



2004 PERFORMANCE RESULTS SUMMARY *Expect Excellence!*

George E. Pataki, Governor
Daniel D. Hogan, Commissioner
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INTRODUCTION

For seven years, the Office of General Services has pursued a quest to quantify and improve our agency's results using performance measures. Performance management 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, sustained by three Commissioners, it has become an established part of our agency culture.

This is the fourth year that we have presented our performance results in a composite report. We are pleased to present five full years of data and related information about our improvement efforts. **OGS continues to closely monitor our performance trends, both favorable and unfavorable, to guide decisions and planning for delivering services.**

Each year, we gain new insights into our methods, improvement opportunities, and challenges. Thus, our measurement and review practices continuously evolve. The guiding principle is: **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 2004-05.¹ It:

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

¹ Throughout the rest of this report, the fiscal year April 1, 2004 – March 31, 2005 is abbreviated as FY 04.

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 a wide array of 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.

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

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 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. Annual plans for every business unit were introduced in 2002. These plans encourage more detailed identification of ongoing services as well as specific projects underway or to be undertaken during the year, along with corresponding measurements. This enables 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 five years or more. At first, the documentation about measures (for example, definitions, data source, performance results, and interpretation) was largely paper-based. Today, performance data used within OGS is organized in a dedicated database serving the whole agency. The information is arranged hierarchically both by measure type and by organizational component of OGS. Senior executives can view it all from their computer desktop if they wish. Many other agency users can view the information on a more selective basis.

Managers are expected to take stock of results regularly and develop narrative quarterly reports. They are responsible for making note of trends, explaining changes, and outlining action plans for improving performance where warranted. This activity can be 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 addition of business unit annual plans, these reviews are also used to examine the status of plan fulfillment. Measured results 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**. 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, programs are expected to have measures to keep them focused on sustaining **organizational capacity**.

Linkage to OGS Tomorrow

Since 1999, OGS' strategic planning has produced three strategic plans, with each successive plan building on the previous strategies. In FY 01, under former OGS Commissioner Ringler, the agency developed a strategic plan called "OGS Tomorrow." It defined priority objectives for OGS as a whole, along with many strategies for each key concept. To encourage accountability to the objectives, the plan also identified performance measures pertaining to each objective.

From December 2003 through June 2004, OGS updated OGS Tomorrow using a process that involved staff throughout the agency. This process revealed a need to address somewhat different challenges, which ultimately were framed as seven strategic initiatives:

- Reinventing our Management and Supervisory Culture
- Focus on Frontline Needs – Communication, Skills, and Growth Opportunity
- Talent Pool Replenishment
- Best Management of Consultants and Contractors
- Information Integration and Knowledge Management
- Enhancing the Visitor Experience in State Government Sites: Balancing Access with Security
- Simplification and Streamlining of Contract Development, Management, and Use

OGS Tomorrow continues to provide the framework to advance the agency toward more innovation, integration, and, in turn, ever better performance. The theme of "Keeping Connected" runs throughout the plan, emphasizing that planning, communication and follow through with stakeholders are essential to successfully integrated efforts.

The executive team regularly conducts strategic plan reviews and summarizes progress on key agency priorities and key initiatives 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. Further automation of these activities is ongoing. 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 performance management system. This is a source of pride for members of our organization. We look forward to continuous improvement as time goes on.

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

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 Management
- Printing Services
- Mail and Freight Security
- Food Distribution and Warehousing
- Properties and Fleet
- Clean Fueled Vehicles

ADMINISTRATION

- Empire State's Convention and Curatorial Events
- Food Services
- Human Resources Management
- Financial Administration
- Insurance and Risk Management

LEGAL SERVICES

Positive performance trends in FY 04 are highlighted:

- The numerical values for Fiscal Year 2004-05 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.



**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 04

- Continued to maintain leases on holdover performance well below the 13.5% target, with just 9.3% of leases on holdover.
- Completed 94 leases, representing 1,430,900 square feet.
- Completed 567 audits with a total savings to NY State of \$4.6 million.
- The Bureau of Land Management attained \$6.5 M in revenues through sales of real property, land usage fees, and royalties.
- Sales price of the 4 properties sold attained 192% of appraised values at public auction.
- 73% of all the office space planned during the year was designed as open space.
- Performed a space utilization study which identified almost 280,000 square feet of underutilized space with an estimated \$4.3 M value.

Opportunities for Improvement

- Improve turn-around time for lease processing.
- Enhance employee skills development program.

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	%open plan space	\$savings from audits	\$savings per \$ of audit expense
2004-05	9.3%	83	143	194	\$6,050	73.4%	\$4.6M	\$15
2003-04	8.2%	75	230	189	\$5,737	69.5%	\$3.0 M	\$12
2002-03	9.2%	63	272	187	\$5,414	68.8%	\$5.6 M	\$16
2001-02	8.6%	69	346	177	\$5,271	61.0%	\$6.4 M	\$20
2000-01	12.5%	59	198	184	\$5,180	52.0%	\$3.2 M	\$11

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Real Estate Planning and Development *(continued)*

Selected Strategic Initiatives FY 05

- Supervise and facilitate the planning for the future occupancy of the A. E. Smith State Office Building currently being rehabilitated, with occupancy scheduled for December 2005.
- Issue an RFP and put a contract in place for a Tenant Representative Broker to perform statewide leasing transactions.
- Process 24 significant lease projects involving headquarters or regional offices of state agencies.
- Continue to identify underutilized space in leased and state owned buildings to achieve savings through release or reassignment of space. FY 2005 projects are expected to identify over 120,000 square feet of space. The cost to recover this space is estimated at \$3 M with State savings over 10 years of \$25 M.
- Work with DOB and OGS Finance to identify funding requirements and sources to allow the recapture of more underutilized space statewide.
- Initiate new performance measurement:
 - “Days to Site Selection” to evaluate and improve turn around time for lease processing.
 - A financial measure to evaluate the results of using a Tenant Broker.
- Realize projected proceeds of over \$22 M from the sale of surplus real properties.
- Establish a new Employee Development Program which will identify specific courses to ensure all staff in Real Estate Specialist 1 and 2 titles have basic real estate related training in core areas, as well as optional courses related to more specific employee requirements.
- Supervise construction projects involving nearly 725,000 rentable square feet in leased facilities.



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 04

- Continued improvement in customer satisfaction as reported in the annual survey of the occupants in OGS managed buildings:
 - Overall satisfaction with building appearance rose to 93.6%.
 - Overall satisfaction has steadily improved to a level of 84.2%
- Building Administration has taken an aggressive approach towards training. During FY 2004, Building Administration employees completed nearly 1300 classes in addition to their E-learning participation.
- Energy projects undertaken through NYPA Energy Services Group:
 - ESP Chiller Re-tube project - Over \$200 K annual savings in energy costs.
 - Web Enabled Advanced Metering - Preliminary analysis of energy consumption data, retrieved from the Binghamton SOB, indicated the potential to save \$90K annually by reducing consumption during weekend hours.
- Completed the first full fiscal year tracked in CMMS. Over 60,000 work orders were processed totaling 920,000 labor hours and \$18 M in labor costs.
- Major security enhancements were implemented in the ESP Concourse Times Square area, the Capitol entrances and the LOB entrance.

Opportunities for Improvement

- Continued implementation of CMMS will result in further improvements and enhanced planning and management capabilities through the next phase of preventive maintenance.
- Continue to improve communications with staff and tenants through regularly scheduled meetings, staff meetings, and tenant and employee bulletins.
- Continue to encourage staff to enhance their skills by offering a wide array of training opportunities including computer training, online learning, and vendor provided training.
- Improve accessibility to online learning through further deployment of kiosks for use by staff.
- Continue to establish trades training for staff.

Selected Performance Indicators

Fiscal Year	facility condition rating	% favorable customer satisfaction	# trouble calls	% tenant renovations on time / on budget	% tenant renovation costs recovered / surplus(deficit)	#emergency contracts	operating cost per square foot	# mmbtu per degree day ESP / Campus
2004-05	78.3%	84.20%	6,490	83.7% / 93.0%	89% / (\$527 K)	11	Not Available Yet	224 / 43
2003-04	79.1%	82.82%	5,233	87.1% / 96.8%	Not Available	11	\$7.56	201 / 42
2002-03	(Revised) 70.4%	81.89%	4,089	88.5% / 98.4%	Not Available	12	\$7.74	207 / 44
2001-02	68.8%	70.19%	5,450	65.4% / 85.2%	Not Available	16	(Revised) \$7.07	240 / 43
2000-01	Not Available	Not Available	6,470	Not Available	Not Available	30	\$5.49	Not Available

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Real Property Management *(continued)*

Selected Strategic Initiatives FY 05

- Develop recommendations for implementing automated external defibrillators in OGS owned and operated buildings.
- Design and install state-of-the-art access control systems in 15 OGS owned and operated buildings statewide by the end of 2007.
- Complete the installation of the Web Enabled Advanced Metering (WEAM) system statewide. Hire an onsite engineer to leverage the WEAM system to achieve further reductions in energy use.
- Continue multi-year Albany steam plant rehabilitation project to replace boilers, controls, and burners to optimize condition and reduce emissions. Scheduled for completion in 2007.
- Assess the feasibility of improving the efficiency and operation of HVAC systems at Binghamton and Syracuse State Office Buildings.
- Continue a 4-year project to replace all 16 main electric isolation switches at the ESP with new switchgear that is safer to operate and more reliable. Completion is scheduled for December 2006.
- Develop and implement a plan to provide occupants with the highest level of environmental indoor air quality.
- Assess and implement alternative cleaning products in response to Executive Order #134 issued to expand the use of green products in custodial operations throughout New York State.
- Progress the multi-year projects for state office buildings to modernize/upgrade elevators, upgrade utilities plants, and replace fire detection and alarm systems.
- Develop business plans and capital/preventive maintenance programs that use customer survey results and facility condition ratings to focus available resources on improving performance and customer satisfaction.
- Improve inventory control and encourage more consistent use of CMMS by positioning Central Stores Operations to manage inventory control for the Sheridan Avenue Steam plant and to conduct annual inventories at regional buildings.
- Close the Donovan State Office Building in Buffalo and relocate tenants to leased space in the Buffalo area. The building closure will make space available for commercial development in support of the economic development plan for the area.
- Progress projects to conserve energy, reduce costs, and meet mandates of Executive Order 111 in partnership with NYPA and NYSERDA.
 - Convert existing 30-year old electric boilers to a gas fired boiler system at the Adam Clayton Powell, Jr. State Office Building. An annual savings of \$411,000 is estimated.
 - Upgrade outdated lighting and motors with energy-efficient models throughout the Platform areas at the Plaza and sub-levels, install a new electronic dimmer system in the meeting rooms and Egg, and upgrade the lighting in the Mechanical Equipment rooms.
 - Replace over 1100 outdated HVAC related air handler and pump motors with premium efficiency motors at the Cultural Education Center and the Wadsworth Laboratories.
- Replace roofs at state office buildings in Buffalo, Binghamton and Utica.
- Progress Llenroc replacement at Vietnam Memorial for completion in FY 2006.
- Provide additional employees with access to computers to improve information sharing and staff access to OGSNow, e-mail and online learning.
- Provide fundamental computer training in the use of “Windows” and “Outlook” to all employees who are not literate in these basic computer skills.
- Provide “Supervisor Guidelines for Discipline Training” to all of our supervisors and encourage employees to participate in the Commissioner's Management Institute Training Program.
- Provide “Defensive Driver” training to all employees on a priority basis.
- Institute an “Applied Skilled Trades Certificate Program (ASTCP)” for electrician and mason/plasterer trades. We anticipate that the ASTCP will replace the State's Joint Apprenticeship Program.
- Provide employees opportunities to participate in Building Owners and Managers Association accreditation programs such as: Real Property Administrator; Facility Management Administrator; Systems Maintenance Technician; and Systems Maintenance Administrator.



Design & Construction

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

Performance Highlights FY 04

- Conducted 621 design projects, 436 construction projects, 291 emergency projects and 2,064 studies and professional consultations.

Design / Construction project highlights:

- Advanced the Smith Building reconstruction project toward 2006 completion.
- Began the Sheridan Avenue parking garage.
- Advanced the Capitol roof restoration project on schedule.
- Completed the DOT salt storage project.
- Advanced remediation research and protective measures for the ESP Llenroc facades.
- Advanced the OGS elevator modernization program on schedule.
- Began a DEC tire remediation program.
- Advanced the DMNA military construction program through design.
- Advanced the DOCS fire alarm program to construction.
- Advanced the Helen Hayes capital program on schedule.

Highlights relating to organizational capacity, productivity and effectiveness:

- Established an “ombudsman” program to mentor new term consultants. Seven firms were taken through this new orientation process.
- Reinforced the importance of schedule commitments by asking design consultants to provide regular status updates, including future due dates.
- Established a requirement for consultant evaluations to be submitted at the program and final submission milestones.
- Staffed a Consultant Contract Management position in Contract Administration to address the new Vendor Responsibility requirements from OSC.
- Implemented several steps to streamline the consultant procurement process.
- Initiated an incremental work order assignment process for project-specific, stand-alone contracts to minimize consultant risk, reduce overall costs, and speed the fee negotiation and assignment process.
- Established a team to review designs for constructability, provide feedback to design teams, and build stronger relationships between design and construction staff.

Opportunities for Improvement

- Restore gains of prior years in on-time award of contracts.
- Adopt alternatives to the design-bid-construct delivery method that hold potential for OGS to improve speed, quality, and cost in delivery of services.
- Keep abreast of technology innovations that could enhance performance and cost-effectiveness.
- Reduce reliance on contract employees for core functions.
- Improve management of consultants.
- Strengthen staff development and talent pool replenishment planning.
- Sharpen client focus and strengthen client relations.
- Continue to strengthen dialog with the design and construction community.

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Design & Construction *(continued)*

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)
2004-05	91.8%	67.5%	78.5%	4.2	4.1	1.5%	97.0%	(\$1.3M)
2003-04	87.6%	66.9%	80.3%	4.2	4.1	2.5%	106.1%	\$2.6 M
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)

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

Selected Strategic Initiatives FY 05

Progress major design/construction projects, such as:

- Complete the A. E. Smith SOB interior and exterior rehabilitation in 2006.
- Advance the construction of the Sheridan Hollow Parking Facility toward scheduled 2006 completion.
- Complete Phase II of the Capitol roof and begin construction on Phase III.
- Progress work on Capitol elevators.
- Begin construction on 3 major DMNA facilities.
- Begin construction on SEMO facility at Building 22, Harriman Campus.
- Complete design for missing persons monument.
- Advance tire abatement projects.

Organizational capacity, productivity and effectiveness projects:

- Create a Quality Steering Committee and pursue ISO 9001 certification as a part of D&C's Quality Assurance and Quality Control (QA/QC) program.
- Establish Quality Improvement teams to support a more formal QA/QC program and improve delivery of successful projects. Eleven teams are established or in development in the areas of Project Management, Document Control and Recordkeeping, Staff Development and Training, and Technical Resources.
- Make the D&C procedure manual available to external consultants on a website.
- Provide specific training based on needs identified from skills assessment of both State and contract employees.
- Continue to explore alternatives to the current practice of D&C selling construction documents to prospective bidders and suppliers.
- Develop policies, procedures and tools for construction work order contracts. Educate staff in this area of contracting.



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 04 **Opportunities for Improvement**

- Developed an Environmentally Preferable Purchasing section on the OGS web site to consolidate purchasing information and references relating to Energy Efficient Purchasing (EO-111), Green Cleaning (EO-134), and Recycled and Remanufacture Purchasing (EO-142).
- Developed an Aggregated Buy team within PSG to save state and local agencies money through participating in statewide hardware and software purchases. The first 2 buys are estimated to save well over \$20 M.
- Received NASPO Bronze Award for aggregated IT buy and use of technology in rock salt bid evaluation.
- Over 1,100 state and local purchasing staff from many state and local agencies participated in 17 training sessions at the 2004 State Purchasing Forum hosted by OGS Procurement Services.
- Sustained pricing competitiveness, beating the average contract price of benchmark partners by 16.9%.
- Developed a new OGS Homeland Security Procurement Workgroup and began several security initiatives as a result.
- Began 3 new contract initiatives for Comprehensive Radio Communication, Hazardous Incident Response Equipment, and Playground Equipment. The initiatives will be completed in FY 2005.
- Expanded food service contracts for use by school districts.

- Restore earlier years' gains in contract continuous coverage and timeliness results. ***
- Review and update the PSG business process and supporting technologies.

Selected Performance Indicators

Fiscal Year	% contracts with continuous coverage	% contracts ontime	NY prices vs avg benchmark	NY prices vs low benchmark	\$ contract savings*	\$ contract value	customer satisfaction**
2004-05	74.4%	51.2%	16.9% below	8.0% below	\$0	\$2.71 B	3.93
2003-04	83.6%	74.6%	15.6% below	3.18% above	\$4.8 M	\$2.51 B	Not available
2002-03	90.0%	77.1%	20.9% below	5.15% below	\$13.04 M	\$2.00 B	3.89
2001-02	89.7%	62.7%	27.4% below	3.2% above	\$5.6 M	\$1.95 B	Not available
2000-01	67.4%	40.3%	27.0% below	9.57% below	\$10.9 M	\$1.90 B	Not available

* This measure represents savings from new contract initiatives. No new contract initiatives were completed in FY 2004
 **Mean of responses to Overall Satisfaction question on a scale of 1 to 5, with 5 meaning "Very Satisfied."
 ***Contract timeliness suffered in FY 2004 as a result of the many new mandated processes. Additional staff will be requested.

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Procurement Services *(Continued)*

Selected Strategic Initiatives FY 05

- Adopt work activities to accommodate new impacts and demands on procurement:
 - Procurement Lobbying Law
 - Green Cleaning Law and Executive Order
 - Procurement Stewardship Act expiration
 - Expanded MWBE outreach
 - New Sales Tax Law
 - New OSC vendor responsibility requirements
 - Renewable energy (electric and bio-diesel) contracting
 - Additional contract compliance requirements
- Create a more commercially acceptable OGS General Terms and Conditions (Appendices B, B-1) for contracts, while still protecting the state's interests. This is part of an OGS contract streamlining effort.
- Make bid tabulation results available on the OGS web site to eliminate 90% of FOIL requests.
- Pilot the introduction of Web Content Management tools for use on OGS web pages.
- Move the majority of PSG operations back into a newly renovated 38th Floor.



**Information
Resource
Management**

Develops and maintains computer hardware, software, and data systems used by OGS. Provides OGS business units with the means to effectively and efficiently manage information to complete their core business functions. Provides a variety of IT services for several small public entities.

Performance Highlights FY 04

- Conducted a project to redesign the OGS web site, targeted for implementation in the first quarter of FY 2005.
- Designed and created a Master Employee Database that will be integrated with employee data across all OGS applications.
- Completed the data migration and Exchange upgrade components of the migration to the Windows 2000/2003 platform.
- Began the agency wide upgrade of desktop and laptop computers to Windows XP and Office 2003, completing 310 of 1640 upgrades.
- Created an IT capital planning spreadsheet documenting agency IT Non-Personal Service spending plans through FY 2008.
- Enhanced security of resources on the OGS Network through deployment of new remote access technology.

Opportunities for Improvement

- Improve disaster preparedness relating to agency electronic data and systems.
- Continue to define and implement ways to improve relations between IRM and the OGS business units.
- Explore the benefits and feasibility of implementing data warehousing to make OGS electronic data more accessible and useful.
- Continue to study and take action on the 2003 IT Management Enhancement project's recommendations.
- Improve usage of the IT project management methodology.

Selected Performance Indicators

Fiscal Year	%service availability	# days problem resolution	% 1 st level problem resolution	# days training / IRM employee	customer satisfaction*
2004-05	99.880%	3.6	34.6%	4.9	4.00
2003-04	99.887%	2.7	32.5%	6.0	Not available
2002-03	99.848%	5.9	48.4%	7.0	Not available
2001-02	99.601%	3.7	41.7%	6.1	Not available
2000-01	98.245%	3.3	30.6%	8.9	Not available

Selected Strategic Initiatives FY 05

- Complete the redesign and implementation of OGS' internal and public web sites.
- Develop an application to integrate the Master Employee Database with OGS applications that use employee data. The primary focus for FY 2005 is integrating this new database with HRIS and LATS.
- Complete the agency wide upgrade of desktop and laptop computers to Windows XP and Office 2003.
- Initiate a project to deploy enterprise Storage Area Network architecture and Blade Server technologies to improve the management and operation of servers and file storage.
- Complete an enhancement project for the Service Desk problem and request tracking system to provide web-based customer access to tickets and automate a change management process.
- Explore the feasibility and applicability of implementing data warehousing at OGS.

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



Parking Management

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 04

- Implemented Seniority Waiting List for the East Parking Garage.
- Streamlined the process for payroll deductions for parking fees by implementing electronic integration with OSC's PAYSR system.
- Opened the Water Street lot to all agencies.
- Conducted a study of traffic at the Empire State Plaza and implemented measures to alleviate traffic congestion on days when visitor traffic is especially heavy.

Opportunities for Improvement

- Further improve barrier and gate security.
- Explore the use of electronic forms.
- Improve incentives for carpooling.
- Explore the reasons for significant increase in customer complaints.

Selected Performance Indicators

Fiscal Year	%garage spaces filled *	%outside downtown spaces filled *	%costs recovered**	\$surplus(deficit) **	#parking spaces ***	#incidents	# permit parking complaints
2004-05	93.9%	92.6%	69.1%	(\$2.7 M)	8,873	66	308
2003-04	93.7%	89.4%	74.8%	(\$2.0 M)	8,838	68	149
2002-03	95.2%	93.5%	74.3%	(\$2.1 M)	10,545	60	266
2001-02	93.7%	81.8%	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 05

- Organize and implement viable parking options for employees moving downtown to the Alfred E. Smith building.
- Develop and implement a plan to fill the Sheridan Hollow parking garage.
- Develop and implement a plan to use the East Parking Garage roof as supplemental visitor parking.
- Create a single database of parking data within the Total Parking Management System by combining the databases currently used.
- Study the feasibility of enabling visitors to use EZ Pass for payment of parking fees.

* Indicates the fill level at the end of the fiscal year (not the average for the year).

** Includes \$3 M annual debt service for East Garage starting in FY 2001.

*** Reflects closure of the Washington Avenue lot in 2003.



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 04

- Merged the DOT offset printing function into the OGS printing services.
- Established an enhanced presence on the OGS web site to provide general information and order forms.
- Achieved positive financial balances for 4 out of the last 5 consecutive fiscal years, resulting in over \$1 M in retained earnings.

Opportunities for Improvement

- Collect customer satisfaction information in order to learn how best to improve service to customers.
- Reinstigate regular performance measurement.

Selected Performance Indicators

Fiscal Year	%printing accuracy	%offset print jobs ontime	%costs recovered	\$surplus(deficit)	#impressions	#print jobs billed	#customers
2004-05	Not available	Not available	96.45 %	(\$98,398)	Not available	Not available	Not available
2003-04	99.7%	91.0%	110.1%	\$260,180	141.0 M	382	<u>51</u>
2002-03	99.6%	79.1%	108.3%	\$287,977	140.7 M	425	40
2001-02	99.5%	67.1%	106.8%	\$221,281	122.6 M	536	42
2000-01	98.7%	65.8%	109.8%	\$272,448	138.9 M	515	41

Selected Strategic Initiatives FY 05

- Replace high volume printers with equipment using state of the art digital technology.
- Enable online ordering of printing services.
- Expand capacity to provide competitive and up-to-date graphics arts services.



Mail and Freight Security

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; provides package screening for OGS and the State Capitol; and issues selected 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 04

- Implemented digital tracking of packages by combining bar coded confirmed delivery receipt capabilities with the arrival system.
- The Mail Center moved 5,610,048 pounds of product during FY 2004.
- Freight revenue increased \$54,543 from the prior year.
- Screened 652,827 packages during the year.

Opportunities for Improvement

- Enhance marketing practices to increase usage of services.

Selected Performance Indicators

Fiscal Year	interagency mail revenue	freight revenue	%costs recovered	\$surplus (deficit)	#unscheduled absences per employee	# days lost due to injuries
2004-05	\$896,050	\$392,997	98.8%	(\$25,310)	1.28	0
2003-04	\$1,016,731	\$338,454	117.6%	\$316,878	.40	Not Available
2002-03	\$853,749	\$336,269	101.1%	\$21,999	1.04	Not Available
2001-02	\$741,345	\$384,120	103.8%	\$41,081	1.27	Not Available
2000-01	\$689,829	\$305,151	95.6%	(\$46,135)	2.76	Not Available

Selected Strategic Initiatives FY 05

- Expand use of UPS authorized return services to Western NY and phase out the courier service to that area.
- Continue to focus on attracting additional agencies to take advantage of the cost savings available through the use of the OGS bulk mailing services.



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 04

- Sustained a very low level of food inventory losses resulting from mishandling.
- Distributed food valued at \$15 M in excess of the Federal Entitlement for the recipient schools.
- Experienced a decrease of \$2.5 M in the value of food distributed to schools, food banks and others. Less surplus food was available because of the war in Iraq and hurricane disaster relief.
- Received Commissioner's Safety Award for having gone 2 full years without a lost time injury at the Downstate Distribution Center, extending their record to 764 days by the end of FY 2004.
- Expanded a program to distribute fresh fruits and vegetables to an additional 160 schools. The program promotes healthy eating habits for children and helps New York State growers, suppliers and distributors.
- Provided temporary overflow warehouse capacity for NY City schools' food.
- Improved safety conditions in freezers by updating lighting, repairing holes in the floors, and replacing insulation to reduce ice buildup.

Opportunities for Improvement

- Improve food distribution services to schools.
- Increase school participation in the donated foods program.

Selected Performance Indicators

Fiscal Year	\$value of food distributed	\$food value per dollar of charges	%inventory losses	%food distribution charges	%food diverted to processors	school lunch program satisfaction*
2004-05	\$84.5 M	\$29.43	.017%	3.4%	47.1%	4.43
2003-04	\$87.0 M	\$22.59	.012%	4.4%	40.9%	4.52
2002-03	\$85.1M	\$22.03	.010%	4.5%	27.7%	4.43
2001-02	\$79.6 M	\$21.27	.026%	4.7%	29.4%	4.39
2000-01	\$68.8 M	\$21.68	Not Available	4.6%	29.3%	4.44

Selected Strategic Initiatives FY 05

- Continue exploring alternatives to provide donated commodities to schools through the use of a contracted commercial distributor, instead of the conventional use of contracted warehouses.
- Improve automation of the food distribution and inventory process by replacing the current application with a new application with enhanced functionality.
- Promote participation in the school lunch program.
- Further expand a program to distribute fresh fruits and vegetables to additional school districts.
- Participate on a SEMO committee comprised of key agencies to distribute food and water in an emergency response.

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



Properties & Fleet Administration

Provides a method for state agencies to dispose of surplus personal property through interagency transfer or, when no state agency needs the property, through sales to the public. 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. 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 over 100 state fueling sites.

Performance Highlights FY 04

- Continued to expand the highly successful use of eBay to sell surplus property – nearly tripling the number of sales over the prior year.
- Realized \$2.3 M in revenue after expenses from sales of state surplus property, an 8% increase over the prior year. This amount is returned to the NY State General Fund. Some additional receipts from sales of certain types of property are distributed directly to other agencies.
- Continued to offer substantial savings to recipients of federal surplus property despite diminished availability of such property.
- Assumed responsibility for administering the fleets of the State Liquor Authority and Consumer Protection Board.
- Implemented the use of major credit cards for property sales. Eighty-five percent of eBay sales are now paid by credit card.

Opportunities for Improvement

- Improve management of the OGS fleet.

Selected Performance Indicators

Fiscal Year	\$ revenue from state surplus property	# eBay Sales	% positive eBay customer comments	\$ value of federal property distributed *	\$ savings from federal property received *
2004-05	\$3.6 M	1,759	99.6%	\$1.2 M	\$1.1 M
2003-04	\$3.0 M	684	98.2%	\$1.4 M	\$1.3 M
2002-03	\$3.0 M	193	97.3%	\$1.9 M	\$1.7 M
2001-02	\$4.5 M	0	Not Available	\$3.1 M	\$2.7 M
2000-01	\$4.9 M	0	Not Available	\$3.1 M	\$2.7 M

Selected Strategic Initiatives FY 05

- Implement an automated fleet management system.
- Develop and implement a policy and procedures for secure disposal and transfer of surplus information technology equipment.
- Explore the establishment of a small motor pool.
- Continue to enhance the eBay online sales business process.

* The data reported for FY 00, 01, and 02 reflects corrections made to previously reported data.



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 04

- Exceeded annual statewide EPAAct percentage requirements for clean fueled vehicle acquisitions, for the 7th consecutive year, with all EPAAct-eligible agencies reporting.
- Expanded CNG fueling sites to 55, more than doubling the number available at the end of FY 2000. Twenty-eight of these 55 sites are high volume sites. In 2001, only 1 had a high volume capacity.
- Oversaw the contract for Clean Energy to operate and maintain 8 former state-operated high volume CNG stations, build 1 new station, and extend fueling availability to the public.
- Conducted a successful test of the use of biodiesel in state fleet vehicles as a pilot project in partnership with the Department of Transportation.
- Leased 2 Honda FCX hydrogen fuel cell vehicles for the purpose of testing cold weather operability of the vehicles. The first one, delivered December 2004, received positive reactions from agencies where it has been tested.
- Worked with OGS PSG, NYSERDA and DOT to develop an invitation for bids for model year 2005 converted alternative fueled CNG and Bifuel vehicles following General Motor's decision to discontinue production of CNG vehicles.
- Maintained an extensively used web site with alternate fueled vehicle information and resources as an educational tool and aid for developing and maintaining alternative fueled vehicle programs.

Opportunities for Improvement

- Explore potential for using vehicles with hydrogen fuel cell and hydrogen combustion engines in the state fleet.

Selected Performance Indicators

Fiscal Year	%EPAAct compliance statewide	%above EPAAct requirement	#cng fueling sites
2004-05	88.0%	17.3%	55
2003-04	88.9%	18.5%	47
2002-03	84.5%	12.7%	39
2001-02	81.1%	8.1%	34
2000-01	57.7%	15.4%	24

Clean Fueled Vehicles *(continued)*

Selected Strategic Initiatives FY 05

- Participate as a member of a committee to work with the Center of Excellence in Environmental Systems to explore the Governor's initiative to develop a strong biofuels industry in NY State.
 - Develop the plan for implementing required biodiesel usage following an anticipated Executive Order.
 - 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.
 - Closely monitor Clean Energy's performance in constructing and operating state owned stations for use by the state fleet and the public.
 - Continue to develop and coordinate training sessions to be held in key areas for state agency AFV users, mechanics and fueling station mechanics.
 - Continue to 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.
- Expand Alternative Fueling Sites statewide:
- Construct 4 ethanol stations which, with the existing Buffalo site, will create an "ethanol corridor" for state vehicles traveling north/south or east/west within NY State.
 - Construct a high volume CNG fueling site at DOT's Vestal facility to replace one that will be closing in Binghamton.



**Empire State Plaza
Convention and
Cultural Events:
Convention Center and
Special 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.

Performance Highlights FY 04

- Both the Convention Center and Special Events achieved a positive financial balance.
- Provided 10 “Summer at the Plaza” free public entertainment events with an estimated total attendance of 115,500 people.
- Replaced Convention Hall carpet with quality stain-resistant carpet.
- Received 2005 Telly Award for the televised Martin Luther King, Jr. commemorative service and holiday observance held in the Convention Center.
- Received Metroland’s Best of 2004 award for best outdoor concert venue.

Opportunities for Improvement

Selected Performance Indicators

Fiscal Year	convention center facility occupancy rate	convention center overall customer satisfaction *	convention center rental revenue	% convention center costs recovered **	# special events	event sponsor revenue (committed)	% special events costs recovered
2004-05	50.4%	4.7	\$362 K	116.9%	493	\$213 K	130.8%
2003-04	49.8%	4.7	\$397 K	71.8 %	430	\$157 K	140.6%
2002-03	56.2%	4.7	\$455 K	72.0%	401	\$208 K	107.9%
2001-02	52.6%	4.7	\$447 K	66.4%	391	\$141 K	124.9%
2000-01	56.4%	4.6	\$465 K	Not available	285	\$160 K	Not Available

Selected Strategic Initiatives FY 05

- Establish a local chapter of North East Division of Meeting Planners’ International.
- Obtain Certified Meeting Planner credential and begin offering Certified Meeting Professional services to clients.
- Establish quarterly meeting schedule with other involved parties to discuss and resolve traffic and access issues at Empire State Plaza.
- Investigate potential for hosting small seasonal special events at additional state facilities.
- Launch and train staff to use Meeting Room Manager, the online calendar and event scheduling software purchased and installed in FY 2004.
- Focus on staff development through mentoring, Meeting Planners International professional development seminars, and structured use of Virtual University and other pertinent resources.
- Replace and modernize lighting and sound systems in meeting rooms 1 – 6.

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

** Includes revenue from Plaza vendor leases beginning in FY 2004.



**Empire State Plaza
Convention and
Cultural Events:
Curatorial Services**

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 04

- Increased visitation at all sites during FY 2004. Hosted 37,033 visitors in tours of the Capitol, 2,486 visitors in tours of the Mansion, 24,588 visitors to the Observation Deck, 1,717 visitors in tours of the Plaza Art Collection, and 17,154 visitors at the Vietnam Gallery.
- Realized over 2,000 volunteer hours with an estimated value of \$35 K.
- Conducted a workshop for Capitol Region teachers. The workshop linked the Plaza Art Collection with the Museum of Modern Art.
- Oversaw the restoration of selected sculptures and paintings in greatest need of conservation including Verge by Clement Meadmore and a painting by Clifford Still.
- Created a draft audio tour of the Plaza Art Collection, including an interview with Mrs. Nelson Rockefeller.
- Provided maps and more visible visitor assistance in response to the new security system at the Plaza.

Opportunities for Improvement

- Provide expanded professional development for teachers.
- Create new programs and improve marketing to attract visitors.

Selected Performance Indicators

Fiscal Year	# participants in tours	% rating Capitol tours "excellent"	% rating Plaza Art tours "excellent"	% rating Mansion tours "excellent"	# volunteer hours	\$ value of volunteer hours
2004-05	<u>82,978</u>	<u>92.13%</u>	83.3%	75.0%	2,071	\$35,600
2003-04	* 73,914	90.0%	Not Available	Not Available	2,093	\$34,958
2002-03	95,051	87.8%	Not Available	Not Available	2,242	\$36,259
2001-02	106,075	87.8%	Not Available	Not Available	2,590	\$40,287
2000-01	87,129	80.2%	Not Available	Not Available	1,809	\$27,081

Selected Strategic Initiatives FY 05

- Restore the sculptures in greatest need of conservation: *Wild Rice* by Lyman Kipp, *Blue and Yellow* by Ellsworth Kelly, and George Washington statue in West Capitol Park. Conserve several other sculptures.
- Restore *Primary Tapestry* by Ellsworth Kelly and 5 murals in the Dulles State Office Building, Watertown.
- Implement the Acoustiguide program for the Plaza Art Collection and draft audio tour of the Plaza and Memorials for FY 2006 implementation.
- Conserve paintings in the Plaza Art Collection by providing regular maintenance.

* Significant decline from previous year can be attributed to cut back in the number of open days and tour hours to conserve state funds.



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 04

- Introduced the “Your Health, Your Way” menu on the Plaza at the Pavilion.
- Introduced Subway, Sandella, and Krispy Kreme at the Empire State Plaza.
- Assisted with the Equinox Thanksgiving Day event, providing labor for logistics setups and food storage, preparation, and packaging for over 7,800 meals.
- Established FAME Food Management Inc. as the new management of cafeterias at the Harriman Campus in Buildings 3, 8A and 12.
- Successfully piloted credit card purchases at all ESP food services facilities.
- Reopened the cafeteria at 55 Hanson Place.
- Corrected 65% of food service inspection violations within one day.
- Oversaw the renovation of the Liberty Café and Albany Room facilities.

Opportunities for Improvement

- Improve customer satisfaction with the food served in the cafeterias.
- Strengthen efforts to reduce violations found during food service inspections.
- Increase use of the Swan Street facility.
- Post menus on the OGS web site for all facilities.

Selected Performance Indicators

Fiscal Year	gross sales	gross sales: restaurants	gross sales: catering	sales per sq ft	#inspections: OGS / cnty-city	#violations per cnty-city inspection	customer satisfaction: cafeteria*
2004-05	<u>\$9.8 M</u>	<u>\$7.3 M</u>	<u>\$2.5 M</u>	<u>\$51.88</u>	<u>24</u> / 13	<u>3.2</u>	3.63
2003-04	\$9.0 M	\$6.9 M	\$2.1 M	\$47.11	18 / 31	3.6	3.72
2002-03	\$9.5 M	\$6.4 M	\$3.1 M	\$66.12	32 / 33	1.4	3.83
2001-02	\$8.4 M	\$6.3 M	\$2.1 M	\$61.50	37 / 20	3.5	3.85
2000-01	\$8.2 M	\$6.0 M	\$2.3 M	\$60.75	22 / 17	4.5	3.79

Selected Strategic Initiatives FY 05

- Plan for future contract food service operations at the Empire State Plaza, Sign of the Tree, and 55 Hanson Place.
- Initiate an alternative food concepts pilot program for the Swan Street Café to increase café patronage and sales.
- Amend and renew the Sodexo contract, including McDonalds.
- Reopen the cafeteria in the Smith Building.
- Enhance the Food Service web presence to include all restaurant, cafeteria, and catering menus for the current week or month.
- Complete equipment inventories at 3 facilities.
- Close the cafeterias at the Donovan State Office Building and Campus Building #3. Inventory and redistribute or surplus equipment.
- Train new employees in food service sanitation, health department regulations, inventory control and inspections.
- Assist in developing and implementing specific procedures and guidelines for monitoring events for compliance with regulations.

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



**Human
Resources
Management**

Manages and administers position classification, recruitment and selection of employees, succession planning, employee development, employee benefits, labor relations, safety and health, 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 several hosted agencies.

Performance Highlights FY 04

- Oversaw effort to improve timeliness of employee performance evaluations, resulting in on-time submission of 93% of those due April 1.
- Finalized a title restructuring plan designed to enhance flexibility in resource deployment and establish career paths for Support Services' employees and expanded the BSA Incentive Program to include additional select titles in Support Services and Real Property Management.
- Provided human resource management services for 6 "hosted" agencies in addition to OGS. These agencies accounted for 13.5% of personnel transactions processed.
- Held 17 events to recognize 550 OGS employees for outstanding performance and customer service. 29 of these employees were also recognized by organizations other than OGS for their professional contributions.
- Enhanced overall Equal Employment Opportunity and Affirmative Action program administration to improve complaint handling and resolution.
- Concluded the Electrician Certificate Program, with 10 OGS employees receiving Certificates of Accomplishment for completing the program.
- Delivered 38 safety and health information /education programs to 780 OGS and Alcoholic Beverage Control employees. Facilitated Construction Safety and Materials Handling Ergonomics training for 158 OGS employees and GOER's "Right to Know" training for 315 OGS employees.
- Significantly increased constructive labor-management activity.
- Coordinated arrangements for over 3,800 development opportunities for OGS employees.

Opportunities for Improvement

- Strengthen the project management capability within HR.
- Strengthen the professional development of HR staff to ensure that they are positioned to meet the HR challenges of the organization.
- Reduce time to classify and fill positions.

Selected Performance Indicators

Fiscal Year	#days-classify position/ %classified on time	#days-fill position/ %filled on time	#positions filled*	#labor mgmt meetings	#OGS salaried employees*	OGS staff promotion rate*	Customer Satisfaction**
2004-05	45.4 / 30.0%	38.8 / 59.2%	223	54	1,629.7	9.9%	3.78
2003-04	45.5 / 66.7%	38.6 / 55.3%	152	17	1,605.8	7.9%	Not available
2002-03	23.9 / 85.2%	38.0 / 69.8%	149	9	1,632.7	5.8%	3.93
2001-02	27.9 / 38.0%	36.4 / 73.8%	294	9	2,013.7	9%	Not available
2000-01	13.6 / (NA)	44.0 / (NA)	(Data not comparable)	9	2,025.8	9%	Not available

* Significant changes reflect the impact of the retirement incentive and budgetary cutbacks during 2002 and 2003.

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

Continued on next page

Human Resources Management (Continued)

Selected Strategic Initiatives FY 05

- Implement the Performance Evaluation Training for managers and supervisors and partner with personnel coordinators to achieve maximum compliance with the performance evaluation process.
- Implement strategies to address OGS' critical succession management needs. Strategies include designing flexible selection and recruitment methods, designing a mentoring/coaching program, creating a multi-year exam plan, establishing an OGS Retiree Service Corps, and implementing a military personnel transition program.
- Develop and pilot an alternative dispute resolution program in partnership with NYS/CSEA.
- Launch an OGS Safety and Health Institute.
- Develop and launch Career Advisement Services for front-line employees.
- Deploy third periodic agency wide quality of work life survey.
- Develop a model for Agency Competency Mapping and Career Development Guides.
- Implement LMSNet, a web-based learning management tool, to provide a centralized repository for employee development records.
- Implement the use of e-Forms and records digitization to enhance accessibility and retention of personnel records.
- Explore an approach to categorize and share the institutional knowledge of the agency's employees.
- Expand the use of the Human Resources Information and the Leave and Accrual Tracking systems to include hosted agencies.
- Begin delivering human resource administrative support to the Board of Elections.



Financial Administration

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. Provides selected financial administration services to several hosted agencies.

Performance Highlights FY 04

- Saved the State over \$13 M by purchasing electricity directly from NYPA.
- Saved over \$600,000 from September to December 2004 by purchasing electricity for OGS and SUNY from the NYISO.
- Kept late payment fees to .02% or less of total cash disbursed for the fifth year in a row.
- Assumed responsibility for providing financial administration services for 1 new agency, bringing the total supported at year's end to 10. Expanded services for OFT to include all payroll.
- Improved the timeliness in issuing financial statements, purchase orders, and travel reimbursement checks, despite work load increases of 15%, 36%, and 33% respectively. At the same time, the purchasing and travel units operated with no increase in staff and the accounting unit lost 25% of its staff.
- Implemented an up-to-date, complete General Policy Manual on the OGS intranet for all employee access.
- Oversaw the conversion of OGS and other state agencies to the new contract for purchasing and travel credit card services.
- Developed standardized bid documents and began issuing bid packages to potential bidders electronically.

Opportunities for Improvement

- Continue to improve timeliness in issuing financial statements.
- Improve the accuracy and timeliness of transferring data between Finance and program units.

Selected Performance Indicators

Fiscal Year	customer satisfaction: %satisfied / mean rating**	%cash disbursed	%on-time voucher payments *	late payment fees *	% financial statements issued on time *	#days to issue purchase order *	#days to issue travel check *
2004-05	82% / 4.05	99.9%	98.8%	\$24,470	59.80%	4.1	10.3
2003-04	Not Available	100.6%	99.0%	\$21,954	54.07%	4.6	10.5
2002-03	68% / 3.65	100.4%	99.7%	\$5,027	36.26%	5.2	11.3
2001-02	Not Available	99.9%	99.3%	\$18,594	Not Available	6.3	11.2
2000-01	Not Available	100.4%	99.0%	\$26,439	Not Available	Not Available	9.5

* Starting in FY 2003, these indicators cover Financial Administration for OGS and the Hosted Agencies. In prior years the data is for OGS only.

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

Continued on next page

Selected Strategic Initiatives FY 05

- Develop and implement roll-out plan for purchasing electricity on behalf of other state agencies if legislative authority is granted.
- Complete deployment of the automated time and attendance system (including OSC interface) within OGS and applicable hosted agencies.
- Begin providing financial services for Governor's Office of Regulatory Reform.
- Conduct a feasibility study relating to the implementation of a paperless office.
- Update the OGS Purchasing Guidelines Manual and post it on OGSNow for access by OGS and hosted agency employees.
- Develop a consistent RFP development and contract process for OGS.
- Advance various initiatives to improve efficiency and accuracy through electronic transfer of information and documents.
- In conjunction with Human Resources, implement electronic storage of employee personnel files to eliminate redundancy and make authorized access more efficient.



**Bureau of Risk
and Insurance
Management**

Procures insurance, provides insurance and risk management consulting services, and administers claims for all state vehicles.

Performance Highlights FY 04

- Saved nearly \$500,000 through the Equipment Maintenance Program.
- Expanded participation in the Equipment Maintenance Program from 12 agencies to 30 with another 26 in the process of implementing use of this program. Increased contractual savings from 20% to 25%.

Opportunities for Improvement

- Work with the Remi Group to produce better reports and training for the users of the Equipment Maintenance Insurance. We will look into expanding the web-based training as well as setting up additional training seminars at central locations around the state.

Selected Performance Indicators

Fiscal Year	% savings on auto claims: property damage*	\$ savings on auto claims: property damage*	% savings on auto claims: no fault	\$ savings on auto claims: no fault	# days to issue certificates of insurance	% costs recovered
2004-05	11.8%	\$176 K	8.4 %	\$29 K	1.3	98.05 %
2003-04	18.8%	\$231 K	Not Available	Not Available	1.6	102.17 %
2002-03	30.3%	\$192K	Not Available	Not Available	1.7	102.65 %
2001-02	26.9%	\$111 K	Not Available	Not Available	Not Available	108.92 %
2000-01	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available

Selected Strategic Initiatives FY 05

- Negotiate new business and several renewals with insurance carriers, renew expiring insurance broker contracts, and establish a new contract for the third party administrator of the self-insured auto program.
- Develop a Master Builders Risk program in OGS to decrease expenses, reduce losses and ensure the consistency and availability of coverage.

* Starting in FY 2003, the measure was calculated as a percent of all claims. In prior years it was calculated as a percent of the claims reviewed.



Legal Services

Complements OGS business unit operations by providing comprehensive, quality legal services so that OGS executives and business units can successfully accomplish their goals and respond to evolving requirements in accordance with all applicable legal requirements.

Performance Highlights FY 04

- Implemented Executive Order 127 which relates to procurement disclosure. Developed guidelines, model forms, training materials, and a web presence for dissemination of these aids. Provided 15 presentations to educate agencies and authorities covered by EO 127 as well as the business community. Provided ongoing consultation.
- Assisted in the disposition of 4 state armories.
- Managed 2 major state environmental quality review initiatives.
- Revised SEFA procedures, rules, and regulations.

Opportunities for Improvement

- Simplify procurement procedures.
- Provide for additional transparency for public procurement.

Selected Performance Indicators

Fiscal Year	Overall Customer Satisfaction *	# hours training / employee: professional staff	# hours training / employee: support staff
2004-05	4.21	46	15
2003-04	Not Available	Not Available	12
2002-03	4.00	Not Available	13
2001-02	Not Available	23	14
2000-01	Not Available	23	15

Selected Strategic Initiatives FY 05

- Develop a broad-based procurement reform agenda for the 2006 legislative session.
- Complete legislation to extend the Procurement Stewardship Act for one year.
- Implement the new procurement lobbying restrictions, including developing and disseminating guidelines and establishing and supporting a new Advisory Council on Procurement Lobbying.
- Integrate state retirees into the SEFA program.
- Review, revise and update the agency rules and regulations relative to implementation of automated defibrillators in public buildings, the SEFA program, FOIL, and procurement services.
- Continue to consult with state agencies and authorities regarding the implementation of Executive Order No. 127.
- Complete the transition of OFT Telecommunications contracts to OFT.

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