NYS Office of General Services

*Serving New York*

# 2002 PERFORMANCE RESULTS SUMMARY

*Expect Excellence!*

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

September 2003

# *INTRODUCTION*

For five years, the Office of General Services has pursued a quest to quantify and improve our agency's results using performance measures. Performance measurement is the process of gathering, analyzing and using performance data to drive the organization's performance levels upward. Systematic performance assessment, coupled with strategic and annual business planning as well as a service quality emphasis, constitutes OGS' core management strategy for fulfilling Governor Pataki's vision for excellence in government. As a result of steady effort, it has become an established part of our agency culture.

This is the second year that we have presented our performance results in a composite report. We are pleased to present three full years of data and related information about our improvement efforts. ***The exciting news is that OGS' performance trends, as reflected in a wide array of key measures, are predominately positive.***

Each year, we gain new insights into our methods, improvement opportunities, and challenges. Thus, our measurement and review practices continuously evolve. But the agency's conviction remains constant: ***by doing everything we can to reach high performance standards, we contribute our best to the people and businesses of New York.***

This report is designed to offer a snapshot of our performance results as of the conclusion of FY 2002-03.[1] It:

- Highlights notable performance gains
- Identifies performance gaps that we are actively addressing
- Demonstrates how measured results align with current priorities
- Indicates planned initiatives aimed at enhancing future performance results

***For the most part, OGS' performance measurement data are gauges for internal use and have not been professionally audited.***

[1] Throughout the rest of this report, the fiscal year April 1, 2002 – March 31, 2003 is abbreviated as FY 02.

*OGS Mission*

The New York State Office of General Services manages and leases real property, designs and builds facilities, contracts for goods, services and technology, 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.

However, pulling together the highlights and making them known beyond those OGS managers and employees who focus on certain measurements regularly, enables us to formulate and share an integrated picture of our progress toward excellence. We and other public sector leaders have an opportunity to learn from this broader view.

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.

# *ABOUT OUR MEASUREMENT ENVIRONMENT*

In 1998, OGS committed to use strategic planning and performance measures as core tools in managing our agency's work. Through persistence and continuous learning, both practices are 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. A recent enhancement has been the introduction of annual plans for every business unit. These plans encourage more detailed identification of ongoing services as well as specific projects and corresponding measurements, enabling more careful allocation of resources to achieve specific results as well as greater accountability for those results.

**Our Measurement Practices and Tools**

All business units employ clearly defined measures and most have been systematically tracking and reporting results on them for at least three years. At first, the documentation about measures (for example, definitions, data source, performance results, and interpretation) was largely paper-based, and 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 – literally, hundreds of measures – is arranged hierarchically both by measure type and by organizational 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 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, 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. With the recent addition of business unit annual plans, these reviews will also be a guide to examining the status of plan fulfillment. Measured results will remain the core information upon which these progress reviews revolve.

**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 OGS' workload is externally determined.

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, watching 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 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 OGS Tomorrow plan built on progress and incorporated 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.

OGS Tomorrow is the framework we have chosen to advance the agency toward more innovation, integration, and, in turn, ever better performance. The executive team regularly conducts strategic plan reviews and summarizes progress on key agency priorities that are articulated in the plan. One of the best examples of the impact of OGS Tomorrow on the agency is the movement toward more systematic use of a common project management methodology. This heavily promoted strategy is creating better project-related decisions and better-organized project activity. It is proving of particular benefit to those large projects that involve multiple business units.

**Sustaining Measurement**

Echoing the lessons of other public sector entities that have pursued performance measurement seriously, OGS has found that use of these techniques requires careful thought and organizational diligence. More often than not, there is no "right answer" and managers and staff have had to work hard to discover, invent, and choose measurement solutions that keep information value and information burden in balance. We have learned that there is no escaping the fact that performance data gathering, interpretation, reporting, discussions and planning take time in order to be done well. From Commissioner to individual contributor, everyone needs to make it a part of his or her work.

Overall, despite the inherent challenges, our agency has seen important, positive changes arise as a consequence of our measurement system. This is a bona fide source of pride for members of our organization, and, hopefully, fuels the inspiration to take it further in the future.

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 - 9
- Organizational Improvement Priorities: pages 10 -16

## *PRIORITY OBJECTIVE*

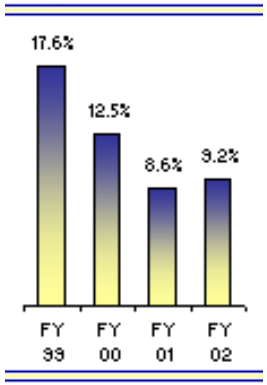
Meet the current and future office space needs of state agency tenants, while helping to meet downtown revitalization goals.

## FY 02 PERFORMANCE HIGHLIGHTS

**Effective use of leased space**

- OGS worked with all agencies with pending lease projects to reevaluate and prioritize them in light of the state's fiscal situation. This enables OGS, the customer agencies and DOB to understand which are the most critical projects to progress and which projects can be delayed without placing the agencies' critical program operations in jeopardy.

- 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 9.2% today, exceeding a performance target of 13.5%.




OGS sustained improvements in reducing the percentage of holdover leases.

- When requested by agencies located in leased spaces, OGS staff audits bills from landlords prior to agency payments. We performed 433 such audits, enabling the agencies to avoid $5.6M in charges.

- This year saw successful completion of additional major components of the Albany Plan. The new lease-purchase building that was constructed in Schenectady to house DOT Region One operations was completed and move-in occurred.

- OGS progressed a new approach to the challenge of meeting agencies' office space needs in highly competitive real estate markets. As a result of a successful experience with our contract with the Staubach Company for tenant broker services in NYC, we solicited bids for a similar tenant brokership to assist with leasing projects in the remainder of the state.

- OGS has contained the state's costs per employee in leased properties. At the end of FY 02, the annual cost was $5414, representing only a modest increase of 2.7% from the previous year.

- OGS negotiated 148 new or renewed leases in FY 02. At the year's close, there were 612 leases in OGS' portfolio, representing over 14 M rentable square feet.

**Planning space wisely**

- Open floor plan designs are one of the mechanisms OGS uses to bring down the total square footage that agencies need, thus containing costs and providing more productive and healthier work environments. OGS' target is to accommodate employees in an average of 185 square feet per employee. Over the past two years, we have averaged 182 usable square feet per employee in these floor designs. Fifty percent of all the square feet of space for which OGS developed floor plans during FY 02 contained open designs.

- Contractors were selected and construction began on the total reconstruction of the A.E. Smith State Office Building.

## *PRIORITY OBJECTIVE*

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

### FY 02 PERFORMANCE HIGHLIGHTS

- Following September 11, OGS adopted several new security enhancements and planned others. Work continued in FY 02 to enhance our disaster preparedness planning and preparation. Efforts included building evacuation drills, off-site records on critical contact information, identification of key functions to be restored first following a disaster, and identification of alternative locations to serve as agency headquarters.

- OGS installed the card access system component of a new Total Parking Management System in the Empire State Plaza garage, with mechanical gates activated by parkers' ID cards. The transition of over 3000 users to the new system was executed smoothly. The investment reduced the cost of security personnel in the garages because we could eliminate the uniformed guards who had been added to our own parking staff following September 11.

- OGS implemented a digital photo system for visitors at the Tower Building.

- Employees are benefiting from a new series of training offerings for employees on personal safety topics. Safety awareness training was added to the regularly scheduled new employee orientation program.

- We have developed and adopted a new policy on employee background checks. All new OGS employees, except those transferring from another state agency, are fingerprinted and screened for past criminal records.

- OGS has implemented a Master Builder's Risk Insurance program. It is currently being used for the A. E. Smith Building rehabilitation project as a practical and cost-effective insurance mechanism.

- Construction was continued 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.

## *PRIORITY OBJECTIVE*

Conserve energy use while contributing to environmental quality.

## FY 02 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 $7.34 per 1000 pounds, comparing favorably when benchmarked with Con Edison charges, and 21.3% lower than the previous year.

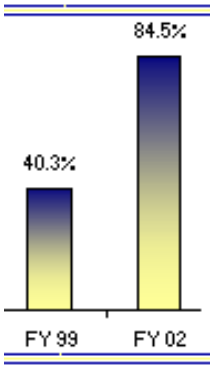
- Comprehensive energy-saving projects were completed representing $6.6 M in implementation costs that will produce an annual energy cost avoidance of approximately $571 K. Projects upgraded HVAC equipment, lighting systems, window systems, and energy management systems in various state office buildings.

**Promotion of clean fuel use**

- OGS, together with NYSERDA and the Advisory Council on State Energy Efficiency, has been working to ensure that state entities are aware of, and comply with, upcoming alternative fueled vehicle (AFV) acquisition requirements included in Executive Order No. 111. By 2005, at least 50% of new light-duty vehicles acquired by each affected state entity must be AFVs. Thereafter, annual AFV acquisitions are expected to increase by 10% in each succeeding year leading to 2010, when 100% of all new light duty vehicles must be AFVs. Outreach sessions for state entities were held in New York City, Albany, and Buffalo in 2002.

- For the fifth consecutive year, New York State fleets exceeded the federal acquisition requirement for the percentage of clean fueled light duty vehicles. 84.5% of NYS vehicles covered by the EPAct requirements operate with alternative fuels, compared to the national guideline of 75%.

- OGS issued an RFP in November 2002 to create an innovative public/private partnership for developing a network of compressed natural gas (CNG) fueling stations. These stations will accommodate both state and private CNG vehicles. Currently, 40 state-operated CNG stations are serving the state fleet. With the completion of existing station upgrades and the addition of new stations, NYS projects a total of 66 CNG stations to be operating by Fall 2003.




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

## *PRIORITY OBJECTIVE*

Preserve and renew the state's physical property assets.

### FY 02 PERFORMANCE HIGHLIGHTS

- OGS conducted a second annual comprehensive facility condition assessment of 43 OGS-managed buildings. This review examined all major interior and exterior mechanical and architectural building components, site appearance, and custodial performance. The process yields facility condition scores for individual buildings. OGS and its building managers use the scores to identify and address (where possible) areas for improvement as well as to give special recognition to those responsible for the highest scoring buildings.

- OGS expended $7.6 M in FY 02 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 17.6% from the previous year.

- Design and Construction (D&C) completed 368 design projects valued at $296 M. It also completed 455 construction projects with a $184 M 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 02, prices obtained for four properties that OGS sold at public auction averaged 328% above appraised values, reflective of effective marketing. These sales enable property rejuvenation and produce revenue for the state.

- The OGS project to develop a statewide Computerized Maintenance Management System (CMMS) made significant progress during FY 2002, with roll out completed in two state office buildings. This system will provide OGS Real Property Management (RPM) with the necessary tools for efficient and timely building management and maintenance, custodial services, and grounds maintenance. RPM is responsible for 46 major and 84 ancillary properties with over 17.8 M square feet of interior space with a replacement value of $4.6 B.

## *PRIORITY OBJECTIVE*

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

## FY 02 PERFORMANCE HIGHLIGHTS

**Procurement contracting**

- The Procurement Council, which OGS chairs, completed its strategic plan, a key focus of which was to identify and pursue additional streamlining of procurement related processes, especially in the area of technology procurement.

- OGS implemented a new purchasing option of the IT Services backdrop contracts, Multiple Award Standby Agreements (MASA), along with a new user-friendly web presentation of those contracts. The new program allows an agency to create its own unique subset of MASA, consisting of 3 or more contractors for use on an as-needed basis for consulting and live training services. The MASA must initially be bid among all qualified contractors, but when completed, work can be assigned throughout the contract time without further OSC pre-audits.

- Over the years, telecommunications services have been contracted for on a service-by-service basis. The "Aggregated Telecommunications Services" contracts implemented in FY 02 make the majority of all telecommunications services available in a single bid. These contracts include Local, Long Distance, Toll Free, Directory Assistance, Conference Bridge Calling and Calling Card Services, to name the most popular. The initiative resulted in annual savings in excess of $6 million in the first year for state agencies and $2.3 million for local governments.

- The five largest new procurement contracts that OGS established during the fiscal year enabled customers (contract users) to avoid costs or save money in excess of an estimated total of $13 M in purchasing costs.

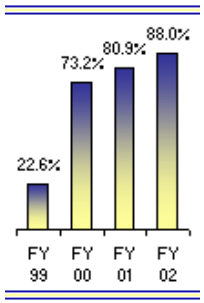
- OGS further advanced e-government to make procurement and purchasing more efficient. The Online Vendor Registration and Bidder Notification systems implemented in FY 01 have grown to over 20,000 registrants. This year OGS implemented a Purchaser Notification System that electronically updates purchasers on valuable contract information and has over 2,100 registrants.

- 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 continuity for purchasers.

- OGS received two NYSFIRM awards and an award from NASPO for FY 02 procurement innovations in the areas of technology procurement, IT services contracting, and aggregated telecommunications services contracts.

**Construction contracting**

- After clarifying the goal, involving the staff, and adjusting the process, OGS dramatically improved its timeliness of awarding contracts for construction work. 88% of awards were made within 45 days of bid opening, compared with 80.9% the previous year. This benefits contractors and the state because it means project starts are more predictable.



Construction timeliness

- D&C is in the process of establishing a "job order contracting" program that will facilitate rapid response to minor maintenance needs at minimum administrative cost.

## *PRIORITY OBJECTIVE*

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

### FY 02 PERFORMANCE HIGHLIGHTS

- Printing Services has worked to improve its business performance. During the most recent two fiscal years, it achieved positive financial results, recovering all of its expenses, following losses in recent years.

- OGS experienced a 15% increase in the volume of mail handled as compared to the previous year. 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.

- OGS Federal Property Assistance assists in the transfer of surplus federal equipment and goods to eligible entities in New York. In FY 02, the property thus transferred was valued at $2.55 M, and because recipients had to pay only the service charges, they avoided costs totaling $2.4 M.

- As evidence of good controls, losses to food inventory at our Downstate Distribution Center were less than .01% of the value of the food handled.

- OGS coordinated the distribution of federally donated food worth over $85 M to schools, food banks, and other eligible programs throughout New York State. This represented a 6.8% increase over the previous year's volume. Our effective buying and distribution practices resulted in the schools receiving 22.2% more food value than their mandated entitlement. This compares favorably with last year's result of 17.8%. The charge assessed to schools for these distribution services was only 4.5% of the value of the food received. The increased use of the Donated Foods' web site for ordering food and disbursing information continues to improve the overall effectiveness and efficiency of the program.

## *PRIORITY OBJECTIVE*

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

### FY 02 PERFORMANCE HIGHLIGHTS

- During FY 02, in addition to the existing agreement with the Consumer Protection Board, OGS entered into agreements with several smaller agencies to provide human resources management and financial administration support services. These agencies included: Office of Public Security, State Emergency Management Office, Alcohol Beverage Control/State Liquor Authority, Cyber Security and Critical Infrastructure Coordination, Veterans Educational Assistance, and OFT Telecommunications. This arrangement is more cost-efficient for them, since they can take advantage of our more advanced automated systems.

- Because of the growth in smaller agency host activity and the emerging support needs of these agencies, OGS is considering expansion of services beyond human resources and financial administration. Some agencies already receive various other office supports such as Legal Services, MWBE, and Fixed Asset reporting.

- OGS processes automobile accident damage claims against the state, using a third party insurance administrator. In FY 02, the settlements against such claims enabled the state to avoid $192,491 in damage payments, which translates to 30% of the total value of the claims made. The dollar savings represents a 73% increase from the prior year and a 12% increase relative to the total value of claims.

- An Equipment Maintenance Insurance policy was introduced as an alternative approach for covering the costs of maintenance on equipment in use at OGS and other state agencies. This approach saves 23% over the cost of individual service maintenance contracts.

## *PRIORITY OBJECTIVE*

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

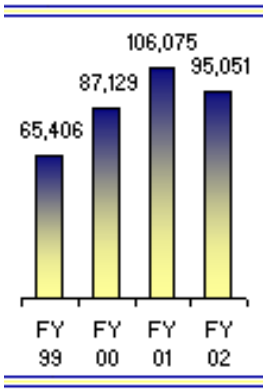
### FY 02 PERFORMANCE HIGHLIGHTS

- Special Events supported 401events during the year at the Empire State Plaza and the Harriman State Office Building Campus. Most of these events are delivered by private or non-profit organizations. OGS administers the space rentals and provides logistic support. 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 ten events, with private sponsorships providing a major portion of the funding. OGS successfully secured $208 K in sponsorship revenue for the 2002 summer season.

- 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, 71.9% of respondents gave their service experience an overall satisfaction rating of "very satisfied" and 94.5% were either "satisfied" or "very satisfied."

- In an effort to draw new audiences to the Vietnam Memorial, OGS Curatorial Services partnered with the NY State Museum to produce the Toy Soldier Exhibit. It was very successful, with 2600 visitors at the memorial during the exhibit. OGS Design and Construction partnered with Curatorial Services to produce a permanent exhibit of the history and restoration of the skylight over the Capitol's Great Western Staircase.




OGS continues to attract large numbers of tour participants.

- Year-round, OGS provides tours of the State Capitol, Mansion, and other Empire State Plaza sites of interest. (Fiscal cutbacks necessitated fewer tour days; however, we still managed to serve more than 95,000 visitors.)

- Customer satisfaction with tours of the State Capitol has remained high, with 88% of those surveyed scoring their tour "excellent."

- Educating the public about the Plaza Art Collection is a priority for OGS Curatorial Services. In FY 02 they presented educational outreach to 570 students in their classrooms, in 18 classes, and held two professional development seminars educating a total of 20 teachers. These educational sessions stimulated visits to the plaza by new schools as well as additional outreach opportunities.

- OGS Curatorial Services conducted a fall symposium reflecting on the Plaza Art Collection and giving the159 participants a fresh look at the collection and insights into the people behind it.

*The 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 02 PERFORMANCE HIGHLIGHTS** |
|---|---|
| Promote constant innovation in products, services and work methods. | ▪ Commissioner Ringler initiated a series of informal lunch meetings in his office with randomly selected groups of employees. In each session he facilitated a discussion to learn employees' viewpoints about how OGS should innovate and general ways to improve. This approach is intended to obtain direct, unfiltered input from individuals at all levels.<br>▪ OGS introduced "innovation planning" as a component of annual business planning by requiring every unit to identify specific areas or topics they would study during the fiscal year, potentially leading to innovation projects in subsequent years.<br>▪ OGS continued the highly successful "summer parking permits" innovation begun in FY 01. This 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. | ▪ OGS initiated a program to achieve consistent use of a common project management methodology throughout the agency. Accomplishments include training the executives about their roles in project management and establishing a project management center to provide guidance, coaching, and resource referrals to OGS personnel involved in project management activities. We also developed project charters to promote integration opportunities in selected major projects such as the Smith Building rehabilitation and the design and construction of the Sheridan Hollow Parking Garage.<br>▪ Human Resources Management and Financial Administration partnered in developing the automated Leave and Attendance Tracking and Human Resource Information Management systems to improve the work flow of both units.<br>▪ Real Estate Planning and Development changed their service delivery method to make them more customer oriented. Working with Civil Service and Human Resources, they consolidated titles so staff could handle a broader scope of responsibilities in delivering |

services to customers. They are phasing in an account executive approach giving specific people the responsibility for serving particular agencies. In addition, having projects "owned" by a team is replacing the functional skills model where customers needed to make the rounds of various functional areas to pursue their project. Customer feedback has been positive.

- OGS implemented a new Information Technology governance process, taking an integrated approach to managing the agency's information technology projects and resources.

## Improve internal communication practices.

- An internal employee team produces a bimonthly newsletter. This year we began publishing it electronically instead of printing it. The document is posted on OGSNow, our intranet web site, and an e-mail announcement is sent to OGS employees to let them know it is published.

- OGS conducted a Benefits and Information Expo Day, expanding our annual employee benefits information day to one that enriched employees' understanding of the wide variety of services that OGS provides to its external and internal customers. OGS units combined their efforts to share what we do and to showcase our employees. Although primarily intended for OGS employees, many Plaza visitors and employees of other state agencies also participated as consumers of the Expo.

- Human Resources, Financial Services, and Legal Services partnered in conducting surveys for OGS employees to provide feedback to these internal service providers on their service delivery. These devices actually helped OGS employees understand the breadth of services provided as well as providing actionable information for the administrative units involved.

- We identified the need to have e-mail access more widely available to employees throughout the agency so that more employees can realize the benefits of the most frequently used and most efficient means of communication in the agency. A business case and a project proposal were developed for review through our newly established IT governance process. Approval was granted for the project to proceed on a pilot basis in our Support Services division, once a web-enabled version of Microsoft Exchange is implemented. The IT governance Project Portfolio Management Board will review the results of the pilot and make a recommendation on further deployment in the agency.

- A more comprehensive initiative to improve communication skills throughout the agency is being planned for FY 03.

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

- OGS, with the assistance of CGI, Inc., completed a four-part initiative to establish a more effective means for deploying, evolving, and maximizing our agency's information technology on an ongoing basis. The project yielded:
  1) a comprehensive Strategic Plan for Information Management/Information Technology;
  2) a documented new process for IT Governance;
  3) a documented new process for IT project management; and
  4) a detailed set of recommendations for aligning our agency's Information Resource Management business unit with the IT/IM strategic plan and for improving their day-to-day effectiveness.

- OGS enhanced its ability to protect OGS owned PC's from security vulnerability and virus attacks. IRM deployed Microsoft 'Software Update Services' (SUS) on all OGS-owned PC's to enable centralized deployment of Microsoft security patches.

- OGS adopted a consistent approach for organizing electronic files agency wide and began implementing it. This shared 'V: drive' approach implements a single location on the network from which one can find all file data used by the agency. Each business unit, working with IRM, has developed a security structure. The approach simplifies data sharing, management of the directories, as well as managing who is able to access what data. IRM also implemented a 'U:' drive for each individual logging onto the OGSNet domain. Within the U: drive, a person stores the data that they and only they will access (such as Exchange personal folders).

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

- The Division of Human Resources Management, in accordance with Executive directives, promulgated and implemented a mandatory Individualized Development Plan (IDP) for all staff appointments and promotions. All appointment or promotion paperwork must include an IDP for each appointee prior to Executive Deputy signature, and probationary evaluation reports must include a statement of the status of an employee's progress against his/her IDP requirements. Because many promotions are in the supervisory and management ranks, this requirement largely goes toward developing personnel placed in these roles.

- OGS hosted a presentation and discussion of General Electric's implementation of the Six Sigma approach to performance management for senior management to enrich their perspective on performance measurement and management.

- Many OGS managers and supervisors attended a program sponsored by OGS and NYSFIRM entitled "Improving the Procurement Process in New York State: A presentation of the New York State Procurement Council's Strategic Plan." This program included a thought provoking talk by Gartner's VP and Research Director, John Kost, entitled "National Perspective Behind Public Procurement."

## Build and sustain a broad range of staff expertise.

- In cooperation with the NYS/CSEA Partnership, a new Applied Skilled Trades Certificate Program was developed to create a multi-tracked job skills and career development program for the operations and maintenance personnel represented by CSEA. Once fully implemented, this program will enable employees to obtain the necessary skill development requirements to meet minimum qualifications for appointment to higher salary graded positions within our Real Property Management group, thus enhancing their career mobility.

- The OGS Virtual University was made available to over 350 employees. The OGS Virtual University consists of online courses available to employees anytime, anywhere, from a PC with an Intranet (work) or Internet (home) connection. It is an *OGS Tomorrow* initiative aimed at enhancing the job skills and career development of all OGS employees statewide.

- All told, OGS employees completed 1,100 training opportunities made available through the HRM Employee Development Office. That number includes training in Sexual Harassment Prevention, New Employee Orientation, Safe Driver Education, various Apprenticeship course offerings and numerous programs provided by the Governor's Office of Employee Relations, the NYS/CSEA Partnership for Education and Training, and the Public Service Workshop Programs (sponsored by PEF).

- One way that Design and Construction measures itself is in the prevalence of professional licenses and certifications among its staff: 61% of the professional staff maintain a license in architecture, engineering, or landscape architecture, or have a professional certification. 22% have two or more.

- OGS offers an ongoing program to help employees hone their skills in using desktop computer tools. During FY 02, 62 end user computer-training classes were held with 662 course completions.

- 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 7 days per year. Because these results fall short of targets, additional effort will be placed on employee development.

## Improve the speed and reliability with which we perform 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 335 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 FY 02. On-time construction has also continued to improve, with 73.4% on-time performance achieved for FY 02, a 43% improvement from the prior year.

- As an example of our emphasis on improving administrative efficiency, OGS paid 99.6% of vouchers on time, improving slightly from the previous year, while late payment fees paid were reduced 73% to $5,027. Among other new practices, using e-mail to verify receipt of goods or services has helped speed voucher payment.

- Our Finance Office has also achieved a high level of efficiency in other areas. They now issue purchase orders in 5.2 days on average, and travel checks in 11.3 days.

## Establish coordinated systems for managing our customer relations.

- In FY 02, OGS executive staff met with the executive staffs of six agencies. Since we began this practice in 2000, the Executive to Executive Outreach process has resulted in outreach to key officials of 24 state agencies served by OGS to collect input about our service performance, identify any issues of concern, and direct follow-up activity. In May 2002, we conducted a one-time multi-agency outreach session that hosted 12 agencies. In all, 150 issues / concerns have been identified as a result of these sessions. With the exception of several long-term projects, all issues have been addressed and resolved.

## FY 02 PERFORMANCE HIGHLIGHTS

- 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 02, 135 comments were received through this mechanism, of which 32% were compliments or suggestions. For the three years that the program has been available, about 55% of comments were complaints. Forty-nine corrective actions resulted from the cards received this past year.

- Business units continued the practice implemented in FY 00 of conducting customer satisfaction surveys and were generally able to report improved results. The largest is a survey that gives all building occupants a chance to rate building services and features. Other groups surveyed include Convention Center clients, food services patrons, and Design and Construction customers, among others.

- A customer service seminar was developed in-house and implemented in FY 01. By the end of FY 02, 1,200 OGS employees – representing about 75% of our workforce – had attended this seminar. The training is also now a regular part of the OGS orientation for new employees.

- OGS established a Coordinated Customer Care Task Force to make recommendations for improving OGS' customer relations. The task force completed their study, issued a report, and began implementation of several items in their recommended action plan.

### Develop strategic partnerships that bring additional value to our performance.

- Through an innovative partnership initiated in 2001 with The Staubach Company, a major private real estate broker, OGS has upgraded its real estate leasing services for state agency operations located in New York City, and has gained a more strategic and cost-effective approach to the state's leased space configuration in that market.

- Following the model of partnership with the private sector realized with The Staubach Company in New York City, OGS has solicited bids to manage leasing services for the balance of the state.

- OGS expanded its partnership with United Parcel Service for handling freight deliveries in certain routes formerly covered by state couriers. The Hauppauge State Office Building was added to the areas able to take advantage of this more cost-effective approach for the state.

- OGS piloted the sale of select surplus property using eBay auctions. This has been a successful innovation and its use is expected to expand.

## *PRIORITY OBJECTIVE*

## FY 02 PERFORMANCE HIGHLIGHTS

- Use performance measurement data effectively to manage and improve results.

- The First Deputy Commissioner conducted two formal performance reviews with each business unit 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. The reviews required follow up and spawned improvement projects in many instances.

- OGS showcased its performance results to the Governor's Office, Division of the Budget, the International Personnel Management Association, Office of the State Comptroller, NY/NJ Port Authority, Nassau County Office of the Executive, DCJS, and others.

# *SECTION TWO:*
# *OPERATIONAL OVERVIEW OF PERFORMANCE RESULTS*

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

**REAL PROPERTY MANAGEMENT AND DEVELOPMENT**

- Real Estate Planning and Development
- Real Property Management

**DESIGN AND CONSTRUCTION**

- Design and Construction

**INFORMATION TECHNOLOGY AND PROCUREMENT SERVICES**

- Procurement Services
- Information Resource Management

**SUPPORT SERVICES**

- Parking Services
- Printing Services
- Interagency Mail and Intercity Courier Services
- Food Distribution and Warehousing
- Properties and Fleet
- Clean Fueled Vehicles

**ADMINISTRATION**

- Convention Center and Cultural Events
- Food Services
- Human Resources Management
- Financial Administration, Insurance and Risk Management

### *Positive performance trends in FY 02 are highlighted:*

- The numerical values for Fiscal Year 2002-03 shown in the tables on the following pages are bolded, underlined, and italicized when they reflect a positive trend as compared to the prior year.

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# Real Estate Planning & Development

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

## Performance Highlights FY 02

- Aided Governor in announcing MOU between OGS, ESDC, & SUNY to redevelop the Harriman State Office Building Campus and subsequently completed SEQRA process.
- Oversaw completion and occupancy of new lease/purchase building for DOT Region 1 in Schenectady.
- Continued to achieve substantial savings from audit of leased space charges.
- Attained $8.01 M in sales of real property, land usage fees, and royalties. Property sale prices averaged 328% of the appraised values.
- Promulgated a new set of office space use standards, increasing space utilization 10-20% in most projects undertaken.

## Opportunities for Improvement

- Improve turn-around time for two major service areas: development of space plans and development of new leases.

## 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 |
|---|---|---|---|---|---|---|---|
| 2002-03 | 9.2% | 84 | 272 | 187 | $5,414 | $5.6 M | $16 |
| 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 |

## Selected Strategic Initiatives FY 03

- Obtain a Tenant Representative Broker to handle Upstate New York leasing transactions.
- Consolidate leased office space in NYC in Lower Manhattan to create a Government Center, helping revitalize the area.
- Process 12 significant lease projects involving headquarters or regional offices of state agencies.
- Provide oversight and coordination of planning and construction to meet the needs for DOT as the new tenant agency at 50 Wolf Road, Albany.
- Supervise and facilitate the planning for the future occupancy of the AE Smith State Office Building, currently being rehabilitated.
- Oversee transfer of 6 significant surplus state armories & properties for redevelopment as community use facilities.
- Continue migration from using “Intergraph” system to “AutoCAD” system for computer aided drafting and design, to achieve greater compatibility with landlords’ and architects’ systems.
- Increase the use of the PSG no-cost contracts for audits in order to maximize audits of lease escalation claims.
- Integrate Executive Order No. 111 and “Green Building” concepts into lease construction.

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# Real Property Management

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 02

- Significantly improved customer satisfaction with OGS managed building environments and services as measured by an annual survey of occupants.
- Sustained 3-year downward trend in the number of utilities (heating, ventilation, and cooling) trouble calls.
- Improved time and cost estimates for tenant renovation projects.
- Substantially completed development of CMMS, a comprehensive computerized maintenance management system for facility use statewide, and implemented it at the Poughkeepsie and Utica facilities.

## Opportunities for Improvement

- Continue rollout of various security measures throughout NY State.
- Improve service and reduce costs through outsourcing some snow removal, custodial, and lawn mowing services.
- Improve elevator service through modernization.

## Selected Performance Indicators

| Fiscal Year | facility condition rating | %favorable responses to customer satisfaction survey | #trouble calls | %on time/on budget tenant renovations | # emergency contracts | operating cost per square foot |
|---|---|---|---|---|---|---|
| 2002-03 | ***73.0%*** | ***81.89%*** | ***4,089*** | ***88.5% / 98.4%*** | 12 | Not Available |
| 2001-02 | 68.8% | 70.19% | 5,450 | 65.4% / 85.2% | 16 | $6.29 |
| 2000-01 | NA | NA | 6,470 | NA | 30 | $5.49 |

## Selected Strategic Initiatives FY 03

- Progress 8 projects to conserve energy and improve building operation efficiency in partnership with NYPA. These projects are expected to ultimately result in savings of over $1.1 M annually.
- Begin three-year Albany steam plant rehabilitation project to replace boilers, controls, and burners to optimize condition and reduce emissions.
- Modernize/upgrade elevators at state office buildings: Donovan, Utica, Dulles, Harriman Campus Building 8, and ESP Agency Buildings 1-4.
- Replace fire alarm systems at the Capitol and the Utica and Dulles State Office Buildings and extend the PA system in the Capitol.
- Implement Magnetometer security screening devices in the Harlem SOB and a larger security counter at the Suffolk SOB.
- Upgrade the high voltage distribution system at the Homer Folks SOB to increase service and reduce the cost of electricity.
- Build a distributed energy plant at the Suffolk SOB to provide greater energy availability and distribute electricity back to the energy company.
- Rehabilitate the heating system at the Hornell SOB.
- Replace boilers, enhance the energy management system and improve exterior and garage lighting at the Harlem SOB.
- Replace the roof on Harriman Campus Buildings 12 & 18.
- Replace Atrium at the Suffolk SOB.

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# Design & Construction

Provides a full range of architectural, engineering, and construction management services to state agencies.

## Performance Highlights FY 02

- Commenced Smith Building reconstruction project led by D&C with team members from multiple OGS units, OFT Telecom, and private contractors.
- Achieved a major milestone in the Capitol roof restoration project with the unveiling of the skylight over the Great Western Staircase.
- Improved construction project timeliness by 43% over FY 2001.
- Awarded nearly 9 out of 10 contracts within 45 days and, in the 4th quarter, awarded 43% within only 21 days.
- Realized positive cost recovery results for the second year in a row.

## Opportunities for Improvement

- Continue efforts to improve construction timeliness.

## 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) |
|---|---|---|---|---|---|---|---|---|
| 2002-03 | ***90.2%*** | ***88.0%*** | ***73.4%*** | ***4.3**** | ***4.3**** | ***1.4%*** | 107.4% | $5.4 M |
| 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) |

## Selected Strategic Initiatives FY 03

- Progress major design/construction projects, such as:
  - A. E. Smith SOB interior and exterior rehabilitation
  - Hudson Valley Transportation Management Center completion
  - Design for the Sheridan Hollow parking facility
  - Structural condition assessment, recommendations, and repair of DOT salt domes
  - ESP Llenroc facades remediation
- Pilot an electronic drawing storage and retrieval system.
- Create "Job Order Contracting" process and contracts to allow OGS to respond quickly to construction requests that require little or no design.
- Phase out the hard copy Empire State Builder.
- Publish and disseminate a standards and procedures manual for use by design consultants and by in-house D&C staff.
- Create organizational and individual staff development plans.
- Implement on-line version of over 130 forms on DCNet.

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

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# Procurement Services

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

## Performance Highlights FY 02

- Implemented the online Purchaser Notification System that currently has over 2,100 registrants. This was a next step after the online vendor registration system was implemented in FY 01.
- Educated over 700 state and local purchasing staff from many state and local agencies at the State Purchasing Forum. The 2003 Forum was the first time vendor displays were added and local government representatives were invited to participate.
- Continued incremental improvement of contract timeliness. Achieved continuous coverage for 90.0% of the contracts processed and improved the percent of contracts on time (2 to 4 weeks ahead of contract lapse date) from 62.7% to 77.1%. This was a significant improvement from early measurement results below 60%.
- Sustained pricing competitiveness, beating the average contract price of benchmark partners by 20.9%. In one instance where NYS pricing was not as competitive, OGS improved its pricing to at least equal to that of benchmark partners.

## Opportunities for Improvement

- Continue to transition procurement related processes to computer / online modality.

## Selected Performance Indicators

| Fiscal Year | %contracts continuous coverage | %contracts ontime | NY prices vs avg benchmark | NY prices vs low benchmark | $contract savings | $contract value |
|---|---|---|---|---|---|---|
| 2002-03 | ***90.0%*** | ***77.1%*** | 20.9% below | ***5.15% below*** | ***$13.04 M*** | ***$2.00 B*** |
| 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 |

## Selected Strategic Initiatives FY 03

- Phase out development of contracts designed for a single agency, or used by a small number of agencies.
- Improve program efficiency through documenting operational procedures, sharing them on the OGS intranet site, and training staff in the use of these procedures.
- Improve and update document management to reduce use of paper and time spent handling it.
- Integrate the three databases used to support the PSG operation to achieve greater accuracy and consistency and eliminate redundant work effort.
- Introduce Web Content Management tools for use on OGS web pages, beginning with use on Procurement Services pages.
- Streamline and consolidate contracting approach used for acquiring printing services needed by agencies.

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# *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 02

- Carried out an IT Management Enhancement project with a consultant, resulting in an IT Strategic Plan, a Portfolio Governance process, a Project Management methodology, and a set of recommendations for organizational improvement.
- Upgraded and enhanced the functionality of the Help Desk's problem and change request tracking system.
- Achieved continued improvement in service availability year to year. On average, the planned and unplanned downtime for all measured IRM services was 1.1 hours in FY 02 – improved from 2.9 hours in FY 01 and 12.7 hours in FY 00.

## Opportunities for Improvement

- Address negative trend in overall timeliness for problem resolution.
- Study and take action on the IT Management Enhancement project's recommendations.
- Implement the newly defined IT project management methodology.
- Improve performance measures.

## Selected Performance Indicators

| Fiscal Year | #desktop computers | %service availability | %1st level problem resolution | #days problem resolution | #end user classes held | #days training per irm employee |
|---|---|---|---|---|---|---|
| 2002-03 | 1520 | ***99.848%*** | ***48.4%*** | 5.9 | ***62*** | ***7.0*** |
| 2001-02 | 1640 | 99.601% | 41.7% | 3.7 | 58 | 6.1 |
| 2000-01 | 1620 | 98.245% | 30.6% | 3.3 | NA | 8.9 |

## Selected Strategic Initiatives FY 03

- Review and update IRM organizational structure and work processes.
- Define enterprise architecture for OGS.
- Improve communications between IRM and the OGS business units.
- Refine performance measurement and reporting.
- Complete agency migration of data, databases, Exchange, and Web sites to the Windows2000 platform.
- Implement a change management process to track hardware, software and application changes.
- Lead the redesign of OGSNow and other web sites to make them easier to use.
- Replace older network firewalls with state-of-the-art fault tolerant firewalls to enhance security of the OGS network and web servers.
- Tighten security for remote access to OGS network files.
- Explore the use of .Net technology and data warehousing at OGS.

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## 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 02

- Enhanced security at the ESP parking garages through implementing the card access system component of a Total Parking Management System project.
- Achieved $735 K surplus of revenues over expenses, excluding debt service for East Garage, including a $170 K net from the After Hours parking program.
- Closed the Washington Avenue peripheral lot resulting in an expected annual savings of $500 K, and freeing the property for redevelopment.
- Significantly reduced the number of complaints received.
- Reduced the number of reported incidents in our lots and garages by 11% from the prior year.
- Increased space utilization in garages by 2%.

### Opportunities for Improvement

- Increase utilization of outside lots as state agencies move to the downtown area.
- Raise the skill level of our office employees with respect to use of computer desktop tools.

### Selected Performance Indicators

| Fiscal Year | %garage spaces filled | %outside downtown spaces filled | %costs recovered* | $surplus(deficit)* | #parking spaces | #incidents | #complaints |
|---|---|---|---|---|---|---|---|
| 2002-03 | ***95.2%*** | ***86.8%*** | ***74.3%*** | ***($2.1M)*** | 10,545 | ***60*** | ***266*** |
| 2001-02 | 93.7% | 80.1% | 68.6% | ($2.5 M) | 10,792 | 67 | 398 |
| 2000-01 | 85.6% | 82.9% | 98.6% | ($58,176) | 9,599 | 30 | 451 |

### Selected Strategic Initiatives FY 03

- Complete the implementation of the Total Parking Management System.
- Work with other OGS departments on implementing security enhancements at the ESP and Capitol.
- Implement "Gate Keeper," an application and database to replace the current Parking Services information system.
- Phase out all obsolete parking equipment within the Empire Plaza garage by the end of this fiscal year.
- Participate in the planning and execution of the Sheridan Hollow parking garage project.
- Develop and implement survey to determine customer satisfaction among parking garage users.

* Includes $3 M debt service for East Garage beginning in FY 01.

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## *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 02

- Realized a 7.8% increase in revenue over that of the prior year.
- Delivered eight out of ten jobs on time despite an unpredictable inflow of print jobs and many rush jobs. Achieved an 18% improvement from the previous year.
- Sustained a positive financial result for the third year in a row.
- Increased the number of impressions by 15%.

### Opportunities for Improvement

- Expand number of agencies served and/or number of orders.

### Selected Performance Indicators

| Fiscal Year | %printing accuracy | %offset print jobs ontime | %costs recovered | $surplus(deficit) | #impressions | #customers |
|---|---|---|---|---|---|---|
| 2002-03 | ***99.6*** | ***79.1%*** | ***108.3%*** | ***$287,977*** | ***140.7 M*** | 40 |
| 2001-02 | 99.5 | 67.1% | 106.8% | $221,281 | 122.6 M | 42 |
| 2000-01 | 98.7 | 65.8% | 109.8% | $272,448 | 138.9 M | 41 |

### Selected Strategic Initiatives FY 03

- Explore electronic publishing and the creation of CD's containing previously printed information as potential new service offerings.
- Cross train numerous staff members in skill areas such as binding, press operation, copy machine operation, and outside sales, ensuring seamless plant operation despite staffing limitations.

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# *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 those of major competitors, provide reliable and efficient service, and achieve revenues sufficient to support the operation.

## Performance Highlights FY 02

- Successfully introduced a new screening process for all mail addressed to the State Capitol and Legislative Office Building.
- Increased mail revenue by $112,000.
- Sustained positive financial results for the second year in a row.
- Performed all operations of the unit without any lost time due to work related injuries.
- Achieved a decrease of 32% in the number of unscheduled absences.

## Opportunities for Improvement

- Enhance use of services such as freight and special mailings through an enhanced marketing strategy.

## Selected Performance Indicators

| Fiscal Year | interagency mail revenue | freight revenue | %costs recovered | $surplus (deficit) |
|---|---|---|---|---|
| 2002-03 | ***$853,749*** | $336,269 | 101.1% | $21,999 |
| 2001-02 | $741,345 | $384,120 | 103.8% | $41,081 |
| 2000-01 | $689.829 | $305,151 | 95.6% | ($46,135) |

## Selected Strategic Initiatives FY 03

- Develop and distribute an informational brochure to market OGS Freight Services.
- Develop a bar code tracking program for use in tracking certain mailings and introduce it to customers.
- Replace Confirmed Delivery Receipts (CDR) with Barcode generation hardware.
- Explore the possibilities to streamline and automate the bulk mail facility.

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## *Food Distribution & Warehousing*

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 02

- Experienced the lowest level of food inventory losses ever.
- Distributed food valued at more than $10 M in excess of the Federal Entitlement for the recipient schools, an increase of 29%.
- Increased the value of food distributed by $5.4 M, while keeping distribution charges to the recipient agencies under 5% for the third year in a row.
- Increased the participation in our "Commodity Diversion" programs as evidenced by a 10% greater value of food diverted.

### Opportunities for Improvement

- Refine performance measures.
- Improve efficiency and accuracy of data exchanges between contractual warehouses and the program's headquarters.

### Selected Performance Indicators

| Fiscal Year | $value of food distributed | $food value per dollar of charges | %inventory losses | %food distribution charges |
|---|---|---|---|---|
| 2002-03 | ***$85.1M*** | ***$22.03*** | ***.010%*** | ***4.5%*** |
| 2001-02 | $79.6 M | $21.27 | .026% | 4.7% |
| 2000-01 | $68.8 M | $21.68 | NA | 4.6% |

### Selected Strategic Initiatives FY 03

- Issue a statewide bid for the processing of beef and chicken items.
- Implement an on-line solution to facilitate data transfer between the 10 donated food storage warehouses across the state and the central office.
- Explore and pilot a program to provide donated commodities to schools through the use of contracted distributors, instead of the conventional use of contracted warehouses.
- Introduce a program to distribute fresh fruits and vegetables to schools, with the goal of good nutrition and with a potential to increase participation of NY based growers, suppliers and distributors. The innovation will be piloted with the NY City Department of Education in school year 2003-04.

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# *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 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 02

- Successfully implemented eBay online sales of surplus state property, realizing $24 K from this innovation.
- Continued to offer substantial savings to recipients of federal surplus property despite diminished availability of such property.
- Realized $1.7 M in revenue after expenses for NY State from sales of state surplus property.

## Opportunities for Improvement

## Selected Performance Indicators

| Fiscal Year | value of federal property distributed | savings from federal property received | revenue from state surplus property |
|---|---|---|---|
| 2002-03 | $2.6 M | $2.4 M | $3.0 M |
| 2001-02 | $3.1 M | $2.7 M | $4.5 M |
| 2000-01 | $3.5 M | $3.0 M | $4.9 M |

## Selected Strategic Initiatives FY 03

- Pilot professional liquidator services as potential alternative to the sealed bid process.
- Continue expansion of the eBay online sales innovation.
- Explore implementing the acceptance of major credit cards for all property sales.

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# *Clean Fueled Vehicles*

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 02

- Continued to lead statewide EPAct compliance efforts, resulting in the acquisition of 513 alternative fueled vehicles out of the total 607 light duty vehicles acquired by state agencies covered by EPAct.
- Exceeded annual EPAct percentage requirements for clean fueled vehicle acquisitions, for the fifth consecutive year.
- Expanded CNG fueling sites by nearly 15%.
- Participated in outreach efforts to promote awareness among state entities of upcoming AFV acquisition and reporting requirements as mandated by Governor Pataki's Executive Order No. 111, "Green and Clean State Buildings and Vehicles."

## Opportunities for Improvement

- Continue efforts to ensure state entities are positioned to comply with Executive Order No. 111 AFV acquisition requirements. Avenues of communication include organizing outreach sessions, publication of newsletters, and provision of other informational updates.

## Selected Performance Indicators

| Fiscal Year | %EPAct compliance statewide | %above EPAct requirement | #cng fueling sites |
|---|---|---|---|
| 2002-03 | ***84.5%*** | ***12.7%*** | ***39*** |
| 2001-02 | 81.1% | 8.1% | 34 |
| 2000-01 | 57.7% | 15.4% | 24 |

## Selected Strategic Initiatives FY 03

- Pilot project to test use of biodiesel in state fleet vehicles.
- Develop and coordinate training sessions to be held in key areas for state agency AFV users, mechanics and fueling station mechanics.
- Update the "New York State CNG Fueling Guide for Natural Gas-Powered Vehicles" publication, and make it accessible on the CFV program's web site.
- Explore the potential for future joint partnerships to develop fueling infrastructure for additional types of alternative fuels such as propane, ethanol, and biodiesel.
- Upgrade seven low volume CNG stations at DOT equipment maintenance shops to high volume capacity.
- Construct 11 new low volume CNG stations.
- Establish a partnership with a vendor to operate and maintain 9 existing high volume CNG stations currently operated by the state, and extend fueling availability to the public as well as the state fleet.
- Construct 11 high volume CNG stations at state facilities.
- Construct two new high volume CNG stations.
- Construct six high volume CNG/Ethanol (E-85) stations at OMH facilities.

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# *Empire State Plaza Convention 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 02

- Expanded the number of "Summer at the Plaza" public entertainment / cultural events and successfully realized increased sponsorship revenues to defray costs.
- Hosted World War II Dedication and September 11 Remembrance. These events raised $25,000 in one-time revenues to offset program costs.

## Opportunities for Improvement

- Redesign Capitol Tour Program surveys to better capture feedback about the services provided.
- Survey participants of other programs such as Plaza Art and Mansion tours.
- Solicit and acquire new commercial clients who generate higher rental income.

## 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 (committed) |
|---|---|---|---|---|---|---|---|
| 2002-03 | ***56.2*** | 4.7 * | ***$455 K*** | 95,051 | 87.8% | ***401*** | ***$208 K*** |
| 2001-02 | 52.6 | 4.7 * | $447 K | 106,075 | 87.8% | 391 | $141 K |
| 2000-01 | 56.4 | 4.6 * | $465 K | 87,129 | 80.2% | 285 | $160 K |

## Selected Strategic Initiatives FY 03

- Prepare a business development plan for the Convention Center.
- Explore increased revenue potential from implementing Convention Center setup fees and increasing Special Events vendor fees to help offset costs.
- Expand the Summer Crafts program at the Harriman campus by hosting craft shows in November and December.
- Seek private/business support to implement electronic kiosks for the Plaza Art Collection.
- Implement new signage for outdoor sculpture and the Plaza Art Collection.
- Implement the Acoustiguide program at the Capitol.
- Restore selected sculptures and paintings in greatest need of repair.

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

NYS Office of General Services
Serving New York

# Food Services

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 02

- Achieved improvement in most major measures as a result of close interaction with, and oversight of, our food service contractors.
- Expanded the practice of periodically surveying customers of cafeteria, restaurant, and catering services.
- Substantially reduced the number of violations found by county and city inspectors per facility.

## Opportunities for Improvement

- Continue efforts to reduce violations found during food service inspections.
- Increase the frequency of site visits to regional facilities.
- Monitor contract compliance for CBVH news stands.
- Continue training for new unit employees.

## Selected Performance Indicators

| Fiscal Year | gross sales | gross sales: restaurants | gross sales: catering | sales per sq ft | #inspections | #violations per county or city inspection | customer satisfaction: cafeteria* |
|---|---|---|---|---|---|---|---|
| 2002-03 | ***$9.5 M*** | ***$6.4 M*** | ***$3.1 M*** | ***$65.80*** | ***65*** | ***1.4*** | 3.83 |
| 2001-02 | $8.4 M | $6.3 M | $2.1 M | $61.50 | 57 | 3.5 | 3.85 |
| 2000-01 | $8.2 M | $6.0 M | $2.3 M | $60.75 | 39 | 4.5 | 3.79 |

## Selected Strategic Initiatives FY 03

- Assist in developing a service contract for maintenance and repair of the Albany area cafeteria mechanical and refrigeration equipment.
- Develop new contracts for food service facilities at Suffolk SOB, Harriman Campus, and 55 Hanson Place.
- Renew contracts at 44 Holland Avenue and Syracuse SOB.
- Plan for and implement phased reduction of food services at 84 Holland Avenue.

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

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# 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. Provides selected HR services to hosted agencies.

## Performance Highlights FY 02

- Initiated development of a new automated Human Resources Information System that is integrated with the new Leave and Attendance System as well as with NYStep.
- Assumed responsibility for providing human resource management services for 5 agencies.
- Surveyed OGS employees' regarding satisfaction with HRM services.
- Held 4 events to recognize 396 employees for outstanding performance and customer service.
- Partnered with OGS Financial Administration (Budget Unit) and Organizational Effectiveness to develop and implement a major reorganization/realignment plan to sustain service performance despite losing approximately 12% of the agency's workforce.
- Administered the agency's Individual Development Plan Policy in response to early retirements to ensure that new hires, transfers, and promoted employees were provided with job skills development programs to perform the tasks assigned.
- Processed over 170 retirements in the fourth quarter alone, while sustaining a 1.5-day time frame to contact separating employees regarding benefits.

## Opportunities for Improvement

- Continue bringing position duties statements up to date.
- Continue efforts to enhance communication between HR and business unit senior management, personnel coordinators and employees to ensure efficient information exchange.
- Continue to review and enhance HR performance measurement.

## 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 | Customer Satisfaction** |
|---|---|---|---|---|---|---|---|
| 2002-03 | ***23.9*** | 38.0 | 149* | 9 | ***1632.7**** | 5.8%* | 3.93 |
| 2001-02 | 27.9 | 36.4 | 294 | 9 | 2013.7 | 9% | NA |
| 2000-01 | 13.6 | 44.0 | (data not comparable) | 9 | 2025.8 | 9% | NA |

## Selected Strategic Initiatives FY 03

- Complete implementation of the new Human Resources Information and Leave and Attendance systems.
- Update the Virtual University interface to better support creation and fulfillment of the agency's individual development plans.
- Continue streamlining the position classification process and tracking system.
- Deploy an agency wide quality of work life survey for comparison with data from previous years.
- Explore the use of e-Forms and records digitization to enhance accessibility and retention of personnel records
- Develop a model for Agency Competency Mapping and Career Development Guides, starting with an IT Competency Inventory.
- Explore strategies to improve HRM's communication with employees and personnel coordinators.

* Significant changes reflect the impact of the retirement incentive, hiring freeze, and budgetary cutbacks during 2002.
** Mean of responses to Overall Satisfaction question on a scale of 1 to 5, with 5 meaning "Very Satisfied."

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# *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 02

- Assumed responsibility for providing financial administration services for two new agencies, bringing the total supported to three.
- Piloted an agency wide automated Leave and Attendance Tracking System.
- Reduced late payment fees to the lowest level in many years.
- Reduced the number of days to issue purchase orders from 6 to 5 days.

## Opportunities for Improvement

- Improve timeliness in issuing financial statements.

## 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 check | %savings from auto claims |
|---|---|---|---|---|---|---|---|---|
| 2002-03 | 100.4% | $116.81 M | ***99.7%*** | ***$5,027*** | Measure being revised | ***5.2*** | 11.3 | ***30.3%*** |
| 2001-02 | 99.9% | $117.34 M | 99.3% | $18,594 | 6.5 | 6.3 | 11.2 | 26.9% |
| 2000-01 | 100.4% | $120.53 M | 99.0% | $26,439 | 8.2 | NA | 9.5 | NA |

## Selected Strategic Initiatives FY 03

- Deploy the new automated time and attendance system agency wide.
- Deploy an up to date, complete General Policy Manual on the OGS intranet for all employee access.
- Oversee the conversion of OGS and other state agencies to the new contract for purchasing and travel credit card services.
- Update the OGS Purchasing Guidelines Manual and post it on OGSNow.
- Develop a centralized RFP development process for program staff.
- Use PSG bid list and applications to issue agency bids electronically.
- Expand provision of financial services to additional agencies and enhance services for all hosted agencies.
- Automate financial transaction processing and tracking
- Begin issuing financial statements for Donated Foods and Construction Services.
- Explore the use of electronic signatures in the automated processing of documents.