

## FINANCIAL SERVICES

### REINTRODUCE STRATEGIC PLANNING AND PERFORMANCE BUDGETING PROCESSES

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: The State does not routinely perform agency or statewide strategic planning or performance budgeting processes, thereby depriving decision makers of data that would better inform the budget decisions affecting the allocation of scarce State resources.</li> <li>• <b>Objective: Reinstigate strategic planning and performance budgeting processes to provide information for preparation of data-driven budget recommendations and budget decisions</b></li> </ul>	<ul style="list-style-type: none"> <li>• In 2018, Delaware Governmental Accountability Act draft bill was approved by GEAR Financial Services Delivery Team, endorsed by GEAR Board for submission to General Assembly and Bill introduced as SB 263. Bill passed Senate, reported out of House Appropriations Committee and placed on House Agenda IV (Gray) for consideration on June 30, 2018. Bill NOT considered by House.</li> <li>• Agreement made with legislators to rerun SB 263 in its current form (no revisions) in January 2019.</li> <li>• Efforts underway to resubmit GAA Bill and implementation plan to legislators (primarily co-chairs of JFC) for sponsorship and placement on General Assembly agenda. Director of OMB spoke to JFC co-chairs during JFC break, will be another meeting with JFC members this week, goal to introduce and work bill this session.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Goal is to have GAA bill passed by General Assembly and signed by Governor during current legislative session (by end of June 2019).</li> <li>• OMB will follow up with GEAR Board members and Financial Services Delivery Team members on the implementation issues they brought up in prior GEAR meetings regarding the GAA bill.</li> <li>• Even though bill did not pass and is not law, will continue to work through the initial implementation plan to identify resources, timeline, strategic planning and performance budgeting processes and business process improvement systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying existing, not new, resources and a very short timeframe for implementation.</li> <li>• Given 25% of the General Assembly turned over with the election in November 2018, the effort to get the updated GAA passed will be starting from scratch.</li> </ul>

**FINANCIAL SERVICES**  
**BANKING ARCHITECTURE REDESIGN**

Objectives and Achievements	In Progress
<p><b>Issue:</b> A comprehensive review of the statewide banking architecture identified significant opportunities for improvement, including operational efficiency, risk reduction, customer service, and cost savings</p> <p><b>Objective:</b> Implement a new, streamlined banking architecture that will leverage best-in-class technology and product offerings to maximize value for state agencies</p>	<ul style="list-style-type: none"> <li>• Received approval from the Cash Management Policy Board to negotiate contracts with selected vendors (11/28)</li> <li>• Executed Stored Value Card contract w/ US Bank (3/6)</li> <li>• Published Local Banking RFP (3/8)</li> <li>• Finalizing new P-Card contract with JPM (ongoing)</li> <li>• Coordinating implementation kickoff meetings with Stored Value Card users (ongoing)</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Complete P-Card and Banking contract negotiations with JPM</li> <li>• Establish formal project/program management structure and begin drafting comprehensive implementation, testing, change management, training, and communication plans</li> <li>• Evaluate local banking proposals and select vendors</li> <li>• Present RFP award winners to the CMPB for approval</li> <li>• Complete contract negotiations with local bank award winners</li> </ul>	<ul style="list-style-type: none"> <li>• Complex and long-term statewide implementation requires additional resources with significant project management and/or banking services experience</li> <li>• Sustained participation of subject matter experts from state organizations is needed throughout the project life-cycle</li> <li>• Improving banking behaviors and product usage may require training, education, and/or policy changes</li> <li>• Contracts with certain incumbent providers may need to be extended prior to calendar year-end to account for transition timelines</li> </ul>

## FINANCIAL SERVICES

### ENSURE EFFECTIVE INTERNAL CONTROL SYSTEMS ARE DEVELOPED AND MAINTAINED

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: State agencies have traditionally operated with significant autonomy. As a result, many administrative and financial service functions are duplicated statewide, resulting in unnecessary expenditures for employee and contractor time, software licenses, and computing service costs.</li> <li>• <b>Objective: Ensure effective internal control systems are developed and maintained</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Auditor of Accounts is conducting an inspection to determine if internal control weaknesses exist in the State’s PCard program. The report will focus on key controls of authorization and independent receipt. The report will provide recommendations and share best practices. It will be issued in 2018.</li> <li>• The Auditor of Accounts is conducting an inspection of school district expenses relative to unit counts for the last fiscal year. The three districts tested had errors in state funding. The report will be issued in 2018.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Develop action plan to manage and improve the quality of data fundamental to the operation of FSF.</li> <li>• Make improvements to the tracking of school district positions relative to unit counts (estimated cost avoidance of \$800,000). [Currently this item on hold.]</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of guidance related to the usage and monitoring responsibility over Division I funding.</li> <li>• There will be a new Auditor of Accounts following the next election and it is not known what, if any, priority the new Auditor of Accounts will attach to these (GEAR) efforts.</li> </ul>

**FINANCIAL SERVICES**  
**IMPROVE DATA INTEGRATION AND MAPPING**

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>● Issue: The use of multiple data sources for State decision making leads to duplication of efforts, conflicting and competing analyses, and higher costs for both analyses and decisions made.</li> <li>● <b>Objective: Improve data integration and mapping so that better information is available for decision makers at some cost savings</b></li> </ul>	<ul style="list-style-type: none"> <li>● The Delaware Geographic Data Committee (DGDC) subcommittee developed a Scope of Work for this project.</li> <li>● DeIDOT has agreed to fund this scope of work and contract with University of Delaware IPA to engage State Agency stakeholders to determine the best path forward. This will also include Return On Investment (ROI) analysis to ensure efficiency and long term savings of final recommendations.</li> <li>● DeIDOT has approved a \$76,478 contract with UD-IPA under their State Planning Resource Program and they will fund this work.</li> <li>● IPA will start this in July 2019 and it will take about 12 months to complete</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>● Leverage FirstMap geographic information service (GIS). Develop a white paper on the best practices, viable solutions and return on investments based on the findings from a coordinated effort among agencies to determine the path forward.</li> </ul>	<ul style="list-style-type: none"> <li>● The scope of work will require extensive research and requirements gathering and will take 12 months to complete.</li> </ul>

## FINANCIAL SERVICES

### REQUIRE ALL STATE AGENCIES TO USE DELAWARE POPULATION CONSORTIUM PROJECTIONS

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Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: The Counties are required to use the Delaware Population Consortium projections for planning, grants, loans, etc., State agencies, school districts and other levels of government are not.</li> <li>• <b>Objective: Requiring all State agencies to use Delaware Population Consortium projections for all planning grants, loans, performance metrics, etc.</b></li> <li>• By using shared statewide data and population projections all entities will be able to agree on their accuracy as well as see the “big Picture” statewide.</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation introduced as SB 7 in Senate 1/10/2019</li> <li>• Passed by Senate 3/5/2019 with amendment adding Sussex County of Towns to the Delaware Population Consortium and correspondingly revises the quorum requirement.</li> <li>• Assigned to the House Administration Committee 3/6/2019</li> <li>•</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• OSPC/OMB will respond to any questions or comments that arise through the legislative process</li> </ul>	<ul style="list-style-type: none"> <li>• New legislators may have additional questions or concerns, which may delay the passage of the bill.</li> <li>• Unforeseen issues could arise through the legislative process.</li> </ul>

## FINANCIAL SERVICES

### ESTABLISH CENTRALIZED LAND INVENTORY DATABASE

Objectives and Achievements	In Progress
<p><b>Objective: Establish State land inventory</b></p> <p><b>Establish a central State land inventory and require all agencies to use it for the management of the State’s real property portfolio.</b></p>	<ul style="list-style-type: none"> <li>• OSPC has developed a scope of work to coordinate and gather information from all the stakeholder agencies and develop a path forward.</li> <li>• OSPC has signed a contract for \$32,500 with the University of Delaware – Institute for Public Administration to complete this scope of work.</li> <li>• The work is scheduled to be completed by June 30, 2019.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<p>We need to create a Business Case with DTI to create a centralized relational database and geospatial component to maintain accurate and up-to-date data on the assets owned and managed by the State of Delaware. This database is envisioned to permit each agency the autonomy to input and update their land inventory data but store it centrally with all other agencies so it can be queried and provide management the best information for decisions regarding these properties.</p>	<p>The biggest challenge will be funding to create the database and agency interface to permit data input. Requirements gathering will need to be all inclusive and then we’ll have to work with DTI to create the relational database, data input interface, and geospatial components working on the State network.</p>

**FINANCIAL SERVICES**  
**CREATE A FINANCIAL SERVICES ROUNDTABLE**

<b>Objectives and Achievements</b>	<b>In Progress</b>
<ul style="list-style-type: none"> <li>• Issue: Currently, there is no centralized entity identifying continuous improvement opportunities or potential issues and risks affecting the State’s financial management functions. Such responsibility falls to individual agencies performing these functions and the response and solutions are often fragmented and ineffective.</li> <li>• <b>Objective: Objective is to create a financial services roundtable composed of senior financial officers to comprehensively address issues with the State’s financial management functions.</b></li> <li>• <b>Objective: Eliminate duplicative internal financial service functions and realize process efficiencies and cost savings.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Initially, FSD Team will constitute the roundtable: Secretary of Finance, Director of OMB, Controller General, State Treasurer, Auditor of Accounts, Chief Financial Officer of the Delaware Judiciary, and a representative from school district business managers.</li> <li>• Rick asked Jane Cole (DOF/DOA) to lead the Work Team/Focus Group.</li> <li>• The Financial Advisory Committee (FAC) has met several times since August 2018 and has established four priority areas: account coding, grants, onerous processing requirements and travel and purchasing. Leaders for the subcommittees have been established and the subcommittees began meeting in January and are continuing to meet on a monthly basis.</li> </ul>
<b>Next Steps (Future Activities)</b>	<b>Challenges (Issues and Risks effecting your effort)</b>
<ul style="list-style-type: none"> <li>• The subcommittee FAC for onerous paper processing requirements has assessed the processes that need to be streamlined or eliminated and will focus first on the purchase order process including Open Order and After the Fact POs as well as reviewing the threshold required for POs</li> <li>• The subcommittee for account coding has obtained information from multiple agencies about their use of accounts and is jointly working with DOE to establish consistency. DOE needs consistency for SB172. DOE meetings are underway with participation of the FAC subcommittee. The FAC subcommittee began meeting in January and is concentrating on the expenses first</li> <li>• The subcommittee for grants is jointly led by representatives from DHSS and the Clearinghouse and met at the end of January to begin addressing efficiencies needed in the grant processes</li> <li>• The travel subcommittee is addressed in the Travel Per Diem 4 blocker</li> </ul>	<ul style="list-style-type: none"> <li>• Changing fragmented financial practices that have “worked” for individual State entities.</li> <li>• Potential changes to Delaware Code for the processes.</li> </ul>

## FINANCIAL SERVICES

### ENSURE EFFECTIVE INTERNAL CONTROL SYSTEMS ARE DEVELOPED AND MAINTAINED: TRAVEL PER DIEM

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: State agencies have traditionally operated with significant autonomy. As a result, many administrative and financial service functions are duplicated statewide, resulting in unnecessary expenditures for employee and contractor time, software licenses, and computing service costs.</li> <li>• <b>Objective: Ensure effective internal control systems are developed and maintained: Reduce travel per diem complexity that leads to inefficiencies in use and enforcement compliance and auditing (estimated savings \$800,000).</b></li> <li>• <b>Total Travel spend FY 2017 \$3.7 M (all funds, no HiEd or SDs).</b></li> <li>• <b>Leadership: OMB (Sullivan) and DOF (Cole).</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review of Travel Policy being examined by DOF/DOA's newly restarted Financial Advisory Committee (FAC).</li> <li>• Major topic of discussion: provide reimbursement or a not to exceed per diem at GSA level or another set amount for meals and other costs (lodging and transportation paid separately or through a travel management company). No cash advances.</li> <li>• PCard still preferred method of payment so must address access, receipts, travel insurance eligibility/assignment.</li> <li>• Potential adjustments to reduce review paperwork: raise the threshold for OMB/DOF review of missing receipt affidavits from \$20.00 to \$100.00 and the threshold for OMB/DOF approval of lodging exceeding 150% of GSA rate</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Revising the State's travel policy in the Budget and Accounting Policy Manual so it conforms to any new policy changes, approval practices and so on.</li> <li>• DOF/DOA and OMB/GSS contacting a second potential corporate travel management vendor that may be interested in managing the State's travel and impose consistency regarding booking conveyance and lodging and use of per diem. GSS has reviewed NASPO agreement and further information has been requested from vendor.</li> <li>• Review federal GSA travel policy/practices as well as those from other states.</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging a travel management company is dependent upon both the revision of the travel policy and awarding of the new PCard contract including issuance of new cards.</li> <li>• Not creating uniform travel policy across all State entities. State travel policy sets minimum standards, State entities will still develop their own policies and practices.</li> <li>• Enforcement still an issue—how to ensure per diem not exceeded or if not exceeded to keep travelers from keeping amounts not spent.</li> </ul>



## FINANCIAL SERVICES

### ENSURE EFFECTIVE INTERNAL CONTROL SYSTEMS ARE DEVELOPED AND MAINTAINED: PCARD

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: State agencies have traditionally operated with significant autonomy. As a result, many administrative and financial service functions are duplicated statewide, resulting in unnecessary expenditures for employee and contractor time, software licenses, and computing service costs.</li> <li>• <b>Objective: Ensure effective internal control systems are developed and maintained: Increase PCARD usage (each additional \$250M in spend will increase rebates \$300K and lower costs for processing checks)</b></li> <li>• <b>Current PCard spend 2017 \$130.1 M</b></li> <li>• <b>Leadership: DOF (Cole) and OST (Berkow).</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing Budget and Accounting Manual Policy Chapter 12 – PCard for potential changes to streamline policy for greater efficiencies that can be implemented with a new contract.</li> <li>• Two finalist banks selected in the banking architecture redesign project, PCard is one of the services to be provided by finalist bank. Contract negotiations are nearing completion – new contract will be in place April 1, 2019.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Selection of vendor will not require any system changes to the program</li> <li>• Implement changes to the PCard, including merging the travel and purchasing components to reduce paperwork and gain efficiencies throughout State agencies.</li> <li>• Together with travel continue explorations of travel management services which through connection to the PCard will result in increased usage.</li> <li>• Reduce the current pay cycle for checks and ACH transactions from daily to weekly or biweekly to drive more payments to the Single Use Account (SUA) within the PCard program.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity reserved for Quarters 2 thru 4 to implement additional new banking products/services.</li> <li>• Capacity of DOA/OMB team to complete the timely revisions to the BAM.</li> </ul>

## FINANCIAL SERVICES

### DEPARTMENT OF FINANCE INTEGRATED REVENUE ADMIN SYSTEM (IRAS)

<b>Objectives and Achievements</b>	<b>In Progress</b>
<p style="text-align: center;"><b>Integrated Revenue Admin System (IRAS)</b></p> <p><b>Objective:</b> The Division of Revenue (DOR) is undertaking a major transformation to replace its legacy infrastructure and 100+ systems into a holistic and modernized system, allowing for better security and providing an improved single view of the taxpayer. The team has developed and issued a comprehensive RFP, and the solution will be implemented in 3 major releases over 4 years. Underlying the Integrated Revenue Administration System (IRAS) project are approximately 1500 business and technical requirements that will be implemented within a program of clearly defined governance and project management processes, and a complete software testing program.</p>	<ul style="list-style-type: none"> <li>• Team working to improve current annual tax season processes. These efficiency gains enable deeper IRAS resource deployment capabilities</li> <li>• Team engaged in IRAS Contract/SOW development and negotiation with selected vendor</li> <li>• Team engaged in 11 IRAS Readiness initiatives in order to ensure a rapid project startup</li> </ul>
<b>Next Steps (Future Activities)</b>	<b>Challenges (Issues and Risks effecting your effort)</b>
<ul style="list-style-type: none"> <li>• RFP completed and issued on August 10, 2018 <b>(COMPLETE)</b></li> <li>• Vendor proposals received on November 7, 2018 <b>(COMPLETE)</b></li> <li>• Proposal evaluations conducted from November 8 - 28, 2018 <b>(COMPLETE)</b></li> <li>• Vendor demos conducted from January 28th to February 7, 2019 <b>(COMPLETE)</b></li> <li>• Vendor Negotiations begun February, 2019</li> <li>• Contract (Scheduled May, 2019)</li> <li>• Project Launch July, 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Capacity                             <ul style="list-style-type: none"> <li>• Balancing modernization project readiness work with regular operational responsibilities and work load</li> </ul> </li> <li>• Contract/SOW                             <ul style="list-style-type: none"> <li>• Ensuring that the contract protects the interests of the State</li> </ul> </li> <li>• Project Plan                             <ul style="list-style-type: none"> <li>• Ensuring scope, timelines can be met with the resources allocated to the project</li> </ul> </li> <li>• Governance and Project Management                             <ul style="list-style-type: none"> <li>• Ensuring a strong Governance and Project Management Office is properly implemented and actively measures and communicates project status and disposition in real time.</li> </ul> </li> </ul>

## FINANCIAL SERVICES

### OMB (DFM & GSS) CONTACTUAL REAL ESTATE SUPPORT TO ADDRESS OFFICE SPACE LEASES

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>• Issue: OMB/DFM’s current leased real estate portfolio is 117 properties (1,561,084 sf) with current value of \$27.0 million. Of the 117 leased properties, 78 leases expiring within the next 5 years. Currently, real estate-related tasks decentralized across numerous State agencies; leads to duplication of effort and expenditure.</li> <li>• <b>Objective: Engaging a real estate Vendor to enhance staff resources managing the State’s real estate portfolio by implementing industry best practices and partnering with the State in lease negotiations and administration, portfolio and facility management and other services.</b></li> <li>• Coupling constituent needs as well as individual agency’s needs by location along with geographically-oriented State-needs to help identify best target locations for leases.</li> <li>• Reorganize lease negotiation approach toward longer term benefits where:             <ul style="list-style-type: none"> <li>○ Constituent needs are fine-tuned and closely considered.</li> <li>○ Agencies are located where complimentary State/County and Local government resources co-reside or are located immediately nearby.</li> <li>○ Overall lease-term costs are most efficient.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Real Property Management Support contract awarded end of August.</li> <li>• RFP Scope of Work addresses:             <ul style="list-style-type: none"> <li>○ Negotiations with potential Lessors</li> <li>○ Reporting on progress: After three renegotiated leases, total hard dollar savings over the terms of the leases is \$2,721,977.99 with additional associated savings (e.g., furniture, base year reset, relocation costs) of \$1,296,475.00.</li> <li>○ Available services any firm may offer to restructure approach to lease management</li> <li>○ Database of available real estate: working on this with OMB/IT.</li> </ul> </li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>• Undertake the work to renegotiate existing leases, identify alternative and leased locations and identify existing State-owned space opportunities that could be more efficiently utilized.</li> <li>• Address GASB Statement 87 reporting requirements with DOF/DOA. These requirements mandate capitalization of leases and breakout of lease component costs.</li> <li>• Development of lease or buy calculation and policy.</li> <li>• Leverage contractor resources toward renewing leases or relocating leased properties for State operations where they are most efficiently accessible by constituents as well as most economically efficient for lease costs and buildout.</li> </ul>	<ul style="list-style-type: none"> <li>• The erratic flow of staffing requirements necessary to manage all flow of work including and beyond negotiation of leases.</li> <li>• Individual agencies acting on their own without OMB/DFM knowledge.</li> <li>• The process flow currently in place requiring multiple agencies to act on lease opportunities.</li> </ul>

*Withdrawn: Objectives of this project to be incorporated within the Financial Service Roundtable project*

**FINANCIAL SERVICES**  
**ELIMINATE DUPLICATIVE INTERNAL FINANCIAL SERVICE FUNCTIONS**

Objectives and Achievements	In Progress
<ul style="list-style-type: none"> <li>Issue: State agencies have traditionally operated with significant autonomy. As a result, many administrative and financial service functions are duplicated statewide, resulting in unnecessary expenditures for employee and contractor time, software licenses, and computing service costs.</li> <li><b>Objective: Eliminate duplicative internal financial service functions and realize process efficiencies and cost savings.</b></li> </ul>	<ul style="list-style-type: none"> <li>Formed the Senior Financial Officer Roundtable: Objective is to comprehensively address issues with the State’s financial management functions.</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> <li>Adopt enterprise financial services delivery model for selected financial functions common to multiple agencies.</li> <li>Encourage all agencies to participate in the discovery, prioritization, and migration/consolidation of redundant financial services and systems into FSF.</li> </ul>	