



Recommendations Approved by the SAGE Commission on 12.15.11

Summary of recommendations (1 of 5)

Category		Recommendation
Organizational Streamlining	1.1 Transportation Merger	Merge Bridge Authority into Thruway Authority
		Combine functions and/or shared services between DOT and Thruway/Bridge where feasible
		Combine DOT and Thruway/Bridge leadership teams
	1.2 Business Services Center	Endorse broader move towards Statewide Enterprise Shared Services
		Establish a Human Resources Services Unit within OGS as the first step to creating a full Business Services Center
	1.3 Workforce Development	Establish system-wide reporting and standardized performance metrics within the State's proposed Performance Management system
		Revitalize and reorganize the SWIB to serve as the coordinating body for developing a statewide Workforce Development strategy
		Increase the role for economic development in Workforce Development efforts
		Align activities of local WIBs with the statewide Regional Councils

Summary of recommendations (2 of 5)

Category		Recommendation
Operational Improvements	2.1 Innovation Fund	<p>Create a dedicated Innovation Fund to finance Business Process Redesign and efficiency-creating technology projects based on the following criteria:</p> <ul style="list-style-type: none"> • Can be completed in 1-3 years • Generate a Return on Investment of at least 30% annually • Materially improve agency performance and/or government customer service
		<p>Size the Innovation Fund to enable all projects meeting these criteria to be financed</p>
		<p>Expand the existing Enterprise Services Project Management Office so that it can help manage these Innovation Fund projects</p>
	2.2 Lean	<p>Hire two Lean Management professionals staff to establish an Office of Lean Management for New York State</p>
		<p>Conduct 10- 12 Lean events with State agencies in the first year</p>
		<p>Develop Lean capabilities across state government by conducting Lean training sessions for agency managers</p>

Summary of recommendations (3 of 5)

Category		Recommendation
Operational Improvements (continued)	2.3 Energy Efficiency	Develop a master plan to implement energy efficiency upgrades in all State facilities with an Internal Rate of Return of 10%
		Implement energy efficiency upgrades in all State facilities with an Internal Rate of Return of 10% or greater, with a goal of completing all projects within 4 years and achieving annual Budget savings of \$100+ million per year <ul style="list-style-type: none">• Fast-track planning• Identify and eliminate bottlenecks (e.g., workforce training)• Stage construction via portfolio approach to maximize effectiveness of resources
		Finance projects without using State supported debt, drawing on the resources of NYPA, the Environmental Facilities Corporation, NYSERDA or other State entities where these projects are consistent with their core mission and financial parameters

Summary of recommendations (4 of 5)

Category		Recommendation
Building a Culture of Performance and Accountability	3.1 Performance Management System	Deploy a performance management system based on the prototype design
		On-board all agencies by June 2012
		Create a dedicated performance unit of 3-5 analysts within DOB or in the Executive Chamber to manage and maintain the performance management system
	3.2 Workforce Modernization	<p>Pursue civil service reforms that facilitate the entry of mid-level professionals into the Civil Service:</p> <ul style="list-style-type: none"> • Extend the “IT 500” law that sunsets on 12/31/11 and expand it to cover other technical positions where extensive staff augmentation is done today (principally engineers, but also senior nurses and some scientific personnel) • Enact “Open Promotion” legislation for IT and other technical positions that permits the use of both Open & Competitive and Promotional lists to fill promotional vacancies
		Implement a computerized testing solution at DCS to streamline the hiring and promotion exam process
		Develop programs to encourage talented young people and minorities to join the State’s workforce
		Initiate a stakeholder engagement process that includes interviews, focus groups and a survey of the State workforce

Summary of recommendations (5 of 5)

Category		Recommendation
Focus on Core Mission	4.1 More Efficient Use of State Capital	Increase the amount of capital available for affordable housing by using reinsurance to free up capital