



**Deputy Director
Real Estate Services
Division**

**Assistant Deputy Director
Real Estate Services
Division**

State of California, Department of General Services

Help BUILD California's future

The California Department of General Services (DGS) is conducting a National search for highly qualified and dynamic professionals for the positions of Deputy Director and Assistant Deputy Director of the Real Estate Services Division.

DGS is looking for leaders who will shape the future of state buildings and working environments for the new millennium. The Deputy Director and the Assistant Deputy Director oversee the State's real estate portfolio and provide overall leadership and direction for the Real Estate Services Division.

The Deputy Director and the Assistant Deputy Director will be responsible for implementing DGS's 10 Year Facility Sequencing Plan, which proposes the construction or extensive renovation of more than 4.3 million square feet of state office space or one-quarter of all the state-owned office space in the Sacramento region.

Additionally, these positions will have the opportunity to design zero-net energy (ZNE) buildings, per the Governor's Zero Net Energy executive order on government buildings. The Deputy Director and Assistant Deputy Director also will redesign state space plans to better reflect the needs of a 21st century workforce.

Ideal candidates will have extensive industry experience in a robust environment with competitive and demanding market conditions. Ultimately, the top candidates selected for these incredible opportunities will be forward-thinking and have a strategic vision for action oriented leadership. Successful candidates for these positions will also embrace a culture of collaboration on an organization-wide basis and focus on providing exceptional management across a broad spectrum of vital areas.

California Department of General Services

DGS acts as the business manager for the State of California. The Department helps state government better serve the public by providing services to state agencies including procurement and acquisition solutions, real estate management, leasing and design services, environmentally friendly fleet services, and architectural oversight and funding for the construction of safe schools.

Real Estate Services Division

The Real Estate Services Division is a full-service real estate organization with a portfolio that includes 56 state-owned buildings and 1,645 acres of state-owned land. The Division has three operating branches that provide real estate services: Project Management and Development, Asset Management, and Construction Management and Inspection.

Project Management and Development Branch provides architectural and engineering services, space planning and interior design, construction and construction inspection services, energy and environmental services, and other competencies such as seismic retrofits, asbestos abatement, and underground tank removal. Additionally, project management services are provided for complex real estate projects managing the design and construction process on behalf of state agencies and departments.

Asset Management Branch serves as the initial point of contact for customers and oversees leasing, space planning and interior design, sales, appraisal, and acquisition services for state agencies. The branch negotiates and manages over 2,200 active leases and 32 million square feet of leased space including \$400 million in annual rents. The branch is also responsible for maximizing the performance of state real estate assets by identifying and implementing value enhancement solutions for unused and underutilized state-owned properties.

Construction Management and Inspection Branch provides a full range of construction phase services for state public works projects (310 projects valued at approximately \$2.7 billion) including construction management, quality assurance inspection and testing, code inspection to ensure compliance, after-contract guarantee enforcement, and construction contract dispute resolution.





Responsibilities of the Deputy Director

The Deputy Director manages all aspects of the Real Estate Services Division providing high-level guidance and direction on strategic real estate initiatives as well as annual portfolio goals and objectives. This at-will position is appointed by the Governor and reports to the Director of General Services. Overseeing a \$110 million annual operating budget and more than 300 staff, the Deputy Director is responsible for all of the real estate activities of the State of California, while working with the other nine divisions to advance the mission and goals of the Department of General Services.

While providing supervision to the Assistant Deputy Director, who coordinates the activities of the three operation branches providing services, the Deputy Director motivates staff, imparts the Department's values, and mentors and coaches team members to further develop competencies.

Key responsibilities of the Deputy Director include:

- Establish and administer policy in accordance with the Administration's goals and objectives;
- Confer with and advise state departments and agencies on real estate policies relating to state buildings;
- Establish policies and practices for the delivery of the State's capital outlay program;
- Establish policies and practices for the State's asset management program;
- Develop and implement policy to support reduced energy consumption; and
- Oversee the development of sound budget and fiscal policies for the Real Estate Services Division.

In addition to managing the day-to-day operations of the Real Estate Services Division, the Deputy Director works closely with the Department of Finance, Legislative Analyst's office, legislative sub-committee consultants, and department directors to achieve the facility and real estate related needs of the Administration.

Responsibilities of the Assistant Deputy Director

The Assistant Deputy Director serves as the State of California's real estate services management expert and has full responsibility for the day-to-day operations of directing and monitoring the customer service, real estate asset management, project management, design and construction services, and internal support services for the Division. The Assistant Deputy Director is a civil service position that reports to the Deputy Director.

The Assistant Deputy Director understands the state process and provides strong leadership to develop and implement new policy initiatives and practices. The successful candidate will provide sound policy advice to the Deputy Director, DGS Management, and Department of Finance concerning proposed legislation that may impact the delivery of real estate services.

Key responsibilities of the Assistant Deputy Director include:

- Plan and organize the workload and related activities of the Division's various functional specialties;
- Coordinate the functions within the Real Estate Services Division by working and meeting with branch managers;
- Foster a cooperative team-oriented environment within the Branches;
- Resolve policy conflicts among and between Branches and Divisions by working with managers in the Real Estate Services Division and the Department;
- Develop and implement policies and processes for the Division to be responsible and accountable for meeting the service agreements with internal and external customers;
- Establish performance goals and a financial plan for the Division and ensure that they are met; and
- Develop and implement the Division's strategic planning and long term organizational goals.

In addition to managing day-to-day operations and coordinating work between the Branches, the Assistant Deputy Director also works closely with the Department of Finance to accomplish the real estate related needs of the Administration.



Challenges and Opportunities for the Deputy Director and Assistant Deputy Director

The new Deputy Director and Assistant Deputy Director will encounter significant challenges when leading this extensive division but will have ample opportunities to make their mark on state government. Some of these career defining opportunities include:

- Redefining the landscape of the Sacramento region through new facility construction and renovation projects. These projects include: (1) the renovation or demolition and construction of a new State Capitol East Annex, (2) construction of an 800,000 GSF office building and (3) construction of a 300,000 GSF office building. Developing the Request for Proposal, selecting the Design/Build firm, and simultaneously managing these three construction projects, each with an aggressive timeline, are paramount to the success of the Division.
- Building an internal team that upholds DGS values and promotes a culture of continuous improvement.
- It is also a priority to attract and retain quality individuals and develop a succession plan that provides opportunities for skill development and advancement.

Qualifying Experience and Education

Any combination of experience and education that could likely provide the required knowledge, skills, and abilities are qualifying. A typical way would be:

Education

Possession of a Bachelor's degree from an accredited college or university with major course work in real estate, construction management, engineering, architecture, finance, business, economics, law, or a related field.

Experience

Seven years of management experience that includes experience in architecture and engineering, construction management, the management of owned or leased assets, asset performance analysis, preparing capital investment plans, participating in and/or leading teams comprised of multiple disciplines, and assessing and processing new space requests.

Experience in reviewing the work of staff who conduct commercial real estate modeling and financial analysis that incorporates flexibility, complex structures, and sensitivity analysis.

Strong knowledge and familiarity with operating budgets of similar scope and magnitude, design-build construction, leases, and strategic planning/initiatives.

Compensation and Benefits

The annual salary for the Deputy Director depends on qualifications and is set by the Governor's office.

The annual salary for the Assistant Deputy Director also depends on qualifications. The current range is up to **\$128,436**; however, it may be extended for candidates who possess a license as an attorney or engineer.

In addition to competitive salaries, the State offers an excellent benefit package that includes:

- Medical and dental insurance;
- Vision care plan;
- CalPERS Retirement plan;
- Scholar share 529 College Savings Plan;
- Group Life Insurance;
- Travel and Accident Insurance;
- Long-term Disability plan;
- Management Training Fund; and
- 11 paid holidays per year.

Application and Selection Process

Candidates for the **Deputy Director** position are encouraged to **apply immediately** by submitting a compelling cover letter, comprehensive resume, current salary, and a list of work related references via email to apply@ralphandersen.com.

Candidates for the **Assistant Deputy Director** position must **apply by August 5, 2016** by submitting a compelling cover letter, comprehensive resume, Statement of Qualification, current salary, and a list of work related references via email to apply@ralphandersen.com. The Statement of Qualifications (SOQ) is a written document prepared by the candidate to illustrate how he/she is qualified for the desired position. Specifically, the SOQ is a narrative of the candidate's experience, knowledge, and abilities. Resumes do not take the place of the SOQ. The SOQ should be no more than four pages in length and at least twelve-point font. All SOQs received will be forwarded to the Department of General Services' Office of Human Resources, Examination Unit in order to conduct the Career Executive Assignment examination process.

Only the most highly qualified candidates will be invited for an on-site interview. References will not be contacted until mutual interest has been established. Confidential and other inquiries are welcomed to Mr. Gary Peterson at (916) 630-4900.

The Ideal Candidates for Deputy Director and Assistant Deputy Director

The ideal candidates will have verifiable and highly successful careers with a record of delivering results and demonstrated leadership in real estate, particularly in construction management. The successful candidates for these two positions should have complimentary skills sets.

Top candidates will have the knowledge and ability to strategically manage the State's diverse portfolio of leased/owned buildings and real estate. Successful candidates will have the ability to ensure the State's real estate portfolio is cost-effectively managed and closely monitored with thorough and ongoing risk assessment that will ensure appropriate capital plans/programs are developed, advanced, monitored, and maintained.

It will be crucial for the candidates to be able to analyze the various property management and construction methodologies including design-build, design-bid-build, lease build-to-suit and lease back, while genuinely understanding the merits and downside of each construction methodology.

While the Deputy Director will direct and communicate the strategic direction for real estate services and make recommendations for new policies, the Assistant Deputy Director will help implement and continually re-evaluate strategic plans, disposition strategies, and other facility-related policies.

The new Deputy Director and Assistant Deputy Director should have successful prior experience as change agents who can move organizations to be more nimble, responsive, and agile to better respond to customer needs. Both will lead managers and staff in providing creative solutions to customer service and work to improve on service delivery.

Personal characteristics and attributes strongly desired include:

- High level of initiative; creative and flexible problem solving skills; and excellent internal and external communication skills;
- Demonstrated leadership and administrative savvy to inspire, motivate, and empower the Real Estate Division staff to achieve established goals;
- Exceptional customer service to state agency clients and an awareness of business needs, especially those impacting service delivery;
- Integrity and intellectual honesty; belief in the value and necessity of equity and diversity; and
- Outstanding interpersonal skills and cultural sensitivity with an ability to engage in dialogue at all levels of the organization with ease and compassion as well as knowledge in real estate.

Additionally, the Deputy Director and Assistant Deputy Director will have a great appreciation of the role of the Division in advancing the State's space and real estate needs and the impact in terms of economic growth, jobs, and prosperity in Sacramento and other parts of California, while at the same time, embrace and promote the role of being an outstanding community partner.