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

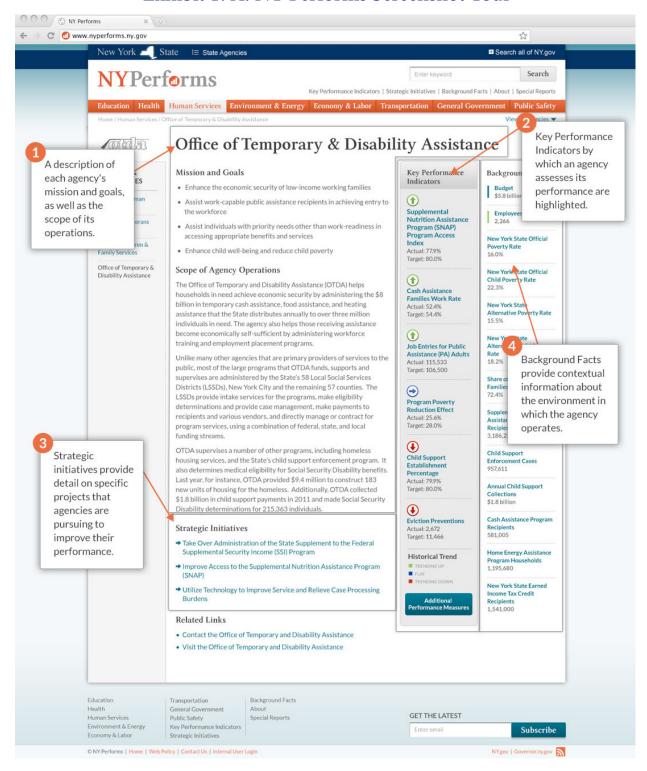


Exhibit 17B: NY Performs Screenshot Tour

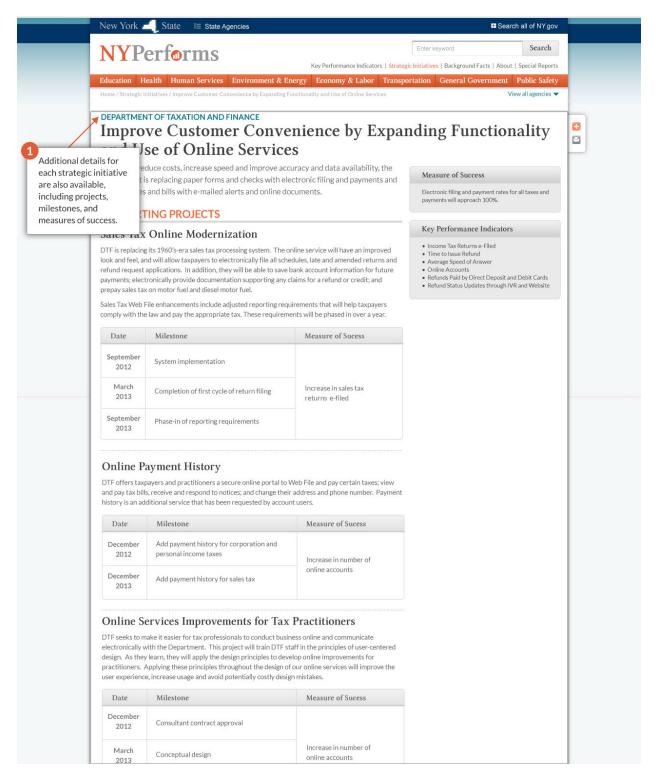
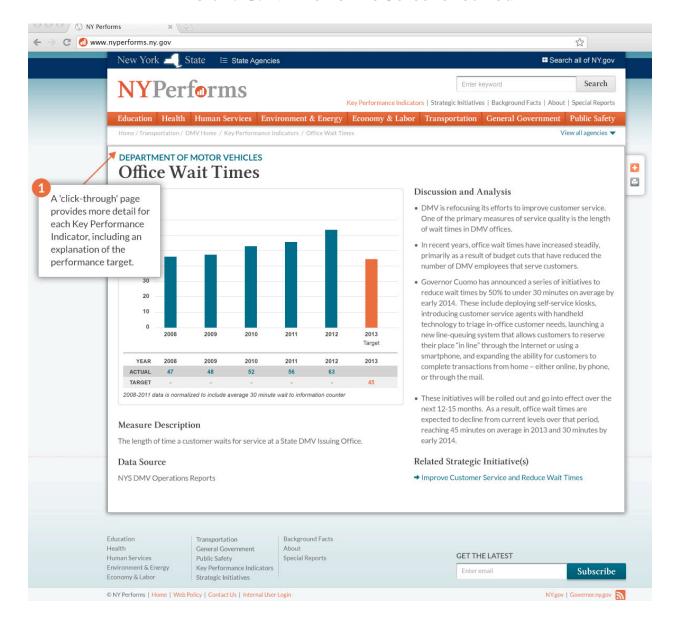


Exhibit 17C: NY Performs Screenshot Tour



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.