

While details of these teacher evaluation systems were negotiated as part of the collective bargaining process between school districts and teacher representatives, the teacher evaluation law which the Governor proposed and the Legislature enacted established clear guidelines for districts to follow. These guidelines include a provision that 40% of a teacher's evaluation must be based on student achievement as judged by objective testing.

### **NY Performs – A Statewide Performance Management System**

SAGE Commission members and staff worked closely with the Governor's senior staff and a pilot group of agencies to design the prototype for a statewide performance management system called "NY Performs." The NY Performs design reflects a careful study of what were considered to be "best practice" performance management systems, including Washington's Government Management Accountability and Performance (GMAP) system (<http://www.accountability.wa.gov/>) and the Virginia Performs system (<http://vaperforms.virginia.gov>).

To be as effective as possible, NY Performs must serve as both a means for reporting information to the public and a management tool for State officials. The most important information about an agency, including certain background facts, key performance indicators and main strategic initiatives should be presented to the public, while more detailed operational information would be available to internal users to help manage State operations.

In designing NY Performs and deciding the type of information that should be included, the Commission asked agency leaders to consider what they would convey in a brief management discussion about their key performance indicators and strategic initiatives. Exhibits 17A, 17B and 17C illustrate the type of performance reporting that will be made available to the public under NY Performs. The objective is to provide to the public enough information to understand how well an agency is performing in achieving its mission, but not be so detailed that the reader will lose the forest for the trees. Some internal users, such as members of the Governor's senior staff and agency commissioners, may want to see a greater level of detail about an agency's operations and performance.

## Screenshots of NY Performs

## Exhibit 17A: NY Performs Screenshot Tour

The screenshot displays the NY Performs website for the Office of Temporary & Disability Assistance (OTDA). The page is structured with a header, navigation menu, and a main content area. Four callouts highlight specific features:

- 1** A description of each agency's mission and goals, as well as the scope of its operations. This points to the "Mission and Goals" and "Scope of Agency Operations" sections.
- 2** Key Performance Indicators by which an agency assesses its performance are highlighted. This points to the "Key Performance Indicators" sidebar.
- 3** Strategic initiatives provide detail on specific projects that agencies are pursuing to improve their performance. This points to the "Strategic Initiatives" section.
- 4** Background Facts provide contextual information about the environment in which the agency operates. This points to the "Background Facts" sidebar.

**Key Performance Indicators (KPIs) Data:**

Indicator	Actual	Target
Supplemental Nutrition Assistance Program (SNAP) Program Access Index	77.9%	80.0%
Cash Assistance Families Work Rate	52.4%	54.4%
Job Entries for Public Assistance (PA) Adults	115,533	106,500
Program Poverty Reduction Effect	25.6%	28.0%
Child Support Establishment Percentage	79.9%	80.0%
Eviction Preventions	2,672	11,466

**Background Facts Data:**

Fact	Value
New York State Official Poverty Rate	16.0%
New York State Official Child Poverty Rate	22.3%
New York State Alternative Poverty Rate	15.5%
New York State Alternative Rate	18.2%
Share of Families	72.4%
Supplemental Assistance Recipients	3,186,200
Child Support Enforcement Cases	957,611
Annual Child Support Collections	\$1.8 billion
Cash Assistance Program Recipients	581,005
Home Energy Assistance Program Households	1,195,680
New York State Earned Income Tax Credit Recipients	1,541,000

**Strategic Initiatives:**

- Take Over Administration of the State Supplement to the Federal Supplemental Security Income (SSI) Program
- Improve Access to the Supplemental Nutrition Assistance Program (SNAP)
- Utilize Technology to Improve Service and Relieve Case Processing Burdens

**Related Links:**

- Contact the Office of Temporary and Disability Assistance
- Visit the Office of Temporary and Disability Assistance

**Footer:**

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## Exhibit 17B: NY Performs Screenshot Tour

**DEPARTMENT OF TAXATION AND FINANCE**

## Improve Customer Convenience by Expanding Functionality and Use of Online Services

To reduce costs, increase speed and improve accuracy and data availability, the Department of Taxation and Finance is replacing paper forms and checks with electronic filing and payments and sending notices and bills with e-mailed alerts and online documents.

### ONGOING PROJECTS

#### Sales Tax Online Modernization

DTF is replacing its 1960's-era sales tax processing system. The online service will have an improved look and feel, and will allow taxpayers to electronically file all schedules, late and amended returns and refund request applications. In addition, they will be able to save bank account information for future payments; electronically provide documentation supporting any claims for a refund or credit; and prepay sales tax on motor fuel and diesel motor fuel.

Sales Tax Web File enhancements include adjusted reporting requirements that will help taxpayers comply with the law and pay the appropriate tax. These requirements will be phased in over a year.

Date	Milestone	Measure of Success
September 2012	System implementation	Increase in sales tax returns e-filed
March 2013	Completion of first cycle of return filing	
September 2013	Phase-in of reporting requirements	

#### Online Payment History

DTF offers taxpayers and practitioners a secure online portal to Web File and pay certain taxes; view and pay tax bills, receive and respond to notices; and change their address and phone number. Payment history is an additional service that has been requested by account users.

Date	Milestone	Measure of Success
December 2012	Add payment history for corporation and personal income taxes	Increase in number of online accounts
December 2013	Add payment history for sales tax	

#### Online Services Improvements for Tax Practitioners

DTF seeks to make it easier for tax professionals to conduct business online and communicate electronically with the Department. This project will train DTF staff in the principles of user-centered design. As they learn, they will apply the design principles to develop online improvements for practitioners. Applying these principles throughout the design of our online services will improve the user experience, increase usage and avoid potentially costly design mistakes.

Date	Milestone	Measure of Success
December 2012	Consultant contract approval	Increase in number of online accounts
March 2013	Conceptual design	

**Measure of Success**

Electronic filing and payment rates for all taxes and payments will approach 100%.

**Key Performance Indicators**

- Income Tax Returns e-Filed
- Time to Issue Refund
- Average Speed of Answer
- Online Accounts
- Refunds Paid by Direct Deposit and Debit Cards
- Refund Status Updates through IVR and Website

## Exhibit 17C: NY Performs Screenshot Tour

NY Performs

www.nyperforms.ny.gov

New York State State Agencies

Search all of NY.gov

Enter keyword Search

Key Performance Indicators | Strategic Initiatives | Background Facts | About | Special Reports

Education Health Human Services Environment & Energy Economy & Labor Transportation General Government Public Safety

Home / Transportation / DMV Home / Key Performance Indicators / Office Wait Times View all agencies

## DEPARTMENT OF MOTOR VEHICLES Office Wait Times

1 A 'click-through' page provides more detail for each Key Performance Indicator, including an explanation of the performance target.

YEAR	2008	2009	2010	2011	2012	2013
ACTUAL	47	48	52	56	63	
TARGET	-	-	-	-	-	45

2008-2011 data is normalized to include average 30 minute wait to information counter

### Discussion and Analysis

- DMV is refocusing its efforts to improve customer service. One of the primary measures of service quality is the length of wait times in DMV offices.
- In recent years, office wait times have increased steadily, primarily as a result of budget cuts that have reduced the number of DMV employees that serve customers.
- Governor Cuomo has announced a series of initiatives to reduce wait times by 50% to under 30 minutes on average by early 2014. These include deploying self-service kiosks, introducing customer service agents with handheld technology to triage in-office customer needs, launching a new line-queuing system that allows customers to reserve their place "in line" through the Internet or using a smartphone, and expanding the ability for customers to complete transactions from home – either online, by phone, or through the mail.
- These initiatives will be rolled out and go into effect over the next 12-15 months. As a result, office wait times are expected to decline from current levels over that period, reaching 45 minutes on average in 2013 and 30 minutes by early 2014.

### Measure Description

The length of time a customer waits for service at a State DMV Issuing Office.

### Data Source

NYS DMV Operations Reports

### Related Strategic Initiative(s)

➔ Improve Customer Service and Reduce Wait Times

Education  
Health  
Human Services  
Environment & Energy  
Economy & Labor

Transportation  
General Government  
Public Safety  
Key Performance Indicators  
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### **Roll Out Plan For NY Performs**

For a performance management system to have credibility with the public and effectively serve as a management tool to help operate State government, it takes time to be sure that the right metrics and targets are selected and to ensure that there is a process in place to keep the information current and accurate. Although the NY Performs website may be launched with performance reports of certain agencies sooner, the expectation is that it will take until the end of 2013 for all and major authorities and agencies to begin making public their performance management reports under NY Performs.

The SAGE Commission examined in some detail the way in which best practice states such as Washington and Virginia maintain and utilize their performance management systems. Washington has a dedicated Government Management Accountability and Performance (GMAP) office that is responsible for its system. Although this GMAP office is housed within the Office of Financial Management, its Executive Director reports directly to the Governor's Chief of Staff. GMAP analysts are actively involved in the preparation of quarterly performance reports for each priority area, helping agencies to formulate these reports, providing feedback on draft reports, and preparing an executive summary of each report for the Governor and her senior staff. They also collaborate with the Chief of Staff on follow up performance review memos for each cluster's agencies, and hold agencies accountable for completing specified actions items and deliverables as identified by the Governor's senior staff during these briefings.

The experience of these best practice states has led the Cuomo administration to create a small dedicated team to help agencies implement and maintain their performance management reports and to assist senior officials in using the system as a management tool.

### **Agency-based Performance Management Initiatives**

Consistent with the overall goals of performance, accountability and transparency, a number of State agencies now, for the first time, provide detailed reporting on key initiatives. At the same time, other agencies are using sophisticated performance-based analysis to evaluate the effectiveness of their programs. Some examples of such agency-based performance management initiatives are described below.

#### **Medicaid Redesign Team Dashboard**

As noted earlier in this Report, Governor Cuomo established New York's Medicaid Redesign Team (MRT) shortly after taking office to address the rapidly rising costs of Medicaid. In February 2011, the MRT provided a blueprint for lowering Medicaid spending in State fiscal year 2011-12 by \$2.3 billion by putting in place a statutory "global" cap on Medicaid expenditures. This cap would grow at a rate tied to medical inflation (about 4% in 2012). The MRT's initial report included 79 recommendations to redesign and restructure the Medicaid program by bringing efficiencies and by generating better health outcomes for patients.