



DEPARTMENT *of* GENERAL SERVICES



2017 STRATEGIC PLAN





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A Message *from* the Director



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As we launch our 2017 Strategic Plan, we build on last year's efforts to pursue our commitment to "excellence in the business of government."

The plan before you provides DGS with a road map to shift from a more transactional mindset to a more forward-thinking, strategic way of operating as a department.

The initiatives on the following pages explain how we plan to operate; how we will collaborate and innovate; and how we will support our partners and customers to better serve our state. To this end, our 2017 Strategic Plan identifies 39 "strategic goals" that we will strive to complete within calendar year 2017. These strategic goals should provide a direct benefit to the customers we at DGS serve.

In addition, this Strategic Plan identifies 34 "operational goals" for 2017, consisting of initiatives we've identified to improve performance within our internal operations.

We at DGS have an ambitious agenda ahead of us. To succeed, we will need to work hard, work smart, and work together as "one DGS." I'm confident we will, and I look forward to shaping the future of our department together.

Sincerely,

DANIEL C. KIM | DIRECTOR

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Strategic Plan Overview

MISSION

DGS serves the state as its business manager. Our mission is to:

Deliver results by providing timely, cost-effective services and products that support our customers, while protecting the interests of the state of California.

OUR VISION

At DGS, our vision is:

“Excellence in the business of government.”

We strive to achieve excellence by providing our customers with the products and services they need in a professional, value-added way.

VALUES

At DGS, we have a set of core values that provide an important foundation for how we conduct ourselves and our business. These values are:

- **Integrity:** We do the right things for the right reasons.
- **Accountability:** We hold ourselves and each other responsible for all that we do.
- **Communication:** We listen and share information openly, honestly and respectfully with the goal of mutual understanding and transparency.
- **Excellence:** We strive for the best for each other and our customers.
- **Innovation:** We cultivate ideas and implement improvements throughout our organization.
- **Teamwork:** We value and respect our organizational diversity and work together to achieve great results.

STRATEGIC DIRECTION

For 2017, we have identified five strategic direction themes. These themes reflect what we at DGS will emphasize as we pursue our commitment to “excellence in the business of government”:

- **Data-Informed:** We use and share data to make better decisions for ourselves and our customers.
- **Collaborative:** We solicit input from our partners to collectively improve our outcomes.
- **Effective:** We continuously develop ourselves so we can better serve our customers.
- **Consultative:** We offer counsel and advice so our customers can maximize benefit and mitigate risk.
- **Sustainable:** We serve as good stewards of state resources and help “green” government.





Programs *and* Services Overview

The Department of General Services (DGS) serves as business manager for the state of California, with more than 3,500 employees and a budget in excess of \$1 billion. DGS helps California state government better serve the public by providing a variety of services to state agencies, including: facilities management, printing, procurement, real estate services, administrative hearings, building standards, risk management, fleet and asset management, school construction and more.

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EXECUTIVE OFFICE

Equal Employment Opportunity

The Equal Employment Opportunity (EEO) Office is responsible for overseeing compliance of various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS.

Office of Audit Services

The Office of Audit Services (OAS) provides an independent, objective assurance and consulting function designed to add value and improve departmental operations.

Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies and internal divisions and offices on the state's contracting and procurement laws and policies.

Office of Legislative Affairs

The Office of Legislative Affairs (OLA) coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. OLA also coordinates specific legislative reports due from DGS to the California Legislature.

Office of Public Affairs

The Office of Public Affairs (OPA) is responsible for news media relations; managing DGS social media channels; providing photography resources and video production; and website management oversight.

Office of Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSPPR) assists divisions and offices with long-term planning; facilitates the creation of the department's strategic plan; oversees customer survey development and analysis; is responsible for DGS forms management; and provides consultative data analysis and process re-engineering.

Office of Sustainability

The Office of Sustainability (OS) is responsible for coordinating and developing DGS' policies to reduce California's environmental footprint by greening the state's buildings, fleet, and other purchases and practices.

ADMINISTRATION DIVISION

Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides technical support services critical to DGS operations, including deployment and support of desktop computers; network connectivity; applications development and management; data security and compliance with the state of California's information technology policies.

Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support in goods and services procurement; contract processing from solicitation to contract execution; and various business services, including CAL-Card administration, room reservations, cubicle moves, security and document reproduction.

Office of Fiscal Services

The Office of Fiscal Services (OFS) oversees DGS' rate development process, and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

Office of Human Resources

The Office of Human Resources (OHR) provides services in the areas of recruitment, hiring, benefits and pay transactions, employee training and development, and constructive intervention.

Office of Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) provides a variety of risk management and insurance services to state and public entities with a primary objective of minimizing exposure to losses. Services include insurance procurement and consulting; natural gas fuel price risk management; the Government Claims Program; statewide safety training; and emergency management.

DIVISION OF THE STATE ARCHITECT

The Division of the State Architect (DSA) provides design and construction oversight for state-owned facilities and public schools.

FACILITIES MANAGEMENT DIVISION

The Facilities Management Division (FMD) oversees building management and administration, operations, maintenance, janitorial, groundskeeping, and repair services.

INTERAGENCY SUPPORT DIVISION

Building Standards Commission

The California Building Standards Commission (BSC) administers the many processes related to the development, adoption, approval, publication and implementation of California's building codes.

Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) provides general oversight of the state's vehicle and mobile equipment fleet, and ensures compliance with state and federal environmental, energy and fiscal policies. It provides a fleet of rental cars to support state agencies' transportation needs; manages DGS' parking facilities; oversees the reutilization of state and federal surplus property; disposes of state surplus property; manages the state's travel planning programs; and provides short-term warehouse services.

Office of Public School Construction

The Office of Public School Construction (OPSC) facilitates the processing of School Facility Program construction applications to make voter-approved state bond matching funds available to qualifying school districts. The office implements and administers a multi-billion dollar voter-approved bond program.

Office of State Publishing

The Office of State Publishing (OSP) provides innovative printing and communication solutions and services to state, federal, county and city agencies.

OFFICE OF ADMINISTRATIVE HEARINGS

The Office of Administrative Hearings (OAH) hears administrative disputes for state and local agencies, including special education due process hearings and mediation for school districts and parents of children with special education needs.

PROCUREMENT DIVISION

The Procurement Division (PD) oversees policies and procedures used by all state agencies in their purchasing and contracting activities. It develops innovative procurement solutions including statewide contracts, purchasing portals, and end-user training, enabling state agencies to acquire the goods and services needed to serve the people of California.

REAL ESTATE SERVICES DIVISION

The Real Estate Services Division (RESA) is a full-service real estate organization that designs and constructs facilities for government agencies. The division is also responsible for all the state's real property needs—from asset management, surplus property sales and acquisition to leasing.



An aerial photograph of a large parking lot with multiple rows of cars. A large, rectangular solar panel array is mounted on a structure over a section of the parking lot on the left. The entire image has a blue color cast. A large yellow arrow points from the text towards the right side of the image.

2017 Strategic Goals

For 2017, DGS' goals are categorized as either strategic or operational, and all are sorted this year by subject direction type rather than by our organizational chart. Our strategic goals are those initiatives that impact our customers. Operational goals are objectives aimed at improving the department's internal operations.

Strategic Goals

These strategic goals are SMART: specific, measurable, attainable, realistic and time-bound.

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DATA-INFORMED

We use and share data to make better decisions for ourselves and our customers.

Facilities Management Division

- * 1. Implement a new facility improvement process including a comprehensive way to identify, prioritize, track and complete facility projects.

Office of Business and Acquisition Services

- 2. Develop a more user-friendly, data-driven OBAS intranet site as a resource to customers.

Office of Risk and Insurance Management

- 3. Conduct data analysis and outreach to increase the scope of claims settled through the Government Claims administrative remedy.

Procurement Division

- 4. Leverage FI\$Cal spend data to identify savings opportunities related to awarding new contracts and improving compliance with existing contracts.

Real Estate Services Division, Facilities Management Division, Administration Division

- 5. Propose new methodology for rental rates that provides a more sustainable and long-term approach for the DGS building portfolio.

COLLABORATIVE

We solicit input from our partners to collectively improve our outcomes.

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Office of Audit Services

- 6. Conduct an opening conference with at least 85 percent of state departments that are scheduled for 2017 compliance audits.
- 7. Develop a robust accreditation/compliance audit process with the Procurement Division for the delegated purchasing authority program.

Facilities Management Division

- * 8. Establish a statewide tenant workgroup to improve ongoing maintenance and facility improvement services provided in state buildings.

* Goal Carried Over From 2016

Office of Legal Services

9. Convene a workgroup of attorneys and staff to plan technological improvements to enhance the customer service aspects of OLS' work.

Office of Public Affairs

- * 10. Launch a new DGS external website and establish a website governance structure.

Office of Strategic Planning, Policy and Research

11. Complete Phase 2 of the comprehensive update of the State Administrative Manual.

Real Estate Services Division

12. In the Southern California market, coordinate with client departments to consolidate state-owned space and multiple leases into more efficient lease space.

EFFECTIVE

We continuously develop ourselves so we can better serve our customers.

Division of the State Architect

13. Reduce and maintain school construction plan review "bin time" from six weeks to four weeks.

Facilities Management Division

14. Develop and implement a new methodology for cost estimation.
15. Implement a new process for delivering projects in the Direct Construction Unit.

Office of Human Resources

16. Develop and implement a recruiting strategy including prioritization of target classifications, effective methods for recruitment based on classification, and an implementation timeline.

Office of Fleet and Asset Management

17. Implement an expedited Fleet Acquisition Plan approval process for medium-duty, heavy-duty and equipment replacement assets that will reduce the processing and approval time by 60 percent (compared to completion time of acquisition plans with light-duty assets).
18. Increase the online sale and reutilization of state surplus personal property from 1 percent (based on 2015 sales) to 20 percent of total sales.

Office of State Publishing

19. Implement Phase 2 of establishing OSP as the state's document imager and content manager by implementing a cloud-based electronic document management system that allows State Records Center customers real-time access to their imaged records. Expand customer base from three active accounts to 10.

Procurement Division

20. Implement an accreditation process for departments granted purchasing authority.

Real Estate Services Division

21. Develop the next phase of the 10-year Sequencing Plan for Sacramento and the balance of the state.

* Goal Carried Over From 2016

CONSULTATIVE

We offer counsel and advice so our customers can maximize benefit and mitigate risk.

Building Standards Commission

22. Develop and execute a web-based informational video/webinar for the BSC website.

Office of Legal Services

23. Consult with at least 10 state agencies on their intellectual property (IP) needs and provide them with IP training, and provide access to IP services and resources for state agencies.
24. Provide targeted contract training to state agencies, assess effectiveness, and identify fundamentals of an accreditation program.

Office of Public School Construction

25. Enhance the funding application process for the Seismic Mitigation Program by creating a joint-agency instructional video in coordination with DSA.

Office of Risk and Insurance Management

26. Develop and publish emergency response procedures and checklists for inclusion in DGS emergency and continuity plans.

Procurement Division

27. Develop an Executive Management Training Certificate plan for the California Procurement & Contracting Academy (CalPCA).

Real Estate Services Division

28. Implement a process to more thoroughly evaluate repurposing options for state excess real property. Incorporate Geographical Information Software (GIS) to identify potential reuse opportunities.

SUSTAINABLE

We serve as good stewards of state resources and help "green" government.

Building Standards Commission

29. Promote for adoption mandatory and voluntary green building standards for water conservation and other sustainable building practices.

Office of Fleet and Asset Management

30. Use the life cycle replacement methodology developed in 2016 to create, adopt and implement new statewide vehicle replacement standards.

Office of Risk and Insurance Management

31. Develop a sustainable long-term natural gas program strategy that balances budget and delivery certainty with price stability while searching for opportunities to increase the use of cleaner natural gas.

Office of State Publishing

32. Implement Phase 2 of the OSP space consolidation project and reduce physical printing plant space of the main plant by 50 percent.

Office of Sustainability

- 33. Install 30 megawatts (MW) of solar power at state facilities in 2017 to contribute toward an overall goal of 100 MW installed in state facilities by 2020.
- 34. Develop a comprehensive recycling policy and implement integrated recycling programs in 58 DGS-owned buildings.
- ★ 35. Implement governor's zero-emission vehicle (ZEV) action plan goals by assessing total number of parking spots statewide and installing 840 Level 1 and 65 Level 2 electric vehicle (EV) charging stations in state parking facilities.
- 36. Reduce energy usage in existing state facilities by 2 million kilowatt hours (kWh) as Phase 1 of a three-year project for a total of 25 million kWh reduction.

- 37. Publish an online Sustainability Policies and Best Practices Manual for state agencies.
- 38. Complete a zero net energy (ZNE) policy for state facilities and deliver training to client agencies.

Real Estate Services Division

- 39. Develop and implement a ZNE preliminary screening process to identify "ZNE-likely" projects and ensure that all contracts for budget packages for these projects evaluate ZNE feasibility and costs.

★ Goal Carried Over From 2016





Operational Goals

Operational Goals

Operational goals are objectives aimed at improving the department's internal operations.

Enterprise Technology Solutions

1. Create a security operations dashboard to improve DGS' information security posture.
2. Increase disaster readiness through improved Disaster Recovery and Technology Recovery Plan.
3. Implement new ETS ticketing system and service management processes.

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Facilities Management Division

4. Increase yearly DGS building inspection rate from approximately 60 percent to 100 percent in 2017.
5. Improve percentage completion of safety training to 90 percent or better. Complete 100 percent Illness and Injury Prevention Plans.
6. Establish new and improved processes for office building managers for budgets, intake process and independent purchasing.
7. Clearly define the roles and responsibilities within FMD in light of its new organizational structure.
8. Implement improvements and standardize the FMD internal procurement and contracting processes.

Office of Administrative Hearings

9. Establish and implement a process for measures of success with the assistance of the Government Operations Agency.

10. Develop a protocol for destruction of digital recordings and electronic case files pursuant to OAH's records retention policy.
11. Implement new case management system: Phase 1—Discovery.
12. Develop and implement a secure electronic document filing system and a secure electronic document service system compatible with OAH's existing case management system.

Office of Audit Services

13. Develop and implement a management reporting system that provides DGS with results of OAS' delegated purchasing authority compliance audits.
14. Update the Audit Manual to reflect current operating practices.

Office of Business and Acquisition Services

15. Develop an organic waste recycling program at the Ziggurat building in accordance with Assembly Bill 1826.
16. Develop a standardized training program for OBAS employees.
17. Implement a curtailed public works process.

Office of Fiscal Services

18. Phase 1 of 3: Update/develop training manuals, procedures and OFS directives for FI\$Cal transactions.
19. Process 95 percent of Contracted Fiscal Services' invoices within 15 days from the date of receipt from client agencies.

Office of Human Resources

20. Develop a training program for DGS managers and supervisors that identifies desired core competencies and a plan to cultivate them in the workplace.

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21. Implement the new Individual Development Plan process developed by the California Department of Human Resources (CalHR).
22. Develop and execute training for DGS personnel liaisons.
23. Modernize and update the promotional paths for classifications within DGS by office.

Office of Legislative Affairs

24. Establish a departmentwide Legislative Affairs workgroup to help facilitate communication on legislative matters and provide development opportunities for staff engaged in legislative affairs across the department.



Office of Public School Construction

25. Develop or update desk procedures for OPSC processes.

Office of Strategic Planning, Policy and Research

26. Implement a new uploading mechanism for State Administrative Manual updates.
27. Develop a comprehensive set of departmentwide standard templates.

Office of State Publishing

28. Develop real-time reports of OSP's key performance indicators, allowing for improved day-to-day decision-making.
29. Utilize the more cost-effective, eco-friendly digital printing plant for legislative printing needs and decommission four offset presses at the main plant.
30. Increase output hours from 11,840 to 13,260 (12 percent) of OSP Security Printing and Mass Mail chargeable hours. Secure by July 2017 one local government contract for security printing and mass mail. Increase use of Web StoreFront by state and local governments from 1,050 orders per month to 2,000.

Real Estate Services Division

31. Evaluate the viability of acquiring a real estate asset management tool that will streamline and automate our entire portfolio.
32. Complete an assessment to determine current inspection needs and the level of complexity or risk.
33. Execute 75 percent of all architecture and engineering (A&E) contracts from the date of advertisement within 4.5 months.
34. Successfully implement Primavera project management software.



DGS *By the Numbers*

- \$1.6 Billion** Dollar value of goods purchased from DGS contracts by California counties, cities and school districts.
- 13.5 Million** General election "Voter Information Guides" produced during 2016.
- 100** Percent of electricity DGS obtains from renewable sources for Sacramento-area state facilities.
- 8,603** School facilities projects certified by the Division of the State Architect in 2016.
- 12,500** Cases handled by the Office of Administrative Hearings for state and local agencies.
- 3.8 Million** Reduction of gallons of statewide petroleum consumption from the 2014 baseline.
- 51,000** Mobile assets DGS oversees.
- 78** State-owned facilities managed by DGS totaling approximately 19.3 million gross square feet.
- 1,700** Leases managed for state agencies.
- 26,000** Number of small businesses certified by DGS.
- 2,166** Megawatt hours of electricity DGS saved the state by purchasing EnergyStar IT equipment, the equivalent of powering 314 homes annually.



Collaborative Working Groups *and* Customer Forums

The listing below represents DGS-led working groups aimed at increasing collaboration across state government. For further details on these workgroups and contact information, please visit our website: dgs.ca.gov

GOVERNANCE WORKING GROUPS

General Services Workgroup (GSW)

JEFF MCGUIRE

(916) 376-5012 | Jeff.McGuire@dgs.ca.gov

Partnership Council

MILES BURNETT

(916) 376-5021 | Miles.Burnett@dgs.ca.gov

FLEET AND TRAVEL WORKING GROUPS

Control Agency Partnership Working Group (Travel)

BILL AMARAL

(916) 376-3998 | Bill.Amaral@dgs.ca.gov

Partnership Advisory Group (PAG)

BILL AMARAL

(916) 376-3998 | Bill.Amaral@dgs.ca.gov

Statewide Equipment Council

EVAN SPEER

(916) 928-9863 | Evan.Speer@dgs.ca.gov

CUSTOMER COLLABORATION WORKING GROUPS

Statewide Tenant Working Group

JEFF MCGUIRE

(916) 376-5012 | Jeff.McGuire@dgs.ca.gov

DGS Fiscal Services Client Working Group

RHONDA BASARICH

(916) 376-5140 | Rhonda.Basarich@dgs.ca.gov

DGS Human Resources Client Working Group

ESTELA GONZALES

(916) 376-5411 | Estela.Gonzales@dgs.ca.gov

OSP Customer Working Group

JERRY HILL

(916) 445-5680 | Jerry.Hill@dgs.ca.gov

PROCUREMENT & CONTRACTING WORKING GROUPS

State Contracting Advisory Network (SCAN)

HENRY NANJO

(916) 376-5113 | Henry.Nanjo@dgs.ca.gov

DGS Small Business Advisory Council

JIM BUTLER

(916) 375-4417 | Jim.Butler@dgs.ca.gov

DGS/CDCR/PIA Food Collaboration

ROBERT ULLREY

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High-Cost Drug Acquisition Collaborative

JIM BUTLER

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Performance and Environmental Standards

DANIEL Q. GARZA

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PIA Procurement Task Force

CATHY LORENZO

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Purchasing Authority Roundtable (PART)

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SB/DVBE Advocate Steering Committee

MICHAEL AGUILLIO

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OTHER COLLABORATIVE GROUPS

Sustainable Building Working Group (SBWG)

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Statewide Forms Management Council

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Intellectual Property (IP) Working Group

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MIA MARVELLI | EXECUTIVE DIRECTOR
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Office of Public School Construction

LISA SILVERMAN | EXECUTIVE OFFICER
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