**Executive Order #18 –  
Permitting Accelerator  
Application Launched on May  
4<sup>th</sup> at [de.gov/jobsfirst](https://de.gov/jobsfirst)**



**Infilla Digital Permitting Tech –  
Knowledge Sharing Forum,  
Combined Application and  
Permitting Review Software  
Modules**



**Executive Steering - With the  
Governor's Office, Impacted  
Agencies and DTI**



**Service Efficiency Blitzes - May  
be Implemented in Areas that  
Need Targeted Process Reform**

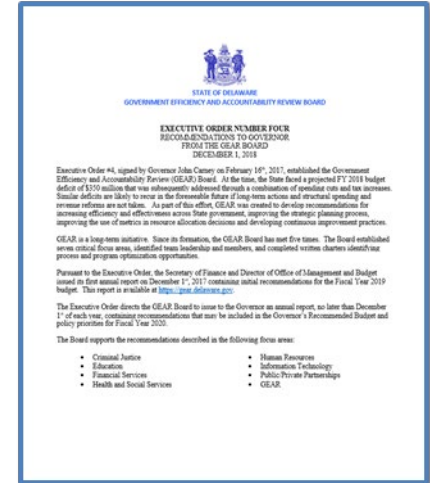
# Ready in Six

## Value Stream Transformation

2024/2025	June 2025	August 2025	September 2025	November 2025	February 2026
<ul style="list-style-type: none"> <li>• DeIDOT Regulatory Pilot</li> <li>• DNREC Subaqueous Pilot with GEAR</li> </ul>	<ul style="list-style-type: none"> <li>• OMB Preliminary Land Use Service (PLUS) SEB</li> </ul>	<ul style="list-style-type: none"> <li>• DeIDOT Traffic Impact Study (TIS/TOA) SEB</li> </ul>	<ul style="list-style-type: none"> <li>• DeIDOT Record and Entrance Plan SEB</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Taskforce Workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Kent County Permitting SEB</li> </ul>
<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>

# GEAR Annual Report – 2026 Timeline

- 10th annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- **Quantifiable progress or outcomes required**
- Narratives needed from all Board member, Enterprise Services, P3 and GEAR Field Team organizations



## 2026 Schedule

➔ May 15	Annual report guidance distributed
Aug 7	All content contributions due from teams
Sep 22	Final draft emailed, Board reviews
Oct 6	GEAR Board review/approval
Oct 20	Final comments due from Board
Oct 27	Final version mailed to Board
Nov 10	Report posted on GEAR website

# GEAR Annual Report

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## Each activity submitted needs to include:

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

# GEAR Annual Report

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## Measuring Performance and Outcomes (Quantitative & Qualitative)

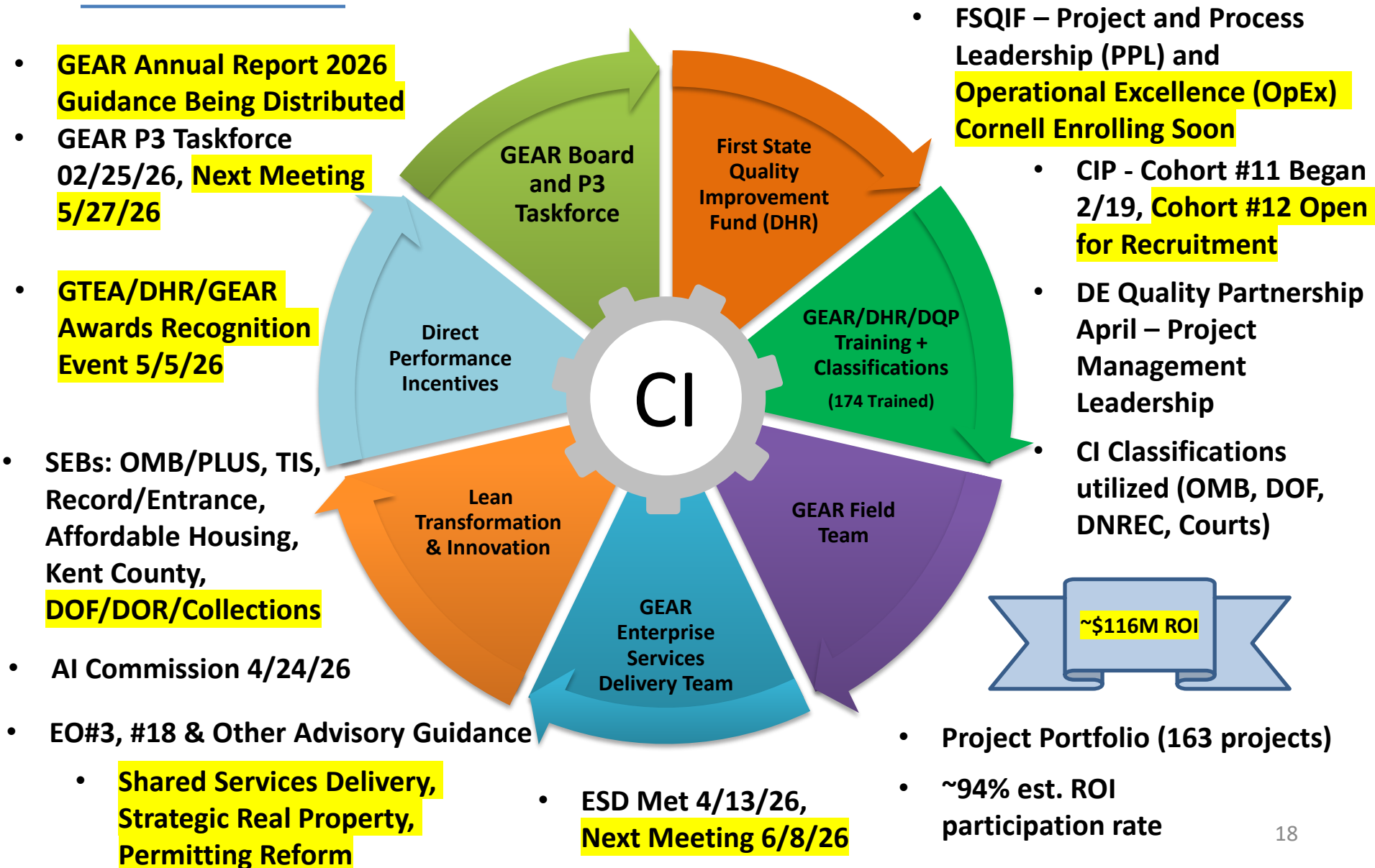
***Reduced Costs*** – fixed costs, total cost of operation, time or people involved, raw materials consumed, or reused/repurposed assets/resources

***Process Improvement*** – complexity/rework reduction, fewer process steps/handoffs, 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

# Continuous Improvement (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 and metrics aligned with Project Management Institute (PMI) standards
  - Capability to integrate metrics with DTI portfolio

# GEAR Portfolio Projects by Organization

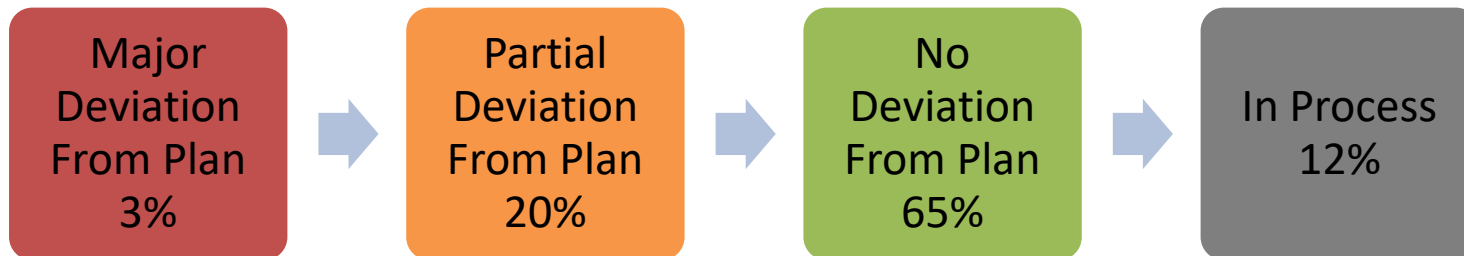
Department	Number of Projects
Health and Social Services (DHSS)	31
State (DOS)	6
Department of Transportation (DeIDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	15
Services for Children Youth and their Families (DSCYF)	12
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	60
GEAR P3 (Public-Private Partnership)	2
GEAR	8
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	19
Planning	15
Executing	52
Monitoring/Controlling	6
Closing (Includes Measuring Outcomes)	11
On Hold	10
Closed	50



**Estimated ROI:**  
152 (94%) out of 163 projects reporting at \$116M

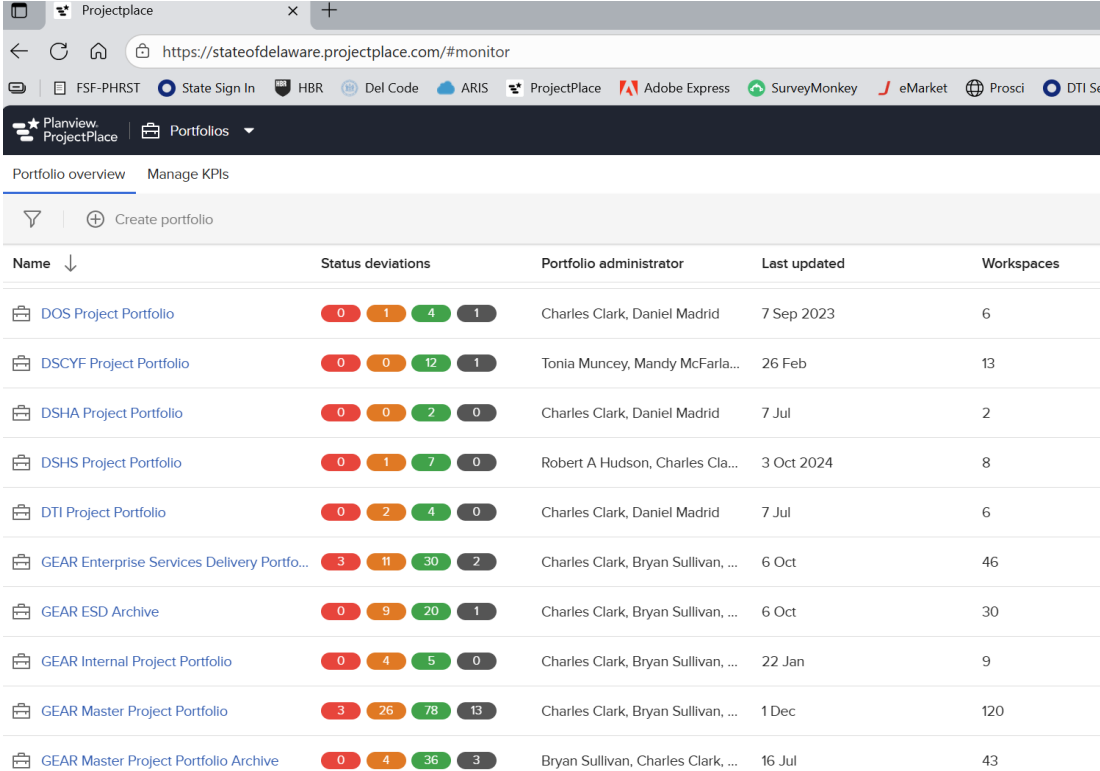
# ROI Methodology

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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
  - 69% Active (113 projects)
  - 31% Archived (50 projects)

# Distribution of Projects by ROI

- High (23/\$23M)
- Medium (40/\$25M)
- Low (77/\$10M)
- Negative (5/-625K)
- Actual (7/\$59M)
- Unreported (11/TBD)



The screenshot displays the Projectplace web application interface. The browser address bar shows the URL: <https://stateofdelaware.projectplace.com/#monitor>. The page title is "Portfolio overview" and "Manage KPIs". Below the navigation bar, there is a table listing various project portfolios. Each row includes the portfolio name, status deviations (represented by colored circles with numbers), the portfolio administrator, the last updated date, and the number of 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

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# **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 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

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- **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
    - Expansion of Broadband Access Across Delaware
    - 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 (Statewide New Employee Orientation)
    - July 14, 2026: Information Technology (*GO DE*/Digital Government)
    - October 6, 2026: Judiciary (CASCADE)
    - December 8, 2026: OSPC/Planning (TBD)

# Enterprise Services Delivery Team

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## Status Updates for Significant Enterprise Projects

- **ERP Migration/Modernization:** OPEN doing discovery activities and gap analysis to make sure requirements met by software solution. Project on track, no major issues or risks. For PSCM/FSMS proposals received from three vendors seeking to become Delaware’s implementation partner. Evaluation team reviewing and scoring proposals. Scores due to OMB/GSS April 20, 2026. Vendors to make presentations to evaluation team in May. Project on track.
- **GO DE/Digital Government:** *GO DE* currently has 30 active State agencies and Local Education Agencies participating and has processed over 153,000 transactions and collected over \$44 million. There are 84,000 unique users and the trend is to get to 100,000 unique users by June 1, 2026 (*GO DE*’s first anniversary). In user acceptance testing is the filing engine that allows users to submit, receive, and track forms and documents. Expect this to go live in second quarter of this year. Working on point-of-sale integration for payments (Courts and DNREC expected to be heavy users) and generation of invoices for users. Project on target for this year’s road map.

# Enterprise Services Delivery Team

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## 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 (Family Court will be Phase 2). Deliverable with integrations, systems, programs and bug fixes due on May 15, 2026. Request For Information published for consulting services for criminal side (still paper based) production of Request For Proposals for criminal case document management. Concern that these ARPA-funded projects with significant project milestones in the September-December timeframe may have any funds not expended or encumbered by September clawed back by the federal government. Original ARPA deadline was December.
- **Artificial Intelligence:** As part of the AI Commission’s Training Subcommittee recommendations, two courses by Innovate US have been vetted and put into the Delaware Learning Center. Notice has gone out to all executive branch employees that these are required courses and the deadline for taking them is May 19, 2026. The intent of these courses is foundational and covers policies, risks, and use of AI.

# Enterprise Services Delivery Team

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## Status Updates for Significant Enterprise Projects

- **Expansion of Broadband Access Across Delaware:** Ongoing DTI project now part of Executive Order #18. Using CARES Act and ARPA funding DTI has connected over 7,000 households and businesses to reliable, high-speed broadband and are moving into final billing. The Connect Delaware program, provided hotspots to school students, is shutting down now that more students have access to broadband at home. Up next, the Broadband Equity Access and Deployment (BEAD) program, to connect 4,700 households and businesses. Initial plans approved but federal government rescinded funding. Plans overhauled, re-approval granted, and DTI is preparing for contract negotiations with its subgrantees.
- **Additional Information for Consideration:** These projects are delivering state-wide shared services through centralization and standardization. How are these projects delivering enterprise-wide services more efficiently and effectively? Are project managers measuring performance, end user satisfaction, expected or realized cost savings?

# GEAR Project Presentations

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1. Improving the Criminal History Background Review Process  
**Secretary Bushweller and Chief of Staff Rob Hudson, DSHS**
2. Statewide New Employee Orientation (SNEO)  
**Kit Karson, DHR**

# Improving the Criminal History Background Review Process

Secretary Joshua Bushweller  
Chief of Staff Robert A. Hudson II

**Delaware Department of Safety and Homeland Security**



# Overview

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- **Inefficient Criminal History Background Review Process**
  - *3-6 weeks to obtain a criminal history*
  - *Strains on several industries that are legislatively, both state and federally, required to obtain prior to hiring prospective applicants*
  - *Highly problematic for both health care workers and educators*
    - *high demand*
    - *extremely time sensitive*
  - *Backlogs and complaints*
  - *unreasonable wait times for citizens attempting to obtain employment in industries that legally mandate criminal background checks (DHSS, DSHS, DOE, etc.)*
- **Goal (value proposition)**
  - *Reduce the time for a completed criminal history*
  - *Eliminate backlogs*
  - *Increase customer satisfaction*
  - *Partner with high demand industries*
  - *Provide an electronic and efficient process*
  - *Increase fingerprint collection points and expand hours through public/private partnerships*

# Overview

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- **Continuous Improvement Tools**
  - *The project had two programmatic changes:*
    - *the collection of fingerprints (IdentoGo)*
    - *the electronic delivery (FlexCheck)*
  - *Continuous improvement started:*
    - *a **deep dive** into the process*
    - *a **visual process improvement board***
    - *a **value stream map***
    - *a **Toyota Kata process***
    - *a **project manager***
    - *a **milestone calendar***
      - *bi-weekly progress meetings with all stakeholders*
    - *the **tenets of change** management*
      - *Sponsors, people managers, and change practitioners*
      - *Communication and Training*
      - *Transition*

# Progress

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- **Status**
  - *The project is **up and running** with the focus on continuing to develop*
- **Measurable outcomes (results)**
  - *Background check times reduced to 1-3 days*
  - *Eliminated backlogs*
  - *Significantly improving customer satisfaction*
  - *Customer complaints reduced by 98%*
- **ROI**
  - *Increased efficiency, reduced processing delays, and improved service delivery*
  - *The IdentoGo project reduced appointment times for citizens to submit their fingerprints from 2-4 weeks to appointment availability within 24 hours*
  - *The FlexCheck process reduced the citizens or regulatory bodies wait time from receiving the criminal background results from 2-4 weeks (post fingerprint submission) to 1-3 business days, and usually same day*
  - *Efficiency was increased without additional staffing by transitioning from mailed results to direct electronic delivery*

# Next Steps

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- **Next steps**
  - *Maintain turnaround standards*
  - *Monitor performance metrics*
  - *Identify opportunities for further automation and efficiency*
- **Timeline for completion**
  - *Originally slated for 10-months*
  - *Actual 20 months*
  - *The delays were largely attributed to programming computer systems*
  - *95% on-boarded*

# Challenges

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- **Obstacles/barriers**
  - *Digital communication*
  - *Budgets*
  - *Uncertainty of success*
  - *Fear of change*

# GEAR Board Ask

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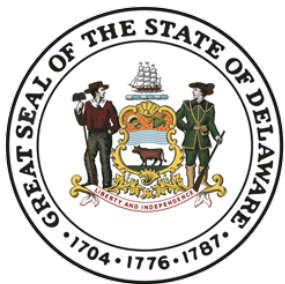
Nothing, at this time.

Many of our GEAR partners have been a part of this project.

We thank all who assisted!!!

# STATEWIDE NEW EMPLOYEE ORIENTATION (SNEO)

Kit Carson, Department of Human Resources



# SNEO Purpose

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To ensure that new employees begin their employment journey with the State of Delaware informed, prepared, and aligned with the Governor's vision for public service

# Overview

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- What is the issue/problem being addressed?
  - Information provided to new hires was not consistent across departments
- What is the desired outcome?
  - Every newly hired State employee receives the most up to date information on benefits and policies
- How did continuous improvement benefit the project team?
  - Through project management techniques and dedicated continuous improvement.

# Progress

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- What has been completed on this project to date?
  - The event has been delivered 21 times
  - 1,097 new State employees have attended
  - Standard Operating Procedures (SOPs) created
- What is the estimated return on investment (costs versus benefits) for this project?
  - Employee benefits
  - Human Resource Benefits
  - Agency benefits

# Progress

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- What is the progress toward goals, and the estimated measurable outcomes?  
Our goal was to deliver an event that was useful to new employees and gaining agencies.

Response	2025 Average	2026 Average	Increase
I understand the employee benefits available to them and know where to go with questions.	96%	99%	+3%
I understand what is expected of them to foster a respectful workplace.	99%	99%	0%
I feel better prepared to begin their new roles after attending orientation.	94%	96%	+2%
I found the orientation to be engaging.	90%	96%	+6%

# Next Steps

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- What are the next steps in this project?
  - Continue to survey participants and agencies to ensure we are meeting their needs
  - Continue to refine, improve, and streamline delivery
  - Implement a more structured Plan-Do-Check-Act cycle
- What is the timeline for completion?
  - Development and implementation phases are complete
  - Now in the continuous improvement and validation phases

# Challenges

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- Obstacles/barriers to the next steps or the project as a whole?
  - Maintaining the momentum and excitement of the event
  - Keeping information current and relevant
  - Ensuring the event is engaging and meaningful
  - Varying technological capabilities

# GEAR Board Ask

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- What does the project need from the GEAR Board?
  - Continued support of this effort for maximum effectiveness for new State employees

# GEAR

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- **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:*

Bryan Sullivan ([bryan.sullivan@Delaware.gov](mailto:bryan.sullivan@Delaware.gov))

Director of Management Efficiency  
Office of Management and Budget  
Budget Development and Planning

Daniel Madrid ([daniel.madrid@Delaware.gov](mailto:daniel.madrid@Delaware.gov))

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

For additional information, please visit us on the web at [gear.delaware.gov](http://gear.delaware.gov)