

Government Efficiency and Accountability Review (GEAR)

GEAR 53 Board Meeting

October 6th, 2026



Roll Call/Quorum Confirmation

Agenda

10 min

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

90 min

3. New Business
4. Review 2026 GEAR Annual Report Highlights
 - Approve Annual Report
5. GEAR Presentations
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

Old Business

Review/Approve Minutes from Prior Board meeting

Draft minutes sent to Board for review September 30th, 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 and JobsFirst Updates
- GEAR Annual Report Schedule and Overview
- GEAR Continuous Improvement Cycle Updates
- GEAR Field Team and GEAR Portfolio
- Enterprise Services Delivery Update
- GEAR Presentations - Including GEAR's Evolution

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 September 24th
2027 Schedule Forthcoming

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)*
- *Ryan Bucari, Sr. Manager of Client Services, 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*
- *Krista Phillips, Chief Customer Officer, M&T Bank*
- *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 DelDOT 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

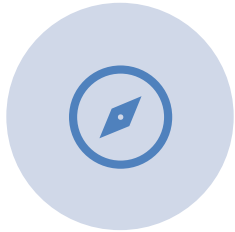
Executive Order #18:

- Permitting Accelerator Launched on May 4th at jobsfirst.delaware.gov
- 12 Projects Received To Date
- 9 Projects Designated: 4 Energy, 2 Broad Band, 1 Mixed Use, 2 Infrastructure



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

DNREC Public Hearing Service Efficiency Blitz

(Sept 1st – 3rd)

Business Case

Eliminate 2 non-meritorious
permitting public hearings
annually

26%	\$68.4K	856 hrs
Faster	Annual	Staff
	Savings	Capacity

*1 hearing ≈ 428 staff hours / \$34,200;
applicant avoids 1+ year of waiting on
average.*

Improvement Paths Selected

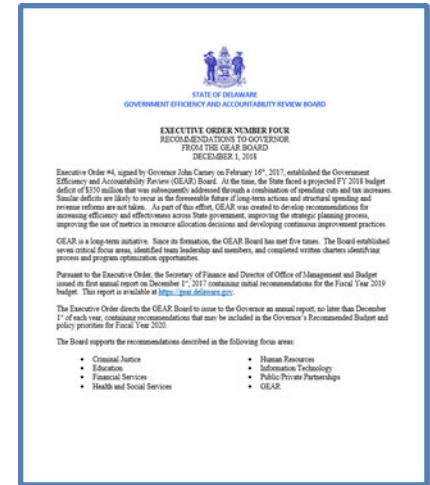
Immediate: revise/link Public
Hearing FAQ; regular
administrative law training for
technical staff

3–6 months: public engagement
plan and informational materials

6–12 months: meritorious-request
definition/matrix and online status
tracker

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

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

GEAR Annual Report Structure

- Executive Summary
- Annual report detail sections:
 1. GEAR Program Management Team
 2. GEAR Public/Private Partnership (P3) Task Force
 3. Enterprise Services Delivery Team Focus Areas
 4. GEAR Field Team Agencies

Section 1 - GEAR Program Management

- **GEAR's evolution:** Establishing a digital service-improvement model for GEAR + Delaware's Government Information Center (GIC) to build out a team to serve agencies with complementary disciplines such as product management, service design and user research, technology, data, accessibility, procurement, and vendor strategy.
- **Internal capability:** Approximately 194 employees trained through DHR-led programs, practitioners connected across 23 State organizations, and 18 statewide job classifications supporting improvement work.

Section 2 - GEAR P3 Taskforce

- **Permitting improvements/Jobs First advancement**
- **Awarding State employees for measurable results**

2025 GEAR P3 Award Recipients	Measurable Impact
Innovation & Efficiency Award Continuous Quality Improvement Post-Permanency Success Committee —Department of Services for Children, Youth and Their Families	Awareness of post-permanency supports increased from 47 percent in 2020 to 73-74 percent in 2025, while foster-care re-entry after adoption declined from 45 children in late 2019 to 17 in early 2025.
Innovation & Efficiency Award Delaware Treatment and Referral Network Care Coordination Platform (DTRN360) Team — Department of Health and Social Services	Created a unified behavioral-health coordination platform connecting clinical, crisis, justice, social-service, and prescription data. Client Reporting Form processing was reduced from months to approximately 48 hours, with faster coordination and follow-up.
Trailblazer Award Systems Integration with Meal Providers Team — Department of Health and Social Services	Integrated meal-provider data with the division case-management system, improved federal reporting and outreach, and identified billing corrections with potential annual savings exceeding \$50,000.
Trailblazer Award Juvenile Civil Citation Team —Department of Services for Children, Youth and Their Families	Reduced average referral-to-case-manager assignment from 25 days to 3 days, eliminated contracted roles for \$68,510 in annual savings, and achieved an 18.1 percent recidivism rate compared with 47.1 percent for eligible nonparticipants.
Trailblazer Award Smart Simple Implementation Team —Department of Safety and Homeland Security	Digitized 9 grant workflows and 1 administrative program, reducing processing from weeks to days and improving real-time transparency for a portfolio that managed \$18.9 million in grants during 2025.
Trailblazer Award Taylor Shannon —Department of Safety and Homeland Security	Launched a milestone-based digital grant process that awarded \$495,000 after its September 2025 launch and established a scalable framework for \$6 million in assistance to 47 social-equity licensees from historically impacted communities.

Section 3 - Enterprise Services Delivery

Financial Services Delivery / Data Integration - 77 leases optimized, generating \$36.3M+ in rent savings over negotiated lease terms. Separately, \$11.4M+ in landlord-funded improvements and \$28.8M projected long-term lease cost avoidance from property acquisitions. PCard/SUA generated \$3.1M in CY2025 rebates. OneDelaware ERP modernization underway.

Treasury Management - Implemented a cloud-based treasury system that replaces manual workflows and consolidates bank account management and cashflow data. Met all stipulated payment card remediation timelines.

Human Resources Modernization - Digitized 6.6M documents, freeing 2,200+ square feet for office/meeting use. Hinge Health virtual physical therapy projects \$6.6M in program net savings.

Technology Innovation - Go DE reports \$2.1M+ in contract cost avoidance across 120 agency use cases to Pay with Go DE, which maintains user satisfaction ratings to 4.5 out of 5 stars. Enterprise phone (Cisco) modernization projects \$3M in hardware savings and avoids a planned \$600,000 FY2028 capital investment.

Judiciary Reform - CASCADE Phase 1 completion expected by January 2027.

Section 4 - GEAR Field Team

Department Of Health And Social Services (DHSS) - Reduced blocked fleet by 109 vehicles: estimated \$739,129 annual savings / \$5.17M over 7 years. Eliminated DUI rehabilitation program referral fees – which saved participants \$347,250 between January–May 2026.

Department of Agriculture (DDA) - Digital farmers-market payments increased benefit redemption 10%, while simplifying reimbursement.

Department Of Natural Resources And Environmental Control (DNREC) - Standardized remediation inquiry responses target an estimated \$250,000 annual savings and 50% less staff effort/response time. Chemical inventory reporting increased from 90% to 99% over the last several years.

Department of State (DOS) – In FY2026 Library workforce and trained specialists delivered 4,521 interactions on employment, social services, and workforce topics, an increase of 23% over FY2025.

Delaware Services For Children, Youth & Their Families (DSCYF) - Automated background checks save 5–8 minutes per check, exceeding 600 staff hours annually. Timeliness of provider incident reporting within 72 hours increased to 93% from 73% over a one-year period.

Section 4 - GEAR Field Team

Department of Correction (DOC) - Developing a 3-phase employee performance evaluation improvement system.

Delaware Department of Transportation (DelDOT) - Record/Entrance Plan redesign projects \$992,250 and 13,230 work hours saved annually beginning in CY27. Traffic Impact Study redesign targets 33% less rework.

Department of Safety and Homeland Security (DSHS) - Completed statewide P25 radio migration, supporting 18,000 users and nearly doubling first responder radio talk-path capacity.

Department of Justice (DOJ) - Reduced one major legislative data request from 4 weeks to 5 business days and automated training-compliance monitoring for 571 employees through the Data Driven Decisions Lab (D3L).

Department of Labor (DOL) - Completed legacy application modernization discovery across 6 Industrial Affairs units. Unemployment Insurance application case-management solution deployment targeted for November 15, 2026, which will streamline workflows, improve workload distribution, reduce manual effort, and strengthen program integrity.

GEAR Board Action Item

- Seek a motion to approve Annual Report subject to final edits received by October 20th from Board members/designees
- Communicate with Dan and Bryan on any recommended edits

Continuous Improvement (CI) Cycle

- GEAR Annual Report 2026 Draft Distributed to Board 9/22
- GEAR P3 Taskforce Meeting 9/24/26

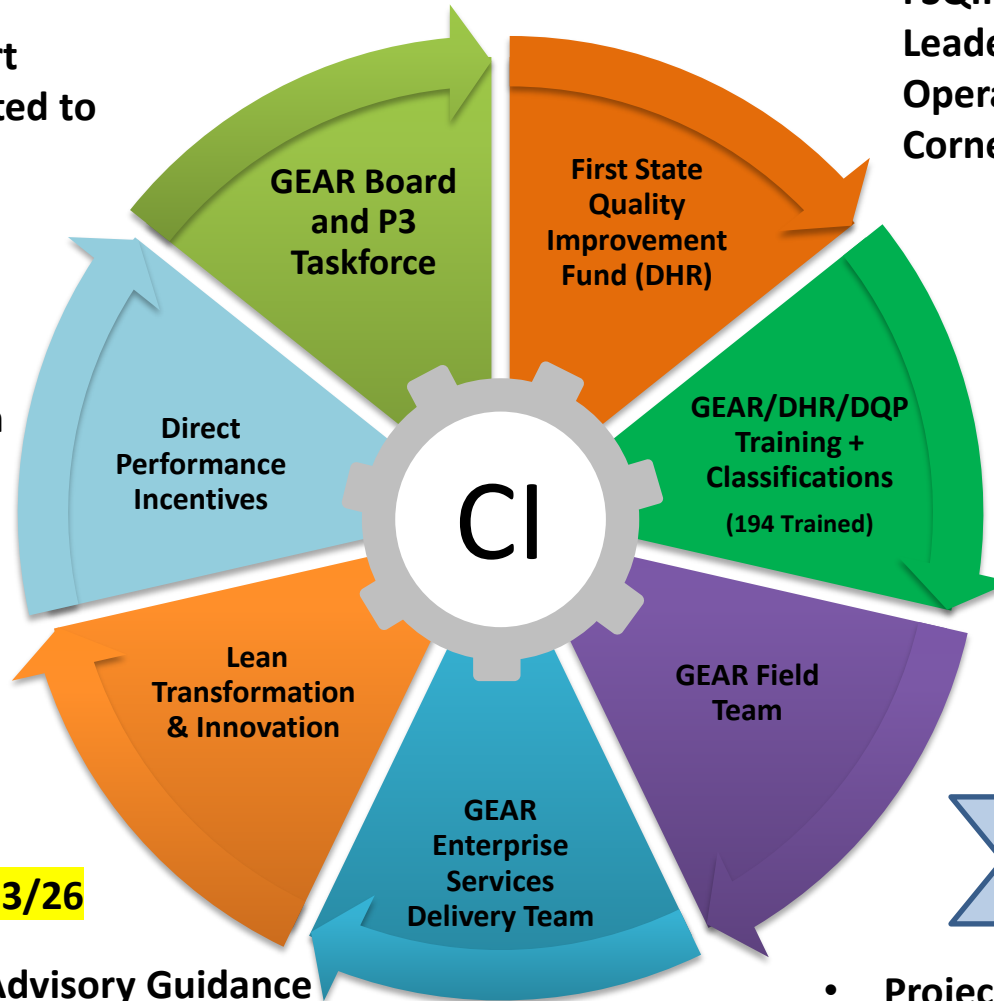
- GTEA/DHR/GEAR Awards Recognition Event 5/5/26

- SEBs: DNREC Public Hearings Sept 1-3

- AI Commission 10/23/26

- EO#3/#18 & Other Advisory Guidance

- Shared Services Delivery, Strategic Real Property, Permitting Reform

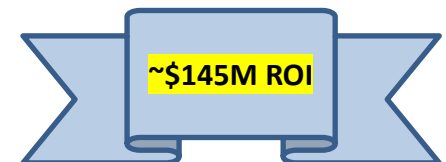


- FSQIF – Project and Process Leadership (PPL) and Operational Excellence (OpEx) Cornell Launched

- CIP - Cohort #12 Began 8/31

- DE Quality Partnership October – CI Success Stories in State Gov (DSCYF and DHSS)

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



- ESD Met 9/15/26, Next Meeting 11/15

- Project Portfolio (164 projects)
- ~94% est. ROI participation rate

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

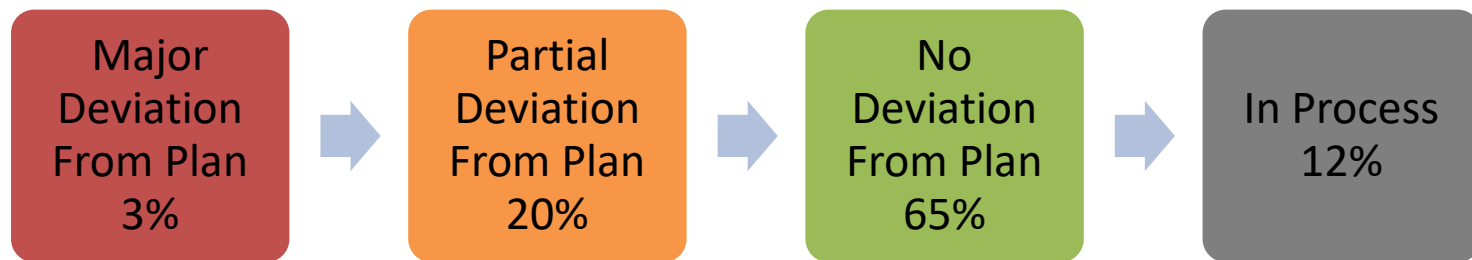
Department	Number of Projects
Health and Social Services (DHSS)	31
State (DOS)	6
Department of Transportation (DelDOT)	1
Judicial	7
Education (DOE)	8
Natural Resources and Environmental Control (DNREC)	16
Services for Children Youth and their Families (DSCYF)	12
Labor (DOL)	2
Correction (DOC)	1
Safety 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



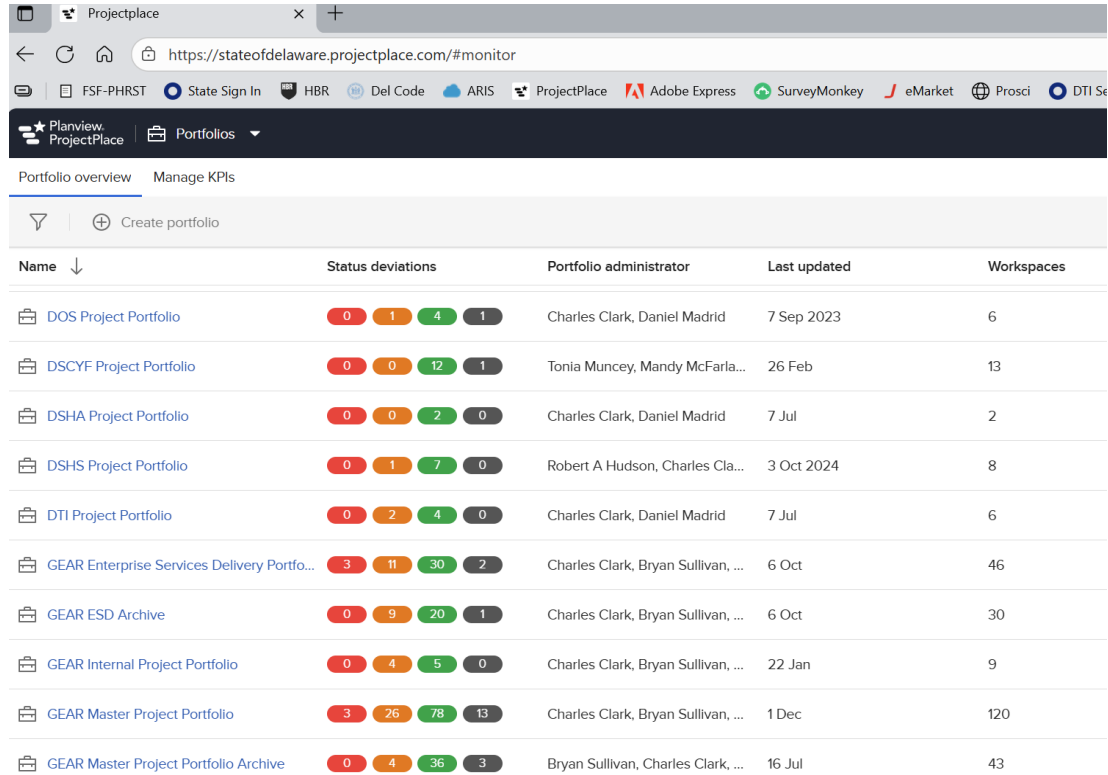
Estimated ROI:
153 (93%) out of 164 projects reporting at \$145M

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/\$87M)
- 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 filter icon 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 ten portfolios, each with a folder icon, a name, a status deviation bar (with red, orange, green, and grey segments), the administrator's name, the last update 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:** Project status is green. Per Pensions, Phase 2 and Phase 3 are complete. Phase 4 kick-off held end of July, finalizing remaining gaps and ongoing resource and work stream planning, continue data conversion. Independent Validation & Verification vendor is fully engaged. Per Payroll/HR (PSCM) / Financial Management (FMS) , solution integrator vendor selected and working on statement of work and provider service agreement contract to be completed in early October. Expect implementation to begin first month of 2027. Pre-implementation activities include outreach to K-12 organizations, change champions survey and workflow documentation.
- **GO DE/Digital Government:** *Go DE* reporting a green status. In August set new production high, exceeding July's prior record by 12 percent: 28,000 transactions processed, \$6.2 M collected and 16,200 new users. Statewide to date, there are 154,000 unique users (growing about 14,000 to 16,000 per month), 280,000 transactions processed and \$73.0 M collected. The platform footprint contains 126 payment use cases, 110 filing use cases, 7 invoicing use cases and 400+ development and UAT environments. Conducted user experience research and found that 89 percent of the 14,200 survey respondents satisfied when fully on *Go DE*; full-platform user rate 4.49 vs. 4.27 for payment only, and end to end experience satisfaction is 83 percent. *Go DE* responses to add new or enhanced functionality, seek agency feedback for continuous improvement, expand survey population and analyze product usage and end user demographics.

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **CASCADE:** Project is broken down into three phases, Phase 1 focuses on civil caseloads, Phase 2 focuses on Family Court and Phase 3 addresses criminal cases. For Phase 1 anticipated go-live date was October 2026, however, there is a delay that will push go live back about four months. The delay is due to integration and configuration mismatches between the case management vendor and the E-filing vendor. The delay will not require additional dollars to resolve. Phase 2 for Family Court will kick off on the heels of Phase 1. For Phase 3, the consultants are travelling around the state meeting with criminal justice system partners and have come back with perspectives on how the Judiciary can better support its partners. Also being evaluated is whether or not the systems being migrated to on the civil side have the functionality and capacity to be viable options to support criminal operations.
- **Artificial Intelligence:** DTI is building out different types of chat capabilities for AI with both OpenAI and ChatGPT. Also looking at providing a capability around Gemini so there is an alternative for those doing software development. There are two pilots underway with GitHub Copilot and Claude to accelerate software development. Also looking at feasibility and potential benefits of using M-65 copilot as a way to help the state workforce. In August there was an Artificial Intelligence hack-a-thon hosted by the University of Delaware. Several state agencies participated and there were 10 use cases, involving the efforts of the students applying AI to get to solutions.

Enterprise Services Delivery Team

Status Updates for Significant Enterprise Projects:

- **Expansion of Broadband Access Across Delaware:** DTI is closing down its successful American Rescue Plan Act programs through which nearly 7,000 households and businesses have been connected to broadband. DTI is now ramping up for the Broadband Equity Access and Deployment (BEAD) program. This program will connect another 4,700 households across the state. Contracts are being finalized so environmental permits can be obtained and construction begun this winter. This program has constantly evolving requirements. DTI participated in another round of competitive bidding and received funding to connect another 140 additional households and businesses. Delaware also has about \$75.0 M in private sector match so this can be put towards mobile connectivity or improving access in multi-dwelling units (federal guidance needs to be provided).

GEAR Project Presentations

1. GEAR's Next Chapter

Dan Madrid, GEAR

2. CASCADE

Ken Kelemen, Judiciary

GEAR's Next Chapter

A digital / quality improvement team to support agencies in delivering better government



GEAR is leveling up

The mission continues: make government more efficient, effective, accountable, and easier to use.

GEAR is no longer a pilot

It is a statewide practice network ready for a stronger operating model.

**194
Trained
Practitioners**

**164
Portfolio
Projects**

**~\$117M
Estimated ROI**

**-2 Years of Waiting
Time/\$2M NVA
Removed from
Agency Permitting
Processes/+\$50M
Economic Activity**

Training created capacity. Projects created value. Measurement is creating trust.

Digital service and innovation programs have a measurable record of improving government services

A digital service is not “more IT.” It is an end-to-end service design capability that brings product management, user research, accessibility, data, and agile ways of working to the highest-impact public facing services.

U.S. Digital Service

+53% satisfaction

SSA.gov relaunch; \$285M projected five-year infrastructure savings; 99% uptime.

UK Government Digital Service

20–50× lower cost

Digital transactions from manual operations identified £1.7–£1.8B annual savings opportunity.

New Jersey OOI

Voice of the Customer

100K more children enrolled in Summer EBT; Business.NJ.gov helped 65K+ businesses get started +1 month faster.

California ODI

95% faster detection

EBT-theft reporting lag cut from two months to 72 hours; theft reduced 83%; benefits recommender reached 11.2M views.

Sources: USDS 2024 Impact Report; GOV.UK Digital Efficiency Report; CA ODI FY2024–25 Legislative Report; NJ Governor/OOI 2025 Impact Report

Services designed around people and measured by their outcomes

GIC brings digital/user experience assets; GEAR brings operational-excellence discipline.

Government Information Center

**Web Platforms • User Research
and Design • Content Strategy •
Accessibility / Usability
Standards**

GEAR

**Lean • Process Mapping • Field
Team • Training • P3 Guidance •
Program Measurement • Change
Support**

What stays and what evolves for GEAR

The core functions continue while agency support, governance, and measurement become more focused and responsive.

STAYS WITHOUT FUNCTIONAL CHANGE

Field Team
Training
Awards
P3

STAYS → BUT CHANGES FUNCTION

Board → Core governance team
ESD → Value measurement
Annual report → Real time reporting
on customer value

GEAR Board consolidates

A focused governance group replaces generalized guidance.

EVOLVES TO

- Governance by OGov, DOS/GIC, DTI, and OMB
- Periodic Cabinet Briefings
- Focus on Priority Projects + Capacity Decisions
- Retain paths for public input/ideas

BENEFITS

- + Faster decisions
- + Better resource : benefit alignment
- + Clear accountability to Governor Meyer and users

NON-VALUE-ADDED WORK TO STOP large meetings without clear goals/objectives • annual report with project statuses and minimal outcome measures • loose portfolio coordination with estimated metrics • direction without decision rights

ESD becomes value assurance

From loose coordination to measurable standards, pipeline health, and benefits evidence.

EVOLVES TO

- Enterprise Shared Service Guidance + Value Measurement
- Pipeline with Clearer Standards + Validated ROI Evidence
- Process Mining

BENEFITS

- + Focuses scarce attention
- + Validates savings before claims
- + Scales enterprise benefits as they are realized

NON-VALUE-ADDED WORK TO STOP status-sharing without decisions • inconsistent portfolio reporting • meetings that do not unblock work

P3 remains an outside-in champion

External perspective continues to guide incentive structures and business-facing improvement.

CONTINUES TO

- **Support Awards and Incentives**
- **Provide Customer Voices in Project Discovery**
- **Guide Ready in Six / JobsFirst**

BENEFITS

- + **Surfaces real pain points**
- + **Adds credibility with community partners**
- + **Turns advice into tested action**

Field Team sustains an empowered network

Our agency-based community will mature with clearer standards, coaching, practice pathways, and reusable playbooks.

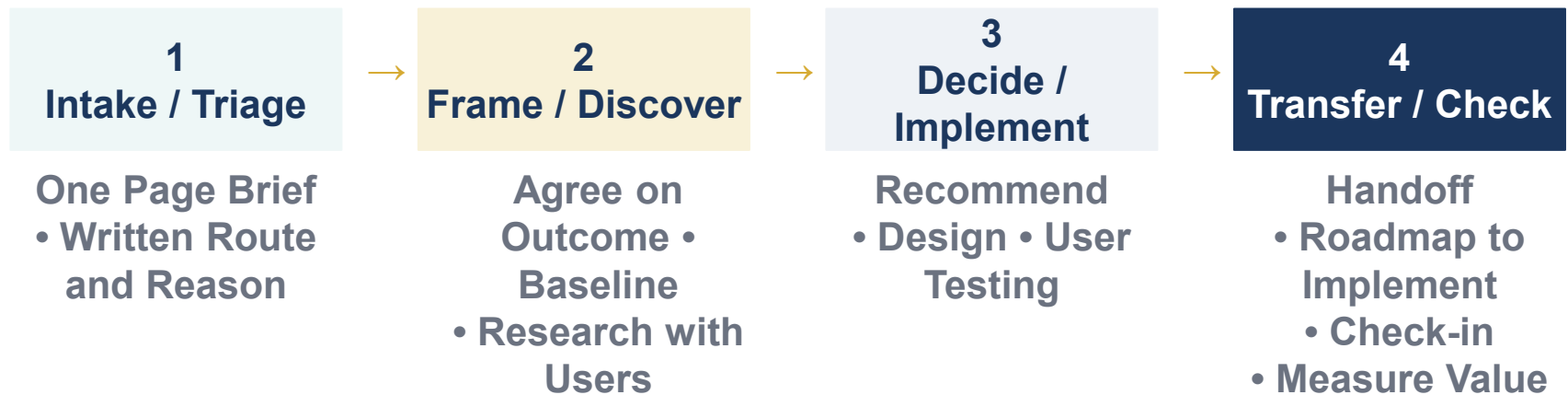
CONTINUES TO

- **Develop Community of Practice with Opportunities to Activate through Projects**
- **Guide in Lean/Agile/Product standards**

BENEFITS

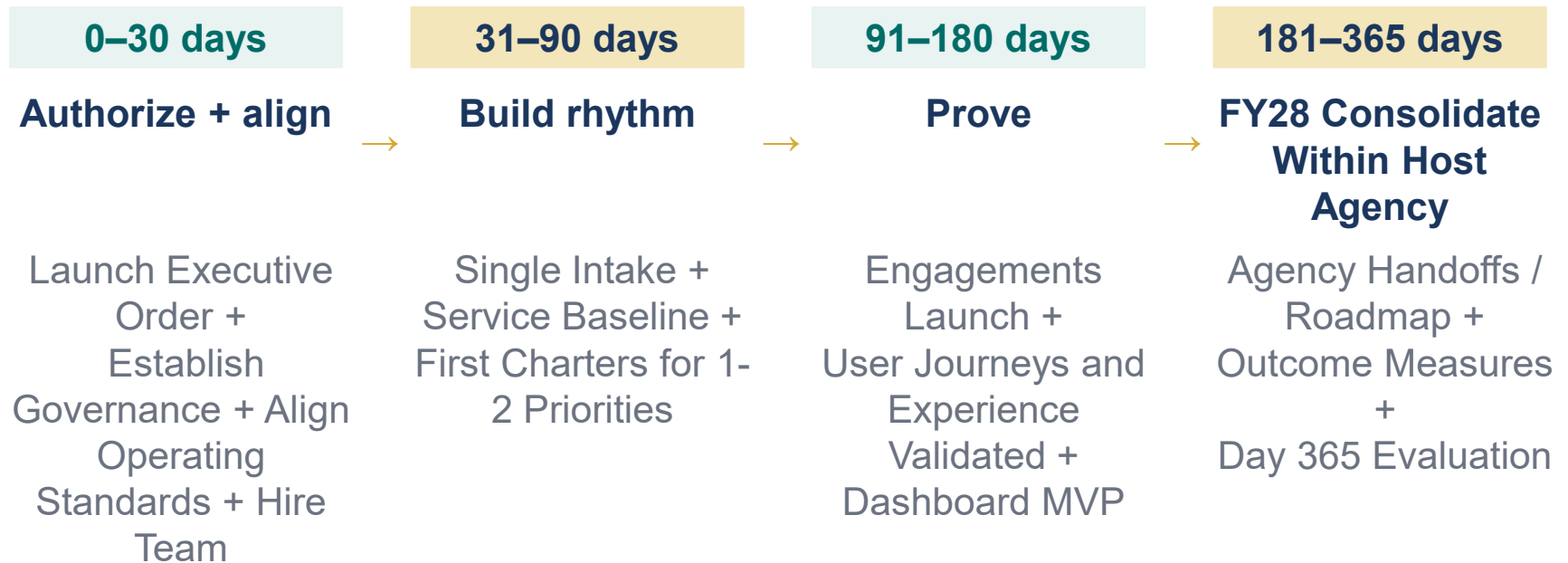
- + **Builds capacity inside agencies**
- + **Spreads common methods/best practices**
- + **Connects Lean with design, data, and product**

How we will work with agencies



Start small and prove it

FY27 is the bridge year: authorize through EO, staff 1-2 priorities, thoughtfully transition GEAR elements, and begin to provide working evidence.



Progress will mean something improved for people

Reporting will move from annual activity and estimated measures to proof of improved user experience and verifiable efficiency gains.

User Outcomes	waiting time • first time completion • satisfaction • accessibility • reliability
Efficiency Gained	steps removed • rework reduced • staff hours / program \$ saved • capacity created
Fiscal evidence	savings • avoided cost • revenue increased
Guardrails	equity • accuracy • security • compliance • service continuity

GEAR is getting better.

Same mission. Stronger embedded model. Higher value for Delaware.



Ken Kelemen, Administrative Office of the
Courts

Overview

- The Delaware Judicial Branch requires modern IT solutions for E-Filing, Case Management and Document Management
- Systems need modernizing in both Civil and Criminal jurisdictions
- Solutions must address Criminal Justice overlaps and system dependencies in our complex ecosystem

Overview

The modernization path remains active, but the date must be supported by validation evidence.

RED

Current Phase 1
posture

Feb. 12–19, 2027

Proposed go-live
window

Dec. 10

FSX code-
complete
working date

On Track

Criminal
discovery status

Nov. 27

Final roadmap
target

Why the CASCADE date moved

Critical-path work remains across FSX sprint delivery, stable UAT, claims/judgments, integrations, financial testing, cutover rehearsal, and court process readiness.

Where we are now

The rebaseline is being sequenced around remaining work, owner accountability, training, mock go-live, and objective readiness gates.

Criminal discovery focus

Cabral is completing gap analysis, validating with courts and justice partners, and adding specific attention to Problem Solving Courts.

Board takeaway: the proposed date should remain conditional until the readiness gates produce evidence, not just planned fixes.

Challenges

The delay is the result of unresolved readiness evidence across several dependent workstreams, not a single issue.

FSX completion path

Sprint content, Zendesk fixes, and stable UAT must line up against delivery dates.

Claims and judgments

Deferred scenarios require separate validation after final FSX code release.

**Go-live
readiness**

Integrations and payments

Financial and interface testing must be repeated with external partners.

Court process readiness

Court-specific workflows, job aids, workarounds, and SME decisions must be ready to test.

Planning fixes, dates, or workarounds do not close risk. Closure requires validation evidence.

Status and Path Ahead

The project is being rebaselined around remaining work, sequencing, dependencies, and validation evidence.

Current status

Overall RED.
Rebaseline is in progress. Date recommendation remains conditional until approved by CJSSC.

Pacing constraint

FSX completion path remains the primary pacing item: sprints, Zendesk, environment stability, and deferred functionality.

Court readiness

Court process work continues while the schedule is rebaselined. Training and validation depend on credible operational workflows.

Go-live posture

Proposed Feb. 12–19, 2027 go-live window, pending readiness gates, final risk review, and leadership approval.

Critical path through proposed go-live



Planning posture: keep the proposed date visible, but do not treat it as closed until evidence and risk acceptance align.

Milestones and Go-Live

Each milestone must produce evidence or drive risk escalation.

Oct. 2026

80% business processes: Oct. 9
C-Track Super User training: Oct. 12–16
FSX Super User training: Oct. 19–21
Mock Go-Live #1: Oct. 19–23

Nov. 2026

FSX configuration complete: Nov. 2
Mock Go-Live #2: Nov. 2–9
Solution Validation Round 1: Nov. 18–20
Round 1 excludes deferred claims/judgments

Dec. 2026

Sprint 4 delivery: Dec. 10
FSX code complete: Dec. 10
SOW items delivered: Dec. 18
Final delivery basis for January validation

Jan. 2027

Claims/judgments validation: Jan. 7–11
Court processes 100%: Jan. 14
Prod readiness release: Jan. 25–27
Cutover test Jan. 11–13; FSF testing Jan. 4–25; FSF signoff Jan. 26–28

Feb. 2027

Release validation: through Feb. 3
Go/No-Go decision: Feb. 5
Proposed go-live: Feb. 12–19
End user process and judge training: Feb. 2–8

The Feb. 12–19 window is proposed and remains conditional on readiness gates and final go/no-go.



Evidence-Based Readiness Gates

A credible recommendation requires sequenced gates, clear owners, and objective evidence.

1 Work inventory

Remaining FSX/TR work, Zendesk, deferred scenarios, and dependencies mapped to owner and validation path.

2 Configuration and process baseline

Freeze and change-control path in effect. Court process decisions documented.

3 Stable UAT release

FSX environment stability and smoke testing support meaningful court validation.

4 Training readiness

Vendor training, job aids, SME follow-through, and workarounds match expected user experience.

5 Validation evidence

SMEs and Super Users validate court workflows. Mock go-live proves handoffs and cutover.

6 Go-live recommendation

Residual risk is explicitly accepted or the date moves.

Readiness principle: planned fixes, proposed dates, and workarounds are not closed until validated.

Criminal Discovery Effort: Current State

Cabral Consulting is moving from inventory and data exchange analysis into gap validation and recommendations.

On Track

Overall status

Sep. 30

Gap analysis
target

Oct. 23

Validated gap
analysis target

Nov. 27

Final roadmap
target

In Scope

Problem
Solving Courts

Completed or current work

TR integrations discussion completed. Data Exchange Analysis revised based on feedback. Process and Technology Gap Analysis is in progress.

Validation path

CCP, Superior, and Family validation meetings are planned for the week of Oct. 8. JP Courts and justice partner sessions still need to be scheduled.

Problem Solving Courts focus

Discovery should explicitly assess specialized workflows, participant data, court/team roles, case events, reporting needs, and partner touchpoints.

Bottom line: the criminal effort is still on track, but validation scheduling and Problem Solving Court coverage are key near-term controls.

Criminal Discovery Milestones

Milestones build from inventory to validated gaps, recommendations, and a final roadmap.



Near-term watch item: ensure JP Courts, justice partners, and Problem Solving Courts are validated early enough to inform draft recommendations.

Leadership Focus for the Next 60 Days

The work ahead is about converting planned activity into validated readiness evidence.

- | | | |
|----------|---|---|
| 1 | Maintain the evidence-based date posture | Keep the proposed Feb. 12–19 go-live window conditional until readiness gates, the Feb. 5 go/no-go, and risk review support it. |
| 2 | Protect court participation windows | Super Users, SMEs, and operational leaders need time for training, process validation, and issue resolution. |
| 3 | Drive vendor accountability through evidence | Require remaining work to be tied to owner, sprint, release, test scenario, and acceptance path. |
| 4 | Confirm criminal discovery coverage | Schedule remaining stakeholder sessions and make Problem Solving Courts a visible evaluation scope. |

This framing keeps the schedule disciplined without minimizing the operational risk of going live before courts can function in the new model.

GEAR

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

Adjourn



Contact



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