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FIFTY YEARS  
*of* SERVICE

1963–2013

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**DGS**  
GENERAL SERVICES

*Excellence in the Business of Government*

**STATE OF CALIFORNIA  
DEPARTMENT OF GENERAL SERVICES  
STRATEGIC PLAN  
2013-2018**

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## A MESSAGE FROM THE DIRECTOR

I am pleased to present the Department of General Services (DGS) Strategic Plan for 2013-2018 (Strategic Plan). “What gets measured gets done.” This Strategic Plan includes the first *department-wide* effort by DGS to establish for itself, its customers, and the public those objectives by which to measure the success of the department in carrying out its responsibilities.

In preparing this Strategic Plan, DGS’ divisional deputies and unit managers participated in determining what aspects of DGS’ 2008-2013 Strategic Plan are still relevant and should carry over to this five-year plan. The overwhelming consensus was that we are on the right path and should continue with the fundamental characteristics of the previous five-year plan. Consequently, the 2013-2018 Strategic Plan does not contain significant changes from the previously established organizational mission, vision, values, goals, and strategies. I believe these enduring qualities will remain relevant not only in the period covered by this Strategic Plan, but for decades to come.

However, this Strategic Plan is considerably different from the previous one in that it contains numerous measurable objectives that the staff of DGS are committed to achieving. I have long advocated a plan with deliverables, so each DGS division and office has developed objectives to help them achieve the goals contained in the Strategic Plan. As DGS works toward accomplishing these objectives over the next five years, we will produce annual performance reports to monitor our progress.

## A MESSAGE FROM THE DIRECTOR (*Cont'd*)

As with the previous Strategic Plan, DGS will continue to be a customer-focused organization, while maintaining the integrity of its statutory control functions and its responsibility to protect the interests of California's populace. In addition, DGS will strive for continuous improvement in the efficiency and effectiveness with which it carries out its responsibilities and obligations. With this Strategic Plan, we will have new tools to measure our success in fulfilling these commitments.



DGS celebrates its 50th anniversary this year. In 1963, then-Governor Edmund G. "Pat" Brown signed the bill that brought our department into existence. Twenty-five years later, he wrote in the silver anniversary edition of the DGS Outlook newsletter that "DGS is one of the most important departments of the entire state, and one that does much to make California great." Through implementation of this Strategic Plan, DGS will continue to advance the importance of the department, and continue to help make California great by striving for excellence in the business of government.

Fred Klass  
Director

## PROGRAMS AND SERVICES OVERVIEW

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 various centralized services necessary for the operation of state government. DGS provides these services through an organizational structure that includes several divisions and offices:

**The Real Estate Services Division (RESA)** provides comprehensive real estate services to all state agencies. RESA is divided into five organizational branches which, collectively, provide services including asset planning, property sales, property acquisition, construction project management, architectural and engineering services, leasing, facility space planning, property management, building maintenance, energy efficiency consulting and planning, and environmental assessments.

**The Procurement Division (PD)** oversees state procurement policies and provides purchasing services, helping departments achieve their missions. It delegates purchasing authority, certifies small and disabled veteran businesses, sponsors the Small Business Council, participates in the Disabled Veterans Business Enterprise Council, and provides innovative purchasing methods that save taxpayer dollars while integrating quality solutions to meet customers' needs.

**The Division of the State Architect (DSA)** is responsible for design and construction oversight for K-12 schools and community colleges. DSA develops and maintains accessibility and historical buildings standards and codes utilized in public and private buildings throughout California.

## PROGRAMS AND SERVICES OVERVIEW (CONT.D)

**The Office of Administrative Hearings (OAH)** consists of two divisions and six regional offices statewide. The General Jurisdiction Division provides the adjudicatory and alternative dispute resolution services to more than 1,000 state, local, and county agencies, while the Special Education Division provides adjudicatory, mediation, and settlement services throughout the state to school districts and parents of children with special education needs.

**The Interagency Support Division (ISD)** provides a wide range of support services through several independent offices:

**The Office of State Publishing (OSP)** provides printing and communication solutions through its specialized knowledge, statewide perspective, and coordinated public and private partnership. OSP's services are available to state, federal, county, and city agencies.

**The Office of Public School Construction (OPSC)** serves as staff to the State Allocation Board, which allocates state funding for K-14 school facilities. OPSC also processes school district applications and makes funding available to qualifying school districts. These actions enable school districts to build safe and adequate school facilities for their children in an expeditious and cost-effective manner.

**The Office of Fleet and Asset Management (OFAM)** oversees the state fleet, providing transportation services and managing state and federal surplus property. Services include state vehicle rentals and vehicle maintenance, employee parking, commercial air, car rental, fuel card and travel contracts, fleet management, and the disposal or reutilization of surplus property.

## PROGRAMS AND SERVICES OVERVIEW (CONT.D)

**The Building Standards Commission** reviews, adopts, and approves all building standards proposed or adopted by state agencies, and adopts standards for state-owned and leased buildings and, with regard to green building standards, for occupancies that no other state agency has the authority to regulate. The building standards approved by the Commission are published every three years in the California Building Standards Code.

**The Administration Division (AD)** provides high-quality customer service for our internal and external clients through several independent offices:

**The Office of Risk and Insurance Management (ORIM)** provides risk management and insurance services to state and other public entities on an ongoing or project-specific basis. Services include insurance procurement, claims adjusting, health and safety training, contract management, consulting on insurance requirements in contracts, and other risk management related services.

**The Office of Fiscal Services (OFS)** administers the budget and fiscal matters of DGS. Comprised of three sections, OFS prepares DGS' portion of the Governor's Budget, calculates rates for the DGS Price Book, and manages the department's payments and accounts receivables. OFS also provides full service budgeting, accounting, and related fiscal services to other state departments, boards, and commissions on a fee for service basis.

## PROGRAMS AND SERVICES OVERVIEW (CONT.D)

**The Office of Human Resources (OHR)** provides DGS with services in the areas of recruitment, hiring, benefits and pay transactions, employee training and development, and constructive intervention. It also provides various boards and commissions with a full range of human resources services including position classification, recruitment, examining, salary administration, payroll documentation, grievance handling, labor relations consulting, and performance consultation.

**The Office of Business and Acquisition Services (OBAS)** provides purchasing, contracts, and business related services. Comprised of three sections, it processes all non-information technology purchase and service orders for DGS, handles contract requests for DGS and its customers, including public works, service, emergency, architectural and engineering, master service agreements, and interagency agreements, and manages the Cal-Card program, along with many other administrative functions in support of DGS headquarters.

**The Office of Enterprise Technology Solutions (ETS)** provides a wide range of technical support services critical to DGS operations. These services include deploying and supporting desktop computers, providing network connectivity, building and managing applications, providing user support, ensuring data security, and providing compliance with the State of California information technology policies.

**The Office of Legal Services (OLS)** provides leadership and guidance to state departments and agencies and DGS divisions and offices on the state's contracting and procurement laws and policies. This includes establishing the state's services contracting standards, and providing contract pre-review and approval and procurement training.

## PROGRAMS AND SERVICES OVERVIEW (CONT.D)

**The Office of Public Affairs (OPA)** assists DGS in developing, defining, managing, planning, and responding to all media communications. Staff within OPA are spokespersons for the department and work closely with all media organizations to provide timely and accurate responses to inquiries and other related information.

**The Office of Strategic Planning, Policy, and Research (OSP)** maintains the State Administrative Manual, administers external and internal satisfaction surveys, and coordinates DGS' strategic planning process. Staff also oversee special projects, including the 2012-13 Consolidated Administrative Services Initiative, designed to streamline processes and achieve cost efficiencies.

**The Equal Employment Opportunity Office (EEO)** administers numerous federal and state laws, regulations, and Executive Orders that prohibit discrimination in all aspects of employment. Services also include reporting, monitoring, evaluating, assisting DGS programs, and making recommendations for improvement to ensure equality of employment opportunity without discrimination within DGS.

## THE DGS STRATEGIC PLAN OVERVIEW

The DGS Strategic Plan is comprised of the following elements:

- The **Core Values** are the human factors that drive the conduct of our organization and that function as a guide to the development and implementation of all policies and actions. They are a summary of the operating philosophies that are used in fulfilling our mission and vision.
- A **Vision Statement** creates an inspiring picture of what we would like the organization to become in the future. It is not bound by time, represents continuing purposes, and serves as a foundation for a system of strategic planning. It is intended to provide purpose, demonstrate long-term direction, and depict a strong identity of who we are as an organization.
- The **Mission Statement** succinctly describes the reason for our department's existence. It addresses what our organization does, why, and for whom.
- The **Goals** are issue-oriented statements that reflect our realistic priorities and help the organization chart its future direction by focusing actions toward clearly defined purposes and policy intention. They address priorities that will be relevant for at least the next five years.
- The **Strategies** are the defined means of meeting the goals.
- The **Objectives** not only support our goals, but are also specific, measureable and meaningful, attainable and aggressive, results-oriented, and time-certain. The objectives developed as a part of this Strategic Plan will be annually updated and monitored.

These elements are defined for DGS in the following pages.

## CORE VALUES

The department operates from core values that drive our business:

- ***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.



## VISION STATEMENT

*Excellence in the business of government.*



## MISSION STATEMENT

*We deliver results by providing timely, cost-effective services and products that support our customers, while protecting the interests of the State of California.*



## GOALS, STRATEGIES, AND OBJECTIVES

The following goals, strategies, and objectives provide direction to achieve our mission, are based on our vision statement, and are guided by our core values. The strategies are intended to be specific and actionable, but also broad enough to guide the business objectives for all DGS business lines.



## GOAL 1: WE ARE CUSTOMER CENTERED

### Strategies

- A. Implement measurable processes to continuously enhance service delivery to make us a service provider of choice.
- B. Treat customers respectfully, focusing on customer service while maintaining control function integrity.
- C. Collaborate to implement timely solutions that will serve our customers.
- D. Respond swiftly to changing customer requirements.

#### DIVISION/OFFICES

#### OBJECTIVES

All DGS

**(1.1)** In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 85 percent.

Real Estate  
Services Division

**(1.1)** In the 2013 Customer Satisfaction Survey, achieve a 70 percent rating for the statement "Provide regular communication."

**(1.2)** Annually, maintain an average score of 4.3 or greater on project customer satisfaction surveys.

Procurement  
Division

**(1.1)** In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 75 percent agreement.

Division of the  
State Architect

**(1.1)** In the 2013 Customer Satisfaction Survey, achieve a 75 percent rating for the statement "Provide regular communication."

## GOAL 1: WE ARE CUSTOMER CENTERED (*Cont'd*)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of  
Administrative  
Hearings

**(1.1)** In the 2013 Customer Satisfaction Survey, achieve an overall satisfaction rating of 70 percent.

**(1.2)** By December 31, 2014, distribute a customer satisfaction survey to attorneys and parties handling general jurisdiction cases.

**(1.3)** By June 30, 2014, on the Special Education survey, achieve an overall satisfaction rating of 4.4.

Office of State  
Publishing

**(1.1)** In the 2013 Customer Satisfaction Survey, achieve an 80 percent rating for the statement "Provide regular communication."

Office of Public  
School Construction

**(1.1)** In the 2013 Customer Satisfaction Survey, improve overall satisfaction rating to 80 percent.



## GOAL 1: WE ARE CUSTOMER CENTERED (*Cont'd*)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of Risk and Insurance Management

**(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.”

Office of Fiscal Services

**(1.1)** In the 4th quarter of 2013, and biennially thereafter, distribute a customer service survey to internal and external customers.

Office of Legal Services

**(1.1)** In the 2013 Customer Satisfaction Survey, improve OLS overall satisfaction rating to 80 percent.

Office of Strategic Planning, Policy, and Research

**(1.1)** In the 2013 Customer Satisfaction Survey, achieve an 85 percent agreement for the statement “Overall, I am satisfied with OSPPR staff.”



## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS

### Strategies

- A. Reduce costs while maintaining or improving services.
- B. Use data to make informed business decisions and allocate resources.
- C. Provide consistent and timely delivery of services.
- D. Reduce timeframes for decisions within DGS.
- E. Instill processes that help DGS become more agile and responsive, leveraging technology where appropriate.
- F. Focus on what we do well; evaluate mandated services and other functions for improvement.

### DIVISIONS/OFFICES

Real Estate  
Services Division

### OBJECTIVES

**(2.1)** By June 30, 2014, backfill 1,000 unoccupied workstations in state-owned office buildings.

**(2.2)** Annually, on a regional basis, maintain average total costs of operation similar to that identified by the Building Owners and Managers Association (BOMA) to ensure infrastructure maintenance.



## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS (Cont'd)

### DIVISIONS/OFFICES

Procurement  
Division

### OBJECTIVES

**(2.1)** Annually, achieve a ten percent average savings across One-Time procurements, Pharmaceutical Contracts, and Statewide Commodity Contracts.

**(2.2)** Annually, achieve a 90 percent average on-time completion rate across all measured programs.

**(2.3)** For FY 2013-14, increase total reportable amount awarded to SB/DVBE contracts by five percentage points for each of the top ten 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 three percent DVBE participation goals.



## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS (Cont'd)

### DIVISIONS/OFFICES

### OBJECTIVES

Division of the State Architect

**(2.1)** By January 31, 2014, field engineers will spend 80 percent of weekly working days in the field.

**(2.2)** By January 31, 2014, 100 percent of projects will be on the more efficient inspection card program.

**(2.3)** By January 31, 2014, 100 percent of projects will receive concurrent structural and fire, life & safety equivalent certification before occupancy.

Office of Administrative Hearings

**(2.1A)** Annually, reduce the average time from general jurisdiction case filing to closure to 120 days.

**(2.1B)** For FY 2013-14, decrease the average time from filing to closure for special education cases to 77 days or less.



## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS (Cont'd)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of  
Administrative  
Hearings (Cont'd)

**(2.2A)** For FY 2013-14, ensure that the General Jurisdiction Division issues timely decisions at least 95 percent of the time.

**(2.2B)** Annually, ensure that the Special Education Division issues timely decisions 100 percent of the time.

Office of State  
Publishing

**(2.1)** Annually, maintain an on-time delivery rate of 95 percent or better for all in-house publishing services.

**(2.2)** Annually, maintain OSP's spoilage rate at less than 1.65 percent of revenue.

**(2.3)** Annually, maintain OSP's Employee Utilization Rate for revenue-generating employees at 75 percent or above.



**GOAL 2: WE DELIVER EFFICIENT  
AND EFFECTIVE RESULTS (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Office of Public  
School Construction

**(2.1)** Annually, ensure that OPSC conducts an in-depth closeout compliance review on at least eight percent of the total number of School Facility Program (SFP) projects closed.

**(2.2)** By December 31, 2013, complete 100 percent of all phases of OPSC accounting function migration to CALSTARS.

Office of Fleet and  
Asset Management

**(2.1)** By June 30, 2018, develop a capital outlay plan for 100 percent of DGS OFAM parking facilities.

**(2.2)** By June 30, 2018, transform the DGS OFAM daily rental fleet to 60 percent Zero Emission Vehicles (ZEV).

**(2.3)** By June 30, 2018, increase the number of workplace Electric Vehicle (EV) charging stations in DGS OFAM parking facilities to 50 or more.

## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS (Cont'd)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of Fleet and Asset Management  
(Cont'd)

**(2.4)** By June 30, 2018, lower the average age of the DGS leased fleet to five years.

**(2.5)** By June 30, 2018, increase OFAM's overall Miles Per Gallon (MPG) to 30 MPG.

**(2.6)** By June 30, 2018, reduce OFAM's annual maintenance costs by \$3.5 million.

Building Standards Commission

**(2.1)** Annually, distribute updated handbooks and plans, which include: Commissioner Handbooks, Code Advisory Committee Handbooks, and BSC Staff Emergency Plan.

Office of Risk and Insurance Management

**(2.1)** For FY 2013-14, recover at least \$1.05 million through the Vehicle Damage Recovery Program (VDRP).



**GOAL 2: WE DELIVER EFFICIENT  
AND EFFECTIVE RESULTS (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Office of Risk and  
Insurance  
Management  
(Cont'd)

**(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).

Office of Fiscal  
Services

**(2.1)** For FY 2013-14, reduce the amount of invoice late payment penalties to \$33,000 or less.

Office of Human  
Resources

**(2.1)** Annually, reduce the dollar amount of Accounts Receivables (AR) from the prior year by 10 percent.

**(2.2)** By June 30, 2015, collect 100 percent of the existing \$55,392 in outstanding salary advances.

**(2.3)** Annually, collect 100 percent of the existing salary advances within the same pay period.

**GOAL 2: WE DELIVER EFFICIENT  
AND EFFECTIVE RESULTS (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Office of Business  
and Acquisition  
Services

**(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.

**(2.2)** By June 30, 2014, reduce the percent of incomplete or inaccurate requests and bid packages submitted to the Purchasing Services Section to 25 percent.

Office of Enterprise  
Technology  
Solutions

**(2.1)** By June 30, 2015, achieve annual savings of at least \$1 million using Voice Over Internet Protocol (VoIP).

**(2.2)** Annually, achieve an Aggregated Network Availability (Uptime) of 99.5 percent.

**(2.3)** By June 30, 2014, reduce the average time to close a Help Desk ticket (resolution time) to less than two hours.

**GOAL 2: WE DELIVER EFFICIENT  
AND EFFECTIVE RESULTS (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Office of Legal  
Services

**(2.1)** Annually, ensure that 80 percent of all contract reviews are completed within ten work days.

**(2.2)** For fiscal year 2013-14, decrease the average time from filing to closure of bid protests to 60 days or less.

Office of Public  
Affairs

**(2.1)** Annually, meet news media deadlines 100 percent of the time.

**(2.2)** Annually, increase the department's social media following (Facebook "likes" and Twitter followers) by at least ten percent.

Office of Strategic  
Planning, Policy,  
and Research

**(2.1)** By December 31, 2013, update all sections of the DGS Manual.

**(2.2)** Annually, by August 30, publish the DGS Strategic Plan Objectives Update.

## GOAL 2: WE DELIVER EFFICIENT AND EFFECTIVE RESULTS (*Cont'd*)

### DIVISIONS/OFFICES

Equal Employment  
Opportunity Office

### OBJECTIVES

**(2.1)** By June 30, 2015, provide EEO management training to 100 percent of DGS executives, managers, and supervisors.

**(2.2)** By June 30, 2014, develop and distribute an EEO Management Handbook.

**(2.3)** By June 30, 2014, increase the percent of external position statements submitted within 30 days of receipt of complaint to 40 percent.

**(2.4)** For FY 2013-14, maintain the average 40-day response time for all internal cases.



## GOAL 3: WE WORK AS ONE ENTERPRISE

### Strategies

- A. Deliver services from an enterprise perspective while recognizing the distinct functions in the organization.
- B. Implement solutions that include multidivisional participation.
- C. Improve intra-office communication and collaboration.
- D. Enhance centralized administrative services to provide continuous improvement in the delivery of support services.
- E. Create opportunities to share or realign resources across the department in support of our mission.

### DIVISIONS/OFFICES

### OBJECTIVES

All DGS

**(3.1)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “Overall, DGS is a great place to work.”

Real Estate  
Services Division

**(3.1)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “We communicate freely across organizational lines.”

**(3.2)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “There is teamwork among offices.”

## GOAL 3: WE WORK AS ONE ENTERPRISE (Cont'd)

### DIVISIONS/OFFICES

### OBJECTIVES

Procurement  
Division

**(3.1)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “We work together to meet high service standards.”

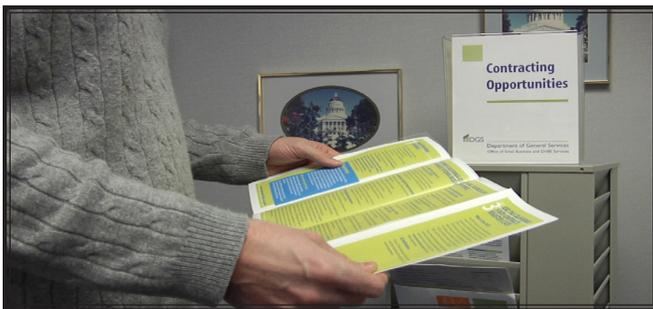
**(3.2)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “We communicate freely across organizational lines.”

Division of the  
State Architect

**(3.1)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “Management considers input from those affected in making key decisions.”

Office of  
Administrative  
Hearings

**(3.1)** In the 2014 Organizational Health Survey, achieve a 60 percent agreement rating for the statement “Divisions support each other.”



## GOAL 3: WE WORK AS ONE ENTERPRISE (*Cont'd*)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of State  
Publishing

**(3.1)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “Management considers input from those affected in making key decisions.”

Office of Public  
School  
Construction

**(3.1)** In the 2014 Organizational Health Survey, achieve a 60 percent rating for the statement “We communicate freely across organizational lines.”

Office of Fleet  
and Asset  
Management

**(3.1)** In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement “We communicate freely across organizational lines.”

Office of Fiscal  
Services

**(3.1)** By December 31, 2014, and biennially thereafter, develop or update educational tools available to customers.



## GOAL 3: WE WORK AS ONE ENTERPRISE (*Cont'd*)

### DIVISIONS/OFFICES

Office of Legal  
Services

### OBJECTIVES

**(3.1)** Annually, conduct a wrap-up meeting with each DGS office/division.

**(3.2)** Annually, conduct a minimum of three new trainings and/or hold open office hours for DGS offices/divisions.

**(3.3)** In the 2014 Organizational Health Survey, achieve a 65 percent rating for the statement “My office encourages teamwork.”



## GOAL 4: WE ARE A HEALTHY ORGANIZATION

### Strategies

- A. Be an employer of choice.
- B. Recruit, hire, and retain highly skilled employees that embrace the DGS core values.
- C. Invest in employee growth by offering career development, opportunities for upward mobility, and training including the DGS University.
- D. Empower employees to think entrepreneurially and innovatively; actively solicit better ideas from everyone at DGS.
- E. Recognize employees for outstanding contributions and modeling the DGS core values.
- F. Actively engage in succession planning and workforce management.

### DIVISIONS/OFFICES

### OBJECTIVES

Real Estate  
Services Division

**(4.1)** By June 30, 2014, complete Individual Development Plans (IDP) for 30 percent of RESD staff.

Procurement  
Division

**(4.1)** In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement "Management's decisions and actions are consistent with DGS Values."

**GOAL 4: WE ARE A HEALTHY ORGANIZATION (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Procurement  
Division  
(Cont'd)

**(4.2)** Annually, provide Individual Development Plans (IDP) to 95 percent of employees.

**(4.3)** Annually, provide 360 Evaluations to 65 percent of the divisional management.

Division of the  
State Architect

**(4.1)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “My supervisor provides me with customer feedback.”

**(4.2)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “I have opportunities to gain skills needed for advancement/promotion.”

**(4.3)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “My immediate supervisor deals fairly and effectively with poor performance.”

**GOAL 4: WE ARE A HEALTHY ORGANIZATION (Cont'd)**

**DIVISIONS/OFFICES**

**OBJECTIVES**

Office of Administrative Hearings

**(4.1)** In the 2014 Organizational Health Survey, maintain 100 percent agreement for the statement “I understand how my job contributes to our office mission.”

**(4.2)** In FY 2013-14, reduce turnover rate in the administrative function (Office Technicians and Senior Legal Typist) to ten percent.

Office of State Publishing

**(4.1)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “My supervisor provides me with customer feedback.”

**(4.2)** In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement “Management’s decisions and actions are consistent with DGS Values.”

**(4.3)** In the 2014 Organizational Health Survey, achieve a 65 percent rating for the statement “I have access to information and opportunities about Career Planning.”

## GOAL 4: WE ARE A HEALTHY ORGANIZATION (*Cont'd*)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of Public  
School  
Construction

**(4.1)** In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement “My supervisor provides me with customer feedback.”

**(4.2)** In the 2014 Organizational Health Survey, achieve a 50 percent rating for the statement “I have access to information/opportunities about Career Planning.”

**(4.3)** In the 2014 Organizational Health Survey, achieve a 75 percent rating for the statement “My immediate supervisor deals fairly and effectively with poor performance.”

Office of Fleet  
and Asset  
Management

**(4.1)** By June 30, 2014, complete Individual Development Plans (IDP) for 100 percent of OFAM staff.

Building  
Standards  
Commission

**(4.1)** Annually, complete Individual Development Plans (IDP) on 100 percent of BSC staff.



## GOAL 4: WE ARE A HEALTHY ORGANIZATION (*Cont'd*)

### DIVISIONS/OFFICES

### OBJECTIVES

Office of Risk and Insurance Management

**(4.1)** Annually, complete Individual Development Plans (IDP) on 95 percent of ORIM staff.

Office of Fiscal Services

**(4.1)** By June 30, 2014, complete Individual Development Plans (IDP) and/or probation reports for all OFS staff.

**(4.2)** By June 30, 2015, create or update desk manuals and/or policy and procedure manuals for 100 percent of OFS functions.

**(4.3)** In the 2014 Organizational Health Survey, achieve a 55 percent rating for the statement “I have access to information/opportunities about Career Planning.”



## GOAL 4: WE ARE A HEALTHY ORGANIZATION (*Cont'd*)

### DIVISIONS/OFFICES

Office of Legal Services

### OBJECTIVES

**(4.1)** By June 30, 2014, complete a comprehensive knowledge transfer and retention plan and disseminate to all OLS employees.

**(4.2)** By June 30, 2014, develop a recommended curricula for attorneys and staff.

**(4.3)** In the 2014 Organizational Health Survey, achieve an 80 percent rating for the statement "I have access to information/opportunities about training."



## OUR STRATEGIC PLANNING PROCESS

In support of our overall Strategic Plan and in continuance of the strategic management process, each DGS division and office maintains detailed operational plans that assist with guiding operations, prioritizing workload, and allocating resources.

As part of our continuous improvement process, each division and office provides regular status reports that will culminate in an annual performance report for the department.



## RECENT ACCOMPLISHMENTS (FISCAL YEAR 2012-13)

### **Generated \$50 Million Revenue With Surplus Property Sales**

In 2011, Governor Brown directed DGS to target any underutilized or surplus properties that could be sold to generate revenues to pay down state debt. Since that time, DGS has sold 12 properties, generating nearly \$50 million in revenue for the state. This includes the successful sale of the state's Los Angeles Civic Center parcel, approximately 1.9 acres sold to the City of Los Angeles for approximately \$7.5 million, and the intent to sell approximately 81 acres of surplus real estate located in the Golden Triangle of Silicon Valley.

### **Awarded \$520 Million for Shovel-Ready School Construction Projects**

The DGS State Allocation Board awarded approximately \$520 million for shovel-ready school construction projects across the state. The state matching funds will help finance 230 school construction projects within 92 school districts. Funds for these projects are provided by bonds authorized under Propositions 1A, 1D, 47, and 55.

### **Received State's Top Environmental Honor**

DGS won a 2012 Governor's Environmental and Economic Leadership Award—California's highest environmental honor—for the renovation of the state's central utility plant in Sacramento. The central plant, which provides heating and cooling for 23 state office buildings including the Capitol, was honored in the Sustainable Practices or Facilities category. The project replaced the state's existing central plant, incorporating environmentally friendly design and operations resulting in maximum energy efficiencies, resource conservation, and lower operating costs.

## RECENT ACCOMPLISHMENTS (FISCAL YEAR 2012-13) (CONT.D)

### **Established Pharmaceuticals Contract, Saving \$18 Million**

DGS established a new statewide pharmaceutical contract that will save the state nearly \$18 million by leveraging the buying power of several state agencies acting as a single buyer. The contract will be used by state prisons, state hospitals, and state developmental centers, including the California Correctional Health Care Services, California Department of Developmental Services, California Department of State Hospitals, California Department of Juvenile Justice, California State University System, and other state and local agencies.

### **Leading Rapid Commercialization of Zero-Emission Vehicles**

DGS is leading the state's efforts to comply with Governor Brown's directive to increase the number of zero-emission vehicles (ZEV) in the state vehicle fleet through the normal course of fleet replacement so that at least 10 percent of fleet purchases of light-duty vehicles are zero-emission by 2015. DGS has already added 10 plug-in electric vehicles (PEV) into the state's rental pool and has installed 24 electric charging stations at five state parking facilities in the Sacramento area. In addition, DGS is developing an efficient procurement method for agencies to purchase charging equipment and deploy pilots related to PEVs.

### **Cut Energy Bills for State Agencies**

DGS completed 70 energy saving tune-up and retrofit projects at state-owned buildings and parking lots. The projects are projected to save the state \$4.5 million a year by cutting approximately 32 million kilowatt-hours (kWh) of electricity and 1 million therms of natural gas annually—the equivalent of reducing approximately 28,000 metric tons of greenhouse gases. The energy efficiency projects add to existing energy savings efforts at state facilities, and add to other sustainability efforts including LEED (Leadership in Energy and Environmental Design) certification of state

## RECENT ACCOMPLISHMENTS (FISCAL YEAR 2012-13) (CONT.D)

facilities with 84 state-owned or leased buildings certified by the U.S. Green Building Council.

### **Ranked in the Top 20 Greenest Government Fleets**

The California state vehicle fleet has been ranked as one of the Top 20 greenest government fleets in North America, placing 16th out of 55 fleets from state, federal, and local governments. DGS, which provides oversight of the state's vehicle and mobile equipment fleet, received this recognition on behalf of the State of California in its effort to reduce overall petroleum consumption and to increase its use of alternative fuels.

### **Eliminated 7,112 Nonessential Vehicles**

With Governor Brown's fleet reduction Executive Order, DGS conducted the first-ever examination of all mobile assets within the state fleet aimed to eliminate any unnecessary state vehicles. This led to departments cutting 7,112 vehicles from the state fleet, which included 4,204 passenger cars and light duty trucks. This alone is expected to save the state more than \$12.6 million annually in fuel, insurance, and depreciation costs.

### **Won "Government Agency of the Year" Award**

DGS was awarded the "Government Agency of the Year" award from the Greater Los Angeles African American Chamber of Commerce. The award has historically been presented to the government agency that has shown the highest level of responsiveness to the African American and small business community. DGS, which has received this honor before, earned it again due to its ongoing efforts to reach out to and certify California's small and disabled veteran businesses, and to teach them how to learn about, compete for, and win state business.

## RECENT ACCOMPLISHMENTS (FISCAL YEAR 2012-13) (CONT.D)

### **Completed Major Renovation \$15 Million Under Budget**

In one of the most extensive projects of its kind, DGS completed major renovation work at the historic Stanley Mosk Library and Courts Building, the circa 1928 landmark building located in downtown Sacramento. Renovation of this building, home to the California Supreme Court, Court of Appeal, and the California State Library, has resulted in a safer, more accessible building that is also more energy efficient, while also preserving its early 20th century beauty and architectural importance.

### **Renegotiated Leases with Savings of \$150 Million**

At Governor Brown's direction, DGS continues to renegotiate leases for its state agency clients, resulting in savings for taxpayers. Between 2008 and September of 2012, renegotiation efforts by DGS real estate officers have totaled nearly \$150 million in avoided lease costs through rent reductions.

### **Exceeded Small Business & Disabled Veteran Enterprise Contract Goals**

DGS continues to support California small businesses, microbusinesses, and disabled veteran business enterprises by meeting and exceeding state contracting goals. During fiscal year 2011-12, DGS awarded \$72.1 million, or 38.5 percent, of its contracting dollars to small businesses and microbusinesses, far outpacing the state goal of 25 percent. In addition, DGS awarded \$18 million, or 9.6 percent, of its contracting dollars to disabled veteran business enterprises, tripling the state goal of three percent.

Read More:

[DGS Newsroom](#)

[DGS Newswire](#)

## DGS FAST FACTS (AS OF JUNE 2012)

\$1 Billion	Total annual DGS Budget
4,000	Number of employees in the department
\$18.9 Million	Approximate square feet of state-owned properties for which DGS is responsible
\$35 Billion	Amount of a voter-approved school facilities construction program administered by DGS
\$10 Billion	Approximate annual purchases of goods and services by DGS for the State of California
Over 1,400	Number of state, local, and county agencies for which the Office of Administrative Hearings provides dispute resolution services
More Than 20,000	Approximate number of small businesses and disabled veteran business enterprises certified by the department to do business with the State of California
2,183	Approximate number of contracts administered by DGS
Over \$288 Million	Annual rent collected from DGS-owned buildings
2,270	Number of school construction plans received by the Division of the State Architect for review and approval during fiscal year 2011-12
Over 50,000	Approximate number of the state's fleet of mobile assets for which DGS has oversight
Over 150	Number of state government agencies, departments, and commissions for which DGS provides quality printed materials, video and multimedia services, and mailing services



**Edmund G. Brown Jr.**  
*Governor*

**Marybel Batjer**  
*Secretary – Government Operations Agency*

**Fred Klass**  
*Director – Department of General Services*