



Office of
General Services

STRATEGIC PLAN

2023



New York State Governor



A LETTER FROM

Kathy Hochul

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

Kathy Hochul
Governor



OGS Commissioner



A LETTER FROM

Jeanette M. Moy

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

COMMISSIONER LETTER CONT.

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

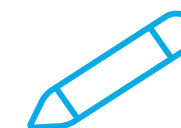
valued at **\$1.3+ billion**



Oversee

650+ **Design & Construction projects**

valued at **\$3.3+ billion**



Produce

2,000+
Events

annually and curate a world class art collection



Serve

44k+
State employees

by processing HR and finance transactions



Support

6.3k+
State employees

by hosting Strategic HR services for 12 agencies



Manage

\$660M
in Annual Budget

across 6 of the 16 agencies hosted for finance services





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.

Executive Summary

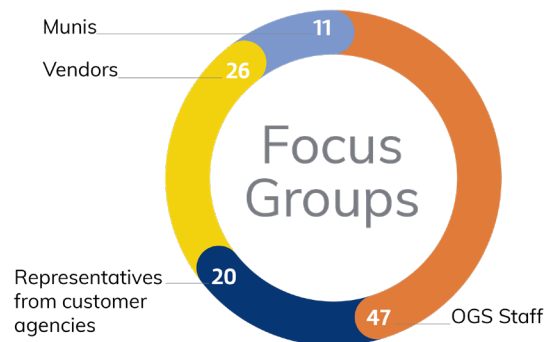
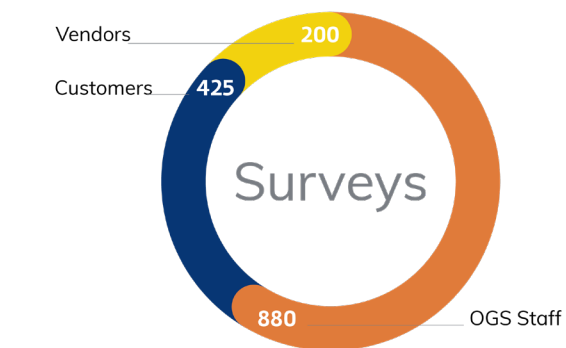
Our Strategic Planning Process

In order to position our agency for today and tomorrow, OGS undertook a comprehensive strategic planning effort in 2022. Our planning approach was grounded in extensive input from a wide range of stakeholders through focus groups, interviews, and workshops. We conducted our first-ever comprehensive stakeholder feedback initiative with over 1,500 respondents to our internal and external-facing surveys.

This plan is built with the input of our staff members from across Team OGS. We learned about their perceptions of working at OGS and aspirations for the future of the agency. We held focus groups with staff from across the agency to better understand the trends and challenges identified in the survey and convened working groups to develop our goals and initiatives.

Executive and programmatic staff at customer agencies, representatives from municipalities and nonprofits, and vendors all provided insight into their experience working with OGS and opportunities for us to better support and serve them. Our plan addresses the challenges identified from 200 vendor surveys, 425 partner agency participant surveys, and a series of client focus groups on our services.

We face a rapidly changing world that requires us to evolve with it. Our strategic plan describes a dynamic vision for the future of OGS and our role in a transparent, responsive, and sustainable New York State government.



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 nimbly.

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 upgrade elevators in 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: develop a method for reporting GHG emissions from State operations, conduct an annual inventory to measure progress, and identify opportunities for reductions (14); work with New York Power Authority (NYPA) to develop energy master plans for large campuses (15); transition to more sustainable refrigerants (16); work with NYPA and the

New York State Energy Research and Development Authority (NYSERDA) to identify and implement clean energy projects on State property (17); complete the LED lighting conversion 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 NYPA 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 nimbly 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 Service 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 for finance transaction processing (31); exploring innovative technological solutions to improve efficiency and accuracy, including 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 process (34). We will update our procurement website and training materials (35); and establish standardized life cycle metrics for contract performance,

leverage data to actively manage our contract portfolio, and provide better information to customers and vendors (36).

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 supplier management services for agencies (39), engage authorized users on their needs as part of the contract development process, promote the advantages of State contracts to municipalities and nonprofits, and make our procurement skill-building programs digital to reach more authorized users (40).

Leverage State procurement and purchasing power to advance climate goals

All State operations must become more sustainable in order to mitigate the worst

effects of climate change. OGS is uniquely situated to help State government leverage its buying power to pursue sustainability goals by providing technical assistance and progress monitoring. As a lead agency on the GreenNY Council, OGS will: streamline access to sustainable products on centralized contracts (41); develop sustainable purchasing specifications (42); and reduce the embodied carbon impact of construction projects (43).

Support State operations through excellence in logistics and distribution

OGS logistics and support services coordinates work across various supply chains and stakeholders. To streamline State operations, OGS will: create efficiencies by evaluating and consolidating State agency warehouses (44) and implement a new online auction system for State surplus property, streamlining the process for staff and buyers (45). OGS will leverage a federal Reach and Resiliency grant to increase the use of mobile and pop-up food pantries, increase access to culturally relevant food, and expand The Emergency Food Assistance Program (TEFAP), which provides operational support and technical assistance to regional food banks throughout New York (46).

Center all OGS services around our customers

OGS will focus on helping our customer agencies deliver the best possible service to the people of New York, and we are committed to ensuring that

customers have a consistent and high-quality experience when they work with us. As part of a new client account management framework, OGS will: develop dashboards to give customers accurate and accessible information on service delivery (47) and improve internal information sharing on client issues to ensure that concerns are routed appropriately and avoid duplication (48). In order to identify areas for improvement, OGS will: build on the success of our strategic plan surveys and focus groups by establishing a plan to repeat these efforts regularly (49) and scale existing D&C and BSC client roundtables to other business units (50).

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.

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 stories of the State's diversity.

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, 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 Eastern 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 critical 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

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.

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).



**Office of
General Services**