



# STRATEGIC OPERATIONS



## **ENSURING EFFICIENT AND EFFECTIVE STATE GOVERNMENT**

In the State of the State, Governor Kathy Hochul expressed her vision of making significant improvements to State government in the years to come. A core tenant of the Division of the Budget's responsibility is to ensure that every dollar invested in programs and operations is used efficiently and effectively. To this end, the Division has and will continue to engage in a vast portfolio of strategic initiatives to lead multiple agencies towards the central goal of improving how state government delivers for New Yorkers. This focus will ensure New York State residents are effectively served for generations.

## **CUSTOMER AND DIGITAL EXPERIENCE**

New York State strives to be a leader in customer experience for its residents. By providing strategic direction and policy guidance on how New York services are delivered, all New York State agencies can exemplify the fundamental principles of excellent customer experience: keeping the “human” at the center of design decisions; offering mobile and digital solutions first; and taking an empathetic approach to customer service.

To accomplish this, the Division will monitor progress and ensure success of key customer experience initiatives. Additionally, New York State will develop a Customer Experience guidebook highlighting key values, objectives, and a framework on how agencies should interact with and better serve New Yorkers. Progress and updates to the guidebook, will be publicly released, including acknowledgement of digital experience improvements.

This transformative strategic initiative builds on the success of New York State's groundbreaking digital proof of vaccination, Excelsior Pass and Excelsior Pass Plus, furthering the adoption and impact of digital services like the NYS Wallet, the State's first secure standard platform for adding multiple State-issued digital passes, licenses and records.

## **DATA STRATEGY**

Data plays an integral role in the State's ability to effectively and efficiently deliver services to New Yorkers—it provides the State new capabilities in understanding the people of New York, the State workforce, the State's operations, and opportunities to learn and improve. Recognizing the evolving role of data in State operations and decision-making, New York is developing a cohesive approach to the management and use of data across all areas of government. The Division has led the effort to develop a statewide Data Strategy over the last year, with the support of representatives and data leaders from across the State's agencies and authorities. The Data Strategy will support the State's vision of using data to build a more reliable, responsive, and transparent New York, and marks an important step in New York's efforts to better coordinate and mature the State's data management and usage capabilities. The Strategy will set the direction for the State to strengthen data-driven decision-making, grow the State's data capabilities, enable a data-skilled workforce and support transparency and service delivery needs. In addition to setting the direction for the State, the Strategy also provides the near-term guidance and approaches for building foundational and enduring capabilities to improve the value and impact of New York data.

Further supporting this effort, the Division will soon launch a Data Strategy Community of Practice, bringing data practitioners together across agencies to discuss priority topics in data management, share information on data-related Executive Orders, Budget Bulletins, best practices, and other pertinent initiatives. As an integral part of implementing the State's Data Strategy, this forum will provide the opportunity for data professionals across State government to collaborate and collectively improve the State's stewardship of data.

## SYSTEMS GOVERNANCE & IT STRATEGY

Part of the Division's role in ensuring the responsible use of State resources includes effective governance of some of the largest IT systems supporting State operations. The Division is responsible for representing the Executive in the governance of specific individual systems as well as meeting the objectives of coordinating and consolidating systems where appropriate to make the most effective use of Enterprise systems. DOB is responsible for governing the Grants Gateway system and jointly governing the Statewide Financial System (SFS) with the Office of the State Comptroller (OSC). The Grants Gateway is the State's enterprise system for grants management, allowing agencies and grantees to manage grant contracts in an online system. The SFS is the State's financial management, system and DOB represents the Executive in the overall governance structure, ensuring that SFS is serving the State efficiently and effectively, aligning stakeholder needs with statewide policies and objectives. There is a current project underway to transition Grants Gateway functionality in support of grant-making to SFS, better utilizing our integrated financial management system and improving the experience of our not-for-profit partners. DOB will continue to drive toward the objective of reducing the number of redundant systems across State agencies by identifying opportunities to consolidate and either utilize an existing Enterprise system or develop a new system to provide standardization and gain efficiencies.

## PERFORMANCE MANAGEMENT

Vital to the success and efficiency of State expenditures is appropriate management and oversight – ensuring the State delivers on its promise. The Division of the Budget continues to lead efforts in monitoring performance and this year will establish a performance management discipline. This discipline will include performance standards, strategies, and policies that can be used to monitor the performance and progress of key initiatives.

A strong performance management discipline that can be applied to a variety of projects and programs will help the Division ensure investments made in the State budget are tied to the achievement of measurable performance goals.

## COMMUNITIES OF PRACTICE

The Division of the Budget is using Communities of Practice to bring together subject matter experts from across the State in key operational areas. Communities of Practice create forums where professionals can share best practices, collectively solve problems and improve government performance. This past year, the Division launched the Procurement and Contracting Community of Practice (PCCP) and will soon kick-off a data-focused Community of Practice to support implementation of the State's Data Strategy.

## PROCUREMENT

The Division supports a state procurement process that respects and instills proper safeguards while also empowering agencies to efficiently procure the goods and services they need to achieve their mission. In furtherance of this effort, the Division launched the Procurement and Contracting Community of Practice (PCCP), convening regular meetings of procurement professionals from almost 70 New York State government entities. Serving as a collaborative community to improve procurement and contracting processes, including grant contracting, across the State, the PCCP has conducted in-depth research, developed hypotheses, and crafted policy recommendations and solutions for various procurement and budget related topics and issues. To date, the PCCP has addressed topics including standardizing required procurement forms, effective contract management, updates to the Master Contract for Grants, use of eSignature in contracting, and negotiating strategies, among others.

In the coming year, the PCCP will further its focus on standardizing procurement practices across the State, particularly in the area of forms, solicitations and contract terms and conditions. The Division will support the PCCP's output through issuance of Budget Bulletins that establish clear guidelines and standards.

## GRANTS MANAGEMENT

The Division of the Budget Grants Management Team is responsible for providing support to both State agencies and grantees, primarily not-for-profit organizations, as they navigate the State's grant process to support delivery of vital programs and services. A primary focus of the Grants Management Team is working with agencies to facilitate compliance with State Finance Law Article XI-B (The Prompt Contracting Law). The Grants Management team also participates in the PCCP to discuss grant procurement and contract related priorities. In addition to providing support, the Grants Management Team is also responsible for identifying and implementing improvements to the State's grant business process, making it easier and more efficient for not-for-profit organizations to conduct business with the State. Partnering closely with the Executive Chamber's Interagency Coordinator for Nonprofit Organizations, the team support the needs of the not-for-profit community and is a regular participant at the Not-For-Profit Contracting Advisory Committee.

In the coming year, the Grants Management team will complete the transition of the Grants Gateway to SFS, modernize the State's Master Contract for Grants, streamline the prequalification process, and develop standard grant application templates for use across the State.

