



## **2001 PERFORMANCE RESULTS SUMMARY** *Expect Excellence!*

George E. Pataki, Governor  
Kenneth J. Ringler, Jr., Commissioner  
Robert J. Fleury, First Deputy Commissioner

June 2002

## INTRODUCTION

O GS is an agency with a drive to improve. We are serious about our mission and the need to be accountable to it. OGS staff have a big role to play in enabling the State of New York to function optimally. Acting to fulfill Governor Pataki's vision for excellence in government, we are constantly strategizing our next move on literally dozens of fronts, all with a common basis: a quest to perform well. By doing everything we can to reach high performance standards, we contribute our best to the people and businesses of New York.

This report provides a snapshot of our performance results. Its purpose is to:

- Highlight notable performance gains from Fiscal Year 2001-02<sup>1</sup>
- Identify performance gaps that we are actively addressing
- Demonstrate how measured results align with current priorities

For the most part, OGS' performance measurement data are **gauges for internal use**. However, we are proud of the progress shown and feel it forms a picture worth sharing. Moreover, a recapitulation of performance helps us and others appreciate that the information collected "adds up" to a very important success story coupled with opportunities for further improvement.

## ORGANIZATION OF THE REPORT

This report presents performance highlights organized in two ways:

**Section One** – offers a strategic perspective, by presenting information according to the priorities identified in our recently released "OGS Tomorrow" Strategic Plan.

**Section Two** – offers an operational perspective, by presenting information by business unit.

---

<sup>1</sup> Throughout the rest of this report, the fiscal year April 1, 2001 – March 31, 2002 is abbreviated as FY 01.

---

### OGS Mission

The New York State Office of General Services manages real property, designs and builds facilities, provides information technology, contracts for goods and services, and delivers diverse support services. We provide government and nonprofit agencies with innovative solutions, integrated service, and best value, enabling the State of New York to function optimally.

---

A brief description of our performance measurement/management environment precedes the body of the report.

It is important to note that this report contains **selected highlights** rather than a complete accounting and explanation of OGS' performance data. Our business units maintain far more detailed information within a centralized computer database and in other internal documents.

Also, because the two different views reflected in the two major sections of this report derive from the same measurement environment, there is overlap in the information shown.

## ABOUT OUR MEASUREMENT ENVIRONMENT

### Moving from Concept to Common Practice

In 1998, OGS committed to use strategic planning and performance measures as core tools in managing our agency's work. Through steady efforts and continuous learning, both practices are fairly well established throughout the agency today. In addition, there is close interplay between performance measurement, on the one hand, and strategic plans and planning on the other.

All business units employ clearly defined measures and most groups have been systematically tracking and reporting results on them for at least two years. At first, the documentation about measures (for example, definitions, data source, performance results, and interpretation) was largely paper-based, and in fact dozens of binders of information were filled. It was rich information but it was too cumbersome. Today, performance data used within OGS is organized in a dedicated database serving the whole agency. The information there – literally, hundreds of measures – is arranged hierarchically both by measure type and by component of OGS. Senior executives can view it all from their computer desktop, while many other agency users can view information on a more selective basis.

Managers take stock of results at least four times a year and develop narrative quarterly reports. They make note of trends, explain changes, and outline action plans for improving performance where warranted. This activity is done right inside the performance database where others can also read and comment.

Within business units, managers and staff have periodic meetings to discuss what's being measured and the implications of the results. Often a particular measure result will prompt in-depth discussion and follow-up study of the underlying work processes. In addition, somewhat more formal performance reviews, led by either the Commissioner or First Deputy Commissioner, provide forums for discussion of results at the highest level of the agency. In early phases of our measurement initiative, the majority of time in these

sessions was spent on clarifying and justifying measure selection and definition. In FY 01 there was an observable shift to discussion about results themselves and what's being done, or could be done, to produce even better results. This is a cyclical management practice, which we plan to continue.

### Performance Areas

OGS business units designed their specific measures around dimensions of service that matter to customers, and also around important business management guideposts.

Consistent with the highly operational nature of this agency, we found that excellence in **product and service delivery** is paramount. Virtually all units, therefore, collect and report basic statistics indicating workload and outputs such as the number of projects completed during a period. We see these as backdrop measures, because in many cases workload is not "controlled" from within.

Within the category of product and service delivery we go beyond volume measures with measures that help us attend to timeliness -- minimizing cycle times for getting things done, and maximizing our reliability in getting things done by our delivery-date commitments. Other aspects of product and service delivery measured by some programs include quality (e.g., accuracy) and regulatory compliance.

Another group of performance measures helps us to understand and manage our **financial results**. Cost recovery is important for programs that are set up on a business model, and we also have measures of cost efficiency and cost avoidance.

Our third category is **customer results**. Most programs measure customer satisfaction levels, primarily captured by customer surveys. In addition, several programs quantify and track the cost avoidance they achieve for their customers. In programs where an objective has been to broaden the reach of the program, we also measure the

number of customers served to watch for growth or shrinkage in customer base.

Finally, all programs have a set of measures to keep them focused on sustaining **organizational capacity**. At the present time, the primary type of measure in this category is staff development, but we also look at staff capacity indicators and productivity in some cases.

### **Linkage to OGS Tomorrow**

In FY 01, OGS developed a new strategic plan called “OGS Tomorrow” (available on the OGS website). It is a successor to our first strategic plan developed in 1999, which was used (among other things) to promote a unified approach to raising the level of agency performance. Our updated OGS Tomorrow plan is based on the progress achieved to date and is designed to incorporate new challenges. Management presented the plan to employees beginning in April 2002.

OGS Tomorrow defines priority objectives for OGS as a whole, along with many strategies for each key concept. To increase accountability to the objectives, the plan also identifies performance measures that pertain to each objective. Some of them are in place and others will need to be developed.

OGS Tomorrow is still very new. It is the framework we have chosen to advance the agency toward more innovation, integration, and, in turn, ever better performance. To underscore that intent, it is one of the ways we chose to organize this report.

### **There’s More To Do**

The management methods described above have caused our organization to “zone in” on aspects of performance critical to excellence, and this report provides an array of evidence of notable progress resulting from disciplined use of the methods. It is also clear that these pursuits are, and in some respects will always be, a work-in-process. The learning continues.

[For more information, contact the OGS Office of Organizational Effectiveness at \(518\) 474-1589.](#)

## *SECTION ONE: STRATEGIC OVERVIEW OF PERFORMANCE RESULTS*

---

- Programmatic Priorities: pages 2-10
- Organizational Improvement Priorities: pages 11-15

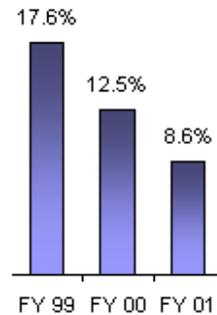
## PRIORITY OBJECTIVE

Meet the current and future office space needs of state agency tenants, while helping to meet downtown revitalization goals.

### FY 01 PERFORMANCE HIGHLIGHTS

#### Effective use of leased space

- At the year's close, there were 607 leases in OGS' portfolio, representing 13.8 M rentable square feet.
- OGS negotiated 169 new or renewed leases. On average, the lease price (cost per sq ft) of these leases was 14% lower than the market rental rates in the regions where these leases were located.



OGS has reduced the percentage of holdover leases.

- OGS has reduced the number of leases in the portfolio that are in "holdover" status (expired leases). Such situations put agency tenants at risk of sudden displacements and unexpected costs. In 1999 nearly one in five leases was on holdover, compared with 8.6% today, exceeding a performance target of 13.5%.
- This year saw successful completion of two major components of the Albany Plan, which provided two new downtown office buildings for state use through innovative lease-purchase arrangements. The move-in to the second of these two buildings allowed the State-owned Smith Building to be emptied for renovation purposes.
- OGS initiated a new approach to the challenge of meeting agencies' office needs in the highly competitive NYC area real estate market. As a result of an RFP, we entered into a contract with the Staubach Company for tenant broker services.

- OGS has contained the State's costs per employee in leased properties. At the end of FY 01, the annual cost was \$5,271, representing only a modest increase of 1.8% from the previous year.
- When requested by agencies located in leased spaces, OGS staff audits bills from landlords prior to agency payments. We performed 435 such audits, enabling the agencies to avoid \$6.4 M in charges. Cost avoidance achieved the previous year totaled \$3.5 M.

#### Planning space wisely

- OGS has encouraged agencies to use open space floor plans for offices because these are often more cost-efficient, productive, and healthier work environments. Sixty-one percent of all the square feet of space for which OGS developed floor plans during FY 01 contained open designs. This figure has increased since the previous year's result of 50%.
- Open floor plan designs are one of the mechanisms OGS uses to bring down the total square footage that agencies need, thus containing costs. New space designs prepared by OGS accommodated employees in an average of 177 square feet per employee, compared to 184 in the previous year and a target of 185.
- Design has been completed for the \$89 M renovation of the A.E. Smith Building and bids will be opened in August 2002.

## *PRIORITY OBJECTIVE*

Enhance the safety and security of people using state properties as well as protect the facilities.

---

### **FY 01 PERFORMANCE HIGHLIGHTS**

- Following September 11, OGS adopted a new policy raising the security standard for all buildings in which OGS is charged with security responsibility. This was coupled with a program to increase our security personnel at regional buildings at an estimated cost of \$160,000 as well as expedite physical improvements that enhance tenant safety.
- Construction was initiated on a \$2.8 M project for the installation of smoke/fire detection and alarm systems in the Tower and Agency Buildings of the Empire State Plaza.
- OGS partnered with the State Police and Department of Correctional Services to increase the staff presence at parking garage entrances, including uniformed officers, and identification checks of all drivers. Visitor parking at the Empire State Plaza was reconfigured and consolidated, requiring relocation of 750 permit holders.
- OGS tightened security procedures governing freight deliveries to the Plaza, including establishment of a Mail and Freight Security unit to coordinate the prescheduling of all incoming shipments.
- An Information Security Officer was established to focus on safeguarding our agency's information and data assets through systematic practices.

## PRIORITY OBJECTIVE

Conserve energy use while contributing to environmental quality.

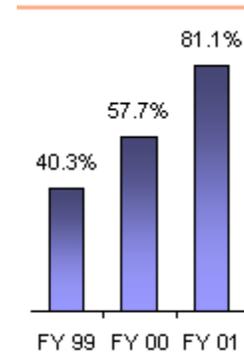
### FY 01 PERFORMANCE HIGHLIGHTS

#### Energy use in buildings

- OGS building operation procedures are designed to promote cost-efficiency in energy consumption and contain costs. The cost to produce steam for the Plaza was \$9.33 per 1000 pounds, comparing favorably when benchmarked with Con Edison charges.
- Comprehensive energy-saving projects were completed at four buildings -- Buffalo, Hauppauge, Poughkeepsie and Utica -- representing \$7 M in implementation costs that will produce an annual energy cost avoidance of approximately \$700,000. Projects upgraded HVAC equipment, lighting, and energy management systems.
- OGS completed a high efficiency lighting project throughout the Legislative, Justice and Swan Street buildings that replaced all the office lighting (upwards of 30 years old) with models that are more energy-efficient. This \$4 M project provides for cost avoidance of \$500,000 annually.
- OGS worked with NYPA and a consultant to review peak load curtailment plans, quantify the savings, and verify peak load utility data at each regional building. These efforts are directed toward helping ameliorate summer electricity shortages.

#### Promotion of clean fuel use

- For the fourth consecutive year, the state exceeded the federal requirement for the percentage of clean fueled light duty vehicles. 81% of NYS vehicles covered by the EPAct requirements operate with alternative fuels, compared to the national guideline of 75%.
- OGS worked with other state agencies to prepare a unique request for proposals for the development of 16 high volume compressed natural gas (CNG) fueling stations. Under this public/private partnership, the stations will accommodate both state and private CNG vehicles. These facilities are significantly expanding the fueling network across the state, which now has 34 state-operated CNG stations in place, many of which are being upgraded to high volume capacity.



The percentage of the state's light duty vehicles that are alternatively fueled has more than doubled in two years.

## *PRIORITY OBJECTIVE*

Preserve and renew the state's physical property assets.

---

### **FY 01 PERFORMANCE HIGHLIGHTS**

- OGS conducted a comprehensive facility condition assessment of 43 OGS-managed buildings. This review, to be repeated annually, examined all major interior and exterior mechanical and architectural building components, site appearance, and custodial performance. The process yielded facility condition scores for individual buildings that range from 59.3% to 82.7%. The average rating was 69.9%. Since this is the first year using this rating system, comparisons with past performance are unavailable. However, the scores will be used as baselines for future condition assessment and efforts are being directed to improve lower scoring areas.
- OGS expended \$7.7 M in FY 01 to reduce the preventive maintenance backlog, critical to prolong the useful life of buildings. As evidence of the benefits from enhanced investment in preventive maintenance made in recent years, trouble calls from tenants to OGS Utilities at the Empire State Plaza decreased 18% from the previous year.
- Design and Construction completed 335 design projects valued at \$151.2 M. It also completed 352 construction projects with a \$164.5 value. While some D&C projects are new construction, a significant proportion of them are rehabilitations or additions to existing facilities.
- When state-owned properties are no longer useful to the state, OGS may become involved in their sale. During FY 01, prices obtained for four properties that OGS sold at public auction averaged 169% above appraised values, reflective of effective marketing. These sales enable property rejuvenation and produce revenue for the state.
- OGS is completing a comprehensive review of marinas that are on state-owned lands-under-water, to improve compliance with rules for appropriate use of these lands. Staff researched 87 such sites last year.

## PRIORITY OBJECTIVE

Streamline the state's contracting systems for ease of use by purchasers, vendors, and contractors.

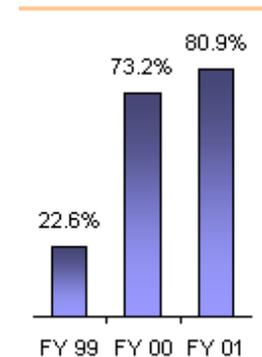
### FY 01 PERFORMANCE HIGHLIGHTS

#### Procurement contracting

- The Procurement Council, which OGS chairs, initiated strategic planning, a key focus of which is to identify and pursue additional streamlining of procurement related processes.
- By gradually replacing paper-based processes with electronic means, the state will be able to make procurement and purchasing more efficient. OGS has established certain key building blocks toward this end. On-line bidder registration and notification of bid opportunities became realities during the year. 14,400 vendors registered on-line and bid notifications for 370 projects have been made using this mechanism.
- OGS advanced e-government by establishing a contract for third-party administration of "electronic value transfers" (EVT). This enables state agencies to accept credit cards for payment of fees, licenses and permits, such as when these transactions are performed over the Internet. Use of this method helps agencies save millions in administrative processing expenses and offers citizens convenient payment options.
- The five largest new procurement contracts that OGS established during the fiscal year enabled customers (contract users) to avoid an estimated total of \$5.63 M in purchasing costs.
- As contracts for commodities and services reached their expiration date, new contracts were put in place without a lapse in coverage 90% of the time, providing purchasing continuity for customers.

#### Construction contracting

- After clarifying the goal, involving the staff, and adjusting the process, OGS dramatically improved its timeliness of awarding contracts for construction work. 81% of awards were made within 45 days of bid opening, compared with 73% the previous year. This benefits contractors and the state because it means project starts are more predictable.
- D&C created a new construction-contracting category called "M2000 contracts" for projects that are critical to customers and require fast turn around but are not true emergencies. This has helped reduce the number of emergency contracts awarded by 25% from the previous year.



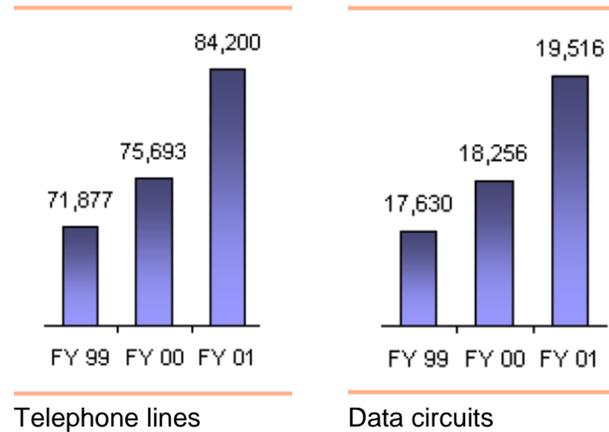
OGS has improved its ability to make construction contract awards within 45 days of bid opening.

## PRIORITY OBJECTIVE

Enable high speed, reliable and integrated telecommunication within government and between government and other sectors. — Note: Responsibility for this priority will transfer to the Office for Technology during FY 02.

### FY 01 PERFORMANCE HIGHLIGHTS

- There was steady growth in the volume of services that Telecommunications provides. At year-end, we were supporting 84,200 phone lines in the CAPNET system, sustaining a recent trend of over 10% growth year to year.
- Voice mailboxes maintained grew to 33,584, representing even sharper growth (19% over previous year level). The number of data circuits are also up – 19,516, reflecting 7% growth.
- Reflective of state agencies' trend toward use of e-mail as a substitute for long-distance communication which used to take place over the telephone, long distance minutes used in our LINCS system (long distance service) declined by 10% over previous year. While a decline in business for us, this represents cost avoidance on a statewide basis. To achieve further cost avoidance, OGS began developing a bid offering for a private-sector based long distance service to replace LINCS.



OGS has successfully met the state's growing needs for phone and data connectivity.

## **PRIORITY OBJECTIVE**

Develop seamless, cost-effective publication and distribution services for state agencies.

---

### **FY 01 PERFORMANCE HIGHLIGHTS**

- Printing Services has worked to improve its business performance. During the most recent fiscal year, it achieved positive financial results, recovering 107% of its expenses, following losses in recent years.
- OGS has been growing its freight services business. Revenues increased by nearly 25.9% from the previous year. A partnership arrangement with UPS provides for convenient, cost-effective delivery services to certain destinations.
- In contrast, OGS experienced an 11% decline in the volume of mail handled as compared to the previous year, which we attribute to state agencies' increased dependence on email and websites for communication. OGS continues to offer rates for special mail handling that are highly competitive with comparable alternatives available for agencies needing to expedite mail delivery around the state.
- Printing and Mail Services have increased the level of coordination in order to expedite state agency customers' print jobs to their intended audiences. In addition, new printing capabilities were introduced enabling customization of photocopied forms using a sophisticated mail merge function which inserts individualized information onto each copy as printing occurs. This customization helps to speed eventual processing.

#### **Other distribution services**

- OGS Federal Property Assistance assists in the transfer of surplus federal equipment and goods to eligible entities in New York. In FY 01, the property thus transferred was valued at \$3.13 M, and because recipients had to pay only the service charges, they avoided costs totaling \$2.7 M.
- OGS coordinated the distribution of federally donated food worth \$79.6 M to schools, food banks, and other eligible programs throughout New York State. This represented a 15.6% increase over the previous year's volume. Our effective buying and distribution practices resulted in the schools receiving 17.8% more food value than their mandated entitlement. The charge assessed to schools for these distribution services was less than 5% of food value. Implementation, this past year, of a system whereby school districts can place their food orders electronically increased the overall efficiency of program operations.
- As evidence of good controls, losses to food inventory at our Downstate Distribution Center were less than .03% of the value of the food handled.

## *PRIORITY OBJECTIVE*

Provide a broader range of administrative support services to more state agencies.

---

### **FY 01-02 PERFORMANCE HIGHLIGHTS**

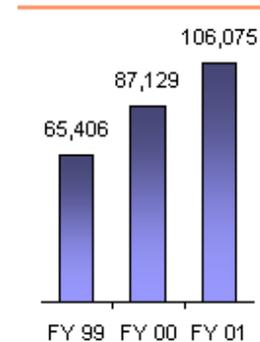
- OGS entered into an arrangement with the Consumer Protection Board to provide them with human resource and financial management services for their 33 staff. This arrangement is more cost-efficient for them, since they can take advantage of our more advanced automated systems. They also receive various other office supports.
- OGS processes automobile accident damage claims against the state, using a third party insurance administrator. In FY 01, the settlements against such claims enabled the state to avoid \$111,262 in damage payments, which translates to nearly 27% of the total value of the claims made.
- OGS assumed responsibility for providing routine custodial care and small renovations as needed for Office of Court Administration spaces in Nassau County.
- This priority is an emerging area for OGS, with two additional smaller agencies in the pipeline to begin receiving administrative services from OGS.

## PRIORITY OBJECTIVE

Provide dynamic, year-round cultural and community enrichment in OGS-managed settings.

### FY 01 PERFORMANCE HIGHLIGHTS

- Special Events supported 933 events during the year at the Empire State Plaza and the Harriman State Office Building Campus. This means that on most days of the year, there is something going on to add to the interest, education and enjoyment of employees and visitors to these government complexes.
- During the summer, OGS runs a Summer at the Plaza series which entertains thousands of people in the Albany area with music, food and fireworks. Last summer's series included nine events, with private sponsorships providing a major portion of the funding. OGS successfully secured \$141,000 in sponsorship revenue for the 2001 summer season.
- After OGS brought the Empire State Plaza Convention Center through major renovations, it has been better able to market the facilities. Approximately 75% of the regional events booked through the Albany Convention and Visitors Bureau were held at our Convention Center.
- OGS seeks to improve the services of the Convention Center through collection and use of customer feedback. In surveys conducted of customers who booked events, 75.6% of respondents gave their service experience an overall satisfaction rating of "very satisfied" and the remainder were "satisfied." A mean of 4.74 (1-5 scale) showed improvement over previous year's 4.51.



OGS has accommodated many more tour participants without staff increases.

- Year-round, OGS provides tours of the State Capitol, Mansion, and other Empire State Plaza sites of interest. During FY 01 we served 106,075 people, representing a 22% increase from previous year.
- Customer satisfaction with tours of the State Capitol has improved, with 88% of those surveyed scoring their tour "excellent" as compared to 80% last year.
- OGS has enhanced the Plaza with the development of a series of meaningful and attractive memorials. Construction of the World War II memorial during FY 01 added a twelfth such site.
- Culminating a multi-year project, OGS published a new hardcover, art book-quality catalogue on the Empire State Plaza art collection and memorials, providing updated, comprehensive information on these important works for the interested public and scholars.
- During the year, our state office buildings in Binghamton, Harlem, Utica and Watertown loaned their facilities for community festivals. All regional buildings were available for use by community groups throughout the year.

**T**he OGS Tomorrow plan also includes ten priorities for **organizational improvement**. A brief selection of last year's performance results pertaining to these topics sets the stage for new or next-step efforts getting underway currently.

## PRIORITY OBJECTIVE

## FY 01 PERFORMANCE HIGHLIGHTS

---

■ Promote constant innovation in products, services and work methods.

- As a business-friendly enhancement, OGS created a wireless zone in the main Empire State Plaza cafeteria so that visitors can connect their laptops to the Internet and conduct electronic communications, without plugging in.
- OGS introduced a new concept of "summer parking permits." This new practice takes advantage of seasonal dips in state garage usage by year-round permit holders to offer convenient parking to more customers, also making better use of space.

■ Integrate the work of OGS business units.

- The aftermath of September 11 caused OGS business units to step up with an integrated response. As we worked to rehouse and reequip the 5,800 state office workers who were displaced from 37 leases, Real Estate, Telecommunications, and Support Services coordinated their efforts to find solutions as swiftly as possible. Temporary leased and state-owned locations were found to enable agencies to get back to work within days, and within two months most were returned to their original space. Altogether 1,200 data circuits and 9,000 telephones were fixed as a result of Telecom and Information Technology working with the State Emergency Management Office, Verizon, and other private telephone companies.
- The Smith Building project provides another example of integrated activity involving Space Planning, Telecommunications, Design and Construction, Support Services, and Real Property Management. These groups are working jointly to develop plans for the complete renovation of this 31-story historic state office building. This year, while one group of OGS employees worked to facilitate the Office of the State Comptroller's move of hundreds of phone lines to its new building, others began the process to surplus the more than 10,000 pieces of furniture and equipment left behind.
- OGS achieved enhanced administration of payroll and position management through formalized collaboration between Human Resources and Finance. Similarly, Human Resources and Legal have established a joint process for grievance and arbitration administration to create efficiencies and consistent outcomes.

## PRIORITY OBJECTIVE

## FY 01 PERFORMANCE HIGHLIGHTS

### Improve internal communication practices.

- A new communication device, “The Commissioner’s News Express” is a 1-2 page personal message from the Commissioner on a topic that matters to a broad spectrum of employees. When each new edition is placed on our agency intranet site, an e-mail containing the link is immediately launched from the Commissioner to all employees with e-mail (approximately 85%). Each News Express also contains an e-mail link back to the Commissioner should a recipient wish to respond with a comment. Since its start last fall, the Commissioner has used this device about once a month.
- An internal employee team produces a bimonthly newsletter distributed to all agency employees. The document is sent electronically to OGS’ high-speed quick copy center, and is in employees’ inboxes within 2 or 3 days.
- Computer kiosks were installed in the maintenance shops at the Empire State Plaza and Campus to provide trade employees with access to electronically distributed information.
- To promote better communication between individual business units and Human Resources regarding strategic and day-to-day personnel needs, a practice of monthly meetings involving business unit senior managers and HR staff was instituted.

### Optimize the management and use of computerized information through an agencywide approach.

- OGS reduced its internal computing complexity and enhanced the agency’s capacity for collaboration among units by moving all 1,800 users to a single domain, upgrading all desktops to Windows 2000, and standardizing the desktop hardware and software.
- OGS awarded a contract to develop a major new computerized maintenance management system to serve our entire network of state buildings statewide.

## PRIORITY OBJECTIVE

## FY 01 PERFORMANCE HIGHLIGHTS

■ Improve the effectiveness of supervision, management and leadership activities.

- Approximately 185 attended various leadership development programs and professional development conferences including Lessons in Leadership with Stephen Covey and GOER leadership forums.
- Procurement Services addressed impending succession issues in its ranks (due to anticipated retirements) by involving 60 employees in “knowledge transfer” training and mentoring.
- By year-end, OGS had provided updated sexual harassment prevention training to more than 85% of its work force.

■ Build and sustain a broad range of staff expertise.

- OGS is in the process of improving its data on the training investment we are making to enhance organizational capacity. Among those units currently collecting data on days of training received per employee, the average results range from 2 to 6 days per year. Because these results fall short of targets, additional effort will be placed on employee development.
- One way that Design and Construction measures itself is in the prevalence of professional licenses and certifications among its staff: 67% have at least one professional license and 29% have two or more.

■ Improve the speed and reliability with which we work.

- OGS’ efforts in improving timeliness of Design and Construction’s core processes are an example of our enhanced attention to this aspect of performance. With an average 281 design projects active during any quarter (workload based on three years of data), OGS faces a challenge to keep them on schedule. The percentage of design project milestones met on time was improved from 53.6% in the first quarter of FY 99 to 90.2% in the fourth quarter of FY 01. On-time construction remains a challenge, with 62% on-time performance achieved in the most recent quarter, but this, too, shows improvement from two years ago when performance was only half as good.
- As an example of our emphasis on improving administrative efficiency, OGS paid 99.3% of vouchers on time, slightly improving from the previous year, while late payment fees paid were reduced 30%. Among other new practices, using e-mail to verify receipt of goods or services has helped speed voucher payment.

## PRIORITY OBJECTIVE

## FY 01 PERFORMANCE HIGHLIGHTS

### Establish coordinated systems for managing our customer relations.

- Our Finance Office has also achieved a high level of efficiency in other areas. They now issue purchase orders in 6.3 days on average, and travel checks in 11.2 days. During the year, the timeliness of issuing finance statements to business units was greatly improved, moving from more than a 10-week lag time at the beginning of the year, to less than 5 weeks as the current norm, meeting their performance objective.
- In 2000, OGS initiated an Executive Customer Outreach process, whereby teams of OGS executives meet with key officials in other state agencies served by OGS to collect input about our service performance, identify any issues of concern, and direct follow-up activity. OGS has conducted 20 such visits to date, which in turn have generated dozens of specific follow-ups.
- OGS created a new Office of Business Development and Marketing to promote OGS services while also enhancing customer relations.
- We recently added Customer Outreach at our regional building level, with four completed in Spring 2002. Representatives from Building Administration and the Office of Business Development and Marketing meet with the customer-agency contacts at a given building to provide structured opportunity for enhancing the OGS/tenant agency relationship. This complements regular building manager meetings with tenants.
- A customer comment card program affords state employees and visitors to OGS-managed buildings an opportunity to conveniently send comments to the Commissioner about any area of OGS responsibility. In FY 01, 152 comments were received through this mechanism, of which 43% were compliments or suggestions. For both years that the program has been available, about 28% of comments were complaints. Fifty-eight corrective actions resulted from all the cards received this past year.
- Several business units implemented customer satisfaction surveys. The largest is a survey that gave all building occupants a chance to rate building services and features. Other groups surveyed include Convention Center clients, food services patrons, Design and Construction customers, and recipients of Telecom installations/repairs, among others.
- A customer service training seminar was developed in-house and scheduled weekly. By year's end, 450 OGS employees had attended, with more classes to follow.

## PRIORITY OBJECTIVE

## FY 01 PERFORMANCE HIGHLIGHTS

---

- Develop strategic partnerships that bring additional value to our performance.
  - Use performance measurement data to manage and improve results.
- Through an innovative partnership initiated in 2001 with The Staubach Company, a major private real estate broker, OGS is in the process of upgrading its real estate leasing services for state agency operations located in New York City, and also gaining a more strategic and cost-effective approach to the State's leased space configuration in that volatile market.
  - OGS entered into partnership with United Parcel Service to handle freight deliveries in certain routes formerly covered by state couriers. This was a more cost effective approach for the state and enabled us to make better use of a staff position.
  - The agency transitioned all performance measurement reporting to a single agencywide database. The system has 270 users within OGS and contains 1,178 measures (including hundreds of submeasures) arranged in the manner of a balanced scorecard.
  - Between them, the Commissioner and First Deputy Commissioner conducted 12 formal performance reviews of business units during the year. This practice creates managerial dialogues about performance topics, helps us focus attention on specific performance challenges, and fosters explicit planning aimed at producing positive change.

*SECTION TWO:  
OPERATIONAL OVERVIEW OF PERFORMANCE RESULTS*

---

**Performance Reports are provided for OGS BUSINESS UNITS as follows:**

REAL PROPERTY MANAGEMENT AND DEVELOPMENT	DESIGN AND CONSTRUCTION	INFORMATION TECHNOLOGY AND PROCUREMENT SERVICES	SUPPORT SERVICES	ADMINISTRATION
<ul style="list-style-type: none"> <li>■ Real Estate Planning and Development</li> <li>■ Real Property Management</li> </ul>	<ul style="list-style-type: none"> <li>■ Design and Construction</li> </ul>	<ul style="list-style-type: none"> <li>■ Procurement Services</li> <li>■ Telecommunications*</li> <li>■ Information Resource Management</li> </ul> <p data-bbox="873 893 1255 951">*This function will transfer to the Office for Technology during FY 02.</p>	<ul style="list-style-type: none"> <li>■ Parking Services</li> <li>■ Printing Services</li> <li>■ Interagency Mail and Intercity Courier Services</li> <li>■ Food Distribution and Warehousing</li> <li>■ Properties and Fleet</li> <li>■ Clean Fueled Vehicles</li> </ul>	<ul style="list-style-type: none"> <li>■ Convention Center and Cultural Events</li> <li>■ Food Services</li> <li>■ Human Resources Management</li> <li>■ Financial Administration, Insurance and Risk Management</li> </ul>



**Real Estate  
Planning &  
Development**

Develops office space requirements and procures and manages office space for Executive Department agencies. Regulates and manages state-owned lands and disposes of state-owned real property.

**Performance Highlights FY 01**

- Substantially lowered the percent of leases on hold over. When OGS concludes the lease renewal or replacement process prior to lease expiration, tenants can plan better and avoid unscheduled moves.
- Entered into a partnership with a private tenant broker in the NY City area.
- Continued reducing the number of square feet per employee in new space planning through use of open space planning. By using space more efficiently, OGS lowers the space costs to NY State per employee.
- Realized \$13.5 M in sales of real property no longer needed by the State.
- Negotiated leases across the state at 86% of the market rate.
- Finalized title consolidation within real estate titles.

**Opportunities for Improvement**

- Improve turn around time to develop space plans and develop a lease
- Expand staff development activities in support of new staffing configuration.

**Selected Performance Indicators**

Fiscal Year	%leases on holdover	#days to process lease	#rentable sq ft in new leases (10 K units)	usable sq. ft. per employee in spaces planned	average cost per employee in leased space	\$savings from audits	\$savings per \$ of audit expense
2001-02	8.6%	83	346	177	\$5,271	\$6.4 M	\$20
2000-01	12.5%	70	198	184	\$5,180	\$3.2 M	\$11

**Strategic Initiatives**

- Begin implementation of strategic plan for NYC real estate portfolio.
- Develop a request for proposal to develop a partnership relationship with a private tenant broker for upstate New York needs.



Operates and maintains state office facilities and grounds on behalf of state government employees, tenants, and visitors to enable the safe, efficient and effective conduct of government operations, public services, and tourism in governmental settings.

**Performance Highlights FY 01**

- Operated buildings at a cost per square foot that was below the standards issued by the Building Owners and Managers Association.
- Initiated facility condition rating process for OGS operated facilities statewide.
- Initiated a comprehensive customer satisfaction survey of tenants at OGS operated facilities statewide.
- Significantly reduced trouble calls concerning heating and cooling in the Empire State Plaza and State Office building campus in comparison to prior year.

**Opportunities for Improvement**

- Improve construction project planning and management in order to meet schedule and budget estimates.
- Focus on pattern issues experienced across buildings for strategic solutions.

**Selected Performance Indicators**

Fiscal Year	facility condition rating	%favorable responses to customer satisfaction survey	#trouble calls	%on time/on budget tenant renovations	%on time/on budget capital projects	operating cost per square foot
2001-02	68.8%	69.8%	5438	65.4% / 85.2%	77.8% / 66.7%	NA
2000-01	NA	NA	6469	NA	NA	\$5.58

**Strategic Initiatives**

- Implement a Computerized Maintenance Management System for use statewide.
- Develop and deploy a work procedures manual for work projects involving asbestos-containing materials.
- Pursue energy conservation projects including distributed generation, peak load energy curtailment plans, and efforts to tenant energy conservation activities.



**Performance Highlights FY 01**

- Implemented the “M 2000 Contract” process, a new contracting process to eliminate use of emergency contracts for projects that are not emergencies, but require faster than usual turn-around time.
- Decreased the number of emergency contracts awarded 25.3% and the dollar value of those contracts 13.6%.
- Achieved a surplus of \$7.1 M, more than offsetting the prior year’s \$4.2 M deficit.

**Opportunities for Improvement**

- Improve speed of contract awards.
- Improve construction project completion timeliness.
- Improve the speed and reliability of the monthly billing efforts of DCNet.

**Selected Performance Indicators**

Fiscal Year	%design milestones met	%on time contract awards	%on time construction	customer satisfaction: design projects	customer satisfaction: construction projects	%errors and omissions	%costs recovered	\$surplus / (deficit)
2001-02	88.9%	80.9%	51.3%	4.2*	4.1*	1.6%	111.4%	\$7.1 M
2000-01	84.7%	73.2%	50.0%	(data not comparable)	(data not comparable)	1.4%	92.3%	(\$4.2 M)

**Strategic Initiatives**

- Advance the Homeland Security projects, Hudson Valley Transportation Management Center/Hawthorne project, A.E. Smith building rehabilitation, Capitol restoration, DMNA federal lapsing funds project and Department of Correctional Services infrastructure projects.
- Develop new markets (add client agencies) for D&C work.
- Enhance mechanisms for addressing design and construction “emergencies.”
- Strengthen D&C work force capacity: focus on supervision skills development; recruitment/retention/advancement strategies; and expanding/replenishing staff expertise.

\* Mean of responses to Overall Satisfaction question on a scale of 1 to 5, with 5 meaning “Very Satisfied.”



**Procurement Services**

Establishes centralized contracts to help state agencies as well as other public and some nonprofit entities acquire goods and services at competitive prices with minimal administrative burden. In addition, provides technical assistance in public procurement mechanisms and best practices.

**Performance Highlights FY 01**

- Issued contracts valued at nearly \$2 B. Estimated savings from the five highest dollar value new contract initiatives alone was \$5.6 M.
- Sustained pricing competitiveness, beating the average contract price of benchmark partners by 27% for the 12 contracts specifically benchmarked during FY 01.
- Continued incremental improvement toward contract timeliness goals of continuous coverage and of issuing new contracts 2-4 weeks before end date of old contract. Continuous coverage was achieved nearly 90% of time; and almost two out of three contracts were in place 2-4 weeks before old contract expired.
- Implemented online bidder registration and notification of bid opportunities.
- Implemented Electronic Value Transfer contract providing opportunity for agencies to simplify payment for permit fees, licenses and other transactions through electronic use of credit cards at point of sale, voice response, Internet and kiosks.
- Educated 612 state purchasing staff from 68 agencies at a State Purchasing Forum. Participation almost doubled from previous year.

**Opportunities for Improvement**

- Improve contract timeliness, especially in service contracting.
- Continue to improve channels for customer communication and feedback.

**Selected Performance Indicators**

Fiscal Year	%contracts continuous coverage	%contracts ontime	NY prices vs avg benchmark	NY prices vs low benchmark	\$contract savings	\$contract value
2001-02	89.7%	62.7%	27.4% below	3.2% above	\$5.6 M	\$1.95 B
2000-01	67.4%	40.3%	27.0% below	9.57% below	\$10.9 M	\$1.90 B

**Strategic Initiatives**

- Streamline contract development, for ease of use by purchasers, vendors, and contractors, working through the Procurement Council and other forums.
- Develop better coordination with other OGS programs.



## Telecommunications

Note: This function will transfer to the Office for Technology during FY 02.

Provide state agencies with voice and data communications services, including voice mail, call center support, and a variety of data connectivity options. We aim to provide modern fast services at competitive rates. The program must sustain itself financially.

### Performance Highlights FY 01

- Continued growth in data and telephone services as represented by a 11% increase in telephone lines, 19% increase in voice mail boxes, and 7% increase in data circuits.
- Delivered strong service availability (uptime) in data and telephony products despite physical damage resulting from September 11.
- Achieved positive financial results with revenues exceeding expenses overall by 2%.

### Opportunities for Improvement

- Improve Digital Centrex cost recovery.
- Increase staff development in both technical and professional skill areas.

### Selected Performance Indicators

Fiscal Year	#phone lines	#voice mail boxes	#data circuits	data services uptime	telephony uptime	%costs recovered	help desk customer satisfaction
2001-02	84,200	33,584	19,516	99.937%	99.363%	99.9% *	5.0 **
2000-01	75,693	28,116	18,256	99.970%	99.988%	101.4%	4.8 **

### Strategic Initiatives

- Implement private sector based long distance service to replace the OGS LINCS system.

\* First 11 months of fiscal year.

\*\* Mean of responses to Overall Satisfaction question on a scale of 1 to 5, with 5 meaning "Very Satisfied."



**Information  
Resource  
Management**

Develops and maintains computer hardware, software, and data used by the agency. Provides OGS business units with the means to effectively and efficiently manage information to complete their core business functions

**Performance Highlights FY 01**

- Provided reliable computer systems for staff use with a 99.601% service availability (up time) overall for fiscal year 2001-02.
- Provided 58 end-user technology-training classes during the year.
- Consolidated all users of the OGS network onto a single domain, simplifying sharing of computer resources among OGS computer users and facilitating technical management of the system itself.
- Upgraded all agency desktop computers to Windows 2000.
- Improved problem resolution time at the computer Help Desk to less than one day on average, with over 41% of all problems being resolved by the Help Desk and the remainder referred to other technical units.
- Attained certification for all Help Desk Analysts through Help Desk Institute training and testing.
- Partnered with Design and Construction to implement DCNet, the Design and Construction business unit support application, concluding a three-year application development project.

**Opportunities for Improvement**

- Continue to improve overall problem resolution timeliness.
- Develop and implement project management methodology for application development projects.
- Build staff capacity through cross training and other means.
- Enhance usefulness of the business case analysis process.

**Selected Performance Indicators**

Fiscal Year	#desktop computers	#user accounts	%service availability	%1 <sup>st</sup> level problem resolution	#days problem resolution	#end user classes held	#days training per firm employee
2001-02	1640	2300	99.601%	41.7%	3.7	58	6.1
2000-01	1620	NA	98.245%	30.6%	3.3	NA	8.9

**Strategic Initiatives**

- Increase use of automated software distribution.
- Lower data redundancy while expanding data sharing.



## Parking Services

Operates parking facilities in Albany for New York State employees and visitors; oversees shuttle bus operations between employee parking areas and work sites. OGS' objective is to operate and maintain garages and parking lots where people and property are safe; traffic flows smoothly, usable lot space is maximized; unauthorized use is minimized; patrons receive courteous and professional service; shuttle bus service is safe, reliable, and convenient; and revenues from parking fees support the operation.

### Performance Highlights FY 01

- Improved Yankee Trails shuttle bus service. Complaints about bus service declined dramatically to 65% of the prior year. This improvement was a direct result of creating a Transportation Supervisor position that focuses on service issues.
- Aggressively filled new garages and maximized space usage in existing ones. Usage reached 94% of available spaces by the end of the fiscal year.
- Added over 3,100 new employee parking spaces for downtown Albany employees during Fiscal years 2000 and 2001.
- Implemented a summer permit program that provided downtown parking during the summer months for 532 employees who have permits to park in outside lots the rest of the year.
- Eliminated wait list for peripheral lot permits as a result of success in providing more downtown parking and maximizing its usage.

### Opportunities for Improvement

- Reduce risk of incidents in parking lots.
- Continue management of parking lot utilization in the context of ongoing Albany Plan projects.

### Selected Performance Indicators

Fiscal Year	%garage spaces filled	%outside downtown spaces filled	%costs recovered	\$surplus(deficit)	#parking spaces	#incidents	#complaints
2001-02	93.7%	82.9%	68.6% *	(\$2.5 M) *	11,017	67	398
2000-01	85.6%	80.1%	98.6%	(\$58,176)	9,599	30	451

### Strategic Initiatives

- Implement an electronic parking management system that will provide timely management information, improve security by controlling entry to lots, and enable electronic payment of visitor parking fees.

\* Includes \$3 M debt service for East Garage.



**Printing Services**

Provides offset printing and copy service to state agencies, authorities, and commissions. OGS' objective is to deliver quality printing products in a timely manner and at competitive prices, with revenues supporting the operation.

**Performance Highlights FY 01**

- Sustained print job accuracy rate of 99%.
- Achieved positive financial results for the second year in a row having addressed reasons for previous financial losses.
- Introduced new reproduction options which enable individually customized / personalized products.
- Improved productivity through cross training on machine operation.
- Increased responsiveness to customers' printing needs by establishing partnerships with private printers.
- Expanded use of digital printing approaches.

**Opportunities for Improvement**

- Improve timeliness in delivering print jobs.
- Plan for equipment maintenance and replacement.

**Selected Performance Indicators**

Fiscal Year	%printing accuracy	%offset print jobs ontime	%costs recovered	\$surplus(deficit)	#impressions	#customers
2001-02	99.5	67.1%	107.0% *	\$215,880 *	122.6 M	42
2000-01	98.7	65.8%	109.8%	\$272,448	138.9 M	41

**Strategic Initiatives**

- Expand service capability for publication development and graphic design.
- Identify and adopt additional characteristics of state-of-the-industry print and distribution services.
- Market new capabilities.

\* First 11 months of fiscal year.



**Interagency Mail  
& Intercity  
Courier Services**

Processes and delivers interagency mail and freight for state agencies, authorities, and commissions; prepares bulk federal mailings for these customers; handles all mail services for OGS; and issues office supplies to OGS offices statewide. OGS' objective is to offer rates that are less than major competitors, provide reliable and efficient service, and achieve revenues sufficient to support the operation.

**Performance Highlights FY 01**

- Implemented new mail handling procedures in response to the post September 11<sup>th</sup> anthrax threats.
- Established a new mail and freight security unit to preschedule all deliveries to Empire State Plaza, Swan Street, and the State Capitol.
- Significantly increased overall revenues from freight deliveries with only a modest rate increase from the prior year.
- Assisted many state agencies with physical property transfers of surplus property resulting from the moves of two large agencies into new buildings by transporting it between locations.
- Implemented cost saving efficiencies by entering into contracts with a private carrier for services to replace dedicated OGS resources in areas where delivery needs are light.

**Opportunities for Improvement**

- Achieve additional cost savings through innovative approaches.

**Selected Performance Indicators**

Fiscal Year	interagency mail revenue	freight revenue	%costs recovered	\$surplus (deficit)
2001-02	\$741,345	\$384,120	103.8%	\$41,081
2000-01	\$689,829	\$305,151	95.6%	(\$46,135)

**Strategic Initiatives**

- Expand "seamless" distribution services for state agencies.
- Broaden the pilot program with private carrier.
- Develop a mail prescreening facility for the Executive Chamber, Legislature, Law Department, and Division of the Budget.



**Food Distribution  
& Warehousing**

NYS OFFICE OF GENERAL SERVICES

*Serving New York*

Orders, warehouses, and distributes food donated by the federal government. Eligible recipients receiving food are schools, child and adult feeding programs, food banks, soup kitchens, and nutritional programs for the elderly.

**Performance Highlights FY 01**

- Showed very small food losses at the warehouse with less than \$5 K losses out of \$19 M of food handled.
- Increased value of food distributed while keeping distribution charges to recipient agencies under 5%.
- Continued offering schools the option to divert donated foods to be processed into items such as mayonnaise and chicken nuggets. Nearly one third of the food distributed to schools is processed before receipt.

**Opportunities for Improvement**

- Refine performance measures.

**Selected Performance Indicators**

Fiscal Year	\$value of food distributed	\$food value per dollar of charges	%inventory losses	%food distribution charges
2001-02	\$79.6 M	\$21.27	.026%	4.7%
2000-01	\$68.8 M	\$21.68	NA	4.6%

**Strategic Initiatives**

- Implement inspection strategy in light of removal of USDA requirement to track commodity inventory at recipient agencies.
- Improve communication with food banks through implementing e-mail system and by providing them with details of amount and value of food received.
- Implement “instant” surveying to assess desires of recipient agencies throughout the year.



**Properties &  
Fleet  
Administration**

Locates, acquires, and distributes federal excess and surplus property to state agencies, municipalities, and qualifying not-for-profit health care providers, educational institutions, and providers of assistance to the impoverished or homeless. Provides a method for state agencies to dispose of surplus personal property through interagency transfer or, when no state agency needs the property, through public auctions and sealed bid sales. Acquires and maintains a vehicle fleet for OGS and the Executive Chamber and supports state agencies with fleet acquisition, maintenance and disposal. Maintains a fuel credit card system for state agency use at commercial or state fueling sites.

**Performance Highlights FY 01-02**

- Continued to offer substantial savings to recipients of federal surplus property despite its diminished availability.
- Realized \$3.7 M revenue after expenses for NY State from sales of state surplus property.
- Reissued fuel credit cards.

**Opportunities for Improvement**

- Improve efficiency through consolidating administrative functions of the State Surplus Property and Federal Property Assistance programs.

**Selected Performance Indicators**

Fiscal Year	value of federal property distributed	savings from federal property received	revenue from state surplus property	#credit cards issued
2001-02	\$3.1 M	\$2.7 M	\$4.9 M	22,908
2000-01	\$3.5 M	\$3.0 M	\$5.1 M	8,028

**Strategic Initiatives**

- Replace state issued gas credit cards used at commercial gas stations with Mobil / Exxon cards while continuing to provide state issued credit cards for use at state operated fueling sites.
- Work with state agencies to recover substantial amounts of space currently used for storage at the Empire State Plaza. Assist the agencies to surplus or relocate items to suitable space.



## Clean Fueled Vehicles

NYS OFFICE OF GENERAL SERVICES

*Serving New York*

Coordinates the effort to help agencies, authorities, and state universities acquire and utilize clean fueled vehicles and satisfy federal requirements for purchasing such vehicles. The Commissioner of OGS chairs the New York State Clean Fueled Vehicles Council.

### Performance Highlights FY 01

- Met the Energy Policy Act of 1996 reporting requirements with a complete and on-time report of NY State. The report confirmed that the state exceeds the requirements for purchase of alternative fueled vehicles (AFVs).
- Prepared and awarded RFP for the construction of 16 new high-volume fueling sites throughout the state for public and private use.

### Opportunities for Improvement

### Selected Performance Indicators

Fiscal Year	%EPA Act compliance statewide	%above EPA Act requirement	#cng fueling sites
2001-02	81.1%	8.1%	34
2000-01	57.7%	15.4%	24

### Strategic Initiatives

- Work with state agencies toward meeting the requirements of Executive Order 111 to replace the NY State fleet's light duty vehicles with alternative fueled vehicles.
- Promote the use of AFVs through providing the refueling infrastructure for both public and private use. Focus on increasing compressed natural gas (CNG) stations, upgrading Department of Transportation's CNG stations, and exploring use of fuels such as propane and ethanol.



**Convention  
Center and  
Cultural Events**

Provides convenient spaces at the Empire State Plaza in Albany for large meetings, exhibitions, performances, and conventions for public, nonprofit and private use. Partners with corporate sponsors to offer a year-round program of free entertainment at the Plaza. Serves as curator for the Plaza art collection. Conducts tours of the State Capitol, Executive Mansion, and the Empire State Plaza art collection, memorials and Corning Tower observation deck.

**Performance Highlights FY 01**

- Sustained very high marks in customer satisfaction with overall services of the Convention Center.
- Improved the accuracy of the art collection inventory information managed by Curatorial Services.
- Published a new catalog of the Empire Plaza art collection and memorials.
- Increased revenues from events due to addition of new shows on the Empire State Plaza’s Concourse and growth in commercial interest in space usage.

**Opportunities for Improvement**

- Increase use of facilities.
- Improve state agency revenue collections.
- Increase sponsorship.

**Selected Performance Indicators**

Fiscal Year	convention center facility occupancy rate	convention center overall customer satisfaction	convention center rental revenue	#people participating in curatorial services’ tours	%rating curatorial services tours “excellent”	#special events	event sponsor revenue
2001-02	52.6	4.7 *	\$440,627	106,075	87.8%	391	\$141,000
2000-01	56.4	4.6 *	\$464,651	87,129	80.2%	285	\$160,000

**Strategic Initiatives**

- Provide dynamic, year-round cultural and community enrichment in OGS-managed settings.
- Expand strategic partnerships with corporations, civic, and cultural groups, and schools.

\* Mean of responses to Overall Satisfaction question on a scale of 1 to 5, with 5 meaning “Very Satisfied.”



Provides food services for state employees and visitors to state office buildings through contracts with food service providers. Assists and monitors contractors to assure quality services and compliance with contract terms.

**Performance Highlights FY 01**

- Increased gross sales from restaurants and catering more than 3% from the prior year.
- Greatly increased frequency of formal inspections, having completed 37 out of the planned 38 this year. This nearly doubles the inspection efforts, better assuring that quality services are sustained.
- Renovated cafeterias in Tower and Swan Street buildings in cooperation with food service provider, Sodexo Inc. Sales per square foot increased significantly at the Tower's Café 29 following the renovations.

**Opportunities for Improvement**

- Improve customer service through analysis of feedback from restaurant and catering patrons.
- Continue to improve overall inspection process and pest management.

**Selected Performance Indicators**

Fiscal Year	gross sales	gross sales: restaurants	gross sales: catering	sales per sq ft	#inspections	#violations per inspections
2001-02	\$8,516,717	\$6,376,181	\$2,140,536	\$61.41	37	2.6
2000-01	\$8,241,596	\$5,989,313	\$2,252,283	\$59.28	22	3.9

**Strategic Initiatives**

- Assume management of the three Harriman Campus food facilities.
- Rebid the contract for food services at the Hanson Place facility.



**Human Resources Management**

Manages and administers position classification, recruitment and selection of employees, succession planning, employee development, employee benefits, labor relations, and employee recognition programs in order to build and sustain a high functioning work force. Provides consultation to agency executives, business unit managers, supervisors, and OGS employees on a full range of human resource matters.

**Performance Highlights FY 01**

- Coordinated 5 employee recognition events with 205 employees recognized for outstanding performance and customer service.
- Made changes in internal processing procedures including empowering line staff on certain transactions and increasing use of electronic transactions, designed to reduce turn-around time.
- Shepherded major program reorganization packages for OGS business unit, in particular, Procurement Services, Real Estate Planning, and Support Services.
- Kept grievances proceeding to arbitration to a minimum: only 1 arbitration occurred in the fiscal year.
- Increased number of counseling memos issued, reflecting continued emphasis on good supervision and aggressively dealing with employee performance issues.
- Strengthened approach to investigating and administrating grievances and arbitrations through partnership with Legal Services.
- Strengthened labor-management relations by creating multiple forums for discussion.

**Opportunities for Improvement**

- Expand effort to reduce attendance problems, and underlying cause for many counseling memos.
- Address employee performance issues by helping the agency make more effective use of employee performance evaluation program.
- Assess OGS satisfaction with Human Resources' services as an internal service provider.

**Selected Performance Indicators**

Fiscal Year	#days to classify a position	#days to fill a position	#positions filled	#labor management meetings	#OGS salaried employees	OGS staff promotion rate
2001-02	27.9	36.7	294	9	2013.7	9%
2000-01	13.6	44.0	(data not comparable)	9	2025.8	9%

**Strategic Initiatives**

- Intensify succession management planning and implementation in face of more anticipated retirements.
- Mobilize comprehensive career planning and staff development approach, to include e-learning program enabling employees to take courses online, with 24/7 access.



**Financial  
Administration,  
Insurance & Risk  
Management**

Provides financial services to OGS groups and employees and centralized, cost saving fiscal support services to other state agencies. Services include budgeting, accounting, purchasing, payment claims processing, travel reimbursement, internal operations auditing, fixed assets inventory, and special financing. Also procures insurance, provides insurance and risk management consulting services, and administers claims for all state vehicles.

**Performance Highlights FY 01**

- Reduced the OGS cash ceiling by \$2 M three months before year-end and met more stringent spending target.
- Kept late payment fees to a minimum by paying 99.3% of invoices on time.
- Dramatically improved timeliness of completing financial statements for programs.
- Continued to improve and expand use of the OGS automated purchase request and order tracking system.

**Opportunities for Improvement**

- Improve workflow-processing efficiency.

**Selected Performance Indicators**

Fiscal Year	%cash disbursed	cash disbursed	%on-time voucher payments	late payment fees	#weeks to issue financial statement	#days to issue purchase order	#days to issue travel voucher	%savings from auto claims
2001-02	99.99%	\$117.34	99.3%	\$18,594	6.5 *	6.3	11.2	26.9%
2000-01	100.41%	\$120.53	99.0%	\$26,439	8.2	NA	9.5	NA

**Strategic Initiatives**

- Initiate new workflow processing to improve efficiency and timeliness.
- Expand the number of agencies for which OGS acts as the Finance Office.
- Assist with implementation of new Computerized Maintenance Management System for OGS' Real Property Management Division
- Pilot an equipment maintenance insurance program.
- Implement a centralized claims reporting system.
- Implement a master builders' risk program for OGS.

\* First 11 months of fiscal year.