STRATEGIC PLAN 2023
Diversity is our greatest strength in New York.

We have long been a place where people from all backgrounds come to work, create, innovate and build better lives. We are also at an inflection point, as we continue to recover from the pandemic, incorporate sustainability and climate resiliency into our fabric, welcome asylum seekers, and protect and expand access to support and services for everyone who lives here. Time and time again, New Yorkers have shown our resilience in the face of these challenges.

Our job, as public servants, is to create the best possible lives for New Yorkers. That means building infrastructure that works and reducing our carbon footprint so future generations can enjoy the same quality of life that we enjoy. It means delivering government services that are modern, easy to use, and that reduce burdens on the New Yorkers who need them. It means expanding opportunities for good government jobs and for contractors — particularly those who have historically been blocked from equal opportunities — to conduct business easily and equitably with the State. By working together, we can build a better New York.

There is much work that will need to be done to implement these changes. The 89 initiatives laid out in this strategic plan will streamline and focus the work of the Office of General Services (OGS) over the next five years. The agency will continue making essential infrastructure investments and delivering crucial services. It will also stretch beyond to implement changes that help us to usher in the future of work, mitigate climate emergencies, and promote equitable economic development.

We will hold ourselves accountable to achieving these goals and accomplishing the initiatives in this plan. By doing so, we can meet the demands of the moment and usher in changes that we believe will be truly transformational in terms of how our State government serves New Yorkers.

Sincerely,

Kathy Hochul
Governor
I have been honored to serve as Commissioner for the Office of General Services since I was appointed by Governor Kathy Hochul in November 2021.

Our agency has provided essential government services that support New York State government operations for over 63 years, including the management of complex building infrastructure, design and construction, shared business services, procurement, warehousing, cultural programs and more. Yet across our broad and deep portfolio of services, one mission remains the same: we are here to advance the work of the State. When we do our jobs well, New Yorkers are able to access the services they need — they see and feel their government working for them.

A year ago, we began a strategic planning process that has involved every OGS employee across the State and every team in our agency. Together, we’ve created a strategic plan with 89 initiatives to improve State operations and prioritize our work over the next five years. This 2023 Strategic Plan is a roadmap for the years ahead that shows how, through OGS, New York will deliver smarter, more efficient, responsive government for all New Yorkers. It aligns with Governor Hochul’s “Achieving the New York Dream” agenda and answers her call for State government to increase its transparency, accountability, and accessibility. Our agency is uniquely positioned to implement many of the Governor’s priorities and make strides in government operations. Doing so, however, will require reforms and changes that solidify our foundations.

OGS is driving Governor Hochul’s commitment to convert the State fleet to zero-emission vehicles by 2035 and reduce our greenhouse gas emissions by 85 percent from 1990 levels by 2050. We are investing in our infrastructure, making our buildings safer, healthier, and more accessible. We are modernizing our centralized procurement process so it’s easier for State agencies to contract with businesses, and streamlining back-office processing to reduce government costs and enable more responsible stewardship of resources. Our teams are working to preserve and promote access to the diverse set of cultural assets that

CONTINUED
make NYS so unique. These transformative projects will change the way the State does business; in order to make it all happen, we will invest in our workforce and take the critical steps needed to strengthen our organization at all levels.

I want to thank our nearly 1,900 employees for their commitment to Team OGS and participating in the most robust and collaborative planning process in this agency’s history. I’ve had the profound joy of working with many of you directly, and I could not be prouder of our team or more confident in our future. Putting the plan together has been hard work, but it’s only the first step. I look forward to continuing our conversations and the great work that we began together as part of OGS – the home of Only Good Stuff.

Sincerely,

Jeanette M. Moy
OGS Commissioner

OGS by the numbers

OGS provides agencies, authorities, municipalities, and non-profits with integrated services so they can focus on their missions. We:

**Manage**

150+ Buildings & structures with 20M sq. ft. and 30,000 tenants

**Administer**

$30B across 1,500 Centralized contracts

**Oversee**

250+ Construction projects valued at $1.3+ billion

2,000+ Events annually and curate a world class art collection

**Oversee**

650+ Design & Construction projects valued at $3.3+ billion

**Produce**

$660M in Annual Budget across 6 of the 16 agencies hosted for finance services

**Serve**

44k+ State employees by processing HR and finance transactions

**Support**

6.3k+ State employees by hosting Strategic HR services for 12 agencies
New York State is a thriving hub of innovation and opportunity. For generations, people have come to New York to pursue their careers, a high standard of living, our unparalleled cultural resources, and our breathtaking natural landscapes. Governor Kathy Hochul is ensuring that the New York Dream remains accessible for future generations by tackling long-neglected structural issues, so that State government can focus on today’s problems. Under her leadership, New York State agencies have been empowered to think differently, work collaboratively, and focus on fixing our foundational challenges.

The past few years have been exceptionally difficult for our State. The world has changed, and State government needs to adapt its operations accordingly. The issues we must address have become infinitely more complex and interrelated, from the rapid expansion of telework and hybrid work schedules during the pandemic, to the global threat of climate change, to difficulties in workforce recruitment and retention, to the continued challenges in maintaining an aging portfolio of State buildings. Every State agency and State worker has a role to play in shifting the way we work to be responsive to New Yorkers’ needs. The New York State Office of General Services (OGS) is ready for the challenge.

In 2022, OGS began the process of engaging with our customers, staff, and vendors to chart our path into the future together. The 89 initiatives in this ambitious plan detail how OGS will support the transformation of State government operations.

Here is our commitment:

• We will be transparent with our staff, customers, vendors, and the public
• We will focus on our customers and our role in supporting their missions
• We will deliver services and products that provide the best outcomes and value for the State
• We will incorporate sustainability and equity into all our work

Across our nine divisions, our nearly 1,900 employees manage and lease real property, design and build facilities, deliver a breadth of integrated services and innovative solutions to our clients, and steward world-class cultural assets. The OGS team supports foundational operations, provides analysis to support strategic decisions, and responds to global crises. We focus on core operations, so that the State agencies, municipalities, and nonprofits we serve can focus on their missions. When we do our work well, outcomes improve for all New Yorkers.

Since our founding in 1960, our scope has grown and our complexity has increased, reflecting the evolving needs of our customers. We adapt our operations to meet the current moment, enabling State government to adapt.

OGS provides core services for State government operations. As each agency works towards advancing Governor Hochul’s agenda, OGS must respond with urgency and focus on the customer in every service we provide.

Our post-pandemic world requires State government to make bold changes. Change requires collaboration, planning, and a deliberate approach to implementation. Working as One OGS, we will make the changes needed to continue to provide exceptional government operations support and advance Governor Hochul’s commitment to New Yorkers.

We will continue to do better. Together, we are the home of Only Good Stuff.
In order to exemplify our commitment to transparency, customer service, and sustainability — and advance OGS’s role as a leader in government operations over the next five years — the agency is undertaking a series of ambitious goals.

These goals are organized under Our Work, which will include initiatives that directly impact key partners across the State, and Our Foundation, which will improve the core of the agency to support employees and deliver better services.
Our Work

Infrastructure & Assets

OGS will improve our capital planning and management of the State’s vast real estate portfolio, for our design and construction work, and for other assets, including the State’s large fleet of vehicles. Years of deferred maintenance and low investment have resulted in many spaces that are either in poor condition or built for government services of a different era. To address our aging infrastructure and assets, we need to obtain more precise information about our overall portfolio and provide more transparency and guidance to the agencies that we serve.

We must also help the State adapt our infrastructure to climate change while creating 21st-century workspaces that support the shift to hybrid work and enable programs to scale nimblly.

To advance this effort, we will implement new processes and technology that will provide our agency with real-time insights into the condition and life cycle of State assets and allow us to deliver better guidance on State facilities, leases, and assets to our partner agencies.

Assess, prioritize, and invest in State buildings and infrastructure

OGS manages State-owned office buildings and leases on behalf of other State agencies. The efficiency of State office buildings is crucial to a well-functioning State government, but our infrastructure is aging, vital building systems are at or past their useful life, and deferred maintenance is creating significant capital needs across the portfolio. To approach a state of good repair and provide sustainable, seamless operations, OGS will: conduct portfolio-wide facility condition assessments (1); perform energy audits (2); continue to invest in upgrades to health, safety, and accessibility at the Empire State Plaza (3); and implement elevator modernization projects at major State office buildings (4).

Actively manage the State’s real estate based on agency needs

To effectively oversee the State’s property and leased spaces, OGS needs to ensure our real estate is actively used to its fullest and best capacity. OGS will: continue to work with partner agencies to capture and clean data on State properties and map State assets to inform decisions on optimal use and opportunities for redevelopment (5); create flexible workspaces that meet the needs of an agile, hybrid Statewide workforce (6); identify opportunities to reconfigure and consolidate the State’s footprint by conducting a portfolio-wide utilization analysis (7); and, when appropriate, enable productive reuse of underutilized spaces through disposition (8).

Improve processes and enhance the delivery of construction projects

As the requirements of State government grow more complex, OGS will innovate to efficiently deliver construction projects that meet those needs. In order to deliver projects quickly and cost-effectively, OGS will: streamline our design and construction processes by updating internal and external manuals and training (9); create data-informed continuous improvement processes (10); implement project management software to streamline project delivery (11); improve communication with partner agencies and the public on capital improvements, including providing real-time project status dashboards (12); and leverage technology to improve the accuracy of design work and cost estimates (13).

Reduce the environmental impact of State facilities and operations

In support of Governor Hochul’s ambitious goal to reduce greenhouse gas (GHG) emissions 85 percent statewide by 2050 and the Climate Action Council’s Scoping Plan, OGS will: implement methodologies to inform design work underpinning 10 major energy master plans for large campuses (15); develop a conversion plan for major equipment refrigerants at State office buildings (16); work with NYPD and the New York State Energy Research and Development Authority (NYSERDA) to identify and implement clean energy projects on State property (17); convert to LED lighting at all major State office buildings (18); identify opportunities to enter into Power Purchase Agreements (PPAs) with renewable energy developers (19); develop and implement a waste diversion plan (20); and develop and implement sustainable leasing guidelines and real property standards (21).

Address the impact of climate change on State assets

Even as we move towards a more sustainable State government, OGS must work to ensure that our operations are resilient against the impacts of climate change. We will: develop a climate vulnerabilities assessment for State properties (22); create resilient design guidelines and develop pilot projects (23); set up a statewide contract to support State agencies as they identify and implement resiliency projects (24); and convene a working group on sustainable and resilient design and construction (25).

Support a cleaner, more efficient State fleet

New York State needs better data to responsibly manage its fleet. OGS will: implement vehicle telematics — technology that collects and reports key data about vehicle usage and performance — for the State fleet (26). Leveraging insights gained through telematics, OGS will lead the implementation of Governor Hochul’s mandate to convert the light-duty fleet to zero-emission vehicles (ZEVs) by 2035, including: convening an interagency working group (27); working with NYSERDA to develop a “Clean Fleet Plan” for fleet conversion and charging infrastructure siting (28); and working with NYPD to install over 1,300 EV charging stations on NYS property in the next five years (29).

Agency Services

As OGS improves our physical real estate and asset services for our State partners, we will also improve the shared business services we provide for the State. From smart management of our portfolio of contracts, to efficiently servicing the administrative HR and Finance processing needs of over 66,000 State employees, we can nimblly help the State save time and money while improving quality, increasing managerial oversight, and advancing the State’s climate goals.

To advance this effort, we will center our work around our partner agencies and their staff members. Our Shared Services — from procurement, to warehousing, to our Business Services Center (BSC) — will establish key performance indicators, including operational outcomes and measures, for our work that can be used for management and to share with our partner agencies. We will design an account management approach for our partner agencies that focuses on their service outcomes and measures customer service and satisfaction.

Provide Shared Services efficiencies for the State

By consolidating and standardizing back-office functions, OGS reduces overhead for the State and enables our partner agencies to focus on their core missions. OGS will expand the BSC to serve additional State executive agencies, by: upgrading our HR and time and attendance tracking systems (30); transitioning additional State executive agencies to the BSC; improving contract and procurement processing (31); exploring innovative technological solutions to improve efficiency and accuracy, for example using automated transaction processing (32); and leveraging market analysis to better understand risk and reduce insurance costs (33).

Modernize the contracting Process

Through our centralized contracts, OGS helps government entities and not-for-profit organizations obtain the commodities, services, and technologies they need to carry out their missions, saving them time and money. OGS will: launch an end-to-end e-procurement system, increasing the speed, efficiency, accuracy, transparency, and accessibility of our centralized contracting...
Expand the use of State contracts by making the process easy for customers and vendors

By making it easy to do business with the State, OGS can foster competition, drive innovation, and deliver greater value to our authorized users and the public. To ensure that our contracts are informed by the unique dynamics of industries, OGS will strengthen our processes for incorporating market analysis and vendor feedback into solicitation development (37); and improve communication with vendors throughout the contracting process (38).

Government procurement processes can be complicated to navigate. OGS will leverage our procurement expertise to shape our services around the needs of our authorized users and partner agencies. We will: expand sourcing strategy and partner agencies. We will work with the Executive Chamber and our partner agencies to improve digital content and integration of language access as a core service across all Executive agencies.

Improve the quality of digital and media communications between the State and New Yorkers

Governor Hochul is committed to making State government accessible and easy to navigate. In collaboration with the NYS Office of Information Technology Services (ITS), OGS will expand our Digital & Media Services Center to create a new NYS Digital Team responsible for creating consistent, accessible, and useful websites to help connect New Yorkers to the services they need (51).

Increase access to government services for New Yorkers with limited English proficiency through the Statewide Office of Language Access

New Yorkers speak over 800 languages, and the 2.5 million New Yorkers with limited English proficiency have often struggled to obtain equal access to their government. Governor Hochul launched the Statewide Office of Language Access (OLA) at OGS in 2022. Building on the first year’s successes, OGS will launch a know-your-rights campaign, conduct trainings for frontline workers and managers, develop a dashboard to monitor changes in language need data, and engage directly with communities throughout the state (52).

Culture & Preservation

OGS oversees a vast portfolio of noteworthy public buildings and art that encapsulate the history of our State. By sharing these assets, we can transmit the stories, identities, and cultural history of New York for generations to come. OGS buildings can create a sense of place and belonging for our surrounding communities, provide access to the richness of New York’s past, and allow our agency to establish unique venues to uplift and celebrate the State’s story. To advance this effort, we will preserve and restore our valued assets, while designing programs that allow the public to access and engage with our cultural resources. We will find new ways to advance and grow our engagement strategies with communities across New York State by re-envisioning existing events and exhibits, as well as building new ones.

Preserve historic buildings, art, and cultural spaces

Between the Empire State Plaza, the Capitol, and the Rockefeller and Harlem Art Collections, the OGS is the steward of some of the most exceptional public cultural resources in the United States. In order to preserve and expand access to these singular assets for generations of New Yorkers to come, OGS will: re-establish the Commission on the Restoration of the Capitol (53); rehabilitate the historic Eastman approach of the Capitol and the Hawk Street Passage (54); identify opportunities to make the Empire State Plaza a better community asset (55); restore our art collections and expand public access (58); and maintain the New York State memorials (57).

Create vibrant events and programming that reflect the diversity of our state

Finding and restoring ways to come together and create community is crucial in the aftermath of the COVID-19 pandemic. With a physical presence across the State, from Buffalo to Watertown to Brooklyn, OGS is uniquely positioned to create convening points for New Yorkers to celebrate our rich and diverse culture. OGS will: expand access to our historic and cultural assets through in-person and virtual tours (58); continue to make our event programming reflective of the diversity of New York State (59); and expand digital access to our cultural programming (60).

Access & Engagement

OGS designs and implements engagement strategies that improve communications and interactions between State government and the New Yorkers that we serve. From our digital and media services teams to our Statewide Office of Language Access, we help agencies focus on their users and give them the tools they need to expand access to, and understanding of, State programs, services, and regulatory requirements.

To advance this effort, we will work with the Executive Chamber and our partner agencies to improve digital content and integration of language access as a core service across all Executive agencies.

Culture & Preservation

OGS oversees a vast portfolio of noteworthy public buildings and art that encapsulate the history of our State. By sharing these assets, we can transmit the stories, identities, and cultural history of New York for generations to come. OGS buildings can create a sense of place and belonging for our surrounding communities, provide access to the richness of New York’s past, and allow our agency to establish unique venues to uplift and celebrate the State’s story. To advance this effort, we will preserve and restore our valued assets, while designing programs that allow the public to access and engage with our cultural resources. We will find new ways to advance and grow our engagement strategies with communities across New York State by re-envisioning existing events and exhibits, as well as building new ones.

Preserve historic buildings, art, and cultural spaces

Between the Empire State Plaza, the Capitol, and the Rockefeller and Harlem Art Collections, the OGS is the steward of some of the most exceptional public cultural resources in the United States. In order to preserve and expand access to these singular assets for generations of New Yorkers to come, OGS will: re-establish the Commission on the Restoration of the Capitol (53); rehabilitate the historic Eastman approach of the Capitol and the Hawk Street Passage (54); identify opportunities to make the Empire State Plaza a better community asset (55); restore our art collections and expand public access (58); and maintain the New York State memorials (57).

Create vibrant events and programming that reflect the diversity of our state

Finding and restoring ways to come together and create community is crucial in the aftermath of the COVID-19 pandemic. With a physical presence across the State, from Buffalo to Watertown to Brooklyn, OGS is uniquely positioned to create convening points for New Yorkers to celebrate our rich and diverse culture. OGS will: expand access to our historic and cultural assets through in-person and virtual tours (58); continue to make our event programming reflective of the diversity of New York State (59); and expand digital access to our cultural programming (60).
Our Foundation

Create and promote One OGS culture

Team OGS is comprised of nearly 1,900 employees across the State, and each member plays a unique and critical role supporting State operations and policy. Our clients, vendors, and the public expect that we are coordinated as a team across our nine divisions. Over the next five years, we will build One OGS culture by expanding internal communications and making sure that we reach all of our employees (61); celebrating our team’s daily accomplishments (62); creating employee resource groups (63); targeting recruitment efforts to ensure that OGS is reflective of the diversity of New York (64); creating a Diversity, Equity, and Inclusion (DEI) Advisory Committee (65); expanding DEI trainings (66); reviewing our performance evaluation process (67); using surveys to create a data-driven HR strategy (68); and launching an HR dashboard, with data on recruitment, retention, turnovers, and vacancies (69).

Recruit the best and brightest candidates to join Team OGS

With 26 percent of the New York State workforce eligible to retire in the next five years, Governor Hochul is focused on rebuilding a strong State workforce. OGS will launch a proactive, agency-wide hiring blueprint to alleviate current and future challenges. OGS will: expand in-person and digital outreach to increase our pipeline of qualified candidates (70); strengthen our partnership with the Department of Civil Service (DCS) to increase awareness of civil service exams and address the needs of hard-to-fill positions (71); expand recruitment partnerships with higher education institutions like SUNY (72); implement digital workflow tracking to bring transparency to the hiring process for managers and provide analytics to identify bottlenecks (73); and update guidelines and create new training materials for hiring managers (74).

Prioritize training and growth

Nearly 50 percent of staff responded in surveys that access to appropriate training was among their biggest challenges, indicating a need to evaluate training opportunities as the services that OGS provides evolve. OGS will continue to partner with DCS’ Career Mobility Office on information sessions (75); host internal job fairs to improve awareness of opportunities within OGS (76); expand the newly-launched OGS Frameworks mentorship program to include opportunities for job shadowing and short-term assignments across business units (77); increase the number of skill-based trainings focused on professional needs (78); create digital resources for managers and supervisors in conjunction with the OGS Leadership Exploration and Development (LEAD) program (79); begin establishing an agency-wide leadership development program (80); and implement an agency-wide succession planning strategy (81).

Data & Operations

OGS provides a wide array of services for the State, with incredible depth and breadth of responsibilities. We firmly believe that if we cannot measure our operations, we cannot effectively manage, respond to, or evaluate outcomes. OGS will implement a series of projects to improve our operations, from functional tasks that support the State’s workforce, to transformational efforts that allow our divisions to use data to improve our operations and workflows.

To advance this effort, we will put data and project management at the center of our work. We will implement projects that provide greater insight into how our portfolio is functioning, whether referring to our Design and Construction projects, the efficiency of our Shared Services, or the quality of our cultural programs. By instilling a culture of data-driven decision-making, we can better identify and communicate challenges, design initiatives to address structural issues, nimbly adjust course as business needs change, and measure our progress over time.

Incorporate data into all OGS decision-making

A strong data foundation is imperative to making good decisions. In order to develop a data-driven culture, OGS will: launch the Data Analytics Office in the summer of 2023 (82); implement an integrated data management framework, including creating a data resource working group (83); establish core metrics that will be displayed on dashboards to measure performance and customer satisfaction in each of our business units and communicate these outcomes to our clients and the public (84).

Ensure OGS processes are effective and efficient

OGS manages a diverse array of projects for customers that have major impacts on their ability to deliver their missions to New Yorkers. Strong agencywide project management routines and streamlined processes ensure that our work is delivered on-time, on-budget, and facilitates good communication with stakeholders. Building on the success of its newly launched Project Management Office (PMO), OGS will expand the PMO’s role in supporting agency priorities (85) and develop guidance, templates, and training accessible to employees across the agency (86).

In order to optimize our delivery process, OGS will conduct efficiency studies that include customer input to streamline processes and forms (87); standardize project intake and reporting (88); and analyze opportunities for new funding streams (89).

People

At our very core, OGS services require a trained and skilled workforce that can advance the State’s interests. Each staff member represents OGS and directly impacts the perception of our agency. We must address our considerable resource pressures, including significant staff attrition resulting from retirements and pandemic-related shifts in the labor market. If we want to be successful in our operations, we need to invest in and retain our talented workforce – from the day they are hired to the day they leave.

To advance this effort, we need to operate as one team, with a commitment to service excellence at all levels. We will build a One OGS culture and communicate and engage with all of our staff members in meaningful ways. By working transparently and accountably, we can adapt as one team when challenges arise, whether internal or external.
OGS is focused on improving the core services that we deliver to the State. These are the primary areas where customers and constituents interact with OGS on a daily basis. Our work in Infrastructure & Assets, Agency Services, Access & Engagement, and Culture & Preservation focuses on improving current service delivery and supporting the transformation of State government.
The construction and operation of State facilities have lasting effects on communities and the environment.

We operate 20 million square feet of the State’s real property — assessed at over $7 billion — and 12 million of leased space, occupied through 450 lease agreements. The buildings and structures that OGS manages serve 30,000 tenants engaged in critical work serving New Yorkers. We aim to offer resilient and sustainable spaces to serve the State’s current and future needs.

The successful management of the State’s portfolio of infrastructure assets requires having a clear line of sight into the operation and capital needs of those assets. OGS is focused on making data-driven investment decisions to position these assets strategically for the future. Integrating clean energy sources, energy-efficiency systems, and carbon-reduction measures into our work is vital. It provides a model for managing and modernizing real property and buildings that other State agencies can choose to follow.

OGS also serves as the lead agency and enterprise experts for effective policy and decision-making on all New York State fleet needs. We need to provide real-time data and analysis of this State asset, which requires that we employ new technologies that will result in more efficient fleet operations. Governor Hochul has committed to transitioning the State’s light duty fleet to 100 percent zero-emission vehicles (ZEV) as part of New York State’s goal to reduce Greenhouse Gas (GHG) emissions at least 85 percent by 2050. OGS is leading the planning and implementation of this fleet decarbonization.

Infrastructure & Assets

OGS is committed to managing its State real property, facilities, and other assets for the benefit of all New Yorkers. This commitment is accomplished through planning, design, and construction, operation and maintenance, and real estate lease acquisition and management services throughout New York State.
GOALS, OBJECTIVES, & INITIATIVES

Assess, prioritize, and invest in State buildings and spaces
- Evaluate building conditions and future investments
  1. Conduct condition assessments for major State office buildings and parking facilities
  2. Conduct energy audits
- Conduct major improvements across OGS’s portfolio
  3. Invest in Empire State Plaza (ESP) infrastructure
  4. Implement elevator modernization projects at major State office buildings

Actively manage the State’s real estate based on agency needs
- Aggregate and analyze real property data statewide
  5. Enhance the real property inventory to assist the State in making strategic decisions
- Adapt to meet the needs of the post-pandemic work environment
  6. Pilot future workplace solutions
- Optimize State real property
  7. Reexamine space and resource consolidation and reconfiguration
  8. Repurpose underutilized State real property assets

Improve processes and enhance the delivery of construction projects
- Standardize the contracting experience for construction projects
  9. Analyze current procedures and update manuals
  10. Develop and implement a continuous improvement process for contracting
- Use innovative tools to deliver more effective, transparent design and construction projects
  11. Implement modern project management software for design and construction
  12. Improve communication for capital projects
  13. Assess and implement innovative tools and technology for design and construction projects

Reduce the environmental impact of State facilities and operations
- Identify and prioritize projects that will decrease GHG emissions
  14. Develop an annual GHG emissions inventory for State assets and operations
  15. Develop energy master plans for large facilities
  16. Develop a conversion plan for using climate-friendly refrigerants at State office buildings and facilities
- Implement projects that reduce GHG emissions
  17. Implement clean energy projects
  18. Convert to LED lighting at all major State office buildings
  19. Leverage Power Purchase Agreements (PPAs) and renewable energy purchases to reduce GHG emissions from the State building portfolio
  20. Develop and implement a waste diversion plan
  21. Develop and implement updated leased properties guidelines and real property standards to support climate and economic development goals

Address the impact of climate change on State assets
- Incorporate climate risk into capital planning for State assets
  22. Understand the climate risks to State assets
  23. Develop resiliency design guidelines and identify pilot projects for implementation
  24. Support partner agencies’ development of projects and policies that advance sustainability and resiliency
  25. Convene a working group on sustainable and resilient design and construction principles

Support a cleaner and more efficient State fleet
- Use technology to manage the State fleet
  26. Implement Telematics for the State Fleet
- Lead the State goal to convert the light-duty fleet to Zero-Emission Vehicles (ZEV) by 2035
  27. Establish an interagency working group to share resources and identify agency needs for ZEV conversion
  28. Develop a clean fleet plan to optimize fleet conversion and identify critical milestones
  29. Install EV chargers to support ZEV conversion
Assess, Prioritize and Invest in State Buildings and Spaces

State agencies depend on our agency to maintain well-run, well-managed facilities for their daily operations. OGS seeks to ensure our properties are not only maintained, secure, and operational, but are also achieving the State's current and future goals for cost-effectiveness, climate resiliency, and reduction of greenhouse gas emissions. Critically, we must develop a capital program that reflects the infrastructure investment needs for our office buildings and facilities, including addressing deferred maintenance. By maintaining a transparent and comprehensive view of our building portfolio, we can develop better cost estimates and implementation plans for decarbonization, as well as resiliency projects that can mitigate the impacts of climate change on our facilities.

OGS currently manages a $25 million annual maintenance budget to keep facilities safe and functional for their intended purposes. We are allocated an average of $90 million each year for capital projects that fall outside our regular maintenance responsibilities. These projects are designed to ensure the State’s facilities meet our tenants’ needs and enable them to carry out their core public missions. The funding required to carry out these projects has outpaced those annual allocations, so OGS must prioritize the most critical facility needs in our backlog of projects each year.

These initiatives will be resource intensive. Many of them will require multiple phases and additional assessments over the life cycle of the project. Some project efforts will be outliers, where we will need to immediately address health and safety issues before taking on building decarbonization. OGS is in the process of analyzing how to leverage new funding sources from federal and State partners to fill any resource gaps and maximize the returns on the investment of public funds.

Evaluate building conditions and future investments

Effectively managing real property assets requires a comprehensive understanding of the existing conditions and investment needs. Over the next five years, we will build and integrate a comprehensive building maintenance and capital program into our current operations, incorporating our current work to review the conditions of facilities with a broader investment strategy based on quality data across our building inventory. This comprehensive view will allow the State to prioritize investments and execute projects to prevent easily manageable facility issues from growing over time, which should ultimately save the State money.

- Initiative 1: Conduct condition assessments for major State office buildings and parking facilities. To identify needs and costs for effective capital planning, maintain consistent facility conditions portfolio-wide, and reduce costs by proactively mitigating outages and emergencies, OGS is investing $4 million between FY 2022 and FY 2028 to conduct facility condition assessments across the agency’s portfolio. These assessments will create an inventory of systems and components and identify current and near-term deficiencies across structural, mechanical, and electrical systems. They will also include cost estimates for repairs. Our goal is to integrate these assessments into our capital program and preventative maintenance plans, so that we can more effectively manage our capital expenditures as we rehabilitate and replace our core systems.

As we renovate and modernize our facilities, OGS will identify opportunities to meet accessibility and sustainability standards. OGS is also conducting structural condition assessments for parking garages, using onsite inspections to prioritize investments and ensure that all structures are safe, sustainable, and meet the

State’s needs. As we continue to make these assessments and identify new capital needs, we’ll continue to explore additional sources of funding with the Division of Budget (DOB), as well as other State and federal sources.

- Initiative 2: Conduct energy audits. In addition to the facility condition assessments, OGS is also conducting energy audits in partnership with the New York Power Authority (NYPA) to identify opportunities for energy efficiencies. These audits examine the building energy systems in detail to define potential energy-efficiency improvements, including building envelopes, lighting, and HVAC. A detailed analysis of energy consumption is performed to quantify base loads, seasonal variation, and efficient energy costs.

Using this data, OGS and NYPA will identify ways to reduce its energy usage across the building portfolio. As these solutions are identified, we will evaluate whether additional investment is required and explore opportunities for additional funding sources in conjunction with our partners.

Conduct major improvements across OGS’s portfolio

As OGS works to strategically modernize, improve, and maintain the conditions of facilities across its portfolio, several areas have already been identified as needing consistent investment and improvement — both to advance the State’s environmental goals and to increase accessibility for the public and employees. Along with strategic capital projects, OGS will continue to address deferred maintenance and perform preventative maintenance to keep facilities in good repair.

- Initiative 3: Invest in Empire State Plaza (ESP) infrastructure. ESP’s infrastructure has been extended long beyond its expected useful life. Repairs are often impractical or impossible due to obsolescence, leaving replacement as the only path to restoration. Without investment, these deficiencies increase risks affecting life and safety, structural integrity, and critical building systems. OGS has devised a phased approach to
Active Implementation

In 2022, OGS completed phase one of a project to modernize the Albany chiller plant, which serves as the central cooling system for the capital complex and is estimated to be the fourth largest plant of its kind in the world. The $25.1 million project replaced one of our five 4,500-ton steam-driven chillers with a 6,000-ton electrically-driven chiller and associated controls. The project included opening one of the original hatches on the Plaza deck to install the new chiller. The new chiller has the environmental benefit of reducing the temperature of water returned to the Hudson River and helped OGS continue toward compliance with our DEC State Pollutant Discharge Elimination System (SPDES) Permit effluent limits. As a result of the project, we reduced local natural gas fuel use and emissions by 18 percent. By reducing GHG emissions, OGS continues to meet Governor Hochul’s aggressive climate goals and improve air quality and environmental health in Albany’s Sheridan Hollow neighborhood and the broader Albany community.

Empire State Plaza, Albany Chiller Plant

Infrastructure renewal, weighting service losses, life safety concerns, longer-term cost impacts, and operational impacts on ESP tenants and visitors.

In FY 2022, OGS began phase one of its effort to repair critical health and safety infrastructure at the ESP. This first phase will invest $175 million over six years, with a targeted completion in FY 2028. This first phase encompasses nearly 30 projects, including energy-efficient upgrades, mechanical and electric enhancements, escalator and elevator upgrades, fire alarm modifications, switchgear repairs, and reflecting pool repairs.

Major projects include structural repairs to the Madison Avenue mechanical room, east and west arterial joint replacement, and replacing and waterproofing ESP brick roadways. In addition to this first phase of structural repairs, OGS is conducting Hawk Street Passage renovations in the Capitol and leading a $40 million rehabilitation of the Capitol’s Eastern Approach staircase and Executive Ramp. As phase one unfolds, we will identify additional needs for subsequent phases, including potential funding requirements.

- Initiative 4: Implement elevator modernization projects at major State office buildings. Upgrading and modernizing elevators in State office buildings will provide safe, reliable, and code-compliant vertical transportation. An initial assessment for these modernizations will be completed in late 2023. An implementation plan will be completed in early 2024.

Technology has dramatically changed the way that our government functions, as we’ve transitioned from paper intensive to primarily digital processes. Our State workforce requires less storage for records and applications, and more spaces that enable collaboration, team supervision and planning, and digital document review. We need resilient offices that enable teams to move across the State with limited notice, as the State responds to increasing storms, droughts, and wildfires in the face of climate change. Statewide, we need to be able to move staff members across multiple regions seamlessly as programs become more nimble and responsive to changes in our State’s communities and their needs.

Strategic work in this area was accelerated by the COVID-19 pandemic, which affected the way our agencies use office spaces. The pandemic also presented the State of New York and our agency with a unique opportunity to reimagine how we use our real property assets, giving us a chance to reexamine how much and what kind of space is needed to operate State government.

Aggregate and Analyze Real Property Data Statewide

With the responsibility of managing New York State’s considerable portfolio of leased and owned office space, OGS is committed to using its expertise to assist the State in making sound and informed decisions regarding its real estate assets. This includes right-sizing the portfolio and repurposing assets to meet strategic goals. Although we do not control all of these assets, OGS is dedicated to aggregating and analyzing data to inform those involved in the decision-making process. Through collaboration with its State agency partners, OGS aims to ensure the portfolio is managed effectively and efficiently for the benefit of the State and its constituents.

Initiative 5: Enhance the real property inventory to assist the State in making strategic decisions. In coordination with other State agencies, OGS began work in late 2022 to clean up and enhance the State’s real property inventory database. In 2023, we will continue adding latitude and longitude coordinates to enable Geographic Information System (GIS) mapping and using multiple sources of information to increase the amount and quality of data available on these properties. These enhancements will ensure that vital information about the State’s real property assets — including exact locations, spatial capacity, zoning, proximity to public transit, and development restrictions — can be easily viewed to help facilitate more efficient and effective decision-making about the use and reuse of State-owned properties throughout New York.

Adapt to the Needs of the Post-Pandemic Work Environment

Increased demand for flexible work models is transforming traditional office workspaces and the world of real estate management. These changes will continue to affect employees and visitors who do business in those spaces. In preparing for the future, we need flexible and adaptable office space models that meet the needs of tenant agencies and the State workforce.

As the State addresses increasingly more complex issues, we need to pull together policy and operations leaders to work collaboratively across different regions and agencies. These multi-disciplinary teams need workplaces that can support dynamic teams, enable seamless communication, managerial oversight and planning, rapid deployment from different agencies, ease of document sharing, and both flexibility and scalability.
for the needs of the day. At OGS, we will look to incorporate modern, work-anywhere designs in new builds and existing space where appropriate, taking into account State employee work schedules and seating, conference room availability, and the use of collaboration areas for limited periods while traveling or telecommuting.

• Initiative 6: Pilot future workplace solutions. Beginning in 2023, OGS will pilot modern workplace designs with integrated technology, to enable teams to collaborate seamlessly. This will enable the State and its agencies to test what works well and identify potential challenges before finalizing strategies and implementing wide-scale solutions. Based on the lessons learned from these pilot programs, OGS will determine how to apply these solutions across the rest of the portfolio.

As the State modernizes its spaces and workforce policies, OGS will incorporate its learnings into our workplace standards and annual reviews of how agencies are occupying and using OGS-operated State office buildings. In addition, we will partner with agencies to better understand the support they need to effectively institute hybrid work, as well as the impact it has on building operations, including maintenance and custodial work, building systems, space needs, and future planning. Finally, we will partner with OER and ITS to support and become a resource for State agencies as they create more formal hybrid work schedules, address their staffing and facility needs, and develop cost-efficient solutions to enable hybrid and remote work.

In collaboration with ITS and other State agency partners, OGS began a project in late 2022 to identify State-owned property that can be repurposed for strategic use. This project — which includes creating dynamic visualizations using GIS mapping and Tableau data visualization software — has given OGS and State partners much-needed insight into the range of State-owned property that can be used to advance the State’s most critical initiatives.

Building on the successes and learnings from this project, OGS will conduct a thorough analysis of its current GIS mapping and annual reviews of how agencies are occupying and using OGS-operated State office buildings. In addition, we will partner with agencies to better understand the support they need to effectively institute hybrid work, as well as the impact it has on building operations, including maintenance and custodial work, building systems, space needs, and future planning. Finally, we will partner with OER and ITS to support and become a resource for State agencies as they create more formal hybrid work schedules, address their staffing and facility needs, and develop cost-efficient solutions to enable hybrid and remote work.

OGS will work with State agencies to review how owned and leased spaces are being used currently and employ space models to explore opportunities for consolidating space and operations. This will ultimately reduce non-personnel costs.

• Initiative 7: Reexamine space and resource consolidation and reconfiguration. OGS will conduct a utilization analysis of State office buildings to identify potential opportunities for consolidation and/or reconfiguration of space. This analysis will help us prioritize investments in facilities and ensure that the State is making the best use of its real property assets.

OGS will work with State agencies to review how owned and leased spaces are being used currently and employ space models to explore opportunities for consolidating space and operations. This will ultimately reduce non-personnel costs.

• Initiative 8: Repurpose underutilized State real property assets. As OGS examines existing conditions and utilization of facilities, we expect to find properties where it is no longer in the best interest of the State to continue using them for the same purpose. Our team will work with State partners, including the Executive Chamber, Department for Housing and Community Renewal, Empire State Development, DOCCS, NYPA, and NYSERDA to explore how facilities can be put to the best use for New York communities. We will investigate new ways to repurpose these underutilized State properties, including adaptive reuse, creation of affordable housing, and installation of renewable energy projects (e.g., solar installations, virtual power plants, and geothermal wells).

OGS supports the State’s Prison Redevelopment Commission, launched in 2022, to reimagine closed prisons across New York. The Commission focuses on redeveloping and repositioning these correctional facilities to become economically viable for the communities in which they lie. OGS’s involvement entails title research, boundary determinations, and property appraisals per Public Lands Law to prepare each parcel for future disposition.
OGS provides significant design and construction work on behalf of State agencies, with more than 250 active construction projects, with an estimated value of $1.3 billion over a 10-year timeframe. We also design and/or manage the design of more than 400 projects, valued at over $2 billion.

OGS is working to standardize operations, eliminate practices that don’t add value, focus on sustainability, and provide staff with necessary tools and training. We believe these efforts will improve workplace productivity, enhance the quality of our construction work, increase transparency, streamline documentation, and reduce delivery timelines. OGS’s ultimate vision is to be an industry innovator and leader in design and construction in New York State.

Active D&C Projects

As of July, 2023, the Design and Construction team is responsible for overseeing and managing a portfolio of more than 650 projects with a combined value of nearly $3.5 billion.

OGS’s design and construction projects support partner agencies in serving the people of New York State. Standardizing the process and reducing barriers to vendor participation in the procurement process for contracting these large construction projects will enhance efficiency for customers and vendors, while ensuring accountability, compliance, and risk management to allocate public funds responsibly.

Initiative 9: Analyze current procedures and update manuals. OGS continually reviews and updates its design and construction procedure manuals. Through this review process, the agency identified the need for a more comprehensive revision to materials, such as its design procedures and contract administration procedures manuals, as well as a new reference guide for all employees. This initiative will include a comprehensive revision to the Design Procedures Manual, which will occur in 2025 alongside implementation of Unifier project management software for major construction projects. The revision will also include issuing a new Contract Administration procedures manual and an all-employee Reference Guide. Specific processes to be addressed in this comprehensive revision include job order contracting and constructability review.

In addition to these revisions, OGS will develop external guides for partner agencies. This will help to improve communication, clarify processes for customers, and bolster client relationships.

Initiative 10: Develop and implement a continuous improvement process for contracting. Standardizing and improving extensive, complex contracting processes needs to be an iterative process. This process includes training staff to ensure consistent execution of contracts, implementing controls, continuously monitoring key metrics, and adjusting processes and training. Employee trainings on effective contract execution and the continuous improvement process will be completed in fall 2024.

Initiative 11: Implement modern project management software for design and construction. To streamline the project management process for major construction projects, OGS will implement software tools tailored to meet the unique needs of the agency’s business units and clients. Some project management systems currently in use are 20 years old and have not evolved to meet current project requirements and integrations. These older systems do not communicate with each other, are not sufficient for reporting, and require manual, redundant data entry. Newer systems will reduce the workload on staff and improve communication with customers by streamlining and standardizing business processes and integrating with cloud-based systems and external programs.

In 2025, OGS will begin using Oracle’s Primavera Unifier for design and construction projects. Primavera Unifier is a comprehensive project and portfolio management platform that provides a centralized view of all project and asset data. It can be used to manage contracts, costs, capital planning, and portfolios. The system will be
accessible to our partner agencies and vendors and allow them to view a project’s status. It will also help OGS staff better manage project schedules and budgets.

- **Initiative 12: Improve communication for capital projects.** Major capital projects greatly impact customer agencies and the general public. OGS has a responsibility to not only deliver high-quality projects, but also communicate with these stakeholders throughout the process. For the general public, OGS will ensure its projects’ scope, purpose, and timeline are clearly communicated on OGS’s website and signs around project sites.

  For customers, OGS will take steps to improve communication throughout the entire project. In 2021, in addition to regular project meetings with customer agencies, the Division of Design and Construction began holding multi-agency client forums to facilitate communication, provide information and guidance on processes, and receive client feedback.

  Beginning in 2025, in conjunction with implementation of Unifier project management software for major construction projects, communication will expand to include client dashboards that clearly communicate real-time information on project status.

- **Initiative 13: Assess and implement innovative technology for design and construction projects.** A strategic approach is necessary to successfully implement innovative tools and technology in construction services. We will establish a framework and procedures to vet potential solutions and develop stakeholder engagement and implementation strategies to ensure effective rollout. From using project labor agreements, to design-build delivery methods, to value engineering during capital projects, we will leverage every possible tool and approach that obtains the best possible outcomes for the State.

  By doing so, OGS will be able to ensure that new solutions meet the needs of our partner agencies, while also improving the quality and efficiency of our construction services.

  OGS is in the process of evaluating different technologies — including laser scanning and Building Information Modeling (BIM) — that have the potential to increase the accuracy of design documents and cost estimates, accelerate schedules through better planning coordination, and save money through reduction in staff time and error.

OGS began construction on the Adirondack Rail Trail in 2023, in partnership with State agency partners Department of Environmental Conservation (DEC), Department of Transportation (DOT), federal and local partners. The world-class Adirondack Rail Trail is a 34-mile multi-use recreational path for outdoor adventurers between Tupper Lake and Lake Placid. OGS is leading the trail’s design and construction with the intent to make it accessible to people of all abilities to the maximum extent practicable. Upon completion, DEC will assume day-to-day management of the trail working closely with stakeholders and municipalities.

The Lexington Avenue Armory is a $110 million project that is currently in the design phase, with documents in development for federal funding approval. The project aims to renovate a historic 200,000-square-foot armory that is home to the most decorated company in the country, the 169th Infantry. The project will provide upgraded infrastructure and modern workspaces to improve responses to domestic and foreign emergencies while complying with National Guard Bureau’s space standards, anti-terrorism and force protection requirements, and State Historic Preservation Office and NYC Landmarks requirements.

The Jamaica Armory Renovation is a $100 million project to renovate a historic armory with 190,000 square feet of space. The project is underway and scheduled to be completed by July 2024. The renovated armory will accommodate 600 soldiers and provide modern training and classroom spaces, offices, vehicle maintenance facilities, EV charging stations, and kitchen and mess hall areas, among other necessary infrastructure.
OGS is committed to significantly reducing greenhouse gas (GHG) emissions from State office buildings and real property assets in support of the State’s ambitious goals of an 85 percent reduction in GHG emissions from 1990 levels by 2050. We aim to achieve this by implementing a range of climate-friendly and energy-efficiency measures and renewable energy technologies — such as solar panels and geothermal systems — in new construction, renovations, and leased properties. As we work to implement these solutions, we will conduct additional assessments that scope required investments and possible funding sources, in conjunction with the Division of Budget (DOB) and our agency partners.

**Identify and prioritize projects that will lower GHG emissions**

OGS will work with agency partners to identify ways to meet the State’s ambitious goals to reduce GHG from State operations. This work requires that our agency establishes a firm baseline for GHG emissions and our overall environmental footprint. Once we’ve identified our specific drivers of GHG emissions and our overall environmental footprint, we will then develop annual reports to estimate agency-specific emissions from State assets and operations and measure progress against emission reduction targets. These metrics can be used to identify projects that will further reduce emissions and track progress by all executive agencies over time.

**Initiative 15: Develop energy master plans for large facilities.** Energy master plans are essential roadmaps to identify the relationship between existing building systems and the necessary investments required to reduce GHG emissions. These studies analyze existing performance, including GHG and other emissions associated with onsite operations and source energy use. They then assess the feasibility of integrating electric equipment — such as electric chillers and heat pumps, and thermal energy — alongside efficiency measures. A high-level estimation of costs is an essential component of these plans that allows for the funding of projects needed to meet our obligations under existing climate legislation.

OGS and NYPD will complete its first energy master plan for the Empire State Plaza (ESP) in 2023. The State has identified ESP and the Harriman Campus as two of the fifteen of the highest-emitting state-owned facilities and has committed to completing energy master plan studies for each of these sites with the goal of decarbonization. OGS will work with the New York Power Authority (NYPD) to undertake a similar study for the Harriman Campus in 2024.

**Initiative 16: Develop a conversion plan for using climate-friendly refrigerants at State office buildings and facilities.** OGS will develop a plan to convert and modernize refrigerant use in chillers and HVAC systems to climate-friendly alternatives. This transition to substances with lower Global Warming Potential (GWP) will reduce GHG emissions related to State operations while continuing to ensure the comfort of State employees and visitors.

**Implement projects that reduce GHG emissions**

OGS is actively devising strategies to mitigate GHG emissions from on-site facility energy consumption and waste, including sourcing energy from renewable sources, minimizing energy consumption, diverting waste from landfills, and exploring ways to optimize energy use across multiple facilities to maximize the benefits of using clean energy.

**Initiative 17: Implement clean energy projects.** State-owned facilities are prime locations for siting distributed energy resources. OGS will continue to examine which properties statewide would be appropriate locations to install onsite renewable energy resources, including geothermal networks and solar power generation. OGS will work with NYPA and NYSERDA to identify potential real property suitable for utility-scale renewable energy development, assess the feasibility and costs for each site, and when appropriate, partner with DOB and Chamber to implement these projects.

OGS will also explore a Virtual Power Plant proof of concept with State assets in coordination with NYPA. In her 2022 State of the State address, Governor Hochul charged OGS and NYPD with assessing the feasibility of implementing a virtual power plant demonstration project at three sites across New York State. Virtual power plants integrate renewable energy systems and smart energy management technologies to collectively generate, store, and produce revenue from onsite electricity generation. Virtual power plants will allow State agencies to manage and optimize electric loads among facilities in a manner that reduces GHG emissions and leads to a more resilient grid.

**Initiative 18: Convert to LED lighting at all major State office buildings.** Beginning in 2018, OGS began work with NYPA to replace existing conventional lighting with modern LED light fixtures at all major State office buildings. In 2020, we completed this conversion at the Empire State Plaza, where the project has generated an 80 percent energy savings. OGS also has ongoing LED-conversion projects at the Utica State Office Building and Adam Clayton Powell, Jr. State Office Building in Harlem. We will work with DOB and the Executive Chamber to identify funds, including State funding and federal grant opportunities, that can help complete this program across all State buildings.

OGS is partnering with NYPA to develop a plan to replace existing lighting with modern LED light fixtures at all remaining major State office buildings. Our ongoing conversion initiative will reduce energy use, save public funds, and advance the State’s climate goals.

**Initiative 19: Leverage Power Purchase Agreements (PPAs) and renewable energy purchases to reduce GHG emissions from the State building portfolio.** OGS will work with NYPA and other partners across the State to identify opportunities to enter into PPAs with renewable energy developers, including the creation of solar installations at State sites such as the former Oriskany airport, and the Champlain Hudson Power Express project to deliver clean, renewable solar, wind and hydroelectric power from upstate New York and Canada to New York City. These agreements can help leverage the State’s buying power and energy needs to promote new renewable development.
• Initiative 20: Develop and implement a waste diversion plan. Waste is a significant contributor to GHG emissions in New York State. Our operations result in diverse waste streams, including construction and demolition, paper, organics, and e-waste. OGS is already taking steps to reduce waste, and we are committed to meeting the waste reduction goals identified in Executive Order 22, as well as supporting a circular economy approach to materials management more broadly.

A key aspect of reducing waste is looking at what State agencies purchase. By examining our supply chain and the products we buy, OGS can leverage our buying power to decrease packaging and single-use plastics, increase opportunities for reuse, and divert materials from disposal in landfills.

In 2024, OGS will develop a comprehensive waste-diversion plan that addresses food waste and single-use plastic at the Empire State Plaza, construction and demolition waste from capital projects, e-waste from our employees, and single-use materials in our warehousing and distribution centers. In addition, the plan will incorporate waste diversion efforts for statewide events.

• Initiative 21: Develop and implement updated leased properties guidelines and real property standards to support climate and economic development goals. OGS’s leasing decisions have a significant impact on both State employees and local communities. By establishing leasing guidelines that include facilities with EV charging requirements for the State fleet and proximity to transit rich and walkable neighborhoods, OGS can drive progress towards our climate and sustainability goals. OGS will begin creating these new leasing specifications in 2023 and will roll out new specification by the end of 2024.

In addition, OGS will work to update standard requirements for State-owned facilities to ensure that real property assets are supporting the transition to a zero-emission vehicle (ZEV) fleet and advancing the sustainability goals of the State. This ranges from shifts in parking lot design through the installation of EV charging and green infrastructure, to ensuring employees have access to water bottle fillers, reducing single use plastics.

A key aspect of reducing waste is looking at what State agencies purchase.

Address the Impact of Climate Change on State Assets

In the face of increasingly frequent and intense climate change-related risks — including stream flooding, extreme-heat days, and coastal storms — OGS must prepare facilities to handle the effects of a changing climate. To fulfill this role, OGS will develop a risk assessment of OGS-owned and managed properties to inform our capital planning process. We will also establish guidance and policy to assist State agencies in understanding and mitigating climate-associated risks to their assets.

Incorporate climate risk into capital planning for State assets

By working with our agency partners, OGS will help New York meet the ambitious targets laid out in the nation-leading Climate Leadership and Community Protection Act (Climate Act), which calls for 40 percent reductions in economywide GHG emissions by 2030 and no less than 85 percent by 2050 from 1990 levels. In December 2022, the State released its Climate Action Council’s Scoping Plan, which provides a framework and guidance for GHG reductions across the State, and provides targets for increasing renewable energy usage, achieving net-zero emissions, and ensuring that the State implements its sustainability policies in an equitable manner. In support of this Scoping Plan, OGS will reduce GHG emissions throughout every stage of project delivery and mitigate climate-related risks to our assets and operations.

• Initiative 22: Understand the climate risks to State assets. OGS will develop a risk and vulnerabilities assessment that identifies the major climate risks to OGS-owned and managed assets.

• Initiative 23: Develop resiliency design guidelines and identify pilot projects for implementation. In alignment with the Climate Action Council’s Scoping Plan, OGS will collaborate with agency partners to develop resiliency design guidelines for State-funded construction projects. OGS will also identify pilot projects to test and gain valuable information on the implementation of climate risk assessment and resiliency design guidelines, so they will be most effective when applied to work across the State.

These guidelines will ultimately inform major renovations, new construction, and build capacity across our contracting agencies.

• Initiative 24: Support partner agencies’ development of projects and policies that advance sustainability and resiliency. OGS will set up a statewide term contract to support agencies and authorities implementing Executive Order 22 and identify capital projects and programs to reduce risks to agency assets and operations in accordance with the Climate Action Council’s Scoping Plan and related executive orders.

• Initiative 25: Convene a working group on sustainable and resilient design and construction principles. Many State agencies, including OGS, are integrating more sustainability and resiliency measures into their process. To support their work, we will convene a peer-to-peer, multi-agency working group of designers, project managers, and construction professionals to share knowledge and information on key topics, including the use and evaluation of emerging sustainable practices for design and implementation.
Support a Cleaner and More Efficient State Fleet

OGS plays a crucial role in supporting the modernization of the State vehicle fleet, including implementing telematics and converting the light-duty fleet to zero-emission vehicles (ZEVs). Telematics is a technology that uses wireless devices and sensors to collect and transmit data from vehicles to the agency. These modernizations will help optimize vehicle performance, improve safety, and reduce maintenance costs. Additionally, converting the State’s light-duty fleet to ZEVs will significantly reduce GHG emissions and decrease operational costs. By establishing clear targets and timelines for adopting telematics and electric vehicle (EV) use, OGS can help create a more sustainable and efficient State fleet while demonstrating leadership in the transition to a low-carbon economy.

Use technology to manage the State fleet

As OGS assists the State in making strategic decisions related to EV conversion and efficient operation of the State fleet, it is essential to have precise data indicating how vehicles are used. Telematics allow for the collection and analysis of vehicle data, including location, speed, and driving behavior. This data can be used to improve motorist and pedestrian safety, optimize fleet management, and reduce fuel costs for the State. Furthermore, telematics can enable the development of innovative services and products, such as use-based insurance, predictive maintenance, and awareness campaigns to help improve driver behavior and reduce the likelihood of claims.

- Initiative 26: Implement Telematics for the State Fleet. OGS, in partnership with six State agencies, completed a pilot of telematics in nearly 1,000 State vehicles in late 2022. This pilot provided valuable data vehicle use and key lessons related to technology deployment. It enabled several agencies, including OGS, Department of Transportation (DOT), Department of Health (DOH), Office of Children and Family Services (OCFS), Public Service Commission (PSC), and Department of Tax and Finance (Tax), to learn from each other’s established telematics programs and design a scalable initiative for expanding this technology across all vehicle assets by 2027.

Using valuable insights and lessons learned from the pilot, OGS will adopt a multi-phased approach to introduce telematics in targeted agencies. These phases will be strategically staggered to ensure flexibility, allowing for any necessary adjustments before onboarding new agencies. Once the initial phase is completed, telematics will be rolled out across the entire State fleet. Through this rollout process, OGS will partner with agencies to ensure operationalization of the telematics program and identify opportunities for continuous improvement.

Additionally, in partnership with the Office of Employee Relations, the Executive Chamber, and our partner agencies, OGS will develop policy guidance to support State agencies in the integration of telematics into their fleets. This integration will ultimately facilitate operational improvements, improve safety outcomes, and help agencies to better understand the availability and condition of fleet vehicles in real time.

In consultation with the Department of Environmental Conservation (DEC), OGS is in the final phase of constructing a new wedge wire screening system at its Riverfront Pump Station in Albany, which draws water from the Hudson River to cool the Empire State Plaza and surrounding buildings during the summer. This project aims to protect Hudson River shad, herring, and other species in the river’s ecosystem. The wedge wire project involves installing eight cylindrical screens with 0.75-millimeter-wide slots that prevent small fish and fish larvae from entering the water intake.

The project scope included underwater investigations, dredging, and the placement of piles to support and protect two concrete manifold sections where we installed the screens. The project required the use of divers, barges, a crawler-transporter, and a 400-ton crane barge. The screens are fully operational, and remaining construction work is expected to be completed in winter 2023.
Lead the State goal to convert the light-duty fleet to zero-emission vehicles (ZEV) by 2035

OGS is leading the effort to electrify the State’s light-duty vehicle fleet by 2035 and the medium/heavy fleet by 2040. We play a multifaceted role in the transition to ZEV, which includes guiding the development of conversion plans, identifying best practices, analyzing long-term costs and savings to the State, and ensuring EV charging infrastructure is in place at State facilities to support these vehicles.

• Initiative 27: Establish an interagency working group to share resources and identify agency needs for ZEV conversion. OGS established a 20-plus agency ZEV fleet conversion interagency working group. This group convenes monthly and provides capacity-building opportunities and resource-sharing across agencies. This effort is central to ensuring a coordinated rollout of EVs and the supporting infrastructure, including by cultivating best practices that will enable effective and efficient management of a new class of vehicles and charging infrastructure across the State.

• Initiative 28: Develop a “Clean Fleet Plan” to optimize fleet conversion and identify critical milestones. In partnership with NYSERDA, OGS is developing a “Clean Fleet Plan” to identify conversion milestones built around use cases, assess anticipated costs and savings from EV conversion, and analyze optimal charging infrastructure build-out. OGS will conduct EV charging station saturation analysis with anticipated charging locations and energy demand estimates to meet the fleet’s needs. Finally, the plan will include model site and fleet management recommendations for agencies to leverage. The plan is targeted to be completed by the end of 2023.

• Initiative 29: Install EV chargers to support EV conversion. OGS will install EV charging infrastructure at State facilities in coordination with NYPA. OGS identified an initial tranche of 31 high-priority sites where we will be installing 86 charging stations. Over the next five years, we will locate more than 1,300 EV charging stations across State agency properties with equipment specifications, as well as policies and procedures for installation, maintenance, and operation over time.
New Yorkers expect their government to operate efficiently and cost-effectively, while delivering high-quality services. One of the key ways OGS achieves this is through shared services.

OGS can eliminate redundancies, reduce overhead, and provide better services to all our customers by consolidating and standardizing functions across departments for more than 125 agencies, authorities, and multiple levels of government.

OGS will continue to offer efficiencies in government operations, increase our understanding of OGS customers’ needs, and refine the delivery of our services by expanding and improving our shared service offerings.

These efforts will ensure our customers get the services they need and enable them to focus on their core missions.

Agency Services

New Yorkers expect their government to operate efficiently and cost-effectively, while delivering high-quality services. One of the key ways OGS achieves this is through shared services.

We:

- Administer $30B across 1,500 Centralized contracts
- Manage $660M in Annual Budget across 6 of the 16 agencies hosted for finance services
- Serve 44k+ State employees by processing HR and finance transactions
- Support 6.3k+ State employees by hosting Strategic HR services for 12 agencies
GOALS, OBJECTIVES, & INITIATIVES

Leverage State procurement and purchasing power to advance climate goals
- Incorporate sustainability into procurement contracts, supply chain, and processes
- Streamline access to environmentally preferable products on OGS centralized contracts
- Develop policy and guidance to help achieve sustainability goals
- Develop sustainable purchasing specifications to meet agency needs
- Reduce the embodied carbon impact of State construction materials

Support State operations through excellence in logistics and distribution services
- Provide efficient logistics and support services for State agencies
- Consolidate Warehouse and Distribution Operation (CWDO)
- Implement new online auction system
- Expand the Emergency Food Assistance Program’s reach in remote, rural, tribal, and low-income areas

Center all OGS services around our customers
- Establish a client account management approach
- Develop client dashboards
- Develop internal communication and issue tracking structure
- Formalize regular customer surveys and focus groups
- Pilot OGS client roundtables for State agencies

Provide Shared Service efficiencies for the State
- Complete expansion of Business Services Center HR and finance services to all State executive agencies
- Enhance systems to onboard additional State agencies for human resources services
- Continue expansion of BSC finance transaction services to additional executive agencies
- Explore new solutions to increase the efficiency of BSC back-office operations
- Develop shared service offerings that help customers understand and mitigate risk
- Leverage market analysis to reduce insurance costs

Modernize the contracting process
- Modernize procurement technology and digital content to make it easier to do business with the State through an OGS centralized contract
- Launch an e-procurement system for centralized contracts
- Update procurement website and training materials
- Increase management and data oversight of the contract portfolio
- Incorporate contract management key performance indicators and measures across the OGS contract portfolio

Expand the use of State contracts by making the process easy for customers and vendors
- Streamline support for existing and potential vendors
- Strengthen market and vendor engagement for State contract opportunities before solicitations are issued
- Develop a vendor feedback process
- Support customers in navigating the contracting process
- Provide expanded strategic sourcing strategy and supplier management services
- Expand engagement with users of OGS centralized contracts

Modernize the contracting process
- Leverage State procurement and purchasing power to advance climate goals
- Support State operations through excellence in logistics and distribution services
- Center all OGS services around our customers

AGENCY SERVICES
Provide Shared Service Efficiencies for the State

OGS provides a broad range of services that are critical to the day-to-day functioning of our customer agencies. OGS provides shared administrative services, processing financial and human resources transactions. The support services that OGS administers include interagency mail and freight, printing and copying, disposition of surplus State and federal equipment, and distribution of U.S. Department of Agriculture’s (USDA) surplus food supplies. To maximize their value to the State, our services and operations must be efficient and allow State agencies to modernize and adapt to future needs. Leveraging economies of scale, OGS can reduce costs and streamline processes, which ultimately benefits all New Yorkers.

Continue expansion of Business Services Center HR and finance services to all State executive agencies

The Business Services Center (BSC) is an enterprise-wide shared services program established in 2012 to centralize and streamline back-office transactions for all NYS executive agencies. The BSC is responsible for providing back-office finance services, including accounts payable, purchasing, travel and expense, accounts receivable, and credit cards to 69 agencies and commissions. Additionally, the BSC offers human resources services, including payroll, benefits, records management, time and attendance, and salary calculations to 58 agencies. The BSC has saved the State approximately $34 million annually in administrative costs. With a continuous focus on improving efficiency, the BSC aims to streamline its operations further. OGS will assist all State executive agencies in transitioning to BSC for transaction processing.

- Initiative 30: Enhance systems to onboard additional State agencies for human resources services. The BSC currently hosts 54 executive agencies for HR and benefits services and 58 agencies for time and attendance services. OGS is working with its partners across State government to upgrade HR systems to meet the needs of all agencies, so they may receive HR services from the BSC. This enhanced functionality — combined with enhancements OGS will make to the State’s time and attendance tracking system — will allow the BSC to accommodate the unique needs of larger institution- and facility-based agencies, which cannot be met currently by the State’s leave and accrual tracking system, known as LATS-NY.

- Initiative 31: Continue expansion of BSC finance transaction services to additional Executive Agencies. The BSC currently provides finance services to 68 State executive agencies. BSC is working to onboard additional agencies including the Department of Environmental Conservation (DEC), the Division of Criminal Justice Services (DCJS), and DCJS’ hosted agencies. DEC will onboard with the BSC for all financial administrative transactions in 2024. OGS will continue to work closely with onboarding agencies to support them as they transition to the BSC.

- Initiative 32: Explore new solutions to increase the efficiency of BSC back-office operations. OGS is committed to enhancing its transaction processing capabilities and focusing our valuable staff resources on providing exceptional service to our customers. To achieve this, we’re partnering with ITS in 2023 to implement a proof-of-concept for Robotic Process Automation (RPA) in its personal data change process, reducing manual work and minimizing the risk of human error. Depending on the success of this pilot to reduce data entry and streamline operations, OGS will expand it for additional transactions.

The BSC is also exploring contact center technology, which will improve efficiency by allowing the BSC to receive and address customer inquiries within modern contact center technology. It also includes a suite of contact center tools to manage inquiries from our customers and enable smart queuing, so we can effectively distribute those issues to the most appropriate resource. New contact center telephony software will allow our teams to track and manage our call center performance, manage staffing resources, and proactively monitor issues and trends.

BSC Transactions over time

![BSC Transactions over time graph]

Finance Services
HR Services

![Graph showing transactions over time for Finance Services and HR Services from 2012 to 2022. The graph indicates a steady increase in transactions over time, with Finance Services transactions generally increasing at a faster rate than HR Services transactions.]
Provide shared service offerings that help customers understand and mitigate risk

As the landscape surrounding the delivery of government services has become more complex, so too have the risks faced by State government, as well as the challenges in preventing them. Whether driven by aging infrastructure, threats to data privacy and security, climate change, or unforeseen crises like the COVID-19 pandemic, State government must take a data-driven approach to understanding, predicting, and mitigating the risks. Whether driven by aging infrastructure, threats to data privacy and security, climate change, or unforeseen crises like the COVID-19 pandemic, State government must take a data-driven approach to understanding, predicting, and mitigating the risks. Whether driven by aging infrastructure, threats to data privacy and security, climate change, or unforeseen crises like the COVID-19 pandemic, State government must take a data-driven approach to understanding, predicting, and mitigating the risks. Whether driven by aging infrastructure, threats to data privacy and security, climate change, or unforeseen crises like the COVID-19 pandemic, State government must take a data-driven approach to understanding, predicting, and mitigating the risks.

OGS can support the State in accomplishing this by leveraging the scope and scale of our portfolio to generate unique market insights and subject matter expertise. We will work with customers to make purchases, investments, and operations decisions that reduce their risk profile and lower costs.

- Initiative 33: Leverage market analysis to reduce insurance cost. The OGS Bureau of Risk and Insurance Management (BRIM) provides insurance procurement services and insurance requirements language for contracts to State agencies, public authorities, and public benefit corporations. BRIM contracts with brokers, who solicit the market for policy coverage to meet the specific needs and risk profile of each customer. BRIM also provides administrative support and coordination, engaging customers throughout the insurance policy renewal period to select appropriate coverage based on their evolving business needs and missions.

Building on its current offerings, BRIM will work with the broker to better understand the market’s risk assessment of individual customers and help customers understand the driving forces behind their premiums. We will use this information to help customers identify possible ways to mitigate risk and manage risk-driven premium increases to reduce costs.

Modernize the Contracting Process

OGS helps government entities and not-for-profit organizations save money and time by using its expertise to help them obtain the commodities, services, and technologies they need to carry out their missions. OGS’s 1,500 centralized contracts, valued at $30 billion, are used by State agencies, local governments, school districts, academic institutions, and nonprofits. Additionally, OGS conducts procurement activities for our own agency, as well as for hosted agencies.

OGS is committed to the most effective procurement processes and tools. The needs of OGS’s customers have evolved significantly over the past decade, as technology is now ingrained in delivery of government services. Additionally, OGS is committed to leveling the playing field for service-disabled, veteran-owned businesses (SDVOB), minority- and women-owned business enterprises (MWBE), and small businesses to contract with the state by providing a fair and transparent procurement process.

Meeting the needs of customers and vendors will require OGS to modernize its procurement process. Through this modernization effort, OGS aims to enhance the efficiency and transparency of its procurement activities, ultimately resulting in greater customer satisfaction, improved service delivery, and stronger vendor relationships.

- Initiative 34: Launch an e-procurement system for centralized contracts. OGS will implement an end-to-end e-procurement system. By leveraging technology, we can use our new system to reduce or eliminate duplicate data entry, make it easier for all businesses to compete for State business, and enable processing staff to focus on high-value contract management work. Critically, we will be able to gather more accurate data on usage, sales, and savings through our OGS contracts.

Our new system will enable electronic bidding and allow both buyers and sellers to use e-signature. These two actions will significantly reduce the time required to finalize contract documents, while decreasing paper usage and minimizing the potential for mistakes and errors. It will also level the playing field for many vendors — including small businesses, MWBE and SDVOB firms — by making it easier to
compete for business and stay in compliance throughout the procurement process. Our new procurement system will decrease the potential for fraud by increasing transparency and improving search capabilities in our new electronic transactions and digital procurement records.

In 2023, OGS began a comprehensive review of its processes and procedures and identified ways to streamline its procurement process for staff, authorized users, and the vendor community. We are working to identify specific integration requirements for key State systems and review the technical capabilities of enterprise procurement systems. OGS will begin implementation of the selected system in 2024 and will develop a system capable of accepting electronic bids. OGS will monitor vendor usage of this new system, with a focus on ensuring that electronic bids afford fair and equal opportunity to participate in State procurement process.

- Initiative 35: Update procurement website and training materials. To successfully implement e-procurement and make it as easy as possible to do business with New York State, we must improve the supports that exist for everyone using our centralized contracts. In 2023, OGS will conduct a comprehensive review of its support materials for existing and potential vendors, as well as for our customers — State agencies, municipalities, and nonprofits. We will find out from both groups how they use current materials, as well as any information or tools that would help improve the overall procurement experience.

As a part of our e-procurement project, we will incorporate this feedback into a new website that centers on our users, whether they are vendors or authorized users of our centralized contracts. We will also use input from the Procurement Council to incorporate best practices on procurement for government and non-profit purchasers. Our content will include new user training, video tutorials, and guides outlining roles and responsibilities throughout the process. Our goal is to make it easier to do business with the State.

Increase management and data oversight of the contract portfolio

A data-driven and market-informed approach to managing our portfolio of State contracts is central to OGS providing the appropriate contract vehicles for customers to meet their goals. This includes understanding how contracts are being used to ensure we can identify any changes that need to be made ahead of future solicitations. Additionally, standardizing the metrics for each stage of the contract life cycle will increase OGS’s ability to make continuous improvements and will provide greater transparency to customers and vendors.

- Initiative 36: Incorporate contract management key performance indicators and measures across the OGS contract portfolio. Currently, OGS is unable to quickly analyze contract utilization by non-State entities and faces some limitations in analyzing State spend as well. Manual processes, limited data availability, and an operating model focused primarily on management of individual contracts currently limit the agency’s ability to use State-wide contract spend data and supplier and market analysis to actively manage the portfolio as a whole. Without critical analytic capabilities, OGS contract managers must manually review all aspects of contract utilization, rather than looking at the portfolio holistically.

The new online procurement system will help our staff to manage our contract portfolios. As a part of the system design, we will begin to standardize the process and key metrics across our portfolio of centralized contracts, including contract efficacy, efficiency, and overall risk. At the contract level, we will also structure high-value contracts after reviewing key indicators, such as contract spend, markets, and supplier analysis. OGS will also examine data and metrics that can be made available to both customers and vendors to provide clear insight into the procurement process.

We believe that by incorporating best practices from the private and public sector, we can ensure that the State is making smart sourcing decisions and obtaining the best value from each purchase.

The NYS Vehicle Marketplace assists State agencies in making vehicle purchases through over 80 New York car dealerships. Agencies purchase thousands of vehicles annually with a total value of nearly $50 million. OGS actively coordinates purchase requests with dealership inventories to meet the needs of customers and help them do business in a market that requires expertise to navigate.
OGS is dedicated to optimizing acquisition services while prioritizing responsible use of public funds. By staying abreast of market trends and customer needs, OGS can negotiate favorable terms with vendors, thus attracting more users to the contracts and generating cost savings. OGS aims to meet customer needs by leveraging State government buying power and cultivating positive relationships with suppliers. OGS believes good relationships are built on transparency, easy-to-understand processes, and quick problem-solving. By creating an environment that is conducive to doing business with the State, OGS can foster competition, drive innovation, and ultimately deliver greater value to the public.

Streamline support for existing and potential vendors

OGS provides tools that help State vendors to navigate the procurement process as efficiently as possible. This includes supporting SDVOB, MWBE, and small businesses, which all play a pivotal role in OGS’s ability to provide high-quality mission support to the State. Since 2011, we have increased the utilization of MWBE contractors from 14 percent to 30 percent, which meets the governor's goal. Part of this commitment is to provide vendors with resources and tools to help navigate OGS processes. Additionally, we are dedicated to maintaining alignment between contract vehicles and the ever-changing market dynamics and customer needs. The most effective contracts will be designed to meet both present and future customer needs and minimize obstacles for vendors.

- Initiative 37: Strengthen market and vendor engagement for State contract opportunities before solicitations are issued. The landscape for service and commodities is shifting more rapidly in today’s business world. In 2023, OGS will identify opportunities to better engage with the vendor community, and incorporate market analyses prior to State solicitations being released, so that we can better understand market dynamics, new entrants and competitors and price competition. By incorporating a rigorous analysis on the current state of each industry, we can better structure our solicitations and allow a broader range of vendors to effectively respond, providing the State with more opportunities to obtain the best value.

- In addition, OGS is identifying specific impediments that keep vendors from learning about and participating in bidding opportunities, which can lead to better prices and more innovative solutions. Our goal is to provide more information and support to potential vendors about State opportunities and host events to increase awareness of procurement opportunities. We will broaden the pool of potential vendors, enhance competition, and ultimately set the value for the State while also prioritizing strategies that increase participation from small, MWBE, and SDVOB vendors.

- Initiative 38: Develop a vendor feedback process. OGS will develop processes to more effectively respond to inquiries and concerns from vendors. This will include better coordination internally to reduce the frequency with which OGS needs to request information from them. Additionally, OGS will ensure that there are clear points of contact for vendors to consult with, both prior to and after receiving an award. These changes will enable OGS and vendors to better manage any issues or concerns that may arise throughout the procurement process.

OGS is proud to serve on the New York State Procurement Council. The Procurement Council is a body of stakeholders in the government procurement space that meets regularly in public to discuss and make decisions on process and guidelines, on statutory and regulatory requirements that sometimes change, and share best practices in order to achieve our goals of protecting the public dollar and making it easier and fairer for everyone to do business with the State. It was created by statute as part of the 1995 Procurement Omnibus Act and members include representatives from the Governor’s Office, OGS, Empire State Development, the Division of the Budget, various State agencies, the Comptroller’s office, and the State legislature.

What does the Procurement Council do?
1. Discuss and help inform rules and processes related to procurement.
2. Discuss statutory and regulatory requirements, which sometimes change. The Council is a forum for the stakeholders to discuss impacts and changes to our practices.
3. Serve as a platform for stakeholders to discuss challenges and best practices to address them.
4. Discuss which goods and services must be procured from a preferred source.
5. Serve as a transparent means by which the public can get a view of procurement rules and how they develop.
Support customers in navigating the contracting process

OGS will work with its current and potential customers to ensure that the contracting process is easy to navigate and meet the customers’ needs. This requires OGS to develop an understanding of customers’ missions and provide resources for navigating procurements and connecting with authorized users who are not leveraging OGS resources. By ensuring cohesion between these elements, customers will be able to procure necessary items with ease and efficiency.

• Initiative 39: Provide expanded sourcing strategy and supplier management services.
  Over the next three years, OGS will roll out expanded services for procurement leads at each of our partner agencies. Today, our partner agencies can contact OGS for support on refining business processes and identifying available contracts, such as preferred sources, OGS centralized contracts, and other negotiated contracts available for State use, such as the federal General Services Administration (GSA) or National Association of State Procurement Officers (NASPO). OGS will provide State agencies with guidance on the sourcing and contract options, as well as guidance on issuing RFPs, product selection, appropriate terms and conditions, and contract execution. OGS will also investigate solutions that would enable agencies to streamline the process for complex procurements and better manage audit trails for vendor responses.

Finally, OGS will expand the Buy Desk to leverage State purchasing power to place aggregate buys. The Buy Desk is a centralized purchasing team within the Business Services Center (BSC), which was created to achieve savings for agencies at the purchasing or transaction level. Currently, the Buy Desk helps agencies navigate through the procurement process, assisting them in identifying cost savings, negotiating with vendors, and improving pricing on purchases. By coordinating our agency partners in their purchases, we can help the State negotiate even greater discounts when buying needed products and services.

• Initiative 40: Expand engagement with users of OGS centralized contracts.
  In 2023, OGS will begin to assess our contract offerings and engage with customers to gather feedback on their utility and requirements. Prior to the start of a new solicitation, OGS will obtain feedback from users on the requirements that they would like to see incorporated into centralized contracts, to ensure that the contracts can best meet the needs of customers.

OGS will also engage with municipalities and nonprofit organizations to promote the use of State contracts. This will include specialized training sessions targeting nonprofits and municipalities, as well as hosting regional events, such as at OGS-sponsored GovBuy. OGS will also investigate solutions that would enable agencies to streamline the process for complex procurements and better manage audit trails for vendor responses.

OGS will also restructure GovBuy to better serve the needs of customers. Historically, GovBuy has been structured as a two-day, in-person event that includes a trade show with 300 vendors and 20 to 25 training sessions for customers. While these events have been successful, many customers are not able to attend due to travel costs and inability to spend so much time out of the office.

Beginning in 2023, OGS is launching a new program structure to expand the reach of GovBuy. Under this structure OGS will still host the standard two-day, in person event in even years but will launch a new virtual program during odd years. This alternating schedule will capture the benefits of both in person and virtual events and expand the reach of GovBuy. The virtual GovBuy events will take place over the course of two weeks and consist of 16 training classes. The topics covered will be pertinent to both State and non-State procurement professionals.

OGS will expand the Buy Desk to leverage State purchasing power to place aggregate buys.

In 2023, OGS and the NYS Department of Agriculture and Markets will work together to implement Governor Hochul’s Executive Order to increase purchases of food from New York producers to 30 percent of the food they source. New York State agencies and publicly funded facilities spend $1.3 billion dollars a year to purchase food on an annual basis; by leveraging our purchasing power, we can bolster demand for healthy, fresh New York agriculture.
Leverage State Procurement and Purchasing Power to Advance Climate Goals

Because of the central role OGS plays in facilitating procurement for the State, the agency can not only negotiate the best possible cost and value by leveraging its nearly $30 billion purchasing portfolio, but also leverage the buying power of the State to advance environmental and sustainability goals. OGS seeks to achieve this goal by developing policies and guidance to help all State agencies promote sustainability in their procurement efforts.

Incorporate sustainability into procurement contracts, supply chain, and processes

A key part of modernizing the procurement process is to ensure that the contract vehicles and procurement processes run by OGS reflect the values and goals of the State. To achieve this, OGS will ensure that State agencies can easily access sustainable products and that the procurement process incentivizes and encourages environmentally friendly products and solutions.

OGS will ensure that State agencies can easily access sustainable products and that the procurement process incentivizes and encourages environmentally friendly products and solutions.

Develop policy and guidance to help achieve sustainability goals

- **Initiative 41: Streamline access to environmentally preferable products on OGS centralized contracts.** OGS will identify barriers and opportunities that currently exist for agencies looking to find and purchase green products and services off centralized contracts. This will include the development and adoption of new specifications through the GreenNY Council, which is comprised of DOB, OGS, DEC, Department of Health (DOH), EDC, DOT, Parks, Environmental Facilities Corporation (EFC), NYSERDA, NYPA, Dormitory Authority of the State of New York (DASNY) and Metropolitan Transportation Authority (MTA). In addition, OGS will work with procurement managers to build capacity around buying environmentally preferable products.

- **Initiative 42: Develop sustainable purchasing specifications to meet agency needs.** In order to ensure the State’s procurement spending is advancing the sustainability goals of New York, OGS will continue to work with the GreenNY Council to develop purchasing specifications — available to agencies, authorities, and municipalities — to use in their procurements. OGS will support State agencies by improving the transparency of our purchasing decisions through clear procurement metrics.

- **Initiative 43: Reduce the embodied carbon impact of State construction materials.** OGS is leading the development of guidance on measuring, tracking, and ultimately reducing embodied carbon, the greenhouse gas emissions arising from the manufacturing, transportation, installation, maintenance, and disposal of building materials used in construction of large capital projects. The Embodied Carbon Guidance directs agencies to better understand the environmental impact of the most common and emissions-intensive construction materials to set benchmarks and take steps to procure lower embodied carbon construction materials and products.

Following the State Finance Law § 136-d, OGS is also drafting guidance for agencies to recommend when lower embodied carbon concrete should be employed, what the minimum standards are that need to be met, and other recommendations to incentivize the use of lower carbon concrete. This work will advance the commitment that Governor Hochul made in March 2023 when the State joined the Federal-State Buy Clean Partnership, which committed to support the procurement of lower-carbon construction materials and products in state funded projects.
OGS’s reach across the State is broad, as we manage and oversee logistical services that include warehouse management, federal food distribution, and auctions of surplus State property. These operations require complex coordination across various supply chains and stakeholders. Thoughtful, data-driven management of these operations provides an opportunity to reduce redundancies, cut down unnecessary costs, and provide more transparent communication to our stakeholders.

Through our focus on logistics excellence, we can be better stewards of public funds and deliver greater efficiencies for the State.

Support State Operations Through Excellence in Logistics and Distribution Services

In a dynamic world, governments face the challenge of not only redefining the services they offer, but also their delivery methods. Each step of State government’s supply chains requires real-time data, coordination, active logistics management, and thoughtful planning. OGS provides direct and advisory services for other agencies on technical, supply chain management and logistics, from mail and print services to warehouse management.

- **Initiative 44: Consolidate Warehouse and Distribution Operation (CWDO).** Since 2012, OGS has led efforts to streamline and consolidate State agency warehouse and storage locations. As part of this work, OGS evaluates our partner agency’s storage, warehouse, and distribution center locations to determine the appropriate disposition method for each location. We help the State assess options for warehousing, including whether the agency’s existing warehouse locations are efficiently managed and valuable. We determine if a facility could be consolidated into an OGS-managed facility if it has the potential to generate business value, or if it should be closed — particularly if its primary purpose is the static storage of records and materials.

  To date, our evaluation of 29 leased warehouses for 27 agencies resulted in cost savings of $1.7 million and a reduction of 430,000 square feet in warehouse space.

  Since 2012, OGS has led the work to account for warehouse locations and respective lease costs, creating a comprehensive inventory and reviewing and eliminating warehouse space as needed.

- **Initiative 45: Implement new online auction system.** In February 2023, OGS launched a new online auction marketplace for auctioning surplus State property. Every year, OGS disposes of thousands of items through public auction, helping to recover funds for surplus goods that are no longer needed by our State agency partners. The inventory on the site changes daily and features a wide range of State surplus items, including office supplies and furniture, lockers, storage cabinets, electronics, tools, power equipment, and plumbing and electrical supplies.

  By transitioning to a new online service provider, we can streamline the online sale process for our staff and potential buyers. The new provider also has accounts with many other states and government entities, potentially allowing for better future targeting toward customers who are in the government surplus market in other jurisdictions. To date, sales on the new online platform have reached over $150,000.

- **Initiative 46: Expand the Emergency Food Assistance Program’s reach in remote, rural, tribal, and low-income areas.** With $2.7 million in Reach and Resiliency grant funds from the USDA, OGS will expand The Emergency Food Assistance Program’s (TEFAP) reach into New York State’s remote, rural, tribal, and low-income communities. OGS’s USDA Food Distribution group will administer the grant through its agreements with eight regional food banks that serve the entire State. Collectively, the food banks will establish and increase the use of mobile and pop-up food pantries; facilitate custom ordering to increase the delivery of culturally relevant — including Halal and Kosher — foods; purchase a refrigerated truck and hire more drivers to transport TEFAP food; expand the use of a commercial cooler and purchase refrigerators, freezers, and shelves to store more TEFAP food safely; and establish and fortify relationships in underserved communities. Under the OGS agreements, the food banks distributed more than 90 million pounds of USDA foods in 2021 through their network of more than 2,700 organizations that faced increased demands for food during the COVID-19 pandemic.

**Public Auctions**

<table>
<thead>
<tr>
<th>2018-2022</th>
<th>18,356 Lots sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30.8M in revenue</td>
<td>434,266 square feet</td>
</tr>
<tr>
<td>27 Agencies</td>
<td>$1.7 million in costs</td>
</tr>
</tbody>
</table>
At OGS, we understand that we are only as successful as we empower our customers to be. To truly be customer-centric, we make it our top priority to understand the needs of our customer agencies and the constituents they serve. We actively seek feedback and engage with our customers to clearly understand their needs. We then use that feedback to design efficient, effective, and responsive services. Our goal is to help our customer agencies deliver the best possible service to the people of New York, and we’re always striving to do better.

How we do our work is often as important as what we deliver. We need to ensure our customers are at the center of how we work, including the basic relationship goals of ease and transparency. While our work can be complex and involve many parties, we aim to streamline them and clarify roles and timelines for customers and vendors. Transparent communication is critical for effective processes. Therefore, we will promote and strengthen dialogue among OGS staff and external stakeholders, and ultimately ensure that we drive relentlessly toward shared outcomes with our customers.

OGS will take a proactive approach to ensuring effective communication and collaboration among team members. These positive handoffs ensure the transmission of critical information is done clearly and concisely, reducing the risk of dropped customer requests, miscommunication, and misunderstandings. They also promote teamwork and collaboration, as team members work together to achieve common goals.

Center all OGS Services Around Our Customers

OGS is committed to designing and implementing processes that ensure customers have a consistent and high-quality experience when they work with us. Our strategic plan surveys found that customers were uncertain that their inquiries would be directed to someone at OGS who could help them, and our focus group participants asked for more coordinated services across our many services. Simply put, our agency partners want us to work and function as one team, provide clear points of contact, and give greater transparency into the progress of their requests.

• Initiative 47: Develop client dashboards.

Effective partnership with our customers requires that they have a clear window into the services that OGS provides, including accurate and accessible information about where they stand in processes, service delivery metrics, and OGS’s progress in helping them achieve their goals.

The BSC currently delivers quarterly reports to customer agencies that present data on the business unit’s key transactions and activities. These include metrics around closed tickets, processing timeliness, and customer satisfaction. The report data helps to inform discussions with agencies about their priorities and feedback.

The Division of Design and Construction (D&C) also provides dashboards to clients when conducting project portfolio updates to provide transparency and facilitate effective discussions about OGS’s progress in helping them meet their goals. These dashboards detail the progress of major construction projects in an agency’s D&C project portfolio. D&C will expand on the information provided to clients upon implementation of advanced project management software to monitor capital projects.

In 2024, OGS will begin building on these BSC and D&C efforts, expanding client dashboards to other services across OGS’s divisions.

Establish an account management approach

OGS interacts with customer agencies across a wide range of business units and services. In order to enhance the customer experience and increase the efficiency of OGS’s work, it is important to ensure the effective flow of information internally. Cultivating internal transparency when serving customers will help OGS avoid duplicating efforts and ensure a positive customer experience. Beginning in 2024, OGS will examine current processes for sharing information internally and identify improvements for capturing and routing issues so they can be addressed promptly by the right person.
Develop processes for consistent engagement with customers

As a support agency, OGS knows that strong relationships with our customers is crucial for providing efficient and effective support, enabling our customers to concentrate on their vital missions. To achieve this, we will emphasize open and transparent communication with our customers, actively soliciting and sharing feedback and concerns.

By fostering a culture of collaboration and feedback, we are committed to providing high-quality support to our customers and delivering on our mission of enabling efficient and effective government operations. Across our business units, we need to build processes for obtaining direct and actionable input from our customers.

- **Initiative 49: Formalize regular customer surveys and focus groups.** OGS will build on the success of the 2022 survey and focus groups conducted as part of the strategic planning process. Beginning in 2023, we will formalize these efforts and establish a program for obtaining this type of feedback from customers at a regular frequency.

- **Initiative 50: Pilot OGS client roundtables for State agencies.** Over the next 2 years, OGS will institutionalize an organizational approach to engaging with our clients through roundtables and client meetings across our major services and programs.

In 2021, our division of Design & Construction successfully piloted a regular series of roundtables with customers. These group discussions have grown to include 13 agencies, including those that account for a significant percentage of our overall project portfolio: the Department of Environmental Conservation (DEC), the Division of Homeland Security and Emergency Services (DHSES), the Office of Mental Health (OMH), the Division of Military and Naval Affairs (DMNA), and the NYS Department of Corrections and Community Services (DOCCS). These roundtables allow our team to share relevant process changes and updates with our customers, hear their feedback about working with OGS and provide a forum to discuss pressing industry topics and strengthen collaboration.

In 2022, the BSC also began conducting open forums with customers to discuss important policy and process developments, as well as to understand customer needs more broadly. In 2023, we built on this effort by beginning a series of regular meetings with executives, operations managers, and program-level staff from each of the agencies the BSC hosts for HR and finance transactions.

During these meetings, OGS team members review metrics on HR and Finance transactions with our customer agency representatives. These forums also provide an opportunity for customers to raise and discuss their agency-specific questions, issues, and challenges with BSC staff directly, and for our staff to provide important process information to agency representatives. Further, the meetings allow the BSC to obtain valuable customer input to inform future training and resource offerings and adjust how services are delivered.

Building on the momentum of BSC and D&C’s efforts, OGS will start to explore how these models can potentially be scaled to other OGS business units to engage with customers more directly and regularly.
Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.

OGS is uniquely positioned to enhance New Yorkers’ engagement with State government and the services it provides them with.

OGS helps to connect State agencies to the New Yorkers they serve. New York’s diversity is its strength, and for our communities to thrive and our businesses to grow, we need to communicate in dynamic ways that help our residents, businesses, and visitors learn about State services, regulations, and policies. Our role is to help agencies expand the accessibility of service by increasing awareness and engagement of their work and ensuring that language is not a barrier to access for New Yorkers.

Access & Engagement

Through OGS’s Office of Language Access (OLA), the agency will help connect New Yorkers of all levels of English proficiency to the State government services they’re entitled to. The Digital and Media Services Center (DMSC) is a full-service creative production shop that allows its government clients to disseminate messages and products that engage, compel, and delight New Yorkers.
Lead Efforts to Improve Communication Between State Agencies and the New Yorkers We Serve

As the central, foundational provider of critical support to State agencies, OGS is uniquely positioned to help our colleagues in government communicate better with our shared constituents. Through our Digital & Media Services Center and the Office of Language Access, OGS is the statewide clearinghouse and expert for media production and language access services that agencies need to reach constituents in our diverse State.

Improve the quality of digital and media communications between the State and New Yorkers

OGS’s Digital & Media Services Center (DMSC) provides award-winning print, broadcast, and digital marketing and media services and products for its clients, which range from the Executive Chamber to fellow State agencies and others. DMSC will enhance its offerings to its clients by collaborating with partners to support Governor Hochul’s goal of improving customer service for all New Yorkers interacting with State government.

- Initiative 51: Improve digital customer experiences across government services. In partnership with the Executive Chamber and ITS, OGS will expand the DMSC to create the NYS Digital Service team. This team will provide a consistent digital experience for New Yorkers across all channels, including optimizing the mobile experience. It will be dedicated to creating a significant digital footprint for the State that makes online services accessible and easy to use. OGS’s contribution to the team will focus on making modern, relevant, useful websites to help connect New Yorkers to the services they need.

- Additionally, DMSC is working with the Division of Budget’s (DOB) Office of Strategic Operations and ITS’s User Experience team to develop a roadmap and plan for launching a new customer experience program. This effort will use human-centered design principles, prioritize agencies that have services or transactions that impact the most people, focus on small, measurable improvements, and base decisions on real-time surveys for an improved experience.

OGS’s DMSC is adapting to and providing leadership on more than just changing technologies. As New York’s population becomes more diverse, its language needs are also expanding. Leveraging the expertise and guidance of a fellow team within OGS, the Office of Language Access (OLA), the DMSC has developed the capability to help State agencies and other clients conduct multi-ethnic and culturally appropriate media buys in the top 12 most commonly spoken non-English languages, as well as ASL.

The DMSC has a long history of high-quality and award-winning work. Here are just a few examples of projects the team has delivered:

Why Buy Legal New York
The Creative Services team collaborated with the New York State Office of Cannabis Management (OCM) over the past year to develop messaging for a $3 million public health campaign, “Why Buy Legal New York.” Our content aimed to educate New Yorkers aged 21 and over about the benefits of buying legal cannabis across digital outlets, streaming services, terrestrial radio, and out-of-home advertisements. The campaign has exceeded expectations with more than 58 million impressions and a record 213,000 clicks on the OCM website. With each purchase of legal cannabis, New Yorkers are using their purchasing power to repair the harms of the past and focus on the future.

The Path Forward: Remembering Willowbrook
Digital and Media Services has been working with the New York State Developmental Disabilities Planning Council for more than a year on a half-hour documentary, web content, and promotional materials marking the fiftieth anniversary of Geraldo Rivera’s exposé at the Willowbrook State School on Staten Island. We spent six months interviewing experts, capturing the groundbreaking story, and spreading awareness of the events that led to lasting protections and changes for people with disabilities nationwide. Working with our partners at WMHT Educational Telecommunications, we secured a statewide release of the documentary on PBS in Fall 2023, with the potential for nationwide release in 2024.
Increase access to government services for New Yorkers with limited English proficiency through the Statewide Office of Language Access

OGS is committed to ensuring that all New Yorkers are able to access and interact with their government. OGS recognizes that language barriers create significant obstacles when receiving needed government services and programs. Over 800 languages are spoken by New Yorkers and, of the 5.7 million New Yorkers who speak a language other than English at home, 2.5 million have limited English proficiency (LEP).

To ensure all New Yorkers can access government services and benefits regardless of their preferred language, in April of 2022, Governor Hochul enacted New York State’s current language access policy as part of the FY 2023 Enacted Budget. The new language access law — Executive Law Section 202-a, which took effect on July 1, 2022 — codified and expanded New York’s previous language access policy. Under the law, all State agencies that interact with the public must provide interpretation services in any language with respect to the provision of language access services for New Yorkers with limited English proficiency. (LEP).

- Initiative 52: Overseer and coordinate implementation of the core tenets of the new Language Access Law. The OLA was created to provide critical oversight and coordination across New York State agencies to ensure that the statewide language access law is implemented efficiently and effectively. OGS supports New York’s language access policy by maintaining the State contracts that agencies use to access vendors that provide interpretation and translation services.

OGS tripled the number of contractors that provide these services under this centralized contract when it launched in October 2022. OLA also launched its website — where updated information is provided regularly and used to help optimize ways to ensure community feedback is received regularly and used to help optimize language access services for New Yorkers with limited English proficiency.

A public awareness campaign will be launched in 2023 to inform New Yorkers of their language access rights and promote information about the role of the office, including materials to support the provision of language services by agencies covered under the law. In preparation for that campaign, OLA has created a toolkit to help equip LACs and their agencies. The toolkit includes a Know Your Language Access Rights brochure in the top languages, “I Speak” cards, and a language identification tool. Printed materials are being distributed to LACs this summer. Digital versions will also be available to agencies and the public.

Finally, training and professional development efforts will be implemented to ensure frontline workers and managers have the necessary tools and resources to provide respectful, effective, and culturally appropriate interactions with the public.

In addition to providing coordination, training, and implementation support, OGS will take steps to expand and improve language services more broadly. By 2024, OGS will launch the first phase of the OLA dashboard to monitor changes in New York’s population data and inform our stakeholders about changes to the composition of communities and their likely language needs. This dashboard will leverage American Community Survey and New York State Education Department data, and will include input from our partners in Federal, State, and local government. By creating a tool to help OLA and State agency LACs proactively monitor changes in the population of New Yorkers with LEP, we aim to enhance language services for the population.

It is the policy of New York State for covered agencies to provide language access services for all public services and programs. When someone is not provided adequate language access services, including translation or interpretation, they can fill out the language access complaint form, which goes directly to relevant agencies and OLA monitors.

In addition, OLA will compile feedback from agencies regarding opportunities and need for guidance regarding language parenthetic titles. Next steps for short, medium, and long term are being scoped out with stakeholders at OGS, the Department of Civil Service (DCS), and other agencies.

Over 800 languages are spoken by New Yorkers and, of the 5.7 million New Yorkers who speak a language other than English at home, 2.5 million have limited English proficiency.
OGS is not only the reliable partner that helps state government partners deliver services, we also contribute a significant number of services and resources directly to New Yorkers through our cultural programming and attractions. OGS strives to enhance community connections with over 2,000 annual public events and programs.

As one of the premier event and cultural centers of the Capital District and Upstate NY, we manage and produce a wide range of cultural events and activities at the Empire State Plaza (ESP) and its Convention Center. We also create and host events and activities at other State-managed facilities around New York, with a vision of successful engagement between government and culture that serves visitors from around the world. This work unites New York communities and fosters public-private relationships, serving as a national model of effective public engagement and accessibility.

Our belief in the transformative power of art and history drives our current efforts to promote public access to art and educational resources and enhance the visitor experience in State buildings.

OGS is responsible for curating and preserving the Empire State Art and the Harlem Art Collections, creating interpretive exhibits, running the Capitol Visitor’s Center and tours at the Capitol. We produce a diverse array of free public events, including Summer at the Plaza, the ESP ice rink, holiday lightings, and over 2,000 additional events statewide at OGS facilities including the popular 4th of July Celebration and Summer Stage in Harlem.

We also oversee and manage the Empire State Plaza Convention Center, which hosts hundreds of conferences, meetings, and special events annually for State agencies, external groups, and organizations. In Albany, New York City, and in other parts of the state, OGS is the nexus where state government, culture, and entertainment merge to create vibrant cultural value for employees and visitors alike.

Our art management services incorporate multi-layered care and conservation efforts, educational programs, and visitor services that reach more than 200,000 people each year.

We:

- Produce 2,000+ Events annually and curate a world class art collection
Preserve historic buildings, art, and cultural spaces

- Capital buildings restoration
  - Re-establish and reinvigorate the State Commission on Restoration of the Capitol
  - Restore historic spaces in the capitol building
  - Reimagine the Empire State Plaza
- Provide responsible stewardship of our cultural assets and memorials
  - Preserve and promote OGS art collections
  - Maintain memorials to honor and mourn our fallen heroes

Create vibrant events and programming that reflect the diversity of our State

- Enrich our public spaces and connect communities with programs that showcase the best of New York
- Improve and expand access to the State’s cultural assets
- Provide programs that build community and inspire New Yorkers
- Expand digital presence for OGS cultural programs
Preserve Historic Buildings, Art, and Cultural Spaces

As the steward of the properties critical to State government in Albany and across New York State, OGS will embark upon a number of preservation initiatives to ensure their ongoing state of good repair. We also seek to guarantee that as many New Yorkers as possible have access to these “people’s houses.”

State office buildings are more than just places where State employees come to work and leave at the end of the day – they’re also public squares and places where workers and neighbors alike can take part in recreational and cultural activities, or simply take a stroll or have a meal. A number of initiatives undertaken by OGS will enhance these experiences for New Yorkers in Albany, New York City, and elsewhere across the state. Particular State government properties, such as the Empire State Plaza (ESP) and the Adam Clayton Powell, Jr. State Office Building (ACP), were constructed on what were thriving, crowded blocks of homes and small businesses. While efforts were taken to incorporate local art and public open space into the designs of these properties, their construction changed the existing communities they sit in forever. By improving accessibility and wayfinding to and around these properties, we seek to enhance community use and enjoyment of these shared spaces.

Capitol buildings restoration

The center of New York State government is Albany, and accordingly, that is where OGS’s flagship properties are – namely the Capitol and the adjoining ESP Complex. Through a variety of initiatives OGS will ensure the preservation and enhancement of these spaces which are not just historic treasures, but also the living, breathing hearts of the Empire State’s capital city and region.

- **Initiative 53: Re-establish and reinvigorate the State Commission on Restoration of the Capitol.** The State Commission on the Restoration of the Capitol was first enacted by legislation in 1982 to provide professional expertise to safeguard the Capitol, which is a National Historic Landmark. This Commission is a wide-ranging resource, with three major areas of guidance: (1) make recommendations with respect to the restoration, rehabilitation, preservation, improvement, and utilization of the Capitol building and grounds; advises OGS on the specialized maintenance needs of the Capitol to assure the continued preservation of historically and architecturally important spaces in the Capitol; (2) assists in the development of an interpretative program which explores the architectural, historic, artistic, social, and cultural themes associated with the Capitol; and (3) encourages the making of gifts and grants to the State to assist the Commission in the performance of its responsibilities.

In 2023, the Capitol Commission was reauthorized. OGS and the NYS Department of Parks, Recreation and Historical Preservation are working with Chamber to relaunch this commission.

- **Initiative 54: Restore historic spaces in the Capitol building.** OGS is undertaking two important and major restorations — the Hawk Street Passage and the Eastern Approach.

The project to repair and restore the Hawk Street Passage & Central Courtyard at the State Capitol building will create a more engaging and welcoming courtyard, while also protecting the critical building infrastructure that sits below it. OGS will repair and restore the courtyard room, walls, and windows, adding more natural light and courtyard views. A central courtyard was important to the design of large public buildings when the Capitol was built in the 19th century. The Capitol’s Central Courtyard introduced light and fresh air into the building because artificial light and ventilation systems were not yet common.

The first Capitol architect, Thomas Fuller, planned a center courtyard to provide a point of reference to navigate the building and to allow visitors to access the space from each of the four courtyard walls. This project will restore some of the original vision for the space including new blue stone pavers that Fuller envisioned in 1873, as well as enhancements, like planter beds containing drought-tolerant annual and perennial plants native to New York State. It will also ensure it is modernized to meet the current needs of the State.

The other major restoration will take place on the Eastern Approach to the State Capitol. The Eastern Approach is a dramatic, grand staircase that dominates the view of the Capitol as it sits atop a steep section of busy State Street, with a manicured park area at its base. The staircase has been closed to the public for nearly a decade due to significant structural damage from an original design that allowed for debilitating water intrusion. Employing its expertise in historic preservation and modern, efficient construction technologies and practices, OGS will restore this august space to its prior splendor and allow it to reopen to the public to be used as an elevated public square once again.

To celebrate and memorialize the illustrious career of Supreme Court Associate Justice Ruth Bader Ginsburg and her legacy advocating for gender equality and women’s rights, OGS is leading a project to create a permanent portrait carving of Justice Ginsburg at the Capitol’s Million Dollar Staircase.

Justice Ginsburg’s portrait will be the first new carving added to the Great Western Staircase since the completion of the staircase in 1898. She will be the only seventh woman depicted in the staircase gallery. The second-floor location chosen for the carving will place Justice Ginsburg at a level of the building where only men have been depicted to date. The location selected for Justice Ginsburg’s portrait is a blank expanse directly above John Jay, the U.S. Supreme Court’s first Chief Justice and the only Supreme Court justice whose portrait is carved on the Great Western Staircase currently. Justice Ginsburg’s likeness will be carved in the same style as the existing 19th-century portraits carved in the staircase’s Corsehill sandstone.
• Initiative 55: Reimagine the Empire State Plaza. Beginning in 2023, OGS will begin to reimagine the future of the ESP. As the State emerges from the COVID-19 pandemic and responds to changes in the way government operates, we must adapt the Plaza to provide new opportunities for community and visitor interaction.

The ESP is the nexus and heart of New York State, where government, entertainment, and culture combine in an area, unlike any other state capital in the United States. State government operates out of this unique complex in the downtown Albany region, including State operations and agencies, the Legislature, and the Judiciary. The Plaza is also home to year-round, free-to-the-public cultural events, festivals, and music events, which make it a destination for visitors from around the State. Our agency plays a significant role fostering community engagement and preserving the ESP as a vital historical and cultural tourism asset for the State.

Revitalizing the Plaza will be transformative, increasing vibrancy in the vast complex, and driving local and regional economic opportunities for growth.

Provide responsible stewardship of our cultural assets and memorials

OGS provides access to all its cultural offerings so members of the public can interact with them in a meaningful way.

• Initiative 56: Preserve and promote OGS Art Collections. OGS is the steward of two remarkable and historic collections: the Rockefeller Art Collection and the Harlem Art Collection.

OGS’s Rockefeller Art Collection was termed by MoMA director Glenn Lowry as “the greatest collection of modern American art in any single public site that is not a museum.” As the responsible caretaker and exhibitor of world-class collections of paintings and sculptures, OGS’s curatorial experts undertake a steady, ongoing regimen of preservation and restoration to make sure the works last as long as possible for generations of New Yorkers to enjoy. In-person programs were limited during the COVID-19 pandemic, which allowed for the restoration of existing artwork and sculptures on the Plaza — including the Sugarman, Rickey, Ferber, Hadzi, and Rosati sculptures — with minimal impact on a viewing public. This work is ongoing, with 10 more sculptures planned to be refurbished and reinstalled at the Plaza between 2023 and 2026.

The Harlem Art Collection is comprised of over 100 works of art completed during the Harlem Renaissance, Civil Rights Era, and the Black Power Movement, originally amassed during the construction of the Adam Clayton Powell, Jr. State Office. In 2024, we will give our collection the exposure it deserves, prioritizing access to the Harlem community and conducting outreach with New York State academic community for fellowships to assist with this work, with a focus on equity and access for the diverse and historic collection. In 2025, we will create a Harlem Art Collection catalog and consider how to maximize its reach beyond Harlem by seeking to partner with art institutions and venues to whom the collection could be lent for display.

• Initiative 57: Maintain memorials to honor and mourn our fallen heroes.

OGS maintains several memorials to contemplate the heroism and sacrifice of our fellow New Yorkers and honor their memory. These memorials are designed in partnership with our State agency partners, and we help support their annual ceremonies to remember New York’s fallen heroes.

For example, we partner with the NYS Department of Criminal Justice for the New York State Police memorial, the NYS Department of Health for the New York State Emergency Services Memorial, and the Department of Homeland Security and Emergency Services for the New York State Fallen Firefighters Memorial. We also maintain and support the operation of several New York State Veterans Memorials, including the Korean War Veterans Memorial, the Purple Heart Memorial, the Vietnam Memorial and Gallery, the Women Veterans Memorial, and the World War II Memorial. Over the next five years, OGS will work with our State partners to ensure that these sites are well-maintained and visible to the public.
Create vibrant events and programming that reflect the diversity of our State

OGS maintains buildings in localities ranging from small towns to major metropolitan areas statewide, and we recognize the crucial role of establishing strong ties with the communities we serve. By being an active member of local communities with our State agency partners, OGS hopes to build trust, identify needs, and increase awareness of the services and opportunities we offer. And through the constant improvement and promotion of its cultural programming, OGS will expand its audiences and reach more people than ever with events, exhibits, and other experiences that are diverse, culturally relevant, and exciting for all New Yorkers.

Enrich our public spaces and connect communities with programs that showcase the best of New York

Through increased public awareness of its assets, OGS aims to promote greater access and engagement with State government for all New Yorkers. Our commitment to expanding access also extends beyond the physical walls of the properties we manage, with services that bring New Yorkers closer to their State government and the resources it can provide.

We know the importance of our programs for State employees and our local communities, and we’re thrilled to contribute to the vibrancy of our spaces by bringing back in-person programming. During the height of the COVID pandemic, OGS either cancelled in-person cultural programming or adapted it to online content, such as our annual Dr. Martin Luther King Jr. Memorial Observance.

In 2022, we began re-instituting outdoor events and restoring in-person ceremonies at State memorials. We also began re-engaging with organizations, including local community-based organizations and government partners, to bring vitality and programs back to our spaces, including State Office Buildings, Convention Center, and the Empire State Plaza Concourse. These actions have been critical towards returning vibrancy and engagement back to the Plaza and downtown Albany – an important part of post-pandemic recovery for local communities and the State.

• Initiative 5B: Improve and expand access to the State’s cultural assets. OGS will expand access to our historic and cultural assets through improved language interpretation, as well as programming, tours, and other opportunities to engage with its vast cultural assets. This includes the Rockefeller Art Collection, Harlem Art Collection, State Memorials, and the Governor’s Residence. We recognize the importance of providing a good visitor experience and ensuring that all individuals can fully engage with these incredible resources and collections.

At the ESP, OGS will expand tour offerings in both the physical and digital realms, by expanding in-person tours of its world-class art collection and using digital technologies – such as QR codes for mobile devices – to enhance the experience. We will also use our photography and web development expertise and resources to expand online exhibits and tours to allow an even broader population to experience our collections, including those works which are not currently on display.

In addition, OGS will also enhance exposure to our collections beyond the boundaries of our properties, the agency will continue to pursuing loans from its collection to cultural institutions with different audiences.

• Initiative 5B: Provide programs that build community and inspire New Yorkers. OGS hosts programs that promote community engagement, health, and fun. In 2022, we hosted 1,678 events on our properties, a 284 percent increase from the prior year. These programs include our Summer at the Plaza concert series, statewide farmers markets, KidZone exposition, Fourth of July fireworks celebration at the Plaza, and tree lighting ceremonies in Harlem and Albany. We are proud to host programs that feature the work of students from across the State, including the New York State School Music Association (NYSSMA) performances and capital region student artwork for the Martin Luther King Jr. Program.

In 2023, OGS will continue to expand the diversity of our programming to ensure that communities across New York State are honored and celebrated in our programming and spaces. In partnership with the Executive Chamber, NYS State Chief Diversity Officer, and our State agency partners, OGS has also been producing new programs and exhibits that celebrate the rich history and diversity of New York State. By providing a welcoming and inclusive environment, we have also increased program attendance and participation in our spaces.

Some of our most popular programs now include our Polish American Day celebration and our Asian American Pacific Islander heritage month events. We’ve also added programs that raise awareness of important issues facing our State, including partnering with the Office for the Prevention of Domestic Violence on both Denim Day and the Clothesline Project.

In October 2022, OGS hosted the inaugural DREAM Day at the Empire State Plaza Convention Center, as part of the first annual New York State Disability Rights and Employment Awareness Month. Spearheaded by the Governor’s Chief Disability Officer, Kim Hill, this event brought attention to workers with disabilities, ADA compliance, and efforts being made across the State for better engagement with this community’s workforce. This first-of-its-kind event included collaboration with multiple state agencies and local organizations as vendors and resources, panel discussions, workshops, entertainment, award presentations, a virtual job fair, and a display in the State Capitol.
• **Initiative 60: Expand digital presence for OGS cultural program.** In 2023, OGS will continue to expand our online programming offerings and provide greater access to our cultural assets to a broader audience. Building on the success of the Martin Luther King Jr. Program in both digital and in-person celebration format, OGS will integrate more of its in-person exhibits and events with digital content and social campaigns. Over the next three years, OGS will expand access to its carefully developed content and programs, including continued growth of its social media and digital channels, enabling community groups and educators statewide to leverage its award-winning content within their own communities.

On OGS’s various social media channels — LinkedIn, Twitter, Facebook, YouTube — total followers are approximately 59,000 as of June 2023. This represents an increase of 25 percent over the prior year. Total views in Fiscal Year 2022-23 of approximately 2.4 million represent increases of up to 89 percent over the prior year, depending on the channel. OGS aims to continue this growth over the next several years in order to expand the reach of our cultural programming. OGS will also refine and grow our direct marketing efforts using tools such as email and text messaging and will develop a comprehensive strategic marketing and advertising plan to promote events and art assets year-round to increase awareness and visitations.

In the Fall of 2022, OGS partnered with the Gilbert Baker Foundation to host a special exhibit called “Flag in the Map: Charting Rainbow Flag Stories” in the East Gallery of the Capitol’s second floor. The exhibit, which depicted people flying their Pride Flags in different parts of the world and talking about what the flag means to them, reaffirmed the rainbow flag’s power to inspire members of LGBTQ+ communities across the globe. It demonstrated how the Pride Flag, designed by Gilbert Baker, has become a universal symbol of the movement — especially in places where LGBTQ+ people are most acutely discriminated against.
Building a strong foundation is essential for our long-term growth and success. We will focus on two key components as we strengthen our agency: People and Data & Operations.
People

People are at the core of OGS’s success, and we strive to hire individuals with skills, experience, and values that align with our mission. We focus on continuous development and prioritize creating a positive and collaborative work culture that reflects and supports our values.

We believe in fostering a culture that promotes our values and ensures we embody those values in our daily work.

OGS’s ability to provide top-quality services depends on our incredible team of nearly 1,900 skilled and dedicated professionals. Our agency attaches great importance to creating an environment that nurtures and develops our team members. We must ensure that they have the necessary resources and expertise to meet the ever-changing needs of our customers, constituents, and other stakeholders.

Like many public and private sector organizations, we’ve experienced significant staff attrition over the last several years, which has stretched the capacity of our employees. We are working hard to fill key vacancies to ensure that OGS can fulfill its mission. Success in the years ahead will also require strategic decisions about where to develop and expand our teams and where to expand our services to meet our clients’ changing needs. This would apply to both long-established teams such as the agency’s State Asset and Land Management and Procurement Services teams, as well as newly created ones, such as Resiliency and Sustainability and the Office of Language Access.

We are committed to creating a collaborative environment that recognizes and supports the contributions of our team members while placing the needs of our customers at the forefront of everything we do.
Create and promote One OGS culture

- Provide effective and transparent communication to our staff
- Expand internal communications for OGS employees
- Celebrate and recognize the great work of OGS teams and employees statewide
- Support the creation of employee resource groups around professional communities of practice and personal topics of interest
- Promote a culture of diversity, equity, and inclusion
- Direct recruitment efforts to ensure the OGS workforce reflects the diversity of the State
- Launch DEI Advisory Committee
- Expand OGS programming and training to focus on Diversity, Equity, & Inclusion
- Evaluate the existing formal performance evaluation and recognition processes
- Expand Team OGS employee survey andengagement program
- Develop HR Data Dashboard

Recruit the best and brightest candidates to join Team OGS

- Identify and cultivate a diverse pool of qualified candidates
- Expand OGS recruitment efforts in communications and outreach
- Partner with Civil Service
- Expand partnership and recruitment efforts at higher education & technical schools
- Improve recruitment tools and systems
- Implement digital workflow tracking for recruitment
- Provide updated guidelines and tools to support hiring managers

Prioritize training and growth

- Foster long-term career development and engagement
  - Host DCS events on career mobility
  - Host internal job fairs
  - Launch OGS Frameworks Program
- Establish excellent training and development offerings
  - Provide skill-based trainings that focus on functional and professional needs
  - Expand the OGS Leadership Exploration and Development (LEAD) program for supervisors and managers
  - Implement an agency-wide leadership development program
- Develop an agency-wide succession planning strategy
  - Implement succession planning for all OGS divisions
Create and Promote One OGS Culture

While each division within OGS provides distinct services, we are all one agency with one mission: to advance the work of New York State government. And even though we have multiple divisions that work under a variety of disciplines and expertise, our clients only think of the overall organization. They don’t — and should not have to — worry about our internal structure when they come to us for support on an issue that requires the assistance of two or more OGS divisions.

Accordingly, OGS needs to identify and speak as a single organization, which our clients know as One OGS. Some divisions and units will necessarily need to have their own distinct footprints and practices, particularly in order to respond to their unique clients, partners, and stakeholders. But when different teams at OGS generally stand up with common threads in how we do business and how we project to others, we send a clear message and give confidence that there is One OGS that’s unified by the thoughtful, coordinated strategy behind our services.

The issues that our State faces are often complex and interrelated. Whether it’s COVID-19 pandemic response, the migrant crisis, fixing critical infrastructure, or adapting to climate change, each effort requires that OGS provides critical support to our agency partners. Our partner agencies depend upon our ability to analyze issues and provide them with solutions. We need to collaborate as One OGS, so our clients experience the same level of excellence, no matter what issue OGS is helping them with. Whether it’s one or multiple OGS divisions that are engaged, it is important that every component of our response is equally rigorous and effective.

The concept of One OGS is promoting a culture that is collaborative, responsive, problem-solving, and inclusive across all OGS divisions. Whether an OGS employee is a parking attendant, engineer, contract manager, or call center representative, they are a part of one agency. We need to communicate our vision, our priorities, and our challenges, as well as listen and respond to employee feedback. We must consistently work to build morale, foster a sense of one team, and make sure we celebrate and honor the work of our employees.

Provide effective and transparent communication to our staff

Our 2023 all-staff survey found that more than a third of respondents saw better communication as the primary driver for improving how staff might work together. We can do better. Over the next five years, OGS will focus on improving when, what, and how we communicate, so that colleagues can support one another in developing broader perspectives and accrue OGS-specific and career-based knowledge. In addition, we will share the missions, priorities, and challenges of our agency clients, so that our teams can understand customers’ needs better and see how their work contributes to their customers’ success.

- **Initiative 61: Expand internal communication for OGS employees.** There are OGS team members working at all hours and at all locations, whether at OGS-owned or leased office buildings, a utility plant, on our grounds, at client construction sites, or at home. Not all OGS employees have the same types or levels of access to information channels. For example, many of our employees work in the field and don’t have regular access to a computer during their workday. We need to be cognizant of these different employee experiences as we share important information widely and transparently across all levels of our agency.

In 2022, OGS began expanding its use of digital and in-person collaboration tools and methods to improve internal communications within the agency. OGS focused on building out more direct communications and information on our intranet page, the OGS Searchlight, sending more employee communications to all staff, hosting Commissioner Conversations with teams across the State, and creating more divisional communications infrastructure for Design & Construction, Administration & Support Operations, Financial Administration, and Legal Services, as well as newly created divisions of Shared Services, Real Estate, and Resiliency & Sustainability. That growth will continue.

In early 2023, OGS launched its first-ever quarterly all-staff meeting. We also look forward to relaunching an all-staff newsletter in both digital and print versions to make sure that all our employees have access to information and news. This shared base of knowledge is critical because we rise up together as One OGS, not only when our clients benefit from our services, but when we all are aware of our colleagues’ successes.
• Initiative 62: Celebrate and recognize the great work of OGS teams and employees statewide. Our agency’s great strength is its people. We will cultivate an engaged and dynamic workforce by honoring the contributions and work of our employees. In 2023, OGS relaunched the annual Commissioner’s Performance Awards, which highlight the outstanding work of individuals and teams in specific categories during the prior year, adding Resiliency & Sustainability, Leadership & Mentoring, Customer Service, and Diversity, Equity, and Inclusion as new categories in the recognition program. Over the coming years, we will continue to align the Commissioner’s Performance Awards with our strategic plan to recognize our annual progress. We will also relaunch our agency’s Longevity Awards to honor the career milestones reached by our long-serving OGS employees.

In addition, OGS will leverage the award-winning work of our Digital & Media Services Center (DMSC) to share the stories of our employees: what they do, why they are here, and what they’ve accomplished. By sharing these stories, we can create opportunities for staff to connect with colleagues across our divisions and see the direct benefits of our work on our customers’ colleagues.

• Initiative 63: Support the creation of employee resource groups around professional communities of practice and personal topics of interest. Facilitating forums for dialogue among staff can help colleagues within and across business units learn from each other and experience the sense of shared purpose and among staff can help colleagues within and across business units learn from each other and experience the sense of shared purpose and.

Promote a culture of diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) are key ingredients for creating a more robust and higher performing agency. Our agency must reflect the diversity of the State at every level, across all teams and management levels. Diversity allows our teams to produce better outcomes in our work and build more positive communication and relationships. Diverse teams create innovative solutions to problems by identifying issues from a broad range of experiences and perspectives. Having a diverse workforce also helps build trust with the communities we serve, whether New Yorkers with limited English proficiency or veteran, minority, and women-owned businesses looking for opportunities to do business with the State. Most importantly, when our workforce reflects the diversity of our State, it allows us to better understand and support New York as a whole.

Having a diverse organization is not simply about representation. We need to build an environment in which individuals with different identities feel engaged and valued as important members of the OGS team, and in which New Yorkers from all backgrounds can envision themselves working at our agency.

• Initiative 64: Direct recruitment efforts to ensure the OGS workforce reflects the diversity of the State. OGS will increase its outreach and recruitment efforts to underrepresented communities working within the agency. From an equity lens, not all communities are familiar with the wide range of positions available in State government, the job application process, or opportunities and advantages afforded by joining the civil service system. OGS will work with the Executive Chamber, Chief Diversity Officer, and DMSC to identify new relevant programs, and updating DEI into our professional development programs, to include current and relevant DEI programming and training opportunities for our staff, while also ensuring the Office of Employee Relations’ required courses — Gender Identity Toolkit and Gender-Based Violence and the Workplace — were completed by all OGS staff.

In 2023, OGS and the Office of Workforce Development began developing and updating comprehensive training and development programs to include current and relevant DEI concepts. These efforts include incorporating DEI into our professional development programs, identifying new relevant programs, and updating the OGS learning catalog to highlight DEI professional development opportunities.

OGS is also expanding and enhancing its cultural programming at the Empire State Plaza in Albany and other locations, from the inaugural celebration of Asian American and Pacific Islander Heritage Month, to our first-ever Pride Month drag show in 2023, to co-hosting the Disability Rights and Employment Awareness Month (DREAM) Symposium with the NYS Office of the Chief Disability Officer. OGS is also working to refine and expand our recurring events, including the Black Arts and Cultural Festival, the Hispanic Heritage Celebration, and the New York State Food Festival. In 2023, OGS joined 22 other State agencies as a co-sponsor for OCS’s Office of Diversity and Inclusion Management speaker series, expanding the access and reach of the important dialogues that are started and nurtured by such engagements.

Use data to inform all aspects of our people strategy

As with all deliberate endeavors, we can’t improve what we can’t measure. Accordingly, the success of a “One OGS” approach will be underpinned by the collection of data and the use of data-driven strategies. We know our State agency clients benefit when we’re well-researched and data-driven — we must apply this approach to our people strategy as well.

• Initiative 65: Launch DEI Advisory Committee. In 2023, OGS will form a DEI Advisory Committee to identify challenges and opportunities to building a more diverse, equitable, and inclusive working environment for our staff across the State. The committee will be chaired by an Executive Leadership Team member and look at the broad range of existing OGS initiatives to improve recruitment, retention, engagement, and programming. It will also look at best practices across State government and provide recommendations on how the agency can better support underrepresented communities. By 2024, the DEI committee will help develop an organizational strategy for improving OGS’s workplace culture.

• Initiative 66: Expand OGS programming and training to focus on Diversity, Equity, & Inclusion. In 2022, OGS began expanding its efforts to incorporate more diversity related programming and training opportunities for our staff, while also ensuring the Office of Employee Relations’ required courses — Gender Identity Toolkit and Gender-Based Violence and the Workplace — were completed by all OGS staff.

In 2023, OGS and the Office of Workforce Development began developing and updating comprehensive training and development programs to include current and relevant DEI concepts. These efforts include incorporating DEI into our professional development programs, identifying new relevant programs, and updating the OGS learning catalog to highlight DEI professional development opportunities.

OGS will conduct a review of its current process for evaluating individual staff performance, including evaluation criteria, accountability for completion, feedback mechanisms, and desired outcomes. OGS HR will provide agency-
wide strategies for monitoring and addressing performance that are positive, constructive, and that integrate strategic plan goals and values. Additionally, OGS will engage in discussions with the Office of Employee Relations and labor unions to make any necessary adjustments to the performance evaluation process.

• Initiative 68: Expand Team OGS employee survey and engagement program. OGS currently collects and utilizes employee feedback from a variety of employee-driven tools, including employee engagement surveys, employee exit surveys, professional development, and training surveys, as well as new digital tools and inboxes such as AskCommissioner@ogs.ny.gov and AskHR@ogs.ny.gov.

Moving forward, we will continue to leverage new and/or updated tools and feedback instruments to help us to build upon existing resources and establish new and meaningful pathways to employee feedback and engagement. OGS will create an integrated survey approach to ensure we are hearing from our staff regularly and robustly, including:

1. Recruitment Pipeline surveys. OGS will gather candidate and employee feedback to inform current and future candidate outreach efforts, such as the Pre-Employment Candidate Survey, Employee Onboarding Survey, and Employee Foundations Survey.

2. Training & Development Survey. In 2024, OGS will launch an online survey tool to regularly assess training needs at all levels of management to identify skill-building opportunities, gather feedback after course offerings, and allow HR to quickly analyze employee feedback. This effort will build on the OGS senior staff surveys, which identify training priorities for the year.

3. Annual All Staff Survey. Building on the success of the 2023 Strategic Planning surveys, we will annually survey all of our employees beginning in 2024. Our goal is to gain a more comprehensive view of engagement, including staff morale, team engagement, and input on our priorities.

4. Pulse Surveys. In Summer 2023, OGS HR will pilot a shorter ‘pulse survey,’ with employees in several teams across the agency. If successful, we will expand the pulse survey pilot to identify future employee engagement opportunities.

5. Exit Surveys and Attrition. We want to know why staff are leaving our agency, and to use that insight to reduce our attrition rates. Our goal is to increase the response rate for exit surveys from 30 percent to 50 percent and increase the participation rate for exit interviews to 10 percent by 2026. We are exploring automated ways to survey exiting employees quickly and with customized questions about their programs.

• Initiative 69: Develop HR Data Dashboard. By 2024, OGS will create dashboards to track key HR management metrics, including for recruitment, retention, turnover, vacancies, and performance management. Measuring outcomes in these areas and making data easily accessible to managers will allow OGS to regularly assess the effectiveness of its recruitment, retention, and performance management programs and to target improvement efforts more effectively. Once final, OGS will expand these dashboards to our hosted agencies.

OGS will also partner with the Department of Civil Service (DSC) to ensure that demographic reporting data for employees is as robust as possible and to develop programs that focus on the recruitment, engagement, and retention of underrepresented communities in the OGS workforce.

Recruit the Best and Brightest Candidates to Join Team OGS

Attracting staff capable of addressing customers’ needs is imperative to building and sustaining OGS’s team. A proactive, agency-wide hiring strategy will help alleviate the challenges posed by staffing shortages due to high attrition rates and competitive labor market, with the goal of reducing the vacancy rate to below four percent.

To ensure OGS has a robust candidate pipeline, the agency will expand existing outreach networks and partner with other State agencies to grow the pool of potential candidates and finetune approaches to civil service exams, pay scales, and promotion opportunities. This will require internal capacity building by supporting hiring managers and creating efficiencies in the hiring process.

Identify and cultivate a diverse pool of qualified candidates

Developing an agency-wide approach to growing the candidate pipeline is key to OGS’s hiring strategy. OGS will prioritize identifying qualified candidates from a wide range of sources and communicating the benefits of joining the OGS team. This will involve strategically collaborating with State agencies and universities to address barriers to recruitment and expand the pool of candidates taking State examinations and applying for open positions. It will also involve centralizing recruitment branding and outreach to highlight the benefits of State service, OGS’s unique culture, and the breadth and impact of the agency’s work. These efforts will help to position OGS as an employer of choice.

• Initiative 70: Expand OGS recruitment efforts in communications and outreach. Beginning in 2020, OGS will launch a recruitment program that is informative, engaging, and unmistakably

One OGS. OGS has already begun incorporating social media — such as LinkedIn and Twitter — to market hard-to-fill occupations, highlight interesting careers, and increase our presence in the digital space to improve candidate awareness.

Through 2024, OGS will review its One OGS campaign by updating its marketing and recruitment materials, from web content to job descriptions. OGS will continue to build new recruitment videos and marketing materials that highlight the benefits of working for OGS.

We know word-of-mouth is one of the best ways to recruit new hires to our agency. There is nothing more powerful than hearing from a trusted, respected individual that OGS is a great place to work and being able to ask questions about how to get a job at this agency. That’s why in 2022 and 2023, we’ve expanded our outreach to colleges and universities, technical and trades schools, veterans’ programs, and community-based organizations such as Capital District (and NYS) Educational Opportunity Center, My Brother’s & Sister’s Keeper, Albany Public Library, Empire State Plaza Farmer’s Markets, Black Arts & Cultural Festival, and the Upper West Side Community Block Party.

• Initiative 71: Partner with Civil Service. As of the publication of the 2022 Workforce Report, more than 66 percent of the filled positions at OGS are in the competitive class, which means that candidates are either hired from an eligible list or are referred from the existing pool of State employees.
In 2023, OGS is partnering with the Department of Civil Service to incorporate education and outreach regarding the State's civil service system and the importance of taking examinations open to the public in its recruitment efforts. The goal is to diversify and increase the pool of eligible candidates who apply.

For certain hard to fill, technical positions, OGS will continue to work closely with the Civil Service Commission and Office of Employee Relations (OER) to update position titles, reclassify positions, and explore salary enhancements and flexibility to fill critical roles. On a quarterly basis, OGS meets with its partners at Civil Service to discuss recruitment challenges, testing priorities, pay-scale adjustments for hard to fill trade-based roles and other issues that have significant impact on hiring. We will continue to use these meetings to discuss critical recruitment-related challenges with our Civil Service partners and collaboratively develop plans to resolve them.

- **Initiative 72: Expand partnership and recruitment efforts at higher education & technical schools.** OGS will continue to identify opportunities to develop strategic partnerships that grow the candidate pool.

In 2022, OGS began expanding its recruitment efforts at higher education institutions, such as SUNY, CUNY and other New York State universities and colleges, to understand students’ career development and placement needs. We also share information about careers in State service and pathways to join OGS immediately after graduating with an advanced degree. In 2022, OGS staff successfully connected with over 51 New York State universities and colleges — a growth of 100 percent over past years — by attending SUNY career fairs at Albany, Buffalo, and Hudson Valley Community College and meeting with department chairs to discuss specific engineering opportunities.

OGS hosts an average of 30 undergraduate and graduate students as interns across the agency. In 2023, OGS will launch an integrated internship program for college and graduate school students to provide a more rewarding and engaging experience for students and share the breadth of work that OGS does on behalf of New Yorkers. Internships are one of the best opportunities for students to build their skills and develop a career with the State, whether immediately after graduation or later in their careers.

In 2023, OGS began working with educational and workforce development programs — such as SUNY Hudson Valley Community College and Capital District Educational Opportunity Center — to provide pathways and opportunities to further develop OGS’s talent pipeline for hard-to-fill skill sets in the agency trade titles. We are actively exploring opportunities for traineeships within the agency.

As pandemic restrictions have subsided, OGS has restarted efforts to introduce technical school students to our agency through on-campus outreach and providing behind-the-scenes tours of our vast infrastructure.

OGS hosts an average of 30 undergraduate and graduate students as interns across the agency.

**Improve recruitment tools and systems**

- **Initiative 73: Implement digital workflow tracking for recruitment.** OGS is partnering with ITS to build more digital workflows and tracking to better manage the recruitment pipeline, which will help reduce manual efforts by HR staff, hiring managers, and candidates. This project will enable better reporting and analytics capabilities, while providing enhanced visibility and transparency around the hiring process. Once completed, this tracker will have reporting capabilities that can be customized for each business unit. It will also highlight issues by stage to better inform improvement efforts, including by generating analytics and reports for each milestone within recruitment transactions. The “Request to Fill Modernization project” is expected to be completed for OGS in 2023. If successful, it will be expanded for hosted agencies.

- **Initiative 74: Provide updated guidelines and tools to support hiring managers.** OGS will support hiring managers with clear information about the hiring process and best practices for effective recruitment. Supporting managers with the information and resources to efficiently navigate the hiring process will help to provide candidates with a consistently excellent recruitment experience through every stage of the process. It will also reduce delays in hiring and ultimately increase the number of high-quality candidates hired to key positions.

HR is updating its Interview Guide for hiring managers and will roll out training for managers on their role in the hiring process in 2023. As a companion to the Interview Guide, HR will work with Communications to create shorter one page “Quick Start Guides” for managers with the information they need to interview, select, and hire new employees. The guide will include how to best highlight the benefits and culture at OGS to encourage candidates to join our agency.

Through 2024, HR will also explore short tutorial style videos with interviewing and hiring tips and tricks. All this information will be shared on the agency's intranet, Searchlight, so that managers can readily access it.
To sustain the agency and continue delivering mission-critical support to the State for years to come, OGS is focused on building a resilient workforce. This entails developing staff into leaders across the agency and nurturing their professional growth and satisfaction at all career stages. This also involves proactive succession planning — preparing the agency to fill leadership and technical roles so that customers, partners, and staff can depend on continuity in OGS’s operations.

OGS embraces its responsibility to equip all team members with the skills they need to carry out their missions and tackle tomorrow’s challenges. Nearly 50 percent of staff responded in surveys about career mobility within the State system. OGS must effectively manage and lead teams and should feel supported in doing so. The OGS Leadership Exploration and Development (LEAD) Program was designed to meet the needs of all levels of supervisors. This multiple component program provides participants with comprehensive principles and practices that supervisors and managers will use to lead and develop staff. Over 160 OGS staff members have completed this program since its rollout in 2019.

Beginning in 2024, OGS will build on these offerings, expanding its portfolio to include training in priority areas critical to implementing new programs and initiatives. This includes project management, business analysis, data analysis, and contract management. Also in 2024, OGS will develop a customer service training program to provide staff with the skills and resources to help our customers achieve positive outcomes most effectively.

In some cases, legislated mandates — such as building decarbonization or language access — will require staff to apply specialized skills across all phases of a project. Evolution in services that OGS provides and changes to the agency’s asset management portfolio will also require new technical and trade skills, including maintenance and support for new types of assets.

To address these needs, the Workforce Development Office will continue to work with subject matter experts to develop and advise on the procurement of appropriate training customized for the OGS workforce. It will also work with interagency partners like NYSERDA and others to take advantage of training opportunities and partnerships that provide OGS team members with the specialized technical skills needed to support and execute these new initiatives.

Establish excellent training and development offerings
OGS recognizes the importance of training and development to support staff and foster professional growth. OGS will continuously review its training offerings and adjust its portfolio and delivery methods to ensure that staff have the skills to meet the changing needs of customers and the State. This process will involve exploring new methods for developing and delivering role-specific technical training and providing agency-wide access to trainings in skills like data analysis and project management. These will become increasingly vital as OGS’s work becomes more project-focused and data-driven.

OGS is also invested in supporting and growing its leaders. Supervisors at all levels will be provided with the skills, knowledge, and resources they need to oversee their unit’s effective operation and to develop and support their teams. Cultivating leadership competencies is essential to staff development and advancement. To do this, OGS will expand the reach of its existing supervisory training program and implement an agency-wide leadership development program that will help nurture and identify the organization’s next generation of leaders.

Foster long-term career development and engagement
OGS is also providing role-based continuing education offerings and adjusting its portfolio to include training in priority areas critical to implementing new programs and initiatives. This includes project management, business analysis, data analysis, and contract management. Also in 2024, OGS will develop a customer service training program to provide staff with the skills and resources to help our customers achieve positive outcomes most effectively.

In some cases, legislated mandates — such as building decarbonization or language access — will require staff to apply specialized skills across all phases of a project. Evolution in services that OGS provides and changes to the agency’s asset management portfolio will also require new technical and trade skills, including maintenance and support for new types of assets.

To address these needs, the Workforce Development Office will continue to work with subject matter experts to develop and advise on the procurement of appropriate training customized for the OGS workforce. It will also work with interagency partners like NYSERDA and others to take advantage of training opportunities and partnerships that provide OGS team members with the specialized technical skills needed to support and execute these new initiatives.

Initiative 79: Expand the OGS Leadership Exploration and Development (LEAD) program for supervisors and managers. Supervisors must effectively manage and lead their teams and should feel supported in doing so. The OGS Leadership Exploration and Development (LEAD) Program was designed to meet the needs of all levels of supervisors. This multiple component program provides participants with comprehensive principles and practices that supervisors and managers will use to lead and develop staff. Over 160 OGS staff members have completed this program since its rollout in 2019.

While some documents are already available as companions to these trainings, OGS HR will work with the Digital Team to develop a collection of resources and references, such as best practice guides on core managerial responsibilities, available for supervisors across the agency.

Initiative 76: Host internal job fairs. In 2024, OGS HR will implement Internal Job Fairs to highlight existing opportunities within OGS and increase movement within the agency. Such efforts may also garner the attention of employees of other agencies.

OGS provides and changes to the agency’s asset management portfolio will also require new technical and trade skills, including maintenance and support for new types of assets.

To address these needs, the Workforce Development Office will continue to work with subject matter experts to develop and advise on the procurement of appropriate training customized for the OGS workforce. It will also work with interagency partners like NYSERDA and others to take advantage of training opportunities and partnerships that provide OGS team members with the specialized technical skills needed to support and execute these new initiatives.

Initiative 65: Host DCS events on career mobility. OGS will continue its partnership with the DCS’s Career Mobility Office to provide both in-person and live virtual training to staff about career mobility within the State system via competitive examination or transfer. OGS will also develop a regular mechanism to advise employees seeking a career refresh of potential opportunities available to them and training that might be beneficial.

Initiative 78: Provide skill-based trainings that focus on functional and professional needs. The Workforce Development Office provides a range of skill-based trainings to OGS staff, including for professional and business skills, software and technology, and others. OGS also provides role-based continuing education training to its technical staff and subject matter experts — such as architects, engineers, contract managers, and code enforcement specialists — at the unit level.

Beginning in 2024, OGS will build on these offerings, expanding its portfolio to include training in priority areas critical to implementing new programs and initiatives. This includes project management, business analysis, data analysis, and contract management. Also in 2024, OGS will develop a customer service training program to provide staff with the skills and resources to help our customers achieve positive outcomes most effectively.

In some cases, legislated mandates — such as building decarbonization or language access — will require staff to apply specialized skills across all phases of a project. Evolution in services that OGS provides and changes to the agency’s asset management portfolio will also require new technical and trade skills, including maintenance and support for new types of assets.

To address these needs, the Workforce Development Office will continue to work with subject matter experts to develop and advise on the procurement of appropriate training customized for the OGS workforce. It will also work with interagency partners like NYSERDA and others to take advantage of training opportunities and partnerships that provide OGS team members with the specialized technical skills needed to support and execute these new initiatives.

Initiative 77: Launch OGS Frameworks Program. The OGS Frameworks Mentoring Program was created in 2023 to connect staff at every career stage to exchange perspectives and knowledge, inspire creative thinking, and provide opportunities to develop personally and professionally. OGS will identify ways to improve the Frameworks Mentoring Program to allow mentorship across the agency. Under this program initiative, OGS will also look for other opportunities for job rotations, shadowing, and short-term assignments across business units. OGS will also develop a regular mechanism to advise employees seeking a career refresh of potential opportunities available to them and training that might be beneficial.

Organizations must effectively manage and lead their teams and should feel supported in doing so. The OGS Leadership Exploration and Development (LEAD) Program was designed to meet the needs of all levels of supervisors. This multiple component program provides participants with comprehensive principles and practices that supervisors and managers will use to lead and develop staff. Over 160 OGS staff members have completed this program since its rollout in 2019.
• Initiative 80: Implement an agency-wide leadership development program. To grow the next generation of leaders at all levels of the organization, OGS will begin establishing an agency-wide leadership development program in 2024. This will include training programs that are responsive to skill-building needs and ensure staff are developing leadership competencies to prepare them for their next roles. The program will also help OGS identify staff who could fill various leadership roles in the future.

Develop an agency-wide succession planning strategy

OGS has seen significant turnover in its workforce in recent years; the attrition rate doubled from 11 percent to 22 percent between 2020 to 2022. This was driven in part by increased opportunities in other State agencies. To ensure that it maintains a sustainable and effective workforce, OGS will develop a replicable approach to identifying potential gaps in key leadership and technical positions across the agency and expanding the pool of candidates with the skills and knowledge required to step into those roles.

• Initiative 81: Implement succession planning for all OGS Divisions. In 2023, OGS began the first phase of its succession planning program, starting with a pilot initiative for the Division of Design and Construction (D&C). D&C’s succession planning framework will be completed in early 2024.

Using the results of the pilot succession planning program within D&C, OGS will expand the program to incorporate two additional divisions in 2024. This process will begin with the identification of key positions and potential gaps. Considering factors such as skills, experience, performance, and potential, OGS will then assess its current staffing pool to identify individuals with the potential to fill these key positions in the future. As the succession planning effort expands agency-wide, it will incorporate newer offices and units for the first time, which may have different hiring challenges than D&C.
OGS remains committed to being a leader in cost-effective and efficient government through our services and operations. Because the delivery of good support services has become more complex, we must ensure our business processes are efficient and enable maximum collaboration with other state agencies, vendors, and stakeholders.

Whether onboarding new OGS staff or processing financial transactions for 70 hosted agencies, our processes must provide real, measurable value to the State.

OGS business units oversee critical State data and systems: an enterprise-wide data strategy can help transform our information into market and operational insights for partner agencies, vendors, and the State as a whole. Investments in tools and internal capacity building across the agency will equip staff with the skills to harness data for decision-making.

Leveraging data to make more informed decisions is important, not only for OGS’s own operations and service delivery, but for the State as a whole. While OGS is essential to State mission-support functions such as procurement, real estate, and fleet, many other New York agencies also maintain data associated with these functions. This leads to data being housed in disparate locations, resulting in sub-optimal analysis and decision-making. OGS will assist in analyzing this data for the State, ultimately allowing better data-driven decisions by OGS, its customers, and stakeholders.

**GOALS, OBJECTIVES, & INITIATIVES**

Incorporate data into all OGS decision-making
- Develop an organizational structure to facilitate a data-driven culture
- Launch the Data Analytics Office
- Develop and implement an integrated data management program
- Develop dashboards and key performance metrics to monitor the health and status of core services

Ensure that OGS processes are effective and efficient
- Integrate project management into OGS service delivery
- Launch the Project Management Office
- Develop project management support tools
- Conduct efficiency studies to improve operations across business units
- Establish project intake and reporting requirements
- Explore potential sources of funding to support programs and projects
Incorporate Data into All OGS Decision-Making

Leveraging data to make more informed decisions is important, not only for OGS’s own operations and service delivery, but for the State as a whole. Incomplete and/or divergent data stored at different locations and agencies can create challenges to using data in a meaningful way. By serving as a hub for data collection and analysis that can be shared with our State partners, OGS can coordinate support for multiagency efforts and enable better data-driven decisions for teams and our clients.

To make data-informed decisions, we need to build a robust data foundation at OGS, including increased staff capacity, new processes, and the right analytic technologies. This foundation will provide the data and organizational structure to make informed decisions and provide high-quality services to the State. By implementing this agency-wide strategy, we aim to improve efficiency and customer satisfaction, ultimately leading to a more effective and impactful organization.

Develop an organizational structure to facilitate a data-driven culture

OGS has several challenges that limit our ability to leverage data for decision-making and service delivery, from technology limitations to a lack of organizational infrastructure.

Establishing a data-driven culture requires the incorporation of data into all major agency decisions. This entails developing organizational standards and best practices to integrate data into project proposals and business line reporting metrics. We will communicate data insights with both internal and external stakeholders by implementing data visualization tools that staff are trained to use and create.

Transitioning towards a data-driven organization entails more than just gaining access to data and analytical tools. Our team members need the necessary training and resources to use the data effectively in a way that’s context-dependent and adds value for the organization and our agency clients.

As OGS develops our organizational structure and capacity, we will benefit from having experts with specialized knowledge who can be called upon when needed. This involves creating centralized subject matter expertise and building data competencies among staff across all business units.

- **Initiative 82: Launch the Data Analytics Office.** OGS will launch a new Data Analytics Office in summer of 2023. The office will support data-driven, evidence-based operational decisions by ensuring data is as accessible and usable as possible. This group will serve the entire agency and be the one-stop shop for data mining, analysis, visualization, and creation of dashboards. The office will also manage cross-agency data governance and management for existing OGS systems and dashboards, including fleet management, building operations, and project management.

- **Initiative 83: Develop and implement an integrated data management program.** As a large organization with diverse business units, OGS has access to an immense amount of data that is spread across the agency. To leverage this data, it is necessary to develop a structured framework to manage data quality and ensure that it is both appropriately protected and accessible.

Beginning in 2023, OGS will assess our current data management practices and identify areas that require improvement, including our existing data policies, procedures, systems, and available data. We will create a data resource working group, which will bring together key staff and leaders from across the agency to lead our comprehensive data strategy. This includes identifying training, tools, and resources to be deployed at an agency level, as well as ones that can be adapted for individual business units.

Through 2024 and 2025, the agency will develop the policies, procedures, and roles and responsibilities for managing data within OGS. The framework will include data ownership, standards, quality, privacy and security, and lifecycle management. We will also develop an enterprise data architecture which will include how data is stored, integrated into business processes, and managed across the agency. The architecture will ensure that data is consistent, accurate, and reliable.

- **Initiative 84: Develop dashboards and key performance metrics to monitor the health and status of core services.** OGS will develop an agency-wide system for tracking internal progress and communicating with clients for business units and projects.

Beginning in 2023, OGS will work with each business unit to develop a set of core metrics that measure business unit performance and customer satisfaction. We will include input and process metrics that measure our operations, as well as outcome and impact metrics that measure the results of our efforts.

Over the next two years, we will build dashboards for internally-facing metrics for critical operational areas, as well as publicly available dashboards that enhance transparency for our customers and the public. By using metrics and dashboards, we can better manage projects, communicate with stakeholders, and ultimately make better decisions.
OGS is committed to providing goods and services that meet customer needs, while minimizing spending and ensuring a seamless experience. Yet increasingly, the operational challenges that we must support and/or lead for the State are interdisciplinary in nature — they require greater coordination across business lines, the way we work, or the way we analyze information. We need to conduct regular reviews of our processes to identify bottlenecks and inefficiencies that hinder service delivery and/or project completion.

OGS will introduce project management principles across all business units, enabling us to deliver projects on time, within budget, and at high quality. By prioritizing efficiency and effectiveness, we can improve our overall performance, increase customer satisfaction, and ultimately fulfill our mission of serving the people of New York.

Integrate project management into OGS service delivery
OGS manages a diverse array of projects for customers. Whether large or small, these projects all have major impacts on customers and their ability to deliver their missions to all New Yorkers. OGS recognizes that the essence of good project management includes on-time and on-budget results, as well as clear, regular communication with all stakeholders throughout the project life cycle. OGS is committed to developing a culture of project management across the agency while having more specialized project management processes, tools, and competencies in specific business units.

- Initiative 85: Launch the Project Management Office. In recognition of the unique needs for large, technically complex projects, OGS launched the Project Management Office (PMO) in the summer of 2022. This new office provides project management services and oversight for key OGS initiatives in partnership with OGS divisions, the New York Office of Information Technology (ITS), and technical leads from internal and external partners. This work includes developing project scope and identifying project feasibility, technology options, and potential cost prior to ITS engagement to facilitate efficient project intake. It also includes managing internal deliverables throughout the lifecycle of complex projects, facilitating user acceptance testing, and supporting go-live deployments. The office also convenes and supports cross-divisional project teams to improve internal collaboration on key projects and provides monthly updates internally on the status of enterprise projects that are critical to service delivery.

OGS will build upon the strong launch of the PMO and expand the office’s role in delivering key OGS projects that support expansion of shared services and system modernization. The PMO has already taken the lead for OGS in partnering with ITS on several key initiatives including for implementation of robotic process automation (RPA) and contact center technology to support the Business Services Center and workspace management software to pilot hybrid work solutions.

- Initiative 86: Develop project management support tools. As OGS looks to expand a culture of project management, the PMO will also be central in publishing project management best practices throughout the agency. Beginning in 2023, the office will continue to develop tools and other resources — including project plan and reporting templates, dashboards, manuals, and guides — that staff agency-wide can use to develop capacity and deliver projects effectively. It will also mentor, train, and guide the agency’s project teams as they adopt project management best practices for projects in their own portfolios.

By 2024, OGS will expand project management training opportunities based on industry standards, including the Project Management Institute (PMI) and the International Institute of Business Analysis (IIBA). Providing this support will allow employees to improve their skills and execute projects more consistently and effectively on behalf of OGS’s customers and the public they serve.
Use process and resource analysis to drive efficiency

Understanding the delivery process of products and services is just as crucial as understanding the nature of the products and services themselves. To optimize our delivery process, OGS is proactively reviewing our processes to identify inefficiencies and pain points in project delivery and improve overall customer experience. By taking this approach, OGS is demonstrating its commitment to ensuring that its services not only meet, but exceed customer expectations, while simultaneously streamlining internal processes for greater efficiency and effectiveness.

- **Initiative 87: Conduct efficiency studies to improve operations across business units.** OGS plans to build upon process reviews that have already taken place in various business lines and by our internal audit team. While these efforts will continue, OGS will develop a strategy to review all business processes and identify opportunities to improve most commonly used business processes and forms. We’ll incorporate input from both customers and vendors as part of this process.

  We believe these efficiency reviews will result in more consistent reporting, improved data quality across OGS, and increased knowledge sharing.

- **Initiative 88: Establish project intake and reporting requirements.** OGS will work to establish baseline requirements for any project or program proposal requiring resources. These requirements will ensure that any proposal for new programs or projects is backed with data demonstrating the value proposition for this new effort, including life cycle costs and benefits. Additionally, the PMO is in the process of creating standards for project reporting and metrics. This will ensure that all projects are regularly reporting key data points.

- **Initiative 89: Explore potential sources of funding to support programs and projects.** As stewards of public funds, OGS must ensure projects and programs maximize efficiency and effectiveness. Part of this effort is to ensure alignment between the source of funds and the program. OGS is in the process of analyzing how to leverage new sources of funding from federal and state partners to maximize the returns on the investment of public funds.

OGS is proactively reviewing our processes to identify inefficiencies and pain points in project delivery and improve overall customer experience.
Administration and Operations assists a range of customers with administrative and support services that drive their core functions. The business unit provides human resources services and support to 11 hosted agencies and OGS as well as a variety of essential services to state entities and other customers through eight programs. The Office of Language Access and internal Inclusion and Engagement Unit are housed in this unit as well.

Human Resources Management

HR is responsible for assisting OGS business units and hosted agencies with achieving their strategic objectives through thoughtful personnel, labor relations, and training activities, policies, and strategies. HR partners with business units to ensure they are staffed appropriately. This includes recruitment and retention, employee engagement, diversity, labor relations, training, leaves, reasonable accommodations, and onboarding, and offboarding. HR provides human resource services to over 44,000 individual customers across 55 agencies including benefits, payroll, records management, and time and attendance tracking.

Support Services

Provides state entities, local municipalities, schools, emergency feeding organizations, and the public with a variety of essential services like warehouse management, food distribution, and state and federal surplus property assistance.

Emergency Management and Planning

EM&P coordinates and implements activities necessary to prepare, respond, mitigate, and recover from disasters efficiently. The program administers the OGS Emergency Contact List, the Government Emergency Telecommunication System, and the designated red plates program.

Office of Language Access (OLA)

Established in October 2022, OLA provides critical oversight and coordination across State agencies to ensure the expansion of the statewide language access policy is implemented efficiently and effectively. OLA also maintains the State contract through which agencies can access vendors that provide interpretation and translation services.
Division of Design and Construction (D&C)

The Design and Construction team strives to deliver high quality, cost-effective, and timely capital projects for all their clients. They provide a full range of high-quality design, contracting, and construction management services to more than 50 State Partner agencies. Using an integrated model of public and private sector resources to deliver projects, D&C provides project planning, architectural and engineering, cost estimating, procurement, construction management, and contract management services to satisfy partner agencies’ capital construction needs. Additional services provided by D&C to partner agencies include master planning, feasibility studies, code review and permitting, and emergency construction.

OGS is currently engaged in more than 250 active construction projects with a total projected value of $1.3 billion, more than 400 projects valued at $2 billion in various phases of design development, and 180 code compliance and permitting projects. The value of all projects is close to $3.5 billion.

External Affairs

OGS External Affairs oversees public affairs, communications, and media services for State agency clients as well as curation and programming for a world-class art collection and events for New Yorkers and 200,000 annual visitors to the State. The External Affairs Division provides digital campaign support for 39-plus agencies and authorities and manages or facilitates 2,100 annual events and programs in the State.

Communications Office

The Communications Office serves OGS and other agencies on digital and media services. The Public Information Office (PIO) manages internal and external communications messaging, coordinates press events for the Commissioner, and supports Governor events as needed. The Digital and Media Services Center (DMSC) is a full-service solutions provider with unparalleled experience partnering with New York State agencies, authorities, and entities to meet their communications and digital needs. In FY22, the team worked on more than 200 projects including media campaigns, State agency recruitment, and documentaries. The DMSC understands the unique needs of its over 20 State agency clients, and values the opportunity to highlight programs, services, and initiatives that make an impact on our state.

Curatorial, Conventions, & Events

The Curatorial, Conventions, and Events teams are responsible for curating and preserving the Empire State, Harlem, Capitol, and Executive Residence Art Collections, creating interpretive exhibits, running the Plaza Visitor’s Center and tours at the Capitol, producing free public events such as Summer at the Plaza and Summer Stage in Harlem, the ESP ice rink, holiday lightings, and more than 2,000 events statewide at OGS facilities. Additionally, the team oversees and manages the ESP Convention Center, which hosts hundreds of conferences, meetings, and special events annually for State agencies, external groups, and organizations.

Division of Real Estate

The Division of Real Estate aims to gain efficiencies in the use of state resources through the strategic management of the State’s lease portfolio, including providing agencies with a full range of lease management, administration, and audit services. The Division also identifies potential cost reduction opportunities and efficiency improvements, as well as real estate management best practices and methods.

State Asset and Land Management (SALM)

Negotiates and disposes of state real property, including leases, easements, permits, sales, and transfers of jurisdiction between State agencies; maintains the State Real Property Inventory; and manages Public Trust lands that are now or were formerly underwater. In FY 22, the team managed 16 Land Transactions and facilitated 59 permits and licenses for use under their Lands Under Water Transactions. They also responded to 156 state, municipal, and public inquiries.

Real Property and Facilities Management (RPFM)

Operates 20 million square feet of the State’s real property across more than 50 major buildings and twice as many ancillary structures. RPFM provides and maintains all essential building operations, including lighting, custodial services, routine and preventive maintenance, grounds and landscaping care, parking, utilities management, and general facility upkeep.

Leasing Services

Provides day-to-day oversight of over 500 leases in the State’s portfolio by managing requests and negotiations for new lease space and lease administration, audit, and compliance.
Finance and Accountability

Finance and Accountability oversees a diverse portfolio that serves statewide customers, hosted agencies, and OGS primarily with fiscal management services, including financial planning and budgeting, accounting, and IT project coordination. Led by the Chief Financial Officer, Finance and Accountability also supports greater utilization of minority and women-owned business enterprise (MWBEs) and service-disabled veteran-owned businesses (SDVOBs) on contracts, energy cost reduction, and statewide fleet enterprise initiatives.

Agency Purchasing Office (APO)
The office conducts and coordinates procurement activities for OGS and at various levels for hosted agencies. While slightly similar in nature, this unit is not to be confused with Procurement Services that develops centralized contracts for use by State agencies, including OGS and other authorized users. Recently, APO established a new contract for Online Auction services to allow for OGS Support Services to move surplus property more efficiently.

Office of Fleet Management
OGS Fleet Management Office is a comprehensive Statewide resource for all New York State fleet needs and the enterprise experts for effective policy and decision-making. The Office develops best practice guidelines, effectively standardizes and centralizes fleet operations, and establishes cost-effective, enterprise-wide initiatives. Their work supports the Governor’s efforts to transform the management of the State’s fleet through shared services and promote the safe operation of vehicles, equipment, and assets. In addition, the Office leads control functions as the epicenter of fleet and statewide asset policy management.

Overseeing all business units, the Office of the Commissioner is led by the agency’s commissioner with support from the Executive Deputy Commissioner; the Chief of Staff; and other members of the executive administration. As part of the Office of the Commissioner, the Strategic Planning Office, Internal Audit, and the Center for Recruitment and Public Service support several high-level, agency-wide efforts.

Strategic Planning Office
The OGS Strategic Planning Office was newly established in January 2022. The office develops and refines OGS’s strategic direction, manages the development and implementation of the agency’s strategic plan, and facilitates major initiatives across divisions to advance strategic priorities. It also works to ensure that actions and decision-making are focused, aligned, and coordinated across the organization in support of OGS’s strategic goals.

Internal Audit
Strategic Planning also encompasses the Office of Internal Audit, which tests and strengthens the OGS’s internal control systems and enhances operational efficiencies to help the agency achieve its objectives.

Legal Services

Legal Services provide legal advice and counsel to the agency. Legal Services also offers guidance on contract terms and their fairness to the state, vendors, and users. In addition, they advise business units on leasing, real property transactions, litigation, state and federal law interpretations, OGS’s legislative program, and the Freedom of Information Law (FOIL). Finally, they support hosted agencies and the Executive Chamber as needed.

Resiliency and Sustainability

Established in February 2022, this new team provides technical assistance and policy guidance to State agencies and authorities to meet New York’s climate goals. This office supports multiple State initiatives, including the conversion of the light-duty fleet to all zero-emission vehicles by 2035 and adapting state assets and operations to meet the increasing impacts of climate change. They also represent the agency as a co-lead of the GreenNY Council. They have already made strides in taking the lead on resiliency and sustainability issues that impact our State agencies. For example, they developed and implemented the roll-out for Executive Order 22: Leading by Example Directing State Agencies to Adopt a Sustainability and Decarbonization Program.
Division of Shared Services

Shared Services comprise several divisions that centralize key functions and activities for State agencies and OGS to streamline operations and optimize service delivery. In doing so, the Business Services Center, Procurement Services, and other divisions allow customer agencies to focus on the activities central to their missions.

Business Services Center (BSC)
The BSC is New York State’s central office for processing human resources and finance transactions common across agencies. 44,000 state employees among 58 agencies are supported by the BSC’s HR services. Further, the BSC supports the financial transactions of 70 Executive agencies ensuring that the state has uninterrupted access to the commodities and services needed to support state operations. Services are delivered by a highly motivated workforce committed to providing exceptional customer service.

Procurement Services
Procurement Services, is the State’s central procurement office responsible for designing centralized contracts worth over $30 billion, aggregate buys, sourcing and supplier management services, filed requirements, piggybacking, and collaborative purchasing to procure goods and services in a timely manner that meet the business needs of our customers across the state at the best value for New York taxpayers. Procurement Services use and promote procurement policies and practices that are ethical, efficient, innovative, supportive of inclusive economic development, and that foster strong relationships with the supplier community.

Project Management Office (PMO)
The PMO guides key OGS projects from concept to a successful conclusion, in partnership with OGS divisions, ITS project management, and technical leads that include internal and external partners. They also seek to establish a foundation for consistent project success throughout OGS.