



Performance Measures Fiscal Year 2013-14 REPORT

November 2014

Conducted by
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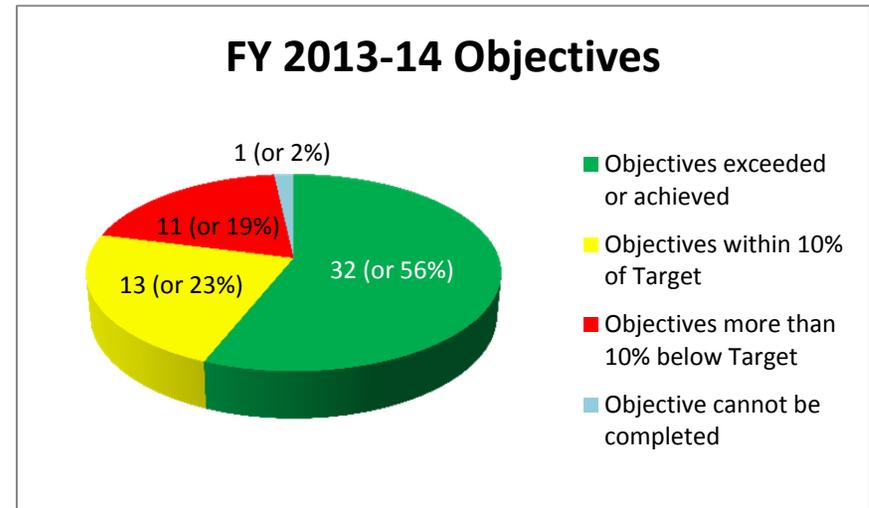
EXECUTIVE SUMMARY

In preparing the Department of General Services (DGS) [2013-2018 Strategic Plan](#), divisional deputies and unit managers participated in developing numerous measurable objectives, which DGS staff are committed to achieving. Each objective supports one of four DGS goals:

- Goal 1: We Are Customer Centered
- Goal 2: We Deliver Efficient and Effective Results
- Goal 3: We Work As One Enterprise
- Goal 4: We Are a Healthy Organization

This report focuses only on those objectives with due dates in Fiscal Year (FY) 2013-14. Of the 57 objectives in this report:

- 32 objectives (or 56 percent) were exceeded or achieved and are highlighted in **green**.
- 13 objectives (or 23 percent) were within 10 percent of the target, are considered acceptable, and are highlighted in **yellow**.
- 11 objectives (or 19 percent) were more than 10 percent below target, include an explanation, and are highlighted in **red**.
- One objective (or 2 percent) cannot be completed until a department-wide effort takes place (Objective 4.3, the Procurement Division).



NOTE: FY 2013-14 objectives for the DGS Office of Equal Employment Opportunity are not included in this report due to workload requirements. Their results will be added at a later date.

All Department of General Services (DGS)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
All DGS	Objective	1.1	In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 85 percent.	71%	85%	<u>75%</u> Within 10% of Target	12/1/2013

Real Estate Services Division (RESD)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
RESD	Objective	1.1	In the 2013 Customer Satisfaction Survey, achieve a 70 percent rating for the statement "Provide regular communication."	59%	70%	57% More than 10% off Target	12/31/2013
<p>RESD's Asset Management Branch met with 10 of its customers and encountered a common theme of project status reporting. Subsequently, RESD's Deputy Director received a report outlining both positive and negative customer comments, with strategies (to be implemented in FY 2014-15) for improving communication. Note: the transition to FISCAL (the state's integrated financial system) is expected to provide better project transparency.</p>							
RESD	Objective	1.2	Annually, maintain an average score of 4.3 or greater on project customer satisfaction surveys.	4.5 score	4.3 score	4.7 score Met or exceeded Target	6/30/2014 (ongoing)
RESD	Objective	2.1	By June 30, 2014, backfill 1,000 unoccupied workstations in state-owned office buildings.	7,784 workstations	1,000 workstations	1,543 workstations Met or exceeded Target	6/30/2014

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
RESD	Objective	4.1	By June 30, 2014, complete Individual Development Plans (IDP) for 30 percent of RESD staff.	N/A	30%	40.6% Met or exceeded Target	6/30/2014
<p>The actual of 40.6 percent above is an average of the Asset Management Branch (35 percent), the Project Management and Development Branch (39 percent), and the Construction Services Branch (48 percent). No IDPs were done for the Building and Property Management Branch due to various management transitions.</p>							

Procurement Division (PD)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
PD	Objective	1.1	In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 75 percent agreement.	65%	75%	68% Within 10% of Target	12/31/2013
PD	Objective	2.1	Annually, achieve a 10 percent average savings across One-Time Procurements, Pharmaceutical Contracts, and Statewide Commodity Contracts.	7.7%	10%	10% Met or exceeded Target	6/30/2014 (ongoing)
PD	Objective	2.2	Annually, achieve a 90 percent average on-time completion rate across all measured programs.	86%	90%	86% Within 10% of Target	6/30/2014 (ongoing)
PD	Objective	2.3	For FY 2013-14, increase total reportable amount awarded to SB/DVBE (Small Business/Disabled Veteran Business Enterprises) contracts by 5 percentage points for each of the top 10 largest-spend state agencies/departments that failed to attain FY 2011-12 goals, which will contribute to the state meeting or exceeding the 25 percent SB and 3 percent DVBE participation goals.	9.8% for SB; 1.76% for DVBE	+5% (equates to 14.8% for SB and 6.76% for DBVE)	8.84% for SB; 1.13% for DVBE Within 10% of Target	6/30/2014

The correct baselines are 9.8 percent and 1.76 percent, as shown above. The original baselines of 24.65 percent for SB and 5 percent for DVBE were reported incorrectly (these were statewide percentages and not for the top 10 largest-spend state agencies/departments).

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
PD	Objective	4.2	Annually, provide Individual Development Plans (IDP) to 95 percent of employees.	84%	95%	46% More than 10% off Target	6/30/2014 (ongoing)
PD experienced a staffing shortage, plus some PD managers/supervisors need to take the IDP workshop (next offering is December 2014).							
PD	Objective	4.3	Annually, provide 360 Evaluations to 65 percent of the divisional management.	N/A	65%	0%	6/30/2014 (ongoing)
In a May 30, 2014 email, Director Fred Klass decided that 360 Evaluations should be done department-wide. As a result, this objective will not be completed by PD until the department-wide effort takes place.							

Division of the State Architect (DSA)

Div/Ofc	#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date	
DSA	Objective	1.1	In the 2013 Customer Satisfaction Survey, achieve a 75 percent rating for the statement "Provide regular communication."	44%	75%	<u>60%</u> More than 10% off Target	12/1/2013
<p>DSA continues to set a high bar for communication with clients, stakeholders, and staff. The actual, as shown above, is a 16 percent improvement over the baseline and is attributed to regular email updates, an aggressive social media campaign, a weekly newsletter update to DSA staff, and ad hoc communication and regular quarterly updates to clients and stakeholders.</p>							
DSA	Objective	2.1	By January 31, 2014, field engineers will spend 80 percent of weekly working days in the field.	60%	80%	60% More than 10% off Target	1/31/2014
<p>DSA encountered unforeseen challenges in transitioning some work that would allow field engineers more time at construction sites.</p>							
DSA	Objective	2.2	By January 31, 2014, 100 percent of projects will be on the more efficient inspection card program.	0%	100%	94% Within 10% of Target	1/31/2014
<p>The inspection card program is used for all school facility projects that began construction on or after June 1, 2013. Initially, in January 2014 when this objective was first measured, DSA determined that it would be unfeasible to transfer all existing projects, including those that began prior to June 1, 2013. However, this objective was measured again in October 2014 and rose to 94 percent, as shown above. Within the next few months, DSA expects to reach the 100 percent target.</p>							

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
DSA	Objective	2.3	By January 31, 2014, 100 percent of projects will receive concurrent structural and fire, life and safety equivalent certification before occupancy.	0%	100%	86% More than 10% off Target	1/31/2014

DSA encountered some implementation challenges that prevented the division from reaching the 100 percent target by January 1, 2014. However, in August 2014, DSA implemented an addition to the certification process and two months later (October) remeasured the objective to realize a significant improvement to 86 percent, as shown above. (Note: as of October 2014, 88 percent of projects using the inspection card process [Objective 2.2 above] were certified.)

Office of Administrative Hearings (OAH)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OAH	Objective	1.1	In the 2013 Customer Satisfaction Survey, achieve an overall satisfaction rating of 70 percent.	66%	70%	<u>64%</u> Within 10% of Target	12/1/2013
OAH	Objective	1.3	By June 30, 2014, on the Special Education survey, achieve an overall satisfaction rating of 4.4.	4.29 rating	4.40 rating	4.29 rating Within 10% of Target	6/30/2014
OAH	Objective	2.1A	Annually, reduce the average time from general jurisdiction case filing to closure to 120 days.	121.5 days	120 days	90 days Met or exceeded Target	6/30/2014 (ongoing)
OAH	Objective	2.1B	For FY 2013-14, decrease the average time from filing to closure for special education cases to 77 days or less.	81 days	77 days	56 days Met or exceeded Target	6/30/2014

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OAH	Objective	2.2A	For FY 2013-14, ensure that the General Jurisdiction Division issues timely decisions at least 95 percent of the time.	84% on-time decisions	95% on-time decisions	85% on-time decisions Within 10% of Target	6/30/2014
Note: The correct baseline is 84 percent, as shown above. The original baseline of 93 percent was calculated incorrectly due to inaccurate data from FY 2012-13.							
OAH	Objective	2.2B	Annually, ensure that the Special Education Division issues timely decisions 100 percent of the time.	99% on-time decisions	100% on-time decisions	100% on-time decisions Met or exceeded Target	6/30/2014 (ongoing)
OAH	Objective	4.2	In FY 2013-14, reduce turnover rate in the administrative function (Office Technicians and Senior Legal Typists) to 10 percent.	15%	10%	39% More than 10% off Target	6/30/2014
Staff leave for promotional opportunities to the Staff Services Analyst classification or better. However, in fall 2014, DGS was granted an exceptional allocation to use the SSA classification, which may reduce turnover.							

Office of State Publishing (OSP)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OSP	Objective	1.1	In the 2013 Customer Satisfaction Survey, achieve an 80 percent rating for the statement "Provide regular communication."	63%	80%	69% More than 10% off Target	12/1/2013
At the time of the 2013 survey, OSP did not have certain controls in place for its Customer Service Representatives. Since then, a scheduling board has been put in place to identify the overall schedule and alert customers of scheduling conflicts and key production dates.							
OSP	Objective	2.1	Annually, maintain an on-time delivery rate of 95 percent or better for all in-house publishing services.	95%	95%	94% Within 10% of Target	6/30/2014 (ongoing)
OSP	Objective	2.2	Annually, maintain OSP's spoilage rate at less than 1.65 percent of revenue.	1.65%	1.65%	.35% Met or exceeded Target	6/30/2014 (ongoing)
OSP	Objective	2.3	Annually, maintain OSP's Employee Utilization Rate for revenue-generating employees at 75 percent or above.	72%	75%	70% Within 10% of Target	6/30/2014 (ongoing)

Office of Public School Construction (OPSC)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OPSC	Objective	1.1	In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 80 percent.	69%	80%	<u>73%</u> Within 10% of Target	12/1/2013
OPSC	Objective	2.1	Annually, ensure that OPSC conducts an in-depth closeout compliance review on at least 8 percent of the total number of School Facility Program (SFP) projects closed.	2.2% (14 projects of 630)	8%	17.5% (69 projects of 394) Met or exceeded Target	6/30/2014 (ongoing)
<p>Note: The above baseline of 2.2 percent is derived from the FY 2011-12 "Performance Measures Annual Report" when 14 projects out of 630 had an in-depth closeout compliance review.</p>							
OPSC	Objective	2.2	By December 31, 2013, complete 100 percent of all phases of OPSC accounting function migration to CALSTARS.	85%	100%	100% Met or exceeded Target	12/31/2013

Office of Fleet and Asset Management (OFAM)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OFAM	Objective	1.1	In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 85 percent.	78%	85%	<u>86%</u> Met or exceeded Target	12/1/2013
OFAM	Objective	4.1	By June 30, 2014 complete Individual Development Plans (IDP) for 100 percent of OFAM staff.	N/A	100%	98% Within 10% of Target	6/30/2014

Building Standards Commission (BSC)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
BSC	Objective	2.1	Annually, distribute updated handbooks and plans, which include: Commissioner Handbooks, Code Advisory Committee Handbooks, and BSC Staff Emergency Plan.	N/A	Update and distribute materials	100% Complete Met or exceeded Target	6/30/2014 (ongoing)
BSC	Objective	4.1	Annually, complete Individual Development Plans (IDP) on 100 percent of BSC staff.	60%	100%	100% Met or exceeded Target	6/30/2014 (ongoing)
This objective number (4.1) was misprinted as 4.2 in the DGS Employee Desk Manual .							

Office of Risk and Insurance Management (ORIM)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
ORIM	Objective	1.1	On the 2013 Customer Satisfaction Survey, meet or exceed the DGS average of 70 percent for the statement "Are responsive to my requests."	70%	70%	76% Met or exceeded Target	12/31/2013
ORIM	Objective	2.1	For FY 2013-14, recover at least \$1.05 million through the Vehicle Damage Recovery Program (VDRP).	\$1 million	\$1.05 million	\$1.07 million Met or exceeded Target	6/30/2014
ORIM	Objective	2.2	For FY 2013-14, achieve at least \$2.94 million in cost savings through statewide participation in the Equipment Maintenance Management Insurance Program (EMMP).	\$2.26 million	\$2.94 million	\$3.2 million Met or exceeded Target	6/30/2014
ORIM	Objective	4.1	Annually, complete Individual Development Plans (IDP) on 95 percent of ORIM staff.	45%	95%	97% Met or exceeded Target	6/30/2014 (ongoing)

Office of Fiscal Services (OFS)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OFS	Objective	1.1	In the fourth quarter of 2013 (Sept.-Dec.), and biennially thereafter, distribute a customer service survey to internal and external customers.	N/A	Distribute surveys	100% Complete Met or exceeded Target	12/31/2013 (ongoing)
OFS	Objective	2.1	For FY 2013-14, reduce the amount of invoice late payment penalties to \$33,000 or less.	\$47,063	\$33,000	\$4,269 Met or exceeded Target	6/30/2014
OFS	Objective	4.1	By June 30, 2014, complete Individual Development Plans (IDP) and/or probation reports for all OFS staff.	N/A	100%	100% Met or exceeded Target	6/30/2014

Office of Human Resources (OHR)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OHR	Objective	2.1	Annually, reduce the dollar amount of Accounts Receivable from the prior year by 10 percent.	\$949,326	\$854,393 (10%)	\$723,846 (+23.7%) Met or exceeded Target	6/30/2014 (ongoing)
OHR	Objective	2.3	Annually, collect 100 percent of the existing salary advances within the same pay period.	60%	100%	80% More than 10% off Target	6/30/2014 (ongoing)
<p>For 13 employees, OHR either is in the process of collecting salary advances (e.g., via Accounts Receivable letters) or is unable to collect (e.g., employee on disability leave).</p>							

Office of Business and Acquisition Services (OBAS)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OBAS	Objective	2.1	By June 30, 2014, reduce the time it takes for OBAS employees to process a purchase order to an average of 160 minutes or less.	179 minutes	160 minutes	203 minutes More than 10% off Target	6/30/2014
A greater number of DGS employees in the divisions/offices are submitting purchase orders (PO) and these POs are not always complete.							
OBAS	Objective	2.2	By June 30, 2014, reduce the percentage of incomplete or inaccurate requests and bid packages submitted to the Purchasing Services Section to 25 percent.	37%	25%	5% Met or exceeded Target	6/30/2014

Office of Enterprise Technology Solutions (ETS)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
ETS	Objective	2.2	Annually, achieve an Aggregated Network Availability (Uptime) of 99.5 percent.	N/A	99.5%	99.5% Met or exceeded Target	6/30/2014 (ongoing)
ETS	Objective	2.3	By June 30, 2014, reduce the average time to close a Help Desk ticket (resolution time) to less than 2 hours.	11 hours	Less than 2 hours	45 minutes average Met or exceeded Target	6/30/2014

Office of Legal Services (OLS)

Div/Ofc	#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date	
OLS	Objective	1.1	In the 2013 Customer Satisfaction Survey, improve OLS overall satisfaction rating to 80 percent.	64%	80%	<u>72%</u> Within 10% of Target	12/1/2013
OLS	Objective	2.1	Annually, ensure that 80 percent of all contract reviews are completed within 10 work days.	79.6% in 10 work days	80% in 10 work days	81.7% in 10 work days Met or exceeded Target	6/30/2014 (ongoing)
OLS	Objective	2.2	For FY 2013-14, decrease the average time from filing to closure of bid protests to 60 days or less.	66 days	60 days or less	38.5 days Met or exceeded Target	6/30/2014
OLS	Objective	3.1	Annually, conduct a wrap-up meeting with each DGS office/division.	N/A	100% (all divisions/offices)	50% More than 10% below Target	6/30/2014 (ongoing)
The target of 100 percent was missed due to staffing issues and reassignments of handling attorneys.							

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OLS	Objective	3.2	Annually, conduct a minimum of three new trainings and/or hold open office hours for DGS offices/divisions.	N/A	3 trainings and/or office hours	3 trainings and/or office hours Met or exceeded Target	6/30/2014 (ongoing)
OLS	Objective	4.1	By June 30, 2014, complete a comprehensive knowledge transfer and retention plan and disseminate to all OLS employees.	N/A	Complete plan and disseminate	100% Complete Met or exceeded Target	6/30/2014
OLS	Objective	4.2	By June 30, 2014, develop a recommended curricula for attorneys and staff.	N/A	Develop curricula	100% Complete Met or exceeded Target	6/30/2014

Office of Public Affairs (OPA)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OPA	Objective	2.1	Annually, meet news media deadlines 100 percent of the time.	N/A	100%	100% Met or exceeded Target	6/30/2014
OPA	Objective	2.2	Annually, increase the department's social media following (Facebook "likes" and Twitter followers) by at least 10 percent.	3,553 followers	3,908 followers (10%)	4,125 followers (16%) Met or exceeded Target	6/30/2014 (ongoing)

Office of Strategic Planning, Policy, and Research (OSP)PR)

Div/Ofc		#	DGS 2013-18 Strategic Plan Objectives	Baseline	Target	Actual	Due Date
OSP)PR	Objective	1.1	In the 2013 Customer Satisfaction Survey, achieve an 85 percent agreement for the statement "Overall, I am satisfied with OSP)PR staff."	80%	85%	73% More than 10% below Target	12/1/2013
<p>While downward progress is a disappointment, the number of staff in OSP)PR has doubled since the 2010 survey score of 80 percent so consistency may have been a challenge. Clear expectations have been implemented and shared with all OSP)PR employees. Of note is that this score rose from 73 percent in the 2013 survey to 78 percent in the 2014 survey.</p>							
OSP)PR	Objective	2.1	By December 31, 2013, update all sections of the DGS Manual.	0%	Update manual	100% Complete Met or exceeded Target	12/31/2013