



STRATEGIC PLAN 2008 AND BEYOND

Created April 2008

AGENCY MISSION STATEMENT

"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 essential support services. We provide government and nonprofit agencies with innovative solutions, integrated service, and best value, in support of cost-effective operations and responsible public stewardship."

CORE SERVICES OF THE AGENCY

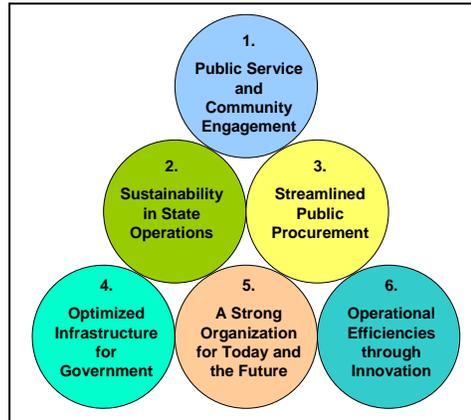
- Management and operation of state office buildings and related properties;
- Leasing of privately held real estate for state purposes;
- Regulation and management of state-owned lands and disposition of state-owned real property;
- Provision of architectural/engineering services and construction oversight on new construction projects as well as major alterations to existing state facilities;
- Establishment of centralized procurement contracts, providing discounted prices on goods, services, and technology needed for government operations;
- Support services needed to keep government working on a daily basis, such as parking, interagency mail and freight services, printing and copying services, disposal of surplus state equipment, distribution of surplus food, and purchase of insurance and handling claims involving state operations;
- Provision of public events, education, and outreach; and
- Administrative services for smaller state agencies.

AGENCY VISION

To be...

- A leader in making state operations better for people and the environment
- A "good works" agency with tremendous versatility
- A great team of people, growing together
- Empowered by information
- Always alive with forward momentum

KEY AGENCY GOALS



1. Public Service and Community Engagement – To forge strong bonds between OGS and New York’s businesses and communities as the proper foundation for responsive government. To bring government closer to people.

2. Sustainability in State Operations – To make our buildings, workplaces, procurements, and support operations more environmentally friendly and healthier.

3. Streamlined Public Procurement – To modernize and streamline methods used in centralized procurement contracting, yielding better end results for both purchasers and vendors.

4. Optimized Infrastructure for Government – To keep facilities in best condition and most serviceable over the long term, make most efficient use of the state’s physical assets and funds for capital improvement, and use leases wisely.

5. A Strong Organization for Today and the Future – To attract and cultivate the best workforce possible to accomplish our mission and to be an organization that is fully accountable for delivering solid results.

6. Operational Efficiencies through Innovation and Technology – To minimize state expenditures and become as efficient as possible in the use of all resources at our disposal. To manage our information and work processes efficiently.

GOAL 1: PUBLIC SERVICE AND COMMUNITY ENGAGEMENT

"To bring government closer to people. To forge strong bonds between OGS and New York's businesses and communities as the proper foundation for responsive government."

Key Objectives – What We Want to Achieve

OGS seeks to...

- Increase the importance of OGS sites and properties to the community through dynamic programming and other initiatives reflecting the interests and diversity of all New Yorkers.
- Facilitate public access to government locations, assets, activities and information.
- Contribute to the success of our surrounding communities, including local businesses and governmental entities.
- Provide premier customer service (to the public and other governmental agencies).
- Achieve a positive image for OGS in the public's eyes and earn taxpayers' belief that they are getting value.
- Elevate OGS employees' pride and organizational esteem.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Reach out, listen, and share information more frequently with communities, businesses and governmental organizations, to ensure that our services and programs meet their needs.
2. Coordinate efforts across all business units to create and communicate a consistent and powerful message about what our agency delivers.
3. Make physical, electronic, and procedural changes to improve the ability of the general public and business representatives to access state facilities, enjoy these assets, and obtain needed information.
4. Experiment with new programming ideas every year, while keeping the popular traditions.
5. Form additional, stronger alliances with the community, businesses, and other government agencies.
6. Engage agency employees in public-facing activities to increase their pride of ownership, stewardship and responsibility.

GOAL 2: SUSTAINABILITY IN STATE OPERATIONS

"To make our facilities, workplaces, procurements, and support operations environmentally sustainable and healthful through the implementation of green policies and procedures for workforce, clients, and New York State."

Key Objectives – What We Want to Achieve

OGS seeks to...

- Establish OGS as a recognized leader in sustainability expertise and practices.
- Increase the adoption of sustainable behaviors and practices by the government workforce and other stakeholders.
- Minimize OGS and other state agencies' consumption of energy.
- Increase the use and diversity of renewable and sustainable energy resources.
- Maximize water use efficiency in state operations.
- Reduce the size of the waste stream created by state operations.
- Minimize OGS and other stakeholders' contribution to environmental pollution.
- Provide maximally comfortable and healthful work environments.
- Contain OGS and state agency energy expenses.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Promote change in attitudes and actions of people, organizations, and communities.
2. Implement changes in facility operating systems, equipment and protocols that directly influence the environment.
3. Restructure financing models, budgeting and savings related to energy purchases and consumption.

GOAL 3: STREAMLINED PUBLIC PROCUREMENT

“To modernize and streamline methods used in procurement contracting, yielding better end results for all stakeholders.”

Key Objectives – What We Want to Achieve

OGS seeks to...

- Provide clearly defined cohesive processes for procurement for all stakeholders.
- Minimize the time and effort needed to procure commodities and services through user friendly processes.
- Ensure the continued and timely availability of commodities and services that meet customers’ priorities.
- Achieve a consistent and practical procurement policy environment.
- Maximize pools of qualified vendors for procurements.
- Increase participation from a complete spectrum of businesses.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Sharpen the agency’s understanding of, and ability to respond to, customer needs for procurement services.
2. Execute the implementation plan for comprehensive, computer-supported procurement contracting processes.
3. Refine the policy and regulatory environment to make it more coherent and workable.
4. Redesign the procurement website to help users find everything they need quickly.
5. Develop a methodology for developing effective contract scope statements and requirements definitions for use in bids.
6. Develop and implement a plan to broaden the pool of vendors participating in bids.
7. Organize targeted staff development to build greater depth and breadth of skills among those involved in procurements.
8. Establish a self-sustaining “process improvement culture” to ensure that the enhancement of procurement processes continues after the first round of changes is implemented.

GOAL 4: OPTIMIZED INFRASTRUCTURE FOR GOVERNMENT

“To keep facilities in best condition and most serviceable over the long term, make most efficient use of the state’s physical assets and funds for capital improvement, and use leases wisely.”

Key Objectives – What We Want to Achieve

OGS Seeks to...

- Ensure that the assets of the state are modern, efficient, sustainable and consistent with the economic revitalization goals of the Administration.
- Sustain the necessary funding to maintain and improve properties properly.
- Identify and respond to the needs of OGS customers in regard to facilities.
- Prevent interruptions in the operation of state facilities.
- Ensure that state facilities are used to full advantage.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Conduct long-range assessments and planning to upgrade and modernize the assets in OGS’ building portfolio.
2. Promote urban revitalization through adaptive reuse of surplus state-owned property.
3. Use state office space more efficiently and flexibly.
4. Advocate effectively for adequate preventive maintenance and capital investments in properties.
5. Implement comprehensive emergency management to manage risks concerning the building infrastructure and occupants.
6. Strengthen coordination of efforts between Design and Construction, Real Property Management’s Division of Construction Management, and Real Estate Planning and Development’s Space Planning.
7. Maintain a high level of communication and information sharing with building tenants.

GOAL 5: A STRONG ORGANIZATION FOR TODAY AND THE FUTURE

"To attract, develop, and retain a workforce committed to the agency's goals while providing an environment where our people excel and are accountable for delivering solid results."

Key Objectives – What We Want to Achieve

OGS seeks to...

- Cultivate trusted and responsive leadership at all levels.
- Attract and foster a diverse, skilled and committed workforce.
- Function as a flexible team-oriented organization.
- Use best practices and business process improvements.
- Enhance the use of information and communication tools.
- Produce superior results based on agency priorities.
- Provide rewarding futures for our people.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Increase outreach efforts tied to recruiting.
2. Cultivate a learning organization.
3. Enhance the career development opportunities and mobility of our people.
4. Increase communication throughout the agency to enhance employee engagement and ensure that the employees have the information they need to support organizational goals and objectives.
5. Create an innovative and flexible work environment that enhances teamwork and produces superior results.

GOAL 6: OPERATIONAL EFFICIENCIES THROUGH INNOVATION AND TECHNOLOGY

"To minimize state expenditures and become as efficient as possible in the use of all resources at our disposal. To manage our information and work processes efficiently."

Key Objectives – What We Want to Achieve

OGS seeks to...

- Enable an OGS culture built upon innovation, systematic process improvement, and optimal use of technology.
- Invest OGS resources (human, capital, and technology) based upon systematic evaluations of costs and benefits.
- Maximize staff capability to use the most appropriate technology and tools to do the job efficiently.
- Provide the capability for employees to perform work where and when needed.
- Ensure the availability of accurate, timely information to all stakeholders, where and when needed.
- Be an active leader and partner in efficiency initiatives.

Key Strategies – How We Plan to Achieve the Goal and Objectives

OGS will...

1. Visibly promote innovation through management actions and decisions.
2. Systematically study and fine-tune the core business processes used to perform work.
3. Organize electronically stored information for maximum efficiency (i.e., adapt current information architecture).
4. Pursue additional streamlining in the design and use of information technology across the agency.
5. Invest in building the skills of end users so they can make the most of technology tools available to them.