Objectives and Achievements	In Progress
• 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. • **Objective: Reinstitute strategic planning and performance budgeting processes to provide information for preparation of data-driven budget recommendations and budget decisions**	• In June 2018, SB 263, the Delaware Governmental Accountability Act update bill, was passed by the Senate but not considered on the floor by the full House. • In January 2019, agreement made with legislators to rerun SB 263 in its current form (full implementation moved back to FY 2023). • On May 2, 2019, the bill reintroduced as HB 133 with Rep. Q. Johnson and Sen. McDowell as sponsors and co-sponsors Reps. Baumbach, Brady, Briggs King, Chukwuocha, Osienski, D. Short, Michael Smith, Yearick and Sens. Hansen, Sokola and Wilson. • HB 133 passed the House (41-0-0) on June 20, 2019, voted out of the Senate Elections, Government and Community Affairs Committee on June 27, 2019 and was on the Senate Agenda 1 for June 30, 2019. The bill was not brought up on the floor for a vote.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• HB 133 is not dead, it can be acted on by the Senate when the General Assembly reconvenes in January 2020. • Goal is to have GAA bill passed by General Assembly and signed by Governor during next legislative session (by end of June 2020). • 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. • Will continue to work through the initial implementation plan to identify resources, timeline, strategic planning and performance budgeting processes and business process improvement systems.	• Identifying existing, not new, resources and a very short timeframe for implementation. • Addressing political issues that link this bill with budget smoothing initiatives and so create opposition to this measure.

FINANCIAL SERVICES
BANKING ARCHITECTURE REDESIGN

Objectives and Achievements	In Progress
Issue: A comprehensive review of the statewide banking architecture identified significant opportunities for improvement, including operational efficiency, risk reduction, customer service, and cost savings **Objective:** Implement a new, streamlined banking architecture that will leverage best-in-class technology and product offerings to maximize value for state agencies	• CMPB approved OST execution of JPM contract pending satisfactory negotiation of outstanding items (5/22) • Finalized Evaluation Committee recommendations for Local Banking (6/5) • Drafted memo for CMPB outlining Local Bank RFP recommendations and rationale (6/12) • Finalized JPM contract terms; determining and documenting JPM fee waiver start date prior to executing contract (in progress) Finalizing Stored Value Card project plans and implementation timelines (in progress)
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• Establish formal project/program management structure and begin drafting comprehensive implementation, testing, change management, training, and communication plans • Complete OST hiring, including dedicated project management and technical resources (Aug/Sep) • Present Local Bank RFP recommendations to Banking Subcommittee of CMPB (8/14) • Present RFP award winners to CMPB for approval (8/28) • Complete contract negotiations with local bank(s) (Oct) • Present contracts to CMPB for approval (12/4)	• Complex and long-term statewide implementation requires additional resources with significant project management and/or banking services experience • Sustained participation of subject matter experts from state organizations is needed throughout the project lifecycle • Improving banking behaviors and product usage may require training, education, and/or policy changes • Contracts with certain incumbent providers may need to be extended prior to calendar year-end to account for anticipated transition timelines • Coordination of technical resources across DTI and the agencies is required for planning and implementation

Objectives and Achievements	In Progress
• Issue: In general, Delaware residents believe our State government is not transparent, as evidenced by the Center for Public Integrity. A lack of transparency inhibits the public's ability to observe and understand how their tax dollars are spent. • **Objective: Transparency in the financial operation of State government improves accountability and efficiency.**	• The Auditor of Accounts issued a private auditing firm's report examining all aspects of the office's past and current operations and functions. The office is reviewing all recommendations. Several have been implemented. • The office has launched an outreach program to raise awareness including a redesigned website, social media channels and community meetings. • A new app is being developed to facilitate easier fraud hotline reporting. • The Auditor of Accounts is catching up on neglected code mandates. Several engagements are in progress covering previously neglected mandates. (07/11) • Data analysis initiatives underway, including study to report key metrics by agency. • Conducting performance audit engagements to examine State programs. • The office has been restructured to improve workflow. • Open positions are being filled and the office had requested additional resources from the General Assembly. • Redesigned our report format to provide clear executive summary and one-page "hot sheet." • The office is creating a model to identify and prioritize risks to be used in developing the annual audit plan.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**

• Increased work product from the office with meaningful recommendations.
• Developing a risk-based audit plan to provide the most relevant and actionable information.
• Will partner with GEAR to provide relevant information for efficiency objectives such as:
   o Possible cost savings
   o Process narratives/flow charts
   o Cost driver analysis
	• Funding for staff—the office has 33 percent fewer authorized positions than it did in 2008.
	• Funding for resources—the office is upgrading technology and software to audit more efficiently. The office has increased HR and training needs as a result of filling open positions.
	• Rebranding the office to increase oversight role and become valued resource to GEAR and the State.

Objectives and Achievements	In Progress
• 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. • **Objective: Improve data integration and mapping so that better information is available for decision makers at some cost savings**	• The Delaware Geographic Data Committee (DGDC) subcommittee developed a Scope of Work for this project. • DelDOT 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. • DelDOT has approved a $76,478 contract with UD-IPA under their State Planning Resource Program and they will fund this work. • IPA will start this in July 2019 and it will take about 12 months to complete
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• 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.	• The scope of work will require extensive research and requirements gathering and will take 12 months to complete.

FINANCIAL SERVICES
REQUIRE ALL STATE AGENCIES TO USE DELAWARE POPULATION CONSORTIUM PROJECTIONS

Objectives and Achievements	In Progress
• 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. • **Objective: Requiring all State agencies to use Delaware Population Consortium projections for all planning grants, loans, performance metrics, etc.** • 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.	• Legislation introduced as SB 7 in Senate on January 10, 2019 and passed by the Senate on March 5, 2019 with amendment adding Sussex County of Towns to the Delaware Population Consortium (DPC) and correspondingly revised the quorum requirement. • SB 7 w/SA1 passed the House on April 18, 2019 • Governor Carney signed SB 7 w/SA1 on May 14, 2019 • The DPC has a draft of the updated by-laws and will be ready when the law takes effect.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• OMB/OSPC will work closely with the DPC to establish new By-laws to ensure the requirements of SB 7 are met.	• None at this time.

Objectives and Achievements	In Progress
Objective: Establish State land inventory **Establish a central State land inventory and require all agencies to use it for the management of the State's real property portfolio.**	• OSPC has developed a scope of work to coordinate and gather information from all the stakeholder agencies and develop a path forward. • OSPC has signed a contract for $32,500 with the University of Delaware – Institute for Public Administration to complete this scope of work. • IPA reports that the project is underway and that they have had good response from agency representatives to surveys and interviews. • The IPA report is scheduled to be completed by June 30, 2019.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
Once the IPA report is completed, we need to use the findings to develop 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.	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.

Objectives and Achievements	In Progress
• 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. • **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.** • **Objective: Eliminate duplicative internal financial service functions and realize process efficiencies and cost savings.**	• 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. • Rick asked Jane Cole (DOF/DOA) to lead the Work Team/Focus Group. • The Financial Advisory Committee (FAC) began meeting in August 2018 and established four priority areas: account coding, grants, onerous processing requirements and travel and purchasing. Subcommittees have been meeting since January 2019 and the FAC recently formed a training subcommittee.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• The subcommittee for onerous paper processing requirements continues to assess the processes that need to be streamlined or eliminated. In early January new procedures for uncollectible accounts receivables were released in the Budget and Accounting Policy Manual and the subcommittee is reviewing the current Purchase Order threshold and the exceptions to the Purchase Order requirement. • The subcommittee for account coding will incorporate requested new revenue accounts and release the updates with FY 2021 system start-up. • The subcommittee for grants began meeting under new leadership and is establishing their goals which includes additional training to agencies and standardizing processes. • The training subcommittee held an initial meeting and will begin looking at updating trainings for both PHRST and FSF as well as developing beginning courses for payroll and accounting. • The travel subcommittee is addressed in the Travel Per Diem 4 blocker.	• Changing fragmented financial practices that have "worked" for individual State entities. • Potential changes to Delaware Code for the processes.

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

Objectives and Achievements	In Progress
- 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. **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).** **Total Travel spend FY 2017 $3.7 M (all funds, no HiEd or SDs).** **Leadership: OMB (Sullivan) and DOF (Cole).**	- Review of Travel Policy being examined by DOF/DOA's Financial Advisory Committee (FAC). - PCard still preferred method of payment so addressed access, retention of receipts, and travel insurance eligibility/assignment. No cash advances. - Revised travel policy which raises the threshold for: OMB/DOF review of missing receipt affidavits to $100; OMB/DOF review to 200% of GSA rate for lodging; and adjusts per diem requirements. - Travel committee viewed presentation by Corporate Travel Management (CTM) representative highlighting the benefits of utilizing their services to book travel arrangements for transportation and lodging. CTM has National Association of State Purchasing Officers (NASPO) contract and provides online and agent bookings for travel along with numerous reporting features.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
- The proposed revision to the State's travel policy in the Budget and Accounting Policy Manual for the use of a travel management company are in final review. - DOF/DOA and OMB/GSS is looking to finalize the Corporate Travel Management (CTM) NASPO contract to meet the needs of the State with implementation planned for July 1, 2020.	- Engaging a travel management company is dependent upon negotiating a contract that meets the State's requirements. - 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. - Enforcement still an issue—how to ensure per diem not exceeded or if not exceeded to keep travelers from keeping amounts not spent.

Objectives and Achievements	In Progress
• 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. • **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)** • **Current PCard spend 2019 $168.4 M** • **Leadership: DOF (Cole) and OST.**	• Budget and Accounting Manual Policy Chapter 12 – PCard updated and posted with effective date of July 1, 2019. • New contract in place and DOA continues to recruit new suppliers to the Single Use Account (SUA) program (currently over 2,200 active suppliers). SUA volume for calendar 2019 was 55% of the total program spend volume.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• Together with travel continue explorations of travel management services which through connection to the PCard will result in increased usage. • 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. • DOA is working with JPMC in a recruitment campaign to enroll State suppliers in the SUA program.	• Capacity reserved for calendar 2020 to implement additional new banking products/services. • Developing policies and procedures, communicating and obtaining Statewide buy-in to change the pay cycle for supplier payments.

FINANCIAL SERVICES
DEPARTMENT OF FINANCE INTEGRATED REVENUE ADMIN SYSTEM (IRAS)

Objectives and Achievements	In Progress
Integrated Revenue Admin System (IRAS) **Objective:** 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.	• Team working to improve current annual tax season processes. These efficiency gains enable deeper IRAS resource deployment capabilities • Team engaged in IRAS Contract/SOW development and negotiation with selected vendor • Team engaged in 12 IRAS Readiness initiatives in order to ensure a rapid project startup
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**

• RFP completed and issued on August 10, 2018 **(COMPLETE)**
• Vendor proposals received on November 7, 2018 **(COMPLETE)**
• Proposal evaluations conducted from November 8 - 28, 2018 **(COMPLETE)**
• Vendor demos conducted from January 28th to February 7, 2019 **(COMPLETE)**
• Vendor Negotiations begun February, 2019
• Contract (Scheduled May, 2019) **(In progress)**
• Project Launch July, 2019
	• Team Capacity
	  • Balancing modernization project readiness work with regular operational responsibilities and work load
	• Contract/SOW
	  • Ensuring that the contract protects the interests of the State
	• Project Plan
	  • Ensuring scope, timelines can be met with the resources allocated to the project
	• Governance and Project Management
	  • Ensuring a strong Governance and Project Management Office is properly implemented and actively measures and communicates project status and disposition in real time.

Objectives and Achievements	In Progress

• 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.
• **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.**
• 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.
• Reorganize lease negotiation approach toward longer term benefits where:
    o Constituent needs are fine-tuned and closely considered.
    o Agencies are located where complimentary State/County and Local government resources co-reside or are located immediately nearby.
    o Overall lease-term costs are most efficient.
	• Real Property Management Support contract awarded end of August.
	• RFP Scope of Work addresses:
	    o Negotiations with potential Lessors
	    o 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.
	    o Available services any firm may offer to restructure approach to lease management
	    o Database of available real estate: working on this with OMB/IT.

Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• 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. • Address GASB Statement 87 reporting requirements with DOF/DOA. These requirements mandate capitalization of leases and breakout of lease component costs. • Development of lease or buy calculation and policy. • 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.	• The erratic flow of staffing requirements necessary to manage all flow of work including and beyond negotiation of leases. • Individual agencies acting on their own without OMB/DFM knowledge. • The process flow currently in place requiring multiple agencies to act on lease opportunities.

FINANCIAL SERVICES
ELIMINATE DUPLICATIVE INTERNAL FINANCIAL SERVICE FUNCTIONS

Objectives and Achievements	In Progress
• 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. • **Objective: Eliminate duplicative internal financial service functions and realize process efficiencies and cost savings.**	• Formed the Senior Financial Officer Roundtable: Objective is to comprehensively address issues with the State's financial management functions.
Next Steps (Future Activities)	**Challenges (Issues and Risks effecting your effort)**
• Adopt enterprise financial services delivery model for selected financial functions common to multiple agencies. • Encourage all agencies to participate in the discovery, prioritization, and migration/consolidation of redundant financial services and systems into FSF.	