

Government Efficiency and Accountability Review (GEAR)

GEAR52 Board Meeting
July 14th, 2026



Roll Call/Quorum Confirmation

Agenda

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

Review/Approve Minutes from Prior Board meeting

Draft minutes sent to Board for review July 1st, 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 is provided prior to meeting date.

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

Administration Values and GEAR Mission

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

- P3 Taskforce Update
- 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

Public Private Partnership (P3) Taskforce



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 5th

Coordinate strategic P3 endeavors such
as permitting optimization

P3 Taskforce Met on May 27th, 2026
Next P3 Meeting: September 24th, 2026

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*
- *Daniel Madrid, Executive Director GEAR, State of DE - DOF*
- *Bob Osmond, 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



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



Executive Order #18:

- Permitting Accelerator Launched on May 4th at jobsfirst.delaware.gov
- 10 Projects Received To Date
- 6 Projects Designated: 4 Community Solar, 1 Broad Band, 1 Mixed Use



Executive Steering:

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



Infilla Digital Permitting Tech:

- Knowledge Sharing Forum
- Combined Application Workflow
- Permitting Review Tool



Service Efficiency Blitzes:

- DNREC Public Hearing Process Review Being Developed (Late Summer/Fall 2026)

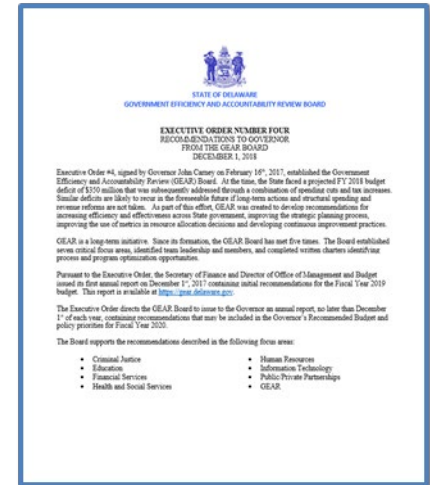
Ready in Six

Value Stream Transformation

2024/2025	June 2025	August 2025	September 2025	November 2025	February 2026
• DelDOT Regulatory Pilot • DNREC Subaqueous Pilot with GEAR	• OMB Preliminary Land Use Service (PLUS) SEB	• DelDOT Traffic Impact Study (TIS/TOA) SEB	• DelDOT Record and Entrance Plan SEB	• Housing Taskforce Workshop	• Kent County Permitting SEB
Outcomes: DelDOT regulatory alignment DNREC subaqueous turnaround time increase +70% from 2 years to 6 months saving \$435K annually (projected for 2026)	Outcomes: Process time reduction for applications of -20% Overall process time reduction of 5 business days saving \$162,500 annually	Outcomes: 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	Outcomes: 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	Outcomes: Examined the viability of a Virtual One-Stop Solution. Affirmed GEAR’s coordination with Counties to conduct additional SEB events.	Draft Outcomes: 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

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

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

Measuring Performance and Outcomes (Quantitative & Qualitative)

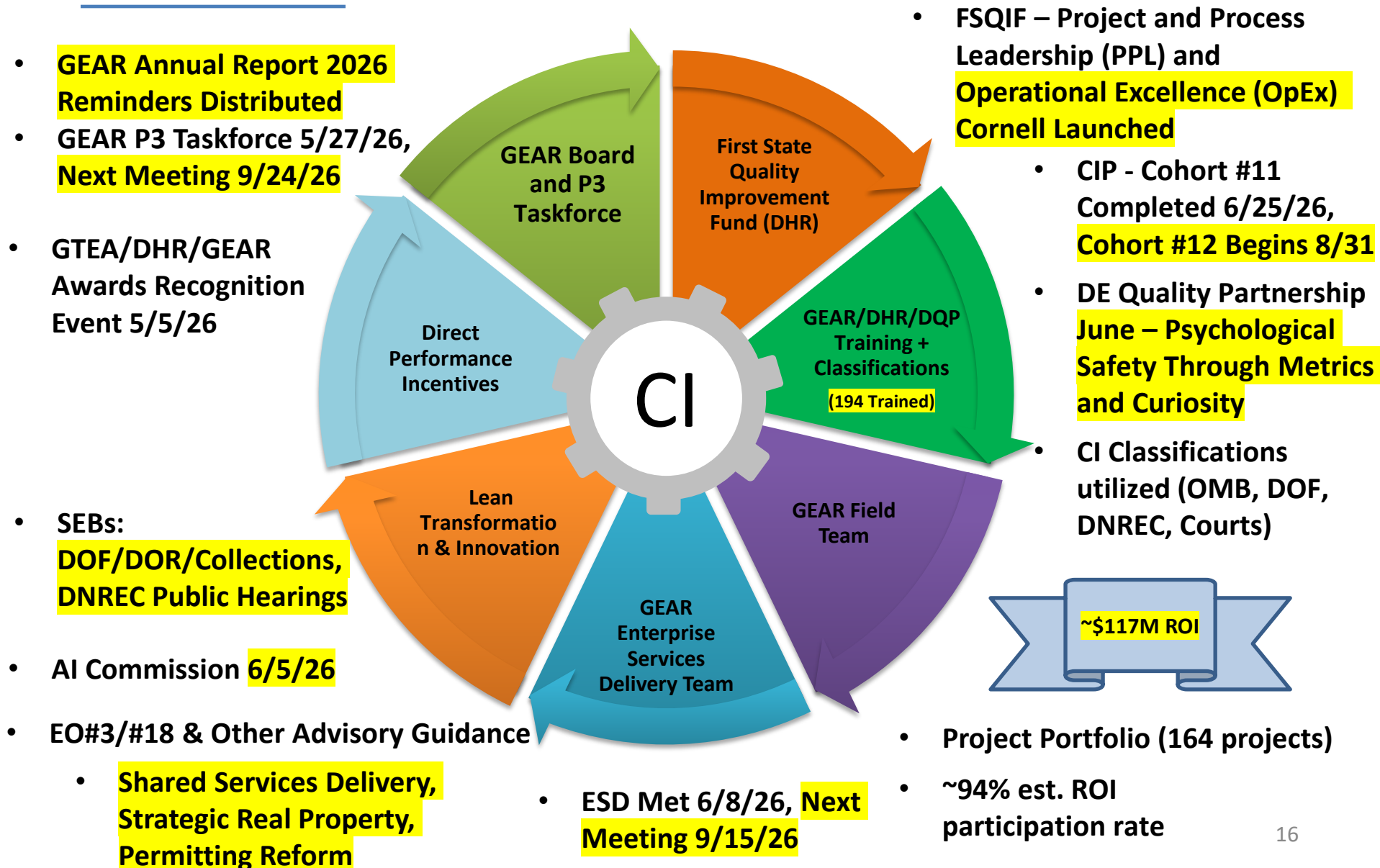
Reduced Costs – fixed costs, total cost of operation, time or people involved, raw materials consumed, or reused/repurposed assets/resources

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

- 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

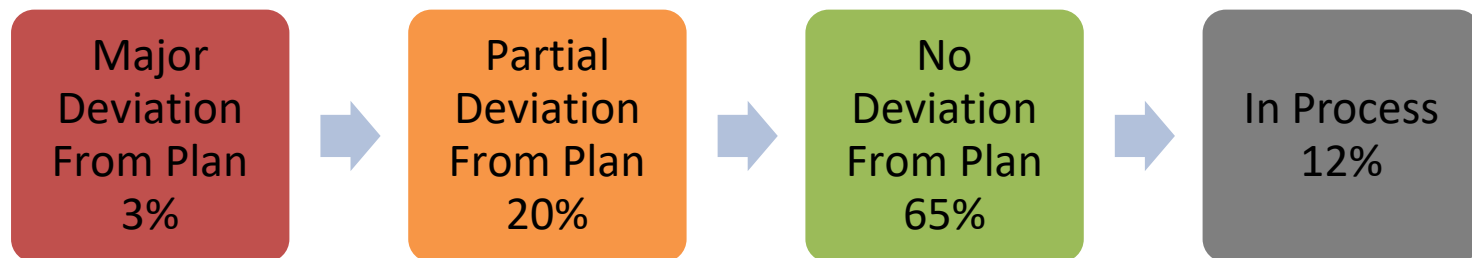
Department	Number of Projects
Health and Social Services (DHSS)	31
State (DOS)	6
Department of Transportation (DelDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	12
Labor (DOL)	2
Correction (DOC)	1
Safety and Homeland Security (DSHS)	8
*Enterprise Services Delivery (ESD)	60
GEAR P3 (Public-Private Partnership)	2
GEAR	8
State Housing Authority (DSHA)	2
Total	164

***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	16
Executing	52
Monitoring/Controlling	6
Closing (Includes Measuring Outcomes)	11
On Hold	10
Closed	50



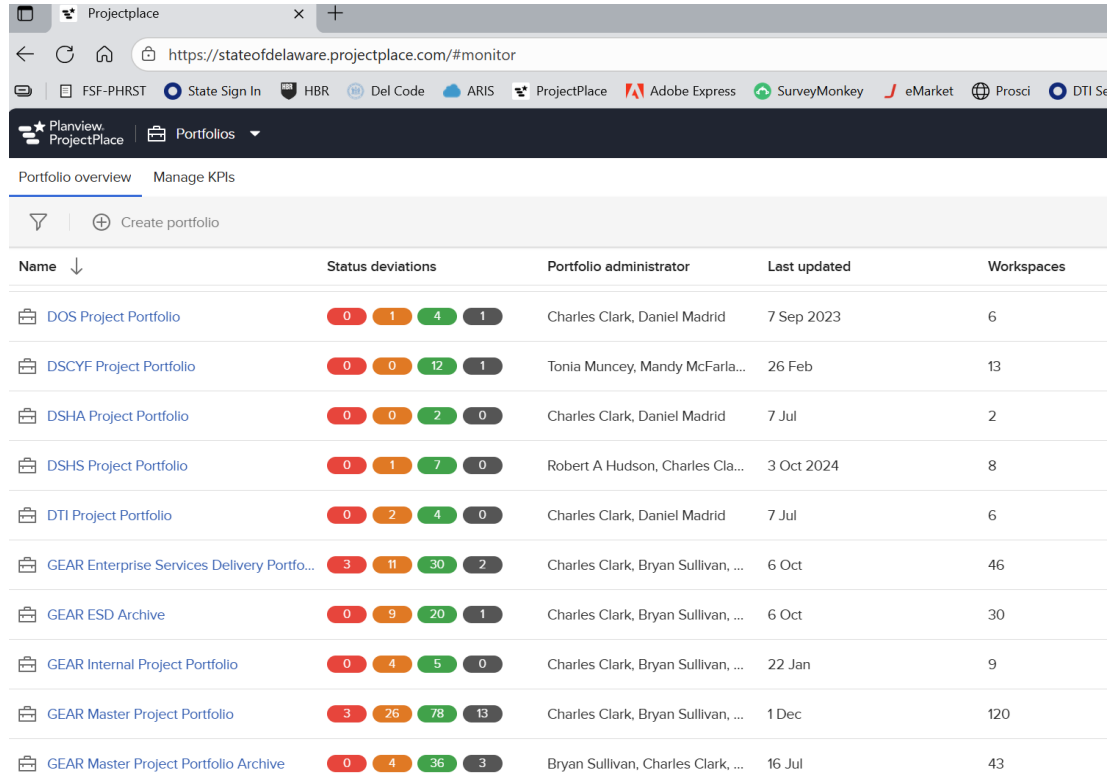
Estimated ROI:
153 (93%) out of 164 projects reporting at \$117M

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
 - 70% Active (114 projects)
 - 30% Archived (50 projects)

Distribution of Projects by ROI

- High (23/\$23M)
- Medium (41/\$26M)
- Low (76/\$10M)
- Negative (5/-625K)
- Actual (8/\$59M)
- Unreported (11/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 content area is a table with the following columns: "Name", "Status deviations", "Portfolio administrator", "Last updated", and "Workspaces". The table lists several project portfolios, including DOS Project Portfolio, DSCYF Project Portfolio, DSHA Project Portfolio, DSHS Project Portfolio, DTI Project Portfolio, GEAR Enterprise Services Delivery Portfolio, GEAR ESD Archive, GEAR Internal Project Portfolio, GEAR Master Project Portfolio, and GEAR Master Project Portfolio Archive. Each row shows 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

Enterprise Services Delivery (ESD) Team

Enterprise Services Delivery Team

- **Goal:** Improve integration of project management elements to be truly enterprise-wide in outlook.
- **Mission:** Support, promote, monitor and strategically guide statewide, multi-organization, financial services, human resources and information technology projects to facilitate inter-organizational collaboration on these projects and elevate communication of project details and outcomes to stakeholders.
- **ESD 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
 - 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

Status Updates for Significant Enterprise Projects:

- **ERP Migration/Modernization:** For Pensions, Phase 2 workshops completed, Phase 4 configuration, testing and data conversion kickoff is scheduled for mid-July. Project on track timewise and under budget. For Payroll/HR/Finance, Workday is the selected software solution the State. Accenture and Deloitte, potential software implementers, made presentations in May. Presentation scores being compiled, by mid-June one firm will be selected as software implementer. Contract negotiations and kickoff meeting to occur before the end of this year. Real implementation will begin the first of next year. Progress being made on business process standardization--creates efficiencies and reduce need for ancillary systems.
- **GO DE/Digital Government:** *Go DE* celebrated its one-year anniversary. To date, over 200,000 transactions processed, over \$55,000,000 collected and there are 106,000 unique users. In partnership with OGOV, GIC, DTI , the *Go DE* Team launched the JobsFirst Accelerator application, part of Executive Order #18, addressing affordable housing, workforce development and energy production permitting. *Go DE* working with DHSS to automate vital records (birth/death certificates, marriage licenses) applications, collecting payments and delivering certificates on-line at one-fourth current cost. *Go DE* is also working with OST on deferred compensation processing for retirees and Voya.

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **CASCADE:** CASCADE continues to make progress on Phase 1 Civil Implementation (E-Filing, Case Management and Document Management modernization for the Justice of the Peace Court, Court of Common Pleas, Superior Court and Court of Chancery). Schedule firm for October Go-Live event, now focused on testing, bug remediation, change management and training with some risks and dependencies being acknowledged. The Judicial Branch also kicked off a consulting effort to evaluate the Courts' criminal systems and modernization needs. Effort will take about 6 months and determine which phase of CASCADE would need to address these needs. The Judiciary will work with partner agencies that are dependent on Judicial Branch data to ensure their needs are included during planning.
- **Artificial Intelligence:** DHR rolled out the AI training curriculum in mid-March for Executive and Judicial branch employees. It contains two courses, how to use AI and being a responsible AI user. About 81 percent of state employees assigned to read DTI's AI policy have done so; about 70 percent of state employees assigned to complete the training courses have done so. DTI is in the pilot stages of rolling out Copilot Chat on an agency-by-agency basis, with guardrails in place and the strong recommendation that users complete AI training, so they understand what they are working with. There is no connection between the completion of AI training and the enablement of Copilot Chat.

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **Expansion of Broadband Access Across Delaware:** DTI is in the very early stages of undertaking Broadband Equity, Access, and Deployment (BEAD). Kickoff meeting held with environmental and historic preservation consultants to address pre-construction period. DTI still working on subgrantee documents to reflect state and federal requirements (federal requirements are a moving target). DTI is wrapping up the earlier pandemic era programs; together CARES Act, ARPA and BEAD funded projects will connect about 12,100 households.

Enterprise Services Delivery Team

Status Updates for Other Significant Enterprise Projects:

- **Other Significant Projects:**
- 1) *Governor's "Putting Assets to Work" Initiative*: OMB/OSPC working with OGOV, GEAR and OMB/DFM. OGOV hired consultant to review the State's real property assets, the goal to create additional value through more beneficial and efficient uses or other revenue generating uses of these assets. OSPC has shared access to its State Land Inventory Management System (SLIM) data with OGOV and consultants so they can evaluate State real property inventory in their study.
- 2) *GEAR Service Efficiency Blitz (SEB) of the PLUS process*: OMB/OSPC has implemented a new internal workflow and schedule for PLUS meetings. The new procedures reduced total process time by about five days a month and also achieved time savings for agency reviewers which improved their responsiveness and quality of comments. OMB/OSPC has engaged with OGOV and the implementation of Executive Order #18, permit streamlining. The main focus of this effort is concurrent review and streamlining of State permits.

GEAR Project Presentations

1. Transforming Data Into Justice **Rapsody Johnson, DOJ**
2. GoDE Digital Government Foundation **Jen Jarrell, DTI**

TRANSFORMING DATA INTO JUSTICE

Rapsody J. Johnson
Director of Research, Planning, &
Special Projects
Delaware Department of Justice

Overview



The Challenge

Justice data definitions and reporting were not standardized across Delaware's three counties

Justice data existed across multiple disconnected systems

Data requests required manual collection and analysis

Limited public access to DOJ performance information

Inconsistent reporting reduced efficiency and transparency

Decision-makers lacked timely, reliable analytics



Desired Outcomes

Centralize justice analytics

Improve transparency through public dashboards

Support evidence-based policy decisions

Reduce staff time spent producing recurring reports

Increase accountability and public trust



Continuous Improvement Tools

Process Mapping

Voice of the Customer

Root Cause Analysis

5 Whys

Systems Thinking- OpEx

Progress



Completed

- ✓ Established the Data-Driven Decisions Lab
- ✓ Built DOJ data governance framework
- ✓ Created public-facing D3L web page
- ✓ Published 5 public-facing dashboards
- ✓ Developed secure reporting infrastructure
- ✓ Developed internal executive dashboards
- ✓ Standardized recurring reporting

Progress Toward Goals

- 5 of 11 planned public dashboards published
- Additional dashboards under development
- Multiple internal dashboards supporting DOJ operations
- Growing library of reusable data assets

Estimated Benefits

- Faster response to legislative and executive requests
- Significant reduction in manual reporting
- Increased transparency for Delaware residents
- Improved operational decision-making
- Reusable analytics reduce future workload

Next Steps

- Publish remaining public dashboards
- Expand analytics into additional DOJ divisions
- Transform historical documents into searchable, analyzable datasets
- Digitize legacy paper records using AI-assisted Optical Character Recognition (OCR)
- AI-powered Intelligent Document Processing (IDP) using Azure AI Document Intelligence
- Continue improving data quality
- Implement additional automation
- Expand analytical capabilities
- Develop statewide reporting partnerships

Timeline

Summer 2026

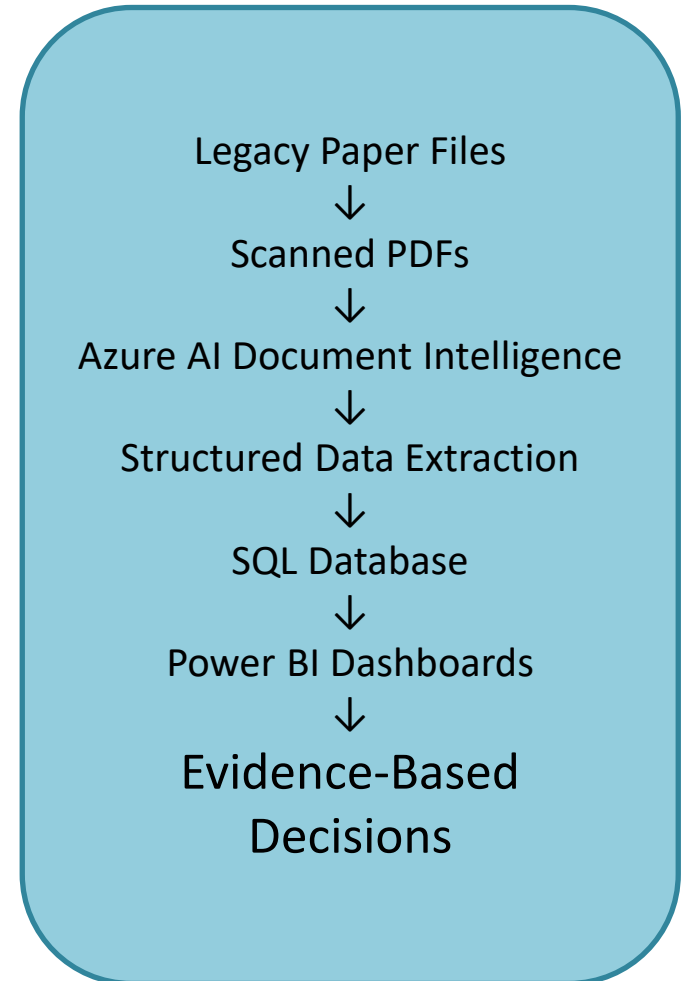
- Complete remaining dashboard deployment

Fall 2026

- Expand internal analytic
- Enhance public reporting

Future

- Build sustainable statewide justice analytics program



Challenges



**MULTIPLE LEGACY
DATA SYSTEMS**



**DATA QUALITY
INCONSISTENCIES**



**MANUAL DATA
VALIDATION
REQUIREMENTS**



**LIMITED DEDICATED
STAFFING**

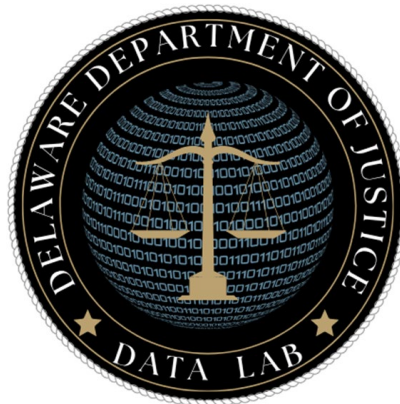


**LONG-TERM
SUSTAINABILITY AFTER
GRANT FUNDING**

GEAR Board Ask

Support Needed

- Long-term sustainability for the D3L
- Continued executive support for data-driven government
- Support for expanding enterprise analytics across Delaware justice agencies
- Continued investment in modern data infrastructure



Digital Government Foundation Program

Jen Jarrell, Department of Technology
and Information

Overview

What is the issue/problem being addressed?

- Residents and visitors navigate a variety of agency web pages to locate and procure state products and services
- User experience is agency-specific with unique login, presentation, and transaction modules

What is the desired outcome?

- To develop and launch an integrated and intuitive platform for residents and visitors to navigate, transact and interact with Delaware government
- To improve the quality of interactions we have with those we serve
- To simplify agency administration and maintenance or transaction processing and reconciliation

Background

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 Governor Meyer to create a digital first government

One Platform, Three Beneficiaries

RESIDENTS · VISITORS · CONSTITUENTS

One front door — web, mobile, and in person

GO DE PLATFORM — SHARED STATEWIDE CAPABILITIES

Payments & Checkout

Filing & Service Engine

Account Center

Point of Sale

Payment Links

Hosted Forms

Enterprise Reporting

Identity (MyDelaware)

Notifications

Service Directory

APIs & Integrations

Security & PCI Compliance

AGENCY SYSTEMS · PARTNERS · PROCESSORS

Schools · Courts · Agency back offices · SnapPay / Payment processors

FOR END USERS

- One login, one checkout, every receipt
- Track any request in one place
- Rated 4.28 / 5 by residents

FOR AGENCIES

- Inherit checkout, forms, reporting, and security
- Launch in weeks, not months
- ~\$3K to onboard vs ~\$30K standalone (Fiserv)

FOR THE STATE OF DELAWARE

- One audit trail, one scoreboard
- PCI & cyber risk centralized
- No duplicate systems to fund

Every box on this slide is something an agency no longer has to buy, build, or audit on its own.

Traction: June 2026 + Lifetime

Production metrics from the monthly CIO update — sustained, statewide scale

20,734

June transactions

\$3.99M

June collections

218,172

lifetime transactions

\$58.2M

processed since launch

118,110

unique users served

4.28 / 5

CX rating, last 60 days

112

live use cases

38,286

submitted filings

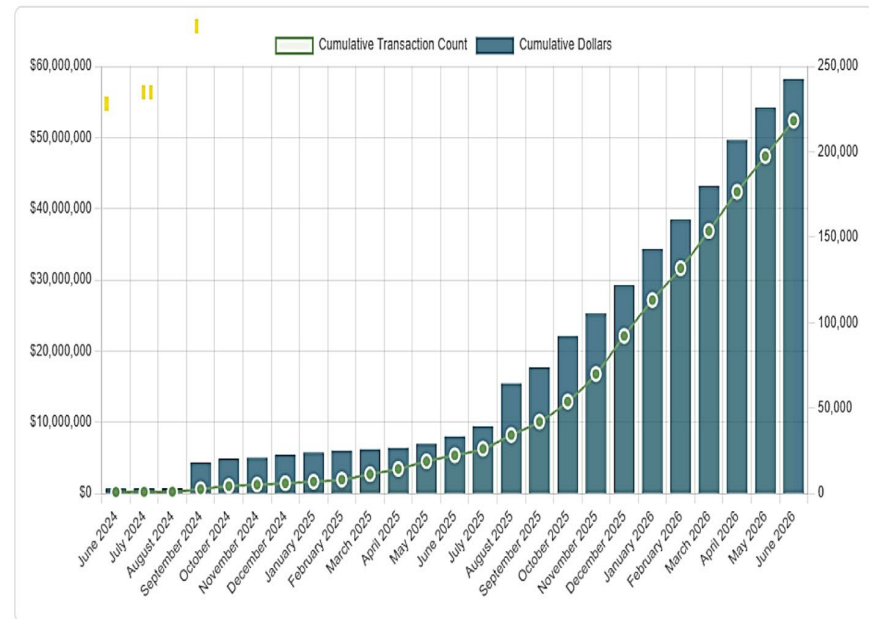
Every metric above is production data reported monthly to stakeholders — the same scoreboard is available to GEAR, every month

Volume Growth

Go DE payment volume has moved from early adoption to sustained statewide scale.

Go DE has processed **218,172** lifetime transactions and **\$58.2M** since launch, with June marking the third consecutive month above **20,000** transactions.

That sustained baseline shows Go DE is no longer onboarding isolated use cases, it has become a durable payment and service layer across Delaware government, with many more use cases onboarding soon.



Year 1 Growth Rate: 529%

Payment growth validates the shared-service model: as more agencies onboard, every reusable component becomes more valuable

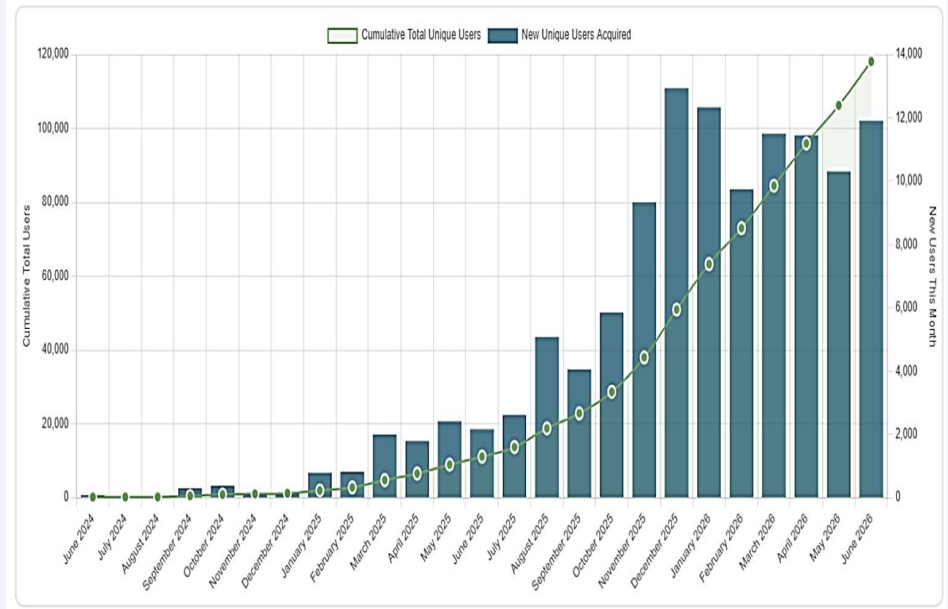
A Statewide User Base

Familiarity compounds — residents who've interacted with one agency through Go DE don't hesitate at the next

Statewide demand visibility — for the first time, Delaware sees what residents need across agencies, not one silo at a time

A growing Account Center base — each transaction is an invitation; returning users get history, saved methods, and status in one place

Year 1 Growth Rate: 785%



118,110 residents and businesses have already used Go DE with roughly **12,000** more every month

ROI is More than Volume

Go DE ROI is the cumulative value of making government work easier, faster, safer, and more transparent.



Collections improved

More payments can be completed digitally, with better visibility into aging, failures, and recovery.



Agency labor reduced

Staff spend less time creating payment instructions, looking up status, and reconciling activity.



Citizen effort reduced

Residents and businesses get a consistent mobile-first experience, receipts, and self-service status.



Risk centralized

PCI-sensitive payment handling, HMAC validation, audit trails, and controls are managed through a common platform.



Services launched faster

Agencies reuse standard checkout, reporting, payment links, forms, and APIs instead of rebuilding.



Capabilities reused statewide

The platform creates compounding value as more agencies use the same infrastructure and playbook.

Fragmented to Shared Services

The day-to-day work of government changed — for agencies and for residents.

Before Go DE

-  Paper forms and email instructions
-  Checks, cash, and manual payment steps
-  Agency-specific payment pages
-  Separate processor portals
-  Manual reconciliation and lookup calls
-  Limited statewide visibility

→
**Shared
Service
Model**

After Go DE

-  Hosted checkout and payment links
-  Status APIs, notifications, and receipts
-  Common reporting and reconciliation
-  Account Center history and saved methods
-  Reusable forms, POS, and workflow patterns
-  A statewide service delivery foundation

Where ROI Shows Up

Platform capabilities show up in services agencies and constituents use every day.

School Pay

Less cash/check handling, online family convenience, common receipts and school-level reporting.

Payment Links

Invoice-style requests, reminders, partial payments, and faster collection without one-off processes.

Reporting Dashboard

Self-service lookup for payments, funding, ACH rejects, refunds, voids, captures, and exports.

Point of Sale

Same secure platform for counter, kiosk, and in-person payments with consistent reconciliation.

Secure Forms

Reusable structured intake, document upload, PDF generation, and agency callback/integration.

Account Center

Payment history, service activity, saved methods, and a common resident home base.

OGOV JobsFirst intake developed in 45 days from requirements to deployment

Enterprise Reporting Infrastructure

Go DE's Enterprise Reporting Infrastructure provides a single, standardized reporting and administration hub for agencies and programs to monitor submissions and payments, manage exceptions, and reconcile activity. It currently supports **242 agency administrators** today and is projected to support 300+ by the end of 2026 as more services onboard.

242 Agency Admins

Rely on Go DE Reporting

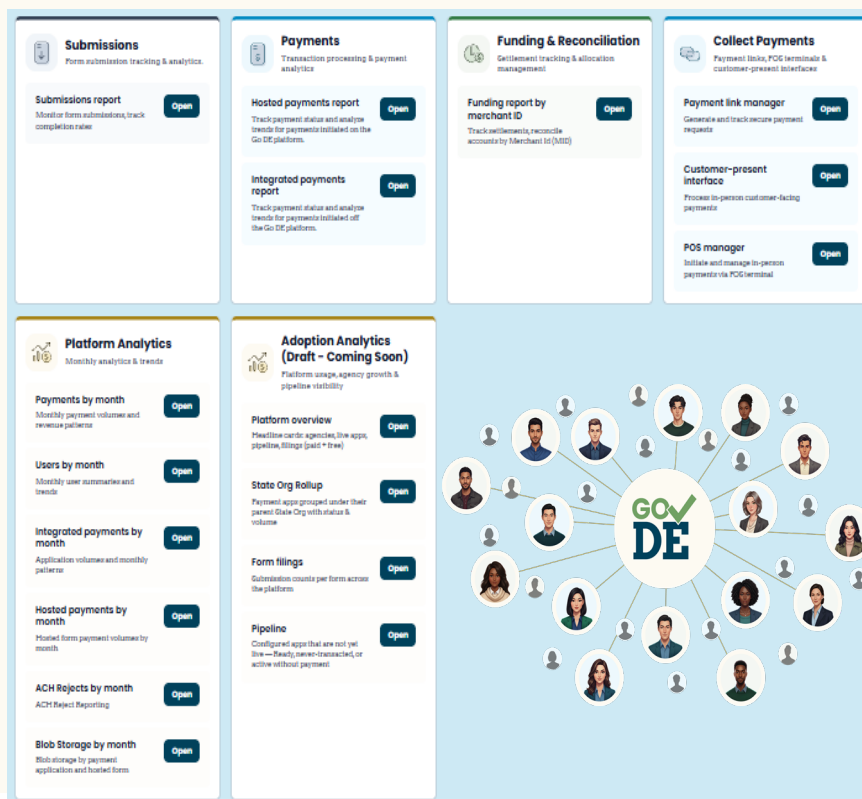
15 Enterprise Reports

And Growing

2,500+ admin hours/year

Recovered

Better tools for government employees create better experiences for Delaware residents.



Built Mobile-First: Future App Builds on Infrastructure Delaware Already Owns

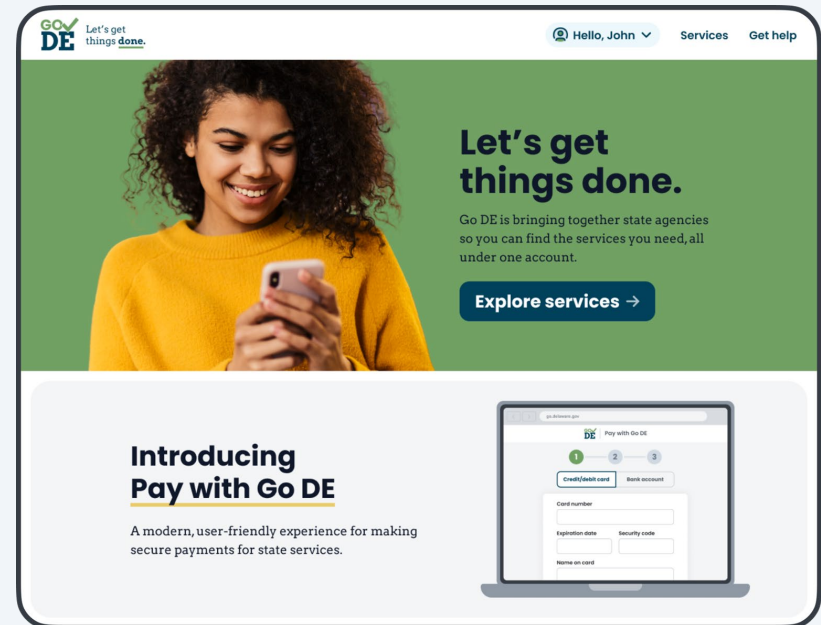
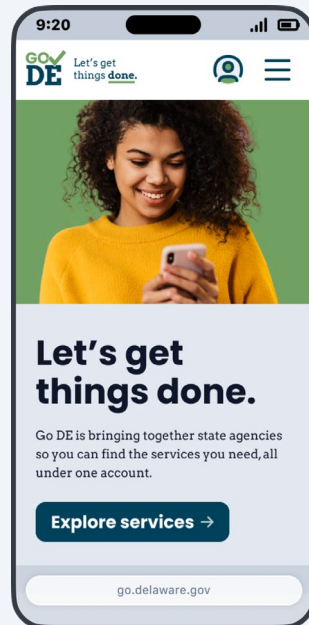
Go DE was built using a mobile-first, responsive architecture so residents and businesses can access government services from any device. As adoption continues to grow, this common user experience provides a strong foundation for a future Go DE mobile application without requiring agencies to redesign or rebuild their services.

Mobile Foundation

📱 35% of users already access Go DE from mobile devices

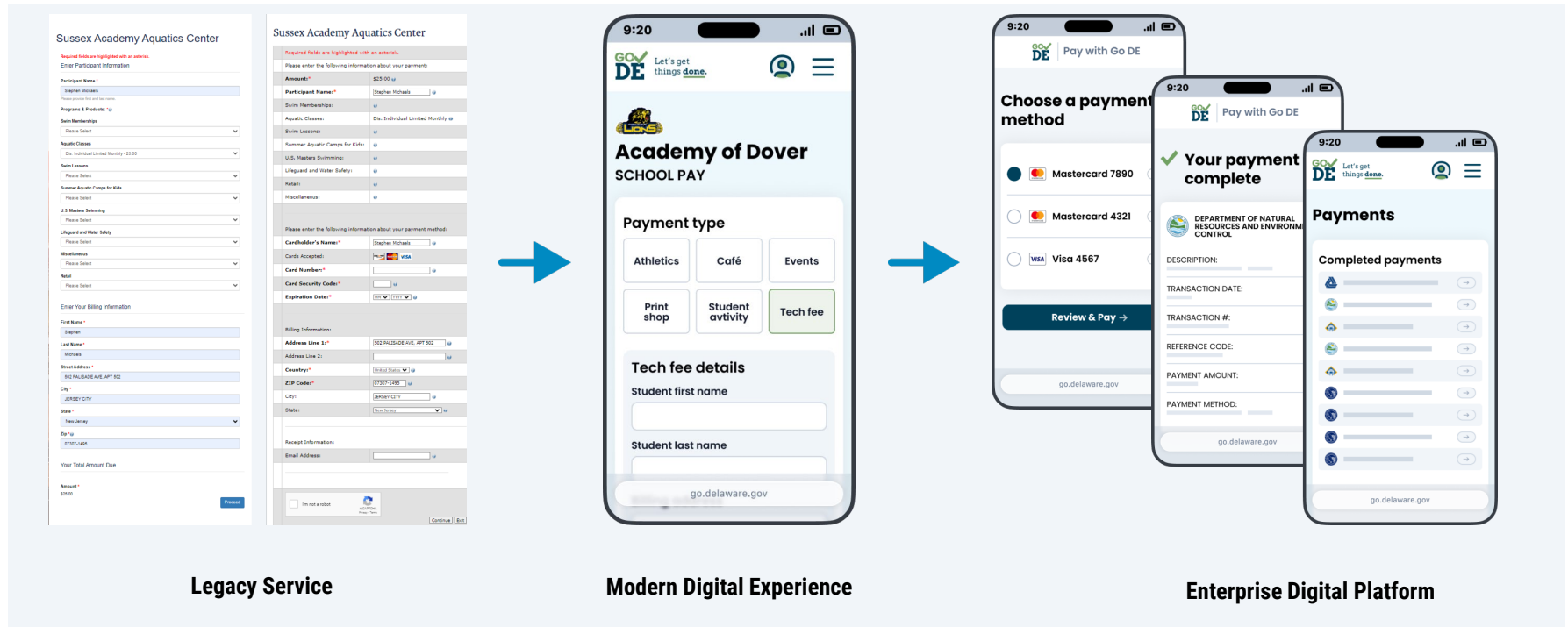
🏛️ One experience across every agency built once, working on every device

🚀 The mobile app inherits everything: identity, payments, filings, Account Center



Past vs Present User Experience

Go DE replaces hundreds of legacy user experiences with a mobile-first, standardized experience, modern hosted forms, a consistent enterprise checkout, and integrated receipts and reporting through the Go DE payment engine so residents can complete payments easily on any device and agencies can reconcile activity through one shared platform.



Modernization is more than a new interface—it is a reusable platform that enables every new service to launch faster while providing residents with a consistent experience across Delaware government.

Enterprise Checkout with Go DE

Pay with Go DE is the state's standardized, reusable payment experience that any participating agency can adopt without building or maintaining its own checkout.

- ✓ Standardized statewide checkout
- ✓ Enterprise PCI compliance
- ✓ Shared reporting
- ✓ Shared maintenance
- ✓ Reusable across agencies

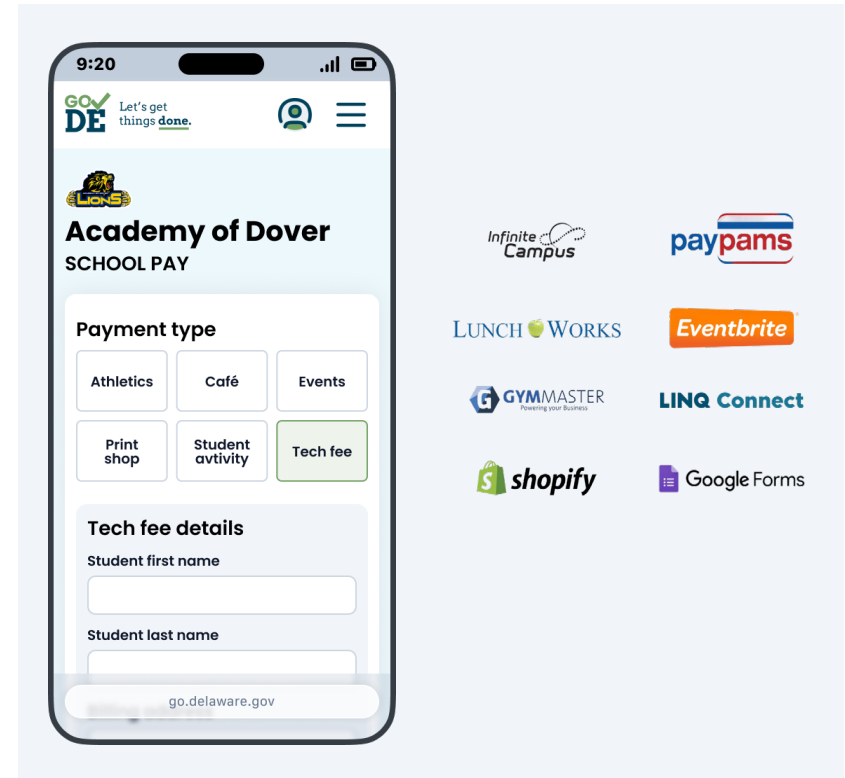
The image displays three sequential mobile app screens for the 'Pay with Go DE' system. Each screen has a status bar at the top showing the time as 9:20 and signal/battery icons. The app header includes the 'Go DE' logo and the text 'Pay with Go DE'. The footer of each screen shows the URL 'go.delaware.gov'.

- Screen 1: Choose a payment method**
This screen allows users to select a payment method. It lists three options: Mastercard 7890 (selected with a blue circle), Mastercard 4321, and Visa 4567. Each option has a corresponding card icon and a toggle switch. A dark blue button at the bottom reads 'Review & Pay →'.
- Screen 2: Review & make payment**
This screen shows the details for the selected Mastercard ending 7890. It includes fields for 'EXPIRES:', 'NAME ON CARD:', and 'BILLING ADDRESS:'. A yellow button at the bottom reads 'Make Payment'. Below the button is a 'Secure checkout' indicator with a lock icon.
- Screen 3: Your payment is complete**
This screen confirms the payment is complete with a green checkmark. It displays the 'DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL' logo. Below the logo, there are fields for 'DESCRIPTION:', 'TRANSACTION DATE:', 'TRANSACTION #:', 'REFERENCE CODE:', 'PAYMENT AMOUNT:', and 'PAYMENT METHOD:'.

School Pay

School Pay demonstrates how one reusable Go DE capability can modernize 55+ schools through a single statewide platform. This system enables parents, students, and community members to make payments and filings for a wide range of school-related expenses, from athletics and student activities to donations and tuition fees.

1. **Convenient for Families** – Parents and guardians can make payments anytime, anywhere, reducing the need for in-person transactions.
2. **Reduces Administrative Burden** – Schools no longer have to handle large volumes of cash or paper checks.
3. **Reusable Statewide Platform** – Every enhancement made for one school benefits every participating school, reducing long-term cost and accelerating future improvements.
4. **Supports School Fundraising & Donations** – Encourages community contributions with an easy-to-use online donation feature.



Enterprise In-Person Payments

One statewide POS platform reduces duplicate systems, simplifies court payment modernization, and gives agencies consistent reporting across online and in-person channels.

Platform Capabilities

- **Card-present payments** at counters and kiosks
- **Agency and court systems** trigger in-person payments directly — no separate POS product to buy
- **Ready-to-use terminal experience** for agencies without their own systems
- **Agencies build and test** before hardware even arrives — cutting weeks from deployment
- **One reconciliation** and audit trail across online and in-person — no separate processor portals
- **Card data never** enters state systems — payment risk stays centralized, not distributed to every counter



- **60+ Courts Use Cases**
- Counters/Kiosks
- Field offices
- API integrations

Filing & Service Engine Delivering

- ✓ Dynamic forms and validations
- ✓ Supporting document upload
- ✓ Configurable multi-step workflows
- ✓ Status tracking and case management
- ✓ **Activity Timeline** for every request
- ✓ Secure post-submission messaging
- ✓ Agency requests for additional information
- ✓ Citizen responses and document resubmission
- ✓ Notifications and reminders
- ✓ Account Center history across participating services
- ✓ API integration with agency systems

38,286 filings already submitted — this investment is returning value beyond payments today.

The screenshot displays the 'GO/DE' Filing & Service Engine interface. At the top, the logo 'GO/DE' is accompanied by the tagline 'Let's get things done.' and navigation links for 'Sign in', 'Services', and 'Get help'. The main heading is 'Governor's Office of the State of Delaware'. Below this, a filing summary shows 'Filing HF-2026-06-28-0002844' and 'Submitted 6/28/2026, 4:58:02 PM', with a 'Needs review' button. The interface is divided into several sections: 'Submission' (with tabs for Documents, Activity, and Tracking), 'Sponsor Information' (containing fields for Additional Information, Contact Information, Title/Role, Organization Name, Organization Type, and Mailing Address), 'Project Category' (showing 'Housing'), 'Contact' (with fields for Name, Email, and Phone), 'Assignment' (showing 'Assigned to Unassigned' with 'Assign' and 'Escalate' buttons), and 'Actions' (with buttons for 'Add Note', 'Upload File', and 'Request Information').

Shared Security Platform

A shared security platform protecting every participating agency.

Identity & Access

- One state login (MyDelaware) with multi-factor authentication
- Every user's access limited to their role — nothing more

Payment Protection

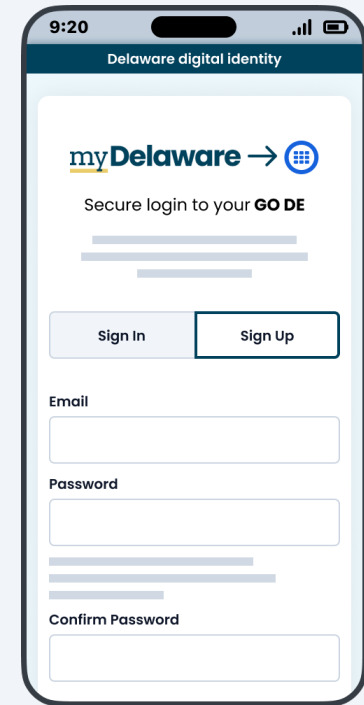
- Bank-grade payment standards (PCI DSS), audited once for the whole state
- Card numbers are never stored in any agency system

Application Security

- Continuous protection against bots, fraud attempts, and intrusion
- Every connection to the platform is verified and rate-controlled

Operational Security

- Every transaction logged centrally and monitored continuously
- One audit trail for the whole state, not seventeen



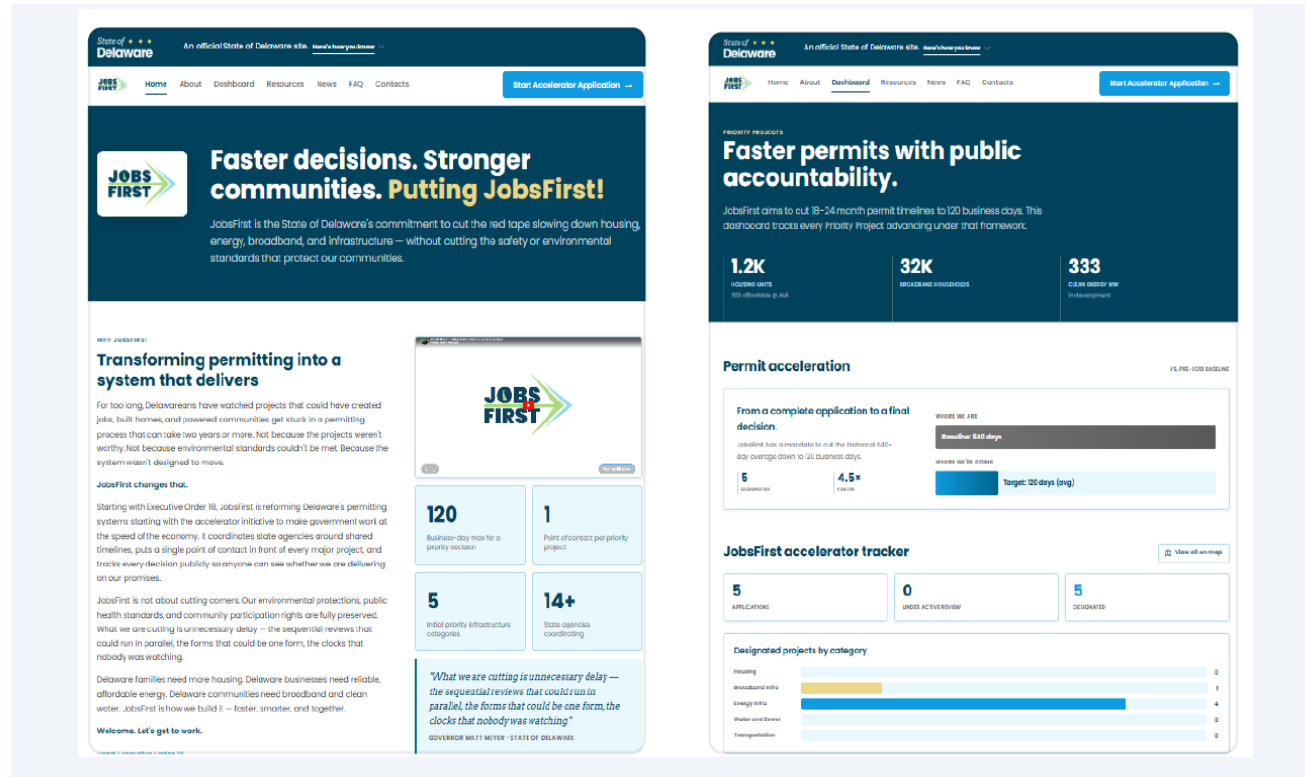
Security is not a feature of Go DE—it is a shared statewide capability that every participating agency inherits.

Digital Experience Opportunities

Add-on service for agencies that need a public-facing website, portal, or dashboard.

Includes:

- Public microsite
- Agency dashboard
- Analytics & KPIs
- Project tracking
- Forms integration
- Go DE Payments integration
- Identity (my.delaware.gov)
- Responsive/mobile design



Example: JobsFirst website and dashboard delivered in 60 days nearly two months ahead of schedule.

Agency Success Toolkit

Agencies Onboard in Weeks, Not Months

API Reference

- OpenAPI / Swagger specification
- Interactive endpoint explorer

Implementation Guides

- Step-by-step integration walkthroughs
- User experience guidance
- Configuration reference

Training

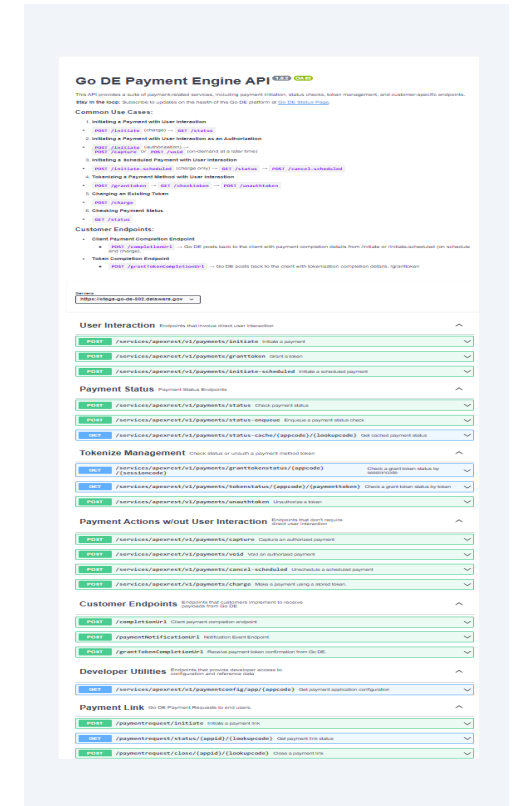
- Monthly Office Hours
- Live Demonstrations
- New Feature Reviews
- Q&A Sessions

Developer Tools

- Postman Collections
- Sample payloads
- Sandbox environments
- Status Page

Code Resources

- Reference implementations
- Security examples
- Authentication examples
- Common workflows



From Portal to Front Door

Go DE can create value before every backend system is rebuilt.

01

Discover

Residents find services through Go DE.

02

Connect

Go DE routes users to existing agency systems.

03

Transact

Payments, receipts, status, and reporting standardize.

04

Service

Forms, uploads, filings, notifications, and Account Center history mature.

05

Orchestrate

Cross-agency service journeys become possible via reports and APIs

Roadmap Principle: Make priority services easier to find now, then deepen identity, payment, filing, status, and account integration over time.

Go DE as Statewide Infrastructure

Built once. Compounding with every service, agency, and resident that joins.

Digital collections

Better citizen
experience

Faster launches

Less manual work

Centralized risk

Reusable services

GEAR ROI

Go DE's ROI is the cumulative value of replacing fragmented, agency-by-agency delivery with one reusable statewide platform — 118,000+ residents, \$58.2M processed, 112 live services, 4.28/5 resident satisfaction, and a pipeline of agencies waiting to join.

Next Steps - Partnerships and Outcomes

Office of the Governor, JobsFirst

Designed, developed, and deployed the JobsFirst website experience, including a public-facing digital service presence and an interactive Executive Order 18 dashboard reporting requirements. Ownership of on-going support of project status and JobsFirst expansion until fully automated.

Outcome: The solution supports priority project visibility, structured tracking, stakeholder updates, and executive-level reporting for the State's permitting acceleration initiative.

Next Steps - Partnerships and Outcomes

Delaware Courts, DELJIS, Agency POS modernization

In partnership with OST, Fiserv, DELJIS, and state agencies, the team developed, and is actively validating, Go DE's point-of-sale model with real-world terminal behavior, merchant routing, tokenization, device messaging, and card-present processing requirements.

Outcome: Go DE POS delivers a reusable statewide infrastructure for agencies that need to accept in-person payments. Agencies can use Go DE's own Terminal Management interface to initiate and manage card-present payments through the Reporting and Administration portal, while integrated systems can use POS terminal APIs to discover terminal groups, initiate payment sessions, route payments to the correct payment application and receive completion callbacks.

Next Steps - Partnerships and Outcomes

Office of State Treasurer

Launched two Office of the State Treasurer forms supporting payout deferral and request-to-purchase service credit processes. Availability pending Treasurer communication.

Outcome: Expanded into structured intake workflows and are positioned to evolve into full Go DE Activity workflows, including submission, review, approval, requests for more information, and document delivery.

DOS Veterans Home and Veterans Cemetery

Provided solutions for payment and donation through Go DE forms. To date, the Veterans' Cemeteries have collected funds from funeral homes and families manually.

Outcome: Extending the Go DE platform into another public service use case that combines simple digital intake with secure automated payment collection.

Next Steps – Continuous Improvement

User Research – Resident Feedback

With over 4100 responses, users ranked their Go DE experience as a 4.26 out of 5 for third-party applications and 4.5 out of 5 for on platform services.

P880 - “Why can't other states be this well organized?”

P906 - “Thank you for making this process easier!!”

Recommendations:

- *incorporate citizen-centric use cases such as employment tools, benefits screeners, and visitor resources*
- *invest in 3rd party modernization to improve the end-to-end user experience over mobile app development*
- *implement [UX guidelines and procurement standards](#) to address accessibility & usability concerns in state software development*

Next Steps – Continuous Improvement

User Research – Support Ticket Benchmarking

Additional support required to improve response times to resident payment & post-transaction issues

- 239 tickets with a backlog from February 2026
- 77% of support tickets generated from citizen users
- 53% of citizen tickets were payment related (display issues & transaction follow-ups through agency)

Recommendations:

- *Allocate additional resources to access, review and resolve tickets with weekly agency status reports*
- *Root cause analysis of repetitive display issues during checkout*
- *Screeners development for automated support routing*

Challenges (& Opportunities!)

- Challenges—
 - FY'27 funding allocation
 - Achieving a vision beyond foundational technologies
 - Guiding end users and internal teams to adopt Go DE & build solutions together
 - Increasing merchant processing costs as manual services are automated (MID, interchange, processing)

What Sustained Investment Delivers

Go DE has crossed from project to enterprise capability. Onboarding a service on the shared platform costs ~\$3K vs ~\$30K standalone — a conservative \$2.1M+ already avoided across the live services to date, before counting duplicate licenses, audits, and support contracts never purchased.

Where full funding is applied

-  Pipeline of new services onboards faster
-  Filing & Service Engine matures statewide
-  Service Directory becomes the statewide front door for finding services
-  Play Delaware onboards to the shared platform
-  Vital Records, voter services, and scheduled payment plans join the pipeline
-  Mobile app foundation and Account Center growth
-  DELJIS & Courts integration expands statewide in-person payments
-  Security and PCI risk stay centralized
-  Every new agency compounds platform value

This pipeline is demand, not aspiration — agencies are asking to join because onboarding costs a tenth of going alone.

Next Steps

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 the platform with a product owner to execute on expansion and functional enhancements is targeted for 2026
- FY'28 budget for Go DE will include noted continuous improvement opportunities, prioritized functional enhancements, licensing and operational costs

GEAR Board Ask

- Sponsorship in reaching the vision for Go DE
- Direct agency leadership to consult with Go DE before issuing RFI/RFPs or starting new initiatives for digital services
- Explore partnership with GEAR field team members during agency product or service onboarding
- Support of future platform investments



GEAR

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

Adjourn



Contact



Please direct any inquiries about the Delaware GEAR program to:

Bryan Sullivan (bryan.sullivan@Delaware.gov)

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

Daniel Madrid (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