

# **Delivering a High Performance Government**

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Since taking office, Governor Cuomo has remained steadfast in his commitment to right-size state government, improve state agency performance, increase accountability and save taxpayer money. Under his leadership, New York State is focused on delivering service outcomes that not only meet the needs of New Yorkers, but also restore the public's trust in government. To support these efforts, the Division of the Budget (DOB) uses performance management to align State resources with program, policy, and service delivery objectives, focusing on improving agency activities and providing a continued emphasis on outcomes across the State. This synthesis of management and budget functions continues to ensure that the policies, programs and projects contained in the Budget are delivered in a timely, cost-effective manner and achieve the expected results.

Our performance management approach reflects a strategic framework for making the State more efficient, accountable and transparent. In addition to using best practices and techniques used by other high-performing private and public-sector service delivery organizations, State agencies improve services through strategic planning, measuring performance and aligning agency performance to their budgets. The Performance Profiles found in each section of this presentation highlight agency programs and achievements.

## **Strategic Planning**

In 2019, DOB tasked more than 50 State agencies with performing an inventory of all programs they administer to provide the State with increased insight into operations. New York is the first state in the nation to successfully pursue a program inventory across all functional areas that informs policy makers about how, where and when services are delivered across the state.

By incorporating the significant amount of critical data into the strategic planning process, agencies will work to appropriately direct funding to the most critical priority programs.

## **Completing Projects**

Under Governor Cuomo's leadership, New Yorkers benefit from the nation's largest infrastructure and development plan. The plan includes investments in transportation in air, rail, water and roadways. Executing the Governor's ambitious infrastructure plan requires agencies to develop, execute and adhere to project management principles, to plan for and mitigate risk, and exercise fiscal discipline.

In 2019, projects across the State were successfully completed on-budget and on-time, while many were completed ahead of schedule. Projects completed ahead of schedule include the demolition of the toll booths required for cashless tolling at the Henry Hudson Bridge in the Bronx, the construction of Exit 3 on Interstate 87 in Albany, the construction of the westbound span of Kosciuszko Bridge between Brooklyn and Queens and the construction of the recreation areas at the Frontier Town Campground Equestrian and Day Use Area in the Adirondacks, among others.

## **Managing Responsibly**

By the end of 2019, the MTA had a newly approved \$51.5 billion capital plan, the largest in system history. The Governor's commitment to infrastructure also includes making sure those agencies charged with maintaining infrastructure and providing services are operating effectively. Under the Metropolitan Transportation Authority (MTA) Transformation Plan, the MTA is refocusing all its operating agencies on core service delivery, operations, and maintenance; and centralizing many functions at headquarters such as capital management, engineering, customer communication, operating support, and human resources. To support this effort, the MTA

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underwent an extensive functional review and an audit of its capital program. The MTA has begun the reorganization process, including hiring a Chief Transformation Officer and establishing the Construction and Development Organization, which will leverage design-build and vendor accountability reforms to ensure projects are delivered on time and on budget.

### **Protecting New Yorkers**

The Budget provides funding to expand protections to New Yorkers against environmental impacts of flooding and other climate-related incidents.

Over the course of the last decade, over 60 percent of New York counties have been flooded twice. Since taking office, Governor Cuomo has led the response and subsequent clean-up efforts to five floods that the United States Geological Survey (USGS) describe as having only a 1 percent chance of occurring in any given year. Costly efforts to rebuild communities and reestablish secure homes for New Yorkers have been more important than ever, as has increasing and modernizing our emergency response efforts.

In 2019, Governor Cuomo announced the \$10 million Public Safety Answering Points Operations Grant program, administered by the New York State Division of Homeland Security and Emergency Services (DHSES). This non-competitive, formula-based grant program distributed funding to participating counties based on statistics reflective of a county's operational scope, demographic factors and emergency services call metrics.

### **Rebuilding Shoreline**

Additionally, Governor Cuomo established the Lake Ontario Resiliency and Economic Development Initiative (REDI) to combat record high flooding. The five REDI regions, are divided into eight counties (Niagara and Orleans, Monroe, Wayne, Cayuga and Oswego, and Jefferson and St. Lawrence) to identify local priorities, at-risk infrastructure and other assets, and public safety concerns.

Under Governor Cuomo's leadership, REDI has committed up to \$300 million to rebuild the shoreline, provide homeowner assistance, help businesses, and launch a regional dredging effort. The REDI regional areas have been strengthened by significant investment, including \$60 million of funding for 38 projects in St. Lawrence and Jefferson

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counties and \$43 million in funding for 31 projects in Cayuga and Oswego counties. Implementation of this economic development initiative demonstrates the Governor's commitment to ensure the long-term stability of New York's shoreline communities in the face of environmental threats.

### **Defending Human Rights**

In 2016, there was an 18.9 percent increase in hate crime reports from the previous year, reflecting the single biggest increase in a given year since 2013. In that same year, Governor Cuomo swiftly responded with the launch of a toll-free hotline to report incidents of bias and discrimination across the state, a request for to the State Education Department to require schools to hold trainings for staff and students to reinforce New York State's strong anti-discrimination provisions and with the creation of the New York State Hate Crimes Task Force.

The Task Force is charged with reporting on specific incidents of hate crimes, providing public awareness, assisting with training and supporting law enforcement in investigations. The Task Force is led by the New York state Police, with support from the Division of Human Rights and the Division of Criminal Justice Services and works collaboratively with local law enforcement and prosecutors. The Task Force reviews complaints and investigate those cases with probable cause received from these entities, as well as the hotline, and provides New Yorker's with a website where complaints can be filed online.

In addition to law enforcement organizations, the Hate Crimes Task Force also engages county leaders, school district leaders, and other key stakeholders to identify and investigate hate motivated crimes and bias related trends, community vulnerabilities and discriminatory practices.

In 2017, the Governor launched the Securing Communities Against Hate Crimes Program, and it has since provided \$25 million in grants to more than 500 projects that help strengthen security measures to protect vulnerable facilities against attacks. In December 2019, a new round of \$45 million grants through the program was made available, and the FY 2021 Budget proposes \$25 million more while expanding the program's parameters to include vulnerable not-for-profit organizations.

### **Safeguarding Our Democracy**

Governor Cuomo is committed to protecting and expanding the rights of voters.

### **Improving School Transparency**

New York schools are funded at the highest level per pupil of any state in the nation—89 percent above the national average. But spending totals alone are an imperfect metric for ensuring access to high-quality education. The more important question is whether poorer schools are funded equitably. At Governor Cuomo's insistence, the FY 2019 Enacted Budget included landmark legislation directing school districts to make their distribution of funds at the school building level public for the first time. Initially, based on 76 districts' data, funding inequities within some of the State's largest and highest need school districts were uncovered, prompting further legislation in FY 2020 requiring districts to prioritize funding to their neediest and most underfunded schools. At the same time, in FY 2020, this school-level funding disclosure requirement expanded to over 300 school districts. Starting in FY 2021, 673 major school districts in the State will report school building-level funding to the public, providing a critical window for every parent, lawmaker, and

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stakeholder to understand how we can ensure all students in New York State have equal access to high-quality education and the opportunity it makes possible.

## **An Enterprise Data Analytics Environment For New York**

Government is at its most effective when it builds on a culture of continuous improvement that is based on the effective management of its data and information resources, while leveraging advanced tools and analytic capabilities to support mission-critical decision-making. At the same time, the technology landscape for data management and advanced analytics are rapidly evolving.

To continue supporting program delivery at the highest levels, the State must be positioned to quickly implement new technologies and adapt to this ever-changing environment. The State must embrace both cloud services and on-premise solutions to perform advanced data management and analysis tasks, implement flexible, multi-model data management integration tools and processes, maintain consistent security requirements, and utilize enhanced visualization technologies to highlight insights and solutions. When equipped with a powerful, scalable and adaptable data analytics environment, the State can deliver more efficient and effective outcomes for its constituents.

Investments in data analytics and intelligence capabilities will provide insights into all of the State's critical program areas.

With this Executive Budget, Governor Cuomo will bring the State to the forefront of leveraging data analytics, enlisting deep machine learning, advanced analytics, artificial intelligence (AI), and sophisticated visualization to deliver real solutions and meaningful outcomes to New Yorkers.

## **Shared Services**

As a measure to curb duplicative and overlapping local government structure, and thereby reduce the pressures on local property taxes, Governor Cuomo advanced and secured approval of the County-Wide Shared Services Initiative, which requires local governments in each county to pursue opportunities for shared services that will permanently reduce the local property tax burden. The panels are tasked with creating property tax savings plans that consist of new shared services actions.

In total, 53 counties – approximately 93 percent of counties subject to the Initiative – filed shared services plans with the State. These 53 counties contain 98.5 percent of the State's population outside of New York City and have identified a total of 567 projects with recurring local property tax savings. To further incentivize participation, the State enacted a dollar-for-dollar match of all taxpayer savings generated through the implementation of new, locally-identified shared services projects.

The early results of this program have proven the benefits of increased local collaboration. The first round of grants provided to local governments for implemented plans reflected the following projects that achieved taxpayer savings, with many more to come:

- Onondaga County partnered with the City of Syracuse and the Syracuse City School District to save \$5,659,201 through the creation of a Medicare Advantage plan. Another project that provided significant savings is the expanded participation of the Onondaga County Employees Benefits Association to include the Town of Camillus, saving taxpayers \$437,699. Onondaga County also partnered with 48 towns, villages and school districts to purchase new Delinquent Tax Collection Software, saving taxpayers \$274,119.

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- Cattaraugus County worked to achieve its efficiency plan and the state matched over \$930,000 in net savings from the implementation of four plan projects. Projects for which net savings were matched by the state include the establishment of a joint equipment, materials and services sharing/purchasing portal; joint property tax assessment; and participation in the New York Municipal Insurance Reciprocal. Cattaraugus County partnered with over 30 towns and villages, and the cities of Olean and Salamanca.
- Ontario County worked with more than 25 municipal partners including the City of Canandaigua to implement 10 projects that saved \$207,172, and that savings was matched by the State. Plan projects include shared health officers, the Employee Assistance Program (which includes school districts), heavy equipment, employee training and planning services.
- Sullivan County and the Town of Rockland will share offices housing their Department of Motor Vehicles and Sherriff's office as well as sharing plowing services. The Town of Liberty partnered with Sullivan County to share a Parks and Recreation position. New York State matched \$79,694 in net savings to Sullivan County.
- Broome County partnered with the Capital District BOCES Pharmacy Purchasing Coalition to achieve total savings of over \$3.1 million. The Coalition enables participating entities to maintain their current pharmacy plans, governance and autonomy, while leveraging large-scale group purchasing discounts and contracting that currently encompasses 600,000 lives. The remaining net savings of over \$9,700 resulted from sharing caseworkers between school districts.