



2016 STRATEGIC PLAN

MONITORING REPORT

June 2016





2016 STRATEGIC PLAN MONITORING REPORT

OFFICE OF STRATEGIC PLANNING, POLICY AND
RESEARCH (OSPPR)

*OSPPR Strategic Goal #2 - Implement a
monitoring and reporting program for all DGS
Strategic Plan goals.*

REPORT DATE – July 11th 2016

REPORTING THROUGH: JUNE 2016



PROGRESS UPDATES – CRITICAL PATH

1. ADM – Overall:

Goal #1 – Successfully Implement the 2016 Release of the Financial Information System of California (FI\$Cal) Project at DGS.

#	Step	Start	Due
1	Functional Test Execution	3/7/16	4/29/16
2	Regression Test	4/13/16	5/27/16
3	Prepare UAT Environment	3/21/16	5/27/16
4	UAT Pre-Execution	5/22/16	6/13/16
5	UAT Execution	5/31/16	7/22/16
6	Conversion Test	3/16/16	7/1/16
7	Interface Test	3/16/16	7/15/16
8	Cutover	7/22/16	7/29/16
9	Go Live	7/29/16	7/29/16

As of 6/10, **Step 4**, also referred to as Cycle 1 UAT (User Acceptance Testing), was completed. From 6/1 through 6/10, DGS validated the conversions and configurations in the UAT environment. Completion of **Step 6** will have a minor delay to 7/1, with data files already extracted from ABMS and the DGS legacy systems and loaded into FI\$Cal to identify any processing and load errors prior to final run in mid-July.

2. ADM – OBAS:

Goal #1 - Ensure that 80 Percent of all OBAS Contracts are Executed within Two Months.

#	Step	Start	Due
1	Service Contract/Order/Amdmt, Process Re-Engineering	3/1/16	3/30/16
2	Service Contract/Order/Amdmt, Formal Training	7/18/16	7/25/16
3	P. Works Contract Re-Engineering	7/1/16	7/31/16
4	P. Works Contract Formal Training	8/1/16	8/31/16
5	A&E Contract Re-Engineering	9/1/16	10/31/16
6	A&E Contract Formal Training	11/1/16	11/30/16

Completion of **Step 2** is delayed to 7/25, due to the FI\$Cal transition and OBAS year-end workload. Formal training is expected to benefit newer employees, even though they are being trained via shadowing and partnering with other OBAS staff. The remaining steps are on track.



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Goal #2 - Consolidate Contracts Tracking into SharePoint.

#	Step	Start	Due
1	Finalize Fields in SharePoint	4/1/16	4/29/16
2	Transfer Service, A&E Contracts into SharePoint	4/1/16	4/29/16
3	Provide SharePoint Training (Service and A&E Contracts)	5/2/16	5/13/16
4	Format Fields in Access Database (P. Works Contracts)	5/2/16	7/8/16
5	Provide SharePoint Training (P. Works Contracts)	5/2/16	5/13/16
6	Transfer P. Works Contracts into SharePoint	5/2/16	7/8/16

Completion of **Steps 4 and 6** are slightly delayed to 7/8, due to OBAS year-end workload. **Step 5** was completed with **Step 3** (on 5/13).

Goal #3 - Establish and Publish Dashboard for OBAS Contracting Data.

#	Step	Start	Due
1	Develop Survey (Identify Data that Programs Want to See)	6/1/16	6/30/16
2	Evaluate Survey Information	7/1/16	7/31/16
3	Identify Data that Management Wants to Track	7/1/16	7/31/16
4	With FI\$Cal and ETS, Develop Dashboard Information	9/1/16	9/30/16
5	With FI\$Cal and ETS, Link Dashboard to OBAS' Intranet Site	10/1/16	10/31/16
6	Test Info on Dashboard	10/1/16	10/31/16
7	Advertise Availability of Dashboard	11/1/16	11/30/16

As of 6/30, **Step 1** was completed, with development of a draft survey. The survey will be finalized and distributed by 7/8, and the remaining steps are on track.



3. ADM – OFS:

Goal #1 – Establish Customer Forums for Best Practices, Policy/Procedure Changes.

#	Step	Start	Due
Internal Clients:			
1	Hold initial meeting with DGS divisions/offices, discuss FI\$Cal,	4/4/16	4/04/16
2	Hold 2nd meeting with DGS divisions/offices	7/1/16	7/01/16
3	Hold 3rd meeting with DGS divisions/offices	10/3/16	10/3/16
External Clients:			
1	Hold Q1 forum with external clients	3/30/16	3/30/16
2	Provide ext. clients with Q1 presentation material	4/4/16	4/4/16
3	Hold Q2 forum with external clients	6/15/16	6/15/16
4	Provide ext. clients with Q2 presentation material	6/15/16	6/22/16
5	Hold Q3 forum with external clients	10/3/16	10/3/16
6	Provide ext. clients with Q3 presentation material	10/3/16	10/3/16
7	Hold Q4 forum with external clients.	12/1/16	12/1/16
8	Provide ext. clients with Q4 presentation material	12/1/16	12/1/16

As of 6/13, **External Clients Steps 3-4** were completed. OFS continues to advise client departments on best practices, new directives and process changes. OFS has teamed up with FI\$Cal staff, the Department of Finance, and the State Controller’s Office to provide training to client departments and address FI\$Cal-related issues.

4. ADM – OHR:

Goal #1 – Establish Regular Customer Forums for OHR Client Departments to Discuss Best Practices and Policy/Procedure Changes.

#	Step	Start	Due
1	Solicit Names (External and Internal) for HR Client Workgroup	4/1/16	4/25/16
2	Establish Charter With Roles And Responsibilities	4/25/16	5/18/16
3	Hold Initial Meeting to Discuss Charter	5/31/16	6/10/16
4	Schedule And Hold Workgroup Meetings, As Necessary	TBD	TBD
5	Draft And Vet Policy/Procedure	TBD	TBD
6	Publicize Policy/Procedure	TBD	TBD

As of 6/10, **Step 3** was completed. OHR staff met with eight representatives from DGS divisions and offices, including OPSC, FMD, OLS, OSP, PD, OSPPR, EXEC and OAH. (Boards and Commissions did not have any representatives.) Discussion focused on the charter, including roles and responsibilities for each member, and potential policy topics. Future workgroup meetings will be scheduled, as needed.



Goal #3 – Increase Quality of DGS Services by Providing at Least 10 Additional Training Classes (Online And Regional) to Offsite Staff.

#	Step	Start	Due
1	Develop Survey, Identify Training Topics	1/2/16	1/28/16
2	Distribute Survey	2/1/16	2/1/16
3	Compile Survey Results	2/15/16	2/26/16
4	Identify Topics And SMEs to Develop Training Modules	3/1/16	3/31/16
5	Obtain Concurrence on Topics and Commitment	4/15/16	4/15/16
6	Schedule Meetings to Develop Work Plan	6/1/16	6/24/16
7	ETS and OPA, Discuss Technical Logistics/Assistance	6/1/16	6/20/16
8	Develop and Post Training Modules	6/1/16	12/30/16

As of 6/24, **Step 6** was completed, when OHR Chief Estela Gonzales and her managers held a kick-off meeting for creating the training videos. The meeting covered the project scope, subject matter resources and timelines. **Step 7** is no longer applicable, as DGS-University has successfully tested software called Camtasia® for video creation, negating the need for assistance from ETS or OPA. **Step 8** is on track.

Goal #4 – Improve the Pool and Quality of Candidates and Decrease Vacancies by Moving from DGS-Specific Classifications to Statewide Classifications and by Prioritizing OHR Exams.

#	Step	Start	Due
Classification Conversion			
1	Classifications Identified as DGS-Only	1/4/16	2/1/16
2	Evaluate DGS-Only Classes; Possibly Convert to Generalist Classes	2/1/16	TBD
3	Create Plan to Transition DGS-Only to Generalist	6/2/16	8/1/16
4	Vet Plan with DGS Director	TBD	TBD
5	Implement Plan	TBD	TBD
Exam Prioritization			
1	Hire Recruiter	4/25/16	4/25/16
2	Recruiter, Exams Unit, Programs Identify Necessary Exams	4/26/16	7/1/16
3	Develop Exams Plan	7/2/16	8/1/16
4	Vet Plan with DGS Director	8/2/16	8/8/16
5	Advise Deputy Directors of Yearly Exams Plan	8/15/16	8/15/16
6	Implement Exams Plan	8/15/16	8/15/16

For the **Classification Conversion** phase, completion of **Step 2** is delayed, given that OHR is waiting for a response from CalHR. In early June, OHR submitted a list of potential DGS-Only classifications to CalHR for comment and has yet to receive their



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feedback. Once received, OHR can complete their portion of the evaluation. The remaining steps may be impacted, depending on when CalHR responds.

Goal #5 – Establish Recruitment and Retention Best Practices for Positions that are Difficult to Fill or Have High Turnover (E.G., Custodian, Stationary Engineer, Plumber, Painter, Office Building Manager Series, Electronic Data Processing Specialist Series, Personnel Specialist and Associate Personnel Analyst).

#	Step	Start	Due
1	Hire Recruiter	4/25/16	4/25/16
2	Recruiter, FMD - Discuss Recruitment Needs	5/25/16	5/25/16
3	Recruiter, Other Programs - Discuss Recruitment Needs	6/24/16	6/24/16
4	Recruiter Develops Recruitment Plan for 2016-17	6/27/16	8/1/16

As of 6/24, **Step 3** was completed. OHR’s new recruiter Jamari Robinson met with the Procurement Division (PD) and Enterprise Technology Solutions, both areas with high turnover and hard-to-fill classifications. Also during June, Jamari 1) recruited at an Information Technology-focused job fair, 2) updated the Executive Team on progress, and 3) continues to work with other divisions and offices on their recruitment needs, with a priority on the Electronic Data Processing Acquisition (EDPA) Specialist classifications and the trades. Particularly noteworthy are efforts of PD staff (Jim Butler, Molly Lovett and their staff) in providing Jamari with details on the EDPA Specialist classification, which assisted in recruitment efforts at the IT job fair.

5. **ADM – ORIM:**

Goal #1 – Pilot Online Portal for Reporting Auto Claims.

#	Step	Start	Due
1	Last Phase of Testing	1/4/16	5/2/16
2	Coordinate w/ OSPPR, Revision and Numbering of Accident Reporting Form	4/15/16	7/31/16
3	Approval from ORIM Chief	5/20/16	5/20/16
4	Demo Portal to CHP, CalTrans (Select Units)	7/15/16	9/15/16
5	Pilot Goes “Live”	7/30/16	9/16/16
6	All CHP, CalTrans Offices Submit Claims Online	2/15/17	2/16/17

Completion of **Step 2** is delayed to 7/31, given that ORIM needs to 1) review the changes that OSPPR made to the form (now in PDF format) and 2) work with the vendor to ensure the PDF document works with the Risk Management System (SIMS). The remaining steps are impacted, with new dates shown above.



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Goal #2 – Increase State Savings through the Equipment Maintenance Management Insurance Program (EMMP) by 20 Percent (\$700,000) by Enrolling New Equipment and Adding State Departments.

#	Step	Start	Due
1	Monthly Monitoring (May)	5/1/16	5/31/16
2	Monthly Monitoring (June)	6/1/16	6/30/16
3	Monthly Monitoring (July)	7/1/16	7/30/16
4	Monthly Monitoring (Aug)	8/1/16	8/31/16
5	Monthly Monitoring (Sept)	9/1/16	9/30/16
6	Monthly Monitoring (Oct)	10/1/16	10/31/16
7	Monthly Monitoring (Nov)	11/1/16	11/30/16
8	Monthly Monitoring (Dec)	12/1/16	12/31/16

As of 6/30, **Step 2** was completed. State department maintenance savings were \$58,132.77 from 1/16 – 5/16. Note: 1) June savings will be calculated in July; 2) Significant savings are expected in July 2016 (departments are billed by mid-August), when state departments renew their yearly premiums.

6. **DSA:**

Goal #1 – Fully Implement Electronic Back Check as the First Step Toward Total Electronic Review of all Project Plans Submitted to the DSA.

#	Step	Start	Due
1	Install Bluebeam Software	11/30/15	11/30/15
2	Procure Necessary Hardware for Testing	11/30/15	11/30/15
3	Deploy In-House Testing	12/31/15	12/31/15
4	Survey Internal and External Users	12/31/15	12/31/15
5	Develop Electronic Back Check Procedures	12/31/15	12/31/15
6	(Ongoing) Training for DSA Review Staff, Initial Wave 1/2016	1/29/16	12/31/16
7	(Ongoing) Client Training, Initial Wave 1/2016	1/29/16	12/31/16
8	Electronic Back Check Available for Client Use	2/1/16	12/31/16
9	(Weekly) Monitor Client Use of Electronic Back Check	5/1/16	12/31/16
10	50 Percent of Back Checks Conducted Via Electronic Review	6/1/16	8/1/16
11	75 Percent of Back Checks Conducted Via Electronic Review	8/2/16	10/1/16
12	Electronic Back Check Mandatory for All Clients (Qtr 1, 2017)	1/2/17	1/2/17

As of 6/30, for **Steps 6-7**, training continues for staff and clients, as needed. (At goal completion, DSA expects to have all applicable DSA staff trained to conduct electronic back checks.) For **Step 8**, even though electronic back check is now available for client use in all DSA regional offices, some offices have limited availability, due to equipment



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needs. DSA is working with ETS to satisfy those needs. For **Step 9**, 33 electronic back checks have been requested by clients. DSA implemented a new data system in June that accurately tracks all requested and completed back checks.

Goal #2 - Reduce the Inventory of Uncertified Projects by Assisting K-12 Districts and Community Colleges in the Process of Certifying the 1,366 Projects Occupied Without Certification Between January 1, 2011 and May 31, 2013.

#	Step	Start	Due
1	Provide Data to DSA Regional Offices	12/01/15	12/01/15
2	25 Percent of “Transition” Projects Certified	3/31/16	3/31/16
3	50 Percent of “Transition” Projects Certified	6/30/16	6/30/16
4	75 Percent of “Transition” Projects Certified	9/30/16	9/30/16
5	Resolve Uncertified Projects	12/31/16	12/31/16

As of 6/30, for **Step 3**, DSA certified 26.4 percent (or 360) of the transition projects. After analysis of the data, DSA is now determining if many of these projects are of a “one-time” nature (e.g. marquees), where certification is not deemed as essential to school districts.

Goal #3 – Increase Collaboration and Outreach with the Disabled Community.

#	Step	Start	Due
1	Initial Certified Access Specialist (CAsp) Program Outreach Meeting with Interested Advocates	3/31/16	3/31/16
2	Reconvene a Disability Access Advisory Committee/Task Force/Stakeholder Forum	5/1/16	8/30/16
3	Offer Specialized Code Educ. Class to Disab. Advocates	5/1/16	9/30/16
4	(Ongoing) Expand Access Code Training-Educ Programs to Local Building Departments and Other Interested Parties	5/1/16	12/31/16
5	(Ongoing) Seek Ways to Better Educ. Business, Public; Dispel “Mythologies”	5/1/16	12/31/16
6	(Ongoing) Increase Stakeholder Engagement Earlier in Access Code Process	5/1/16	12/31/16
7	Expand Outreach, Use Existing Orgs. to Educate	7/1/16	7/30/16
8	Present Proposed Code Amendments More Simply	7/15/16	12/15/16
9	Use Particip. of Persons w/ Disab. in Access Code Educ. Pgms	9/1/16	12/31/16

As of 6/30, for **Step 4**, DSA established class dates for 2016 (see DSA’s Academy website) and is planning events for 2017. For **Step 5**, DSA finalized information, to be



available in print and on the internet by early August, for interested parties and the public.

7. **FMD:**

Goal #3 – Strategically Improve the Overall Quality and Consistency of Facility Maintenance and Improvement Projects - *Develop a Comprehensive Project Tracking System for Facility Improvement Projects.*

#	Step	Start	Due
1	Meet With Maximo Consultants, ID Future Integrations, Best Practices	5/1/16	5/12/16
2	Evaluate, Prioritize Maximo Projects (Prev. Approved, Unimplem, or Incomplete)	5/1/16	8/15/16
3	Assemble Project Delivery and Tracking Team	5/13/16	11/1/16
4	Develop, Implement Work Mgmt Business Process	11/2/16	1/15/17

Completion of **Step 2** is delayed to 8/15. With the recent upgrade of Maximo, ETS is currently debugging post-installation reconfiguration problems, one being that the Maximo administrator or end user cannot “close” work orders associated with a project. This impacts the closing (“decommissioning”) of entire projects, including those that are incomplete or unimplemented. **Step 2** is highly dependent on ETS’ assistance. The remaining steps are on track.

Goal #4 – Strategically improve the overall quality and consistency of facility maintenance and improvement projects - *Develop and publish a process to prioritize facility improvement requests and priorities to increase transparency.*

#	Step	Start	Due
1	Identify Key Members Needed to Create Prioritization Factors	5/1/16	5/11/16
2	Set Up Initial Meeting	5/12/16	5/20/16
3	Determine Factors for Prioritizing Improvement Projects	5/21/16	6/10/16
4	Create Form for Prioritizing Improvements	6/11/16	6/30/16
5	Complete PMCM (Consultant) Contract Execution	7/1/16	7/30/16
6	Familiarize PMCM with FMD Facilities, Policies, Procedures	8/1/16	8/30/16
7	PMCM Assist with all Flow Processes; Make Any Needed Changes to the Form (Step 4)	9/1/16	9/30/16

As of 6/10, **Steps 3-4** were completed. (Originally, **Step 4** included documenting flow processes, which is now moved to **Step 7**, at which time the consultant can assist.) Project Lead Dewayne Hildreth, FMD fiscal staff and Assistant Branch Chiefs finalized



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the criteria and form for prioritizing special repairs and deferred maintenance projects. The form, already tested on some new FY 2015/16 projects, ultimately will be distributed to building managers to use when submitting their 5-year plans. Note: 1) The form will also be vetted with the new PMCM contractor, and adjustments to the form will be made, if necessary. 2) Dewayne Hildreth retired at the end of June and his replacement is not yet determined.

Goal #7 – Strategically Improve the Overall Quality and Consistency of Facility Maintenance and Improvement Projects - Conduct Robust Recruitments to Reduce Vacancies and to Attract and Retain Well-Qualified Candidates.

#	Step	Start	Due
1	OHR's New Recruiter Meet With FMD to Discuss Recruitment Needs	5/3/16	5/3/16
2	FMD HR Meet With FMD Managers to Identify Exam Needs	6/30/16	6/30/16
3	Establish a Robust Recruitment Plan	7/30/16	7/30/16
4	Establish Hiring Guidelines	7/30/16	7/30/16
5	Publish and Distribute Recruitment Plan	8/30/16	8/30/16
6	FMD HR Meet With FMD Managers to Establish "Best Hiring Practices" (Offer Pilot Course)	6/30/16	Early 2017

As of 6/15, **Step 2** was completed, in which FMD's managers and HR staff met to discuss the exam plan, and they subsequently sent it to DGS OHR. Note: FMD is progressing with their operational efficiencies and has modified the critical path so that "Best Hiring Practices" has moved from **Step 3** to **Step 6** and involves a pilot course for its managers. DGS University is developing the course to be offered in early 2017 and delivered by FMD OHR.

8. **ISD – BSC:**

Goal #1 – Update the California Green Building Standards in Support of Green Initiatives (e.g., ZEV Infrastructure, Water Reduction Mandates for Plumbing and Irrigation, and Reduction of Construction Site Materials Sent to Landfills).

#	Step	Start	Due
1	Hold First CALGreen Workshop for Regs, Updates	5/31/16	5/31/16
2	Develop Proposed Code Language; Draft Rulemaking Supp. Docs	6/1/16	6/30/16
3	Hold 2nd CALGreen Workshop	7/29/16	7/29/16
4	Cont. Develop Proposed Code Language; Draft Rulemaking Supp. Docs	8/1/16	11/30/16
5	Submit Initial Rulemaking Package to BSC (Start of Intervening Code Cycle)	12/30/16	12/31/16

As of 6/30, **Step 2** was completed. BSC staff prepared draft regulatory language for various CALGreen topics (energy and water efficiency, indoor air quality, and sustainable building materials and practices for commercial buildings). During June, the draft regulatory language was reviewed by interested parties who attended the May 31 workshop (**Step 1**), subject matter experts provided feedback, and BSC staff made the needed edits and began preparing the necessary support documents. Based on stakeholder inputs, BSC will determine if a second CALGreen workshop is necessary (**Step 3**).

Goal #2 – Research, Develop and Propose for Adoption Mandatory Recycled Water Infrastructure Standards for Residential and Nonresidential Properties.

#	Step	Start	Due
1	Facilitate Four Strategy Meetings With Other State Agencies	3/18/16	3/18/16
2	Hold 1st Workshop With Various State Agencies and Stakeholders	5/31/16	5/31/16
3	Amend Proposed Code Language Based on Stakeholder Input	7/9/16	7/29/16
4	Hold 2nd Workshop Subcommittee Meetings with Various State Agencies and Stakeholders	7/20/16	7/29/16
5	Amend Proposed Code Language; Develop Rulemaking Support Documents	8/1/16	8/31/16
6	Hold 3rd Workshop With Various State Agencies and Stakeholders	9/30/16	9/30/16
7	Amend Proposed Code Language; Develop Rulemaking Supp. Documents	10/3/16	11/30/16
8	Submit Initial Rulemaking Package to BSC (Start of Intervening Code Cycle)	12/30/16	12/31/16



Completion of **Step 3** is delayed to 7/29 to accommodate the 6/14 public stakeholder meeting and their 7/8 due date for feedback on the regulatory outline, subcommittee topics, and other materials provided. Note: For **Step 4**, subcommittee meetings, rather than a workshop, are slated for July 20-29 with BSC, the Department of Housing and Community Development, the Department of Water Resources, and the State Water Resources Control Board.

9. **ISD – OFAM:**

Goal #1 – Implement an Interactive Fleet Dashboard that Provides Vehicle Analytics to State Departments.

#	Step	Start	Due
1	Provide Department of Technology (CDT) With Petroleum Reduction Data	3/21/16	3/21/16
2	Create Flow Chart With Inputs, Calculations and Outputs for Greenhouse Gas (GhG) and MPG	3/22/16	5/20/16
3	Provide FY14/15 ZEV Purchasing Numbers for Depts Subject to 10% Requirement	3/22/16	5/20/16
4	Establish Criteria for Green Fleet Scorecard	3/22/16	7/25/16
5	Perform User Acceptance Testing (UAT)	8/1/16	8/15/16
6	Give Final Approval for Dashboard	8/15/16	9/1/16

Completion of **Step 4** is delayed to 7/25, given that 1) OFAM staff were redirected to complete all fleet acquisition requests submitted for FY 2015/16 prior to June 30 and 2) draft scorecard criteria is currently being vetted through the ISD Deputy Director. Completion of **Step 5** is delayed to 8/15, after a test dashboard is created. In the meantime, OFAM staff met with the Department of Technology to discuss the dashboard appearance and data to be displayed. This impacts **Step 6**, which now has a 9/1 due date.



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Goal #2 – Reduce 2016 Statewide Petroleum Consumption by More Than 5 Percent (Over 1.5 Million Gallons) from 2014 Baseline.

#	Step	Start	Due
1	Establish Bulk Renewable Diesel Purchasing Mandate	12/9/15	12/9/15
2	Establish Procedure to Cross Check Approvals w/ Actual Zero Emission Vehicles (ZEV) Purchases	3/31/16	3/31/16
3	(Ongoing) Promote Statewide Renewable Diesel Contract (Events, Forums)	5/1/16	12/31/16
4	(Ongoing) Monitor Fleet Acquisition Plans; Ensure Compliance w/ Executive Order (EO) B-16-12 (See OFAM Goal #3, Step 3)	5/1/16	12/31/16
5	Finalize Draft of a Hybrid Vehicle Purchasing Mandate	5/31/16	6/15/16
6	Receive DOF Support for Hybrid Vehicle Purchasing Mandate (See OFAM Goal #3, Step 4)	7/1/16	8/19/16
7	[Qtrly] Monitor Renew. Diesel Usage; Track Purch., Ensure Compliance	6/30/16	12/1/16
8	Issue Approved Mgmt Memo and Corresponding SAM Update	8/1/16	8/1/16
9	Update ZEV Tracking Mechanism (to Report on EO B-16-12 Compliance) (See OFAM Goal #3, Step 7)	8/30/16	8/30/16

As of 6/30, for **Step 3**, OFAM staff participated in the following events where Management Memo 15-07 (Renewable Diesel mandate) and the contract were discussed: *State Equipment Council meeting; West Coast Electric Fleets’ steering committee* (conference call), and the *Government Fleet Exposition*. As of 6/30, for **Step 4**, OFAM processed 57 fleet acquisition requests of which 19 were subject to, and complied with, the Executive Order. As of 6/15, **Step 5** was completed, with the draft Management Memo moving through the DGS approval process. Completion of **Step 6** is delayed to 8/19, given staff workload.



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Goal #3 – Reduce Petroleum Consumption by Over 20 Percent (More Than 500,000 Gallons) in DGS Leased Fleet from 2014 Baseline.

#	Step	Start	Due
1	Establish Procedure to Cross Check Approvals w/ Actual ZEV Purchases Mandate	3/31/16	3/31/16
2	Finalize Draft of a Hybrid Vehicle Purchasing Mandate	4/1/16	5/31/16
3	(Ongoing) Monitor Fleet Acquisition Plans; Ensure Compliance w/ EO B-16-12 (See OFAM Goal #2, Step 4)	5/1/16	12/31/16
4	Receive DOF Support for Hybrid Vehicle Purchasing Mandate (See OFAM Goal #2, Step 6)	07/01/16	8/19/16
5	Promote ZEVs and Hybrids via Fleet Acquis. Planning Process	6/1/16	6/30/16
6	Issue Approved Mgmt Memo and Corresponding SAM Update	7/1/16	7/31/16
7	Update ZEV Tracking Mechanism (to Report on EO B-16-12 Compliance) (See OFAM Goal #2, Step 9)	8/1/16	8/30/16

For **Steps 3-4**, see status reported earlier. As of 6/30, **Step 5** was completed as part of OFAM's standard process, when staff promoted the purchase of ZEV and hybrid vehicles to departments when reviewing their fleet acquisition requests.

10. **ISD – OPSC:**

Goal #1 – Establish Best Practices for Various Types of Closeout Reviews to Increase Efficiencies.

#	Step	Start	Due
1	Identify QC Team Members	10/1/15	10/1/15
2	(Ongoing) Establish, Update QC Review Procedures and Checklist	5/1/16	12/31/16
3	(Monthly) Identify and Present Best Practices at Monthly Meeting	5/30/16	12/31/16
4	(Monthly) Share QC Review Results at Monthly Meeting	5/30/16	12/31/16
5	(Qtrly) Present Report of QC Review Results to Management	6/30/16	12/31/16

As of 6/30, for **Step 2**, modifications are being made to the quality control (QC) procedures, as needed. And, for **Steps 3-4**, information continues to be shared at the monthly auditor meetings. As of 6/24, **Step 5** was completed, with a QC report submitted to OPSC Executive Management for review. The next quarterly report is due 9/30.



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Goal #2 – Increase the Number of In-Depth Closeout Reviews by 38 Percent (from 88 to 121).

#	Step	Start	Due
1	(Weekly) Track In-Depth Closeouts to Ensure 121 Projects Are Closed	5/1/16	12/31/16
2	(Monthly) Ensure In-Depth Reviews Are Meeting Milestones	5/30/16	12/31/16
3	(Qtrly) Present Qtrly Report of In-Depth Closeouts to Mgmt	6/30/16	12/1/16

As of 6/30, for **Step 1**, in-depth closeouts are continuing to be tracked on a weekly basis. And, for **Step 2**, operations managers and supervisors are tracking milestones for in-depth reviews.

Goal #3 – Develop a System to Collect Review Times Based Upon the Type of Project, Which Will Be Used to Establish a Comprehensive Baseline of Budgeted Hours by Type.

#	Step	Start	Due
1	ETS Resolve 3 Requests for Current System	4/15/16	4/25/16
2	User Acceptance Testing (UAT), Bug Fixes, Data Cleansing, and Deployment	4/15/16	5/5/16
3	ETS Resolve 4th Request for Current System	5/5/16	6/24/16
4	UAT, Bug Fixes, and Deployment	6/27/16	7/15/16
5	Time-Tracking Report Development	7/1/16	7/1/16
6	Report Validation / User Accept. Testing, Bug Fixes, and Deployment	7/4/16	7/15/16

As of 6/21, **Step 3** was completed, when ETS made programming changes to the Closeout database. OPSC is currently testing the changes, so that **Step 4** can be completed on time.



11. **ISD – OSP:**

Goal #1 – Implement Phase 1 of Establishing OSP as the State's Document Imager by Providing Scanning Services to a Pilot State Department.

#	Step	Start	Due
1	Identify Steps to Gather Information for Planning Phase	2/1/16	2/1/16
2	Research Providers of Similar Services; Identify Statement of Work (SOW)	2/2/16	3/1/16
3	Review Phase 1 at State Records Center and OSP Scanning; Vendor Cost Comparison	3/2/16	4/30/16
4	Prepare Draft on Next Steps and SOW for Contractor	3/2/16	4/30/16
5	Execute Contract; Onboard the Consultant	5/1/16	6/1/16
6	With Consultant, Develop Implementation Plan	6/2/16	9/30/16
7	Begin Implementation Plan; Prepare Acquisition Docs	10/1/16	10/30/16
8	Implement Phase 1 (Set-Up; Employee Training)	11/1/16	12/31/16

As of 6/1, **Step 5** was completed. The consultant, SyTech Solutions, is in place for the document imaging and electronic document management system project. SyTech Solutions held the initial project kick-off meeting on 6/1, which included key OSP and ETS staff members. Within the next 120 days, SyTech Solutions will work collaboratively with the project team to create an implementation plan, which will include decisions on pilot state departments, rate development, space requirements, and equipment and software needs.

Goal #2 – Establish a Collaborative Working Group with OSP Customers to Improve Business Functions.

#	Step	Start	Due
1	Prepare Outreach Contact List for Invitation to Join Group	6/30/16	7/11/16
2	Prepare Planned Agenda and Reach Out to Potential Attendees	7/11/16	9/1/16
3	Hold First Meeting With Stakeholders At OSP / Tours	9/14/16	9/14/16
4	Evaluate First Meeting; Schedule Second Qtr Meeting; Prepare Agenda	9/21/16	9/26/16
5	Hold Second Meeting, Identify Response from First Meeting	1/25/17	1/25/17
6	(Qtrly) Ongoing Continuance of Collaboration Meetings	1/25/17	Ongoing

During June, the dates in the original critical path were revised to the dates shown above. In addition, the General Services Workgroup will assist with **Step 1** at their 7/11 meeting by identifying appropriate departments/staff to participate in the workgroup.



12. **OAH:**

Goal #1 – Implement a Comprehensive Tracking System for Hearing Processes and Establish/Refine Process Time Goals by Step.

#	Step	Start	Due
1	Obtain Baseline for Special Education (SE) Case Processing Steps	3/31/16	3/31/16
2	Refine SE Case Processing Goals	3/31/16	3/31/16
3	Obtain Baseline for General Jurisdiction (GJ) Case Processing Steps	6/30/16	6/30/16
4	Refine GJ Case Processing Goals	6/30/16	8/31/16
5	(Qtrly) Monitor Process Times	6/30/16	12/1/16
6	(Qtrly) Report Results to Staff and Management at Meetings	6/30/16	12/1/16
7	Develop Best Practices Rept. (Outline Common Issues)	7/1/16	8/31/16
8	Discuss Refined Goals, Best Practices w/ Staff at Meeting	9/1/16	9/30/16
9	Dev. Tracking System in Pract. Mgr. (SE Case Processing Steps)	9/1/16	9/30/16
10	Dev. Tracking System in Pract. Mgr. (GJ Case Processing Steps)	9/1/16	9/30/16
11	Test Tracking System	10/1/16	10/31/16
12	Train Staff on Comprehensive Tracking System	11/1/16	12/31/16
13	(January 2017) Rollout New Tracking System (“Go Live”)	1/3/17	1/3/17

As of 6/30, **Step 3** was completed. OAH’s analysis of their historical data helped in establishing the baseline for General Jurisdiction case processing steps. However, the analysis, more complicated than expected, impacted **Step 4** (now due 8/31).

Goal #3 – Issue Decisions On-Time in 90 Percent of Cases for the General Jurisdiction Division.

#	Step	Start	Due
1	(Monthly) Track Decision Due Date and Decision Issuance Data	5/1/16	12/31/16
2	(Monthly) Run Pract. Mgr. Report Capturing % of On-Time Decisions	5/1/16	12/31/16
3	(Monthly) Circulate Report to Management	5/1/16	12/31/16
4	(Ongoing) Eval. Cause(s) of Failure to Maintain Goal. Take Corrective Action.	5/1/16	12/31/16
5	Dev. Best Practices Rept. of Issues Causing Late Decisions/Solutions	6/1/16	6/30/16
6	(Qtrly) Discuss Results With Staff/Mgmt at Meetings	6/30/16	12/1/16



Reporting Through: June 2016

As of 6/30, on a monthly basis OAH has consistently reached its target of issuing decisions on-time for 90 percent of GJ cases.

Goal #4 – Issue Late Decisions within 15 Calendar Days of the Due Date in 90 Percent of Cases for the General Jurisdiction Division.

#	Step	Start	Due
1	(Monthly) Track Decision Due Dates and Date of Decision Issuance	5/1/16	12/31/16
2	(Monthly) Run Pract. Mgr. Report Capturing % of Late Decisions	5/1/16	12/31/16
3	(Monthly) Circulate Report to Management	5/1/16	12/31/16
4	(Monthly) Evaluate Causes of Failure to Maintain Goal. Take Correc. Action	5/1/16	12/31/16
5	Dev. Best Practices Rept. of Issues Causing Late Decisions/Solutions	6/1/16	6/30/16
6	(Qtrly) Discuss Results With Staff/Mgmt at Meetings.	6/30/16	12/1/16

As of 6/30, **Step 5** was completed. OAH has established practices for 1) anticipating potentially late decisions, 2) investigating the cause of late decisions and 3) promptly addressing the causes.

Goal #5 – Issue Decisions On-Time in 98 Percent of Cases for the Special Education Division.

#	Step	Start	Due
1	(Weekly) Identify Decision Due Date	5/1/16	12/31/16
2	(Weekly) Audit Decision Issuance Date With Decision Due Date	5/1/16	12/31/16
3	(Ongoing) Eval. Cause(s) of Failure to Maintain Goal. Take Corrective Action.	5/1/16	12/31/16
4	Dev. Best Practices Rept. of Issues Causing Late Decisions/Solutions	6/1/16	6/30/16
5	(Qtrly) Discuss Results With Staff/Mgmt at Meetings.	6/30/16	12/1/16

As of 6/30, **Step 4** was completed. OAH has established practices for 1) anticipating potentially late decisions, 2) investigating the cause of late decisions and 3) promptly addressing the causes.



13. **OAS:**

Goal #3 – Perform a Self-Assessment Review of the Office of Audit Services (OAS) to Determine Compliance with Standards, Appraise the Quality of OAS’ Operations, and Provide Recommendations for Improving OAS’ Compliance with the Standards.

#	Step	Start	Due
1	Order Most Up-To-Date Quality Assessment Manual	4/5/16	4/5/16
2	Research Self-Assessment Requirements	5/23/16	6/1/16
3	Obtain Briefing from Staff on Current Self-Assessment Requirements	6/1/16	6/1/16
4	Contact DOF to Conduct Independent Validation of Self-Assessment	6/15/16	7/1/16
5	Obtain Budget Allocation to Pay for DOF’s (or Another Party’s) Review	7/15/16	7/30/16
6	Complete Preparatory Work for Assessment	7/11/16	8/8/16
7	Begin Assessment	9/1/16	9/1/16
8	Publish Final Self-Assessment Report	12/1/16	12/31/16

As of 6/1, **Steps 2-3** were completed. OAS staff researched the prior 2008 assessment and subsequently met with, and provided a written briefing document to, the OAS Office Chief.



14. OLS:

Goal #2 – Establish a Robust Training Program and Tracking Database to Document and Protect State-Created Intellectual Property (IP).

#	Step	Start	Due
Phase 1 – IP Database			
1	Develop Timeline for Database	3/28/16	3/28/16
2	Prepare Draft Statement of Work	3/28/16	3/28/16
3	Schedule Meeting w/ ETS on Database Design	4/8/16	4/8/16
4	Test/Implement/Launch IP Database	8/1/16	8/15/16
Phase 2 – IP Training Program			
5	Draft IP Training Program Script	4/29/16	4/29/16
6	Select Consultant to Web-Enable the IP Training Script	5/16/16	6/30/16
7	Web Consultant Submit Detailed Work Plan for Web-Enabled Training Program	7/1/16	7/15/16
8	Consultant Submit Draft Proposal w/ Business Case and Rules to OLS and ETS for Review	7/16/16	7/29/16
9	Develop/Test Web-Enabled Training Program	8/1/16	8/15/16
10	Launch Training Program	8/15/16	8/15/16

As of 6/30, **Step 6** was completed. OLS has 1) selected California State University, Sacramento (CSUS) as the contractor to web-enable the IP training and 2) is finalizing the Interagency Agreement with CSUS. OLS Analyst Cathy Moua continues to provide significant support to this goal. NOTE: The original critical path was separated into two phases for clarity, as shown above. The tasks and dates were not changed.



15. **OPA:**

Goal #2 – Promote DGS-Led Sustainability Efforts in the News Media by Hosting at Least Four Media Events.

#	Step	Start	Due
1	“7x7x7: Design, Energy, Water” Kickoff Event and Media Tour	1/1/16	2/8/16
2	Capitol Park Landscaping Renovation Event	3/30/16	3/30/16
3	Green Buildings Website Release	3/31/16	5/2/16
4	ZEV State Capitol Event	5/9/16	5/9/16
5	State Employee Bikeshare Kickoff	5/30/16	5/30/16
6	Rancho Seco Solar Farm “Power On” Event With SMUD and the Kings	6/30/16	10/31/16
7	Capitol Park East Lawn Renovation/Ribbon Cutting	6/30/16	10/31/16
8	Governor’s Mansion LEED Certification Event	7/30/16	7/30/16
9	Greenery Plaques Installation/Phase 2 Announcement	8/1/16	8/1/16

As of 6/30, **Steps 6-7** were postponed until the Fall (10/31). Events are subject to the work schedules of entities external to OPA (for example, SMUD in **Step 6** and FMD in **Step 7**).

Goal #3 – Relaunch the DGS News Blog to Better Highlight Services and Changes for Customers.

#	Step	Start	Due
1	Add New User/Friendly “Skin” to Blog	1/15/16	1/15/16
2	(Ongoing) Post to Blog More Regularly, At Least One Per Week	5/1/16	12/31/16
3	Better Incorporate Blog with New DGS Website	12/31/16	12/31/16

As of 6/30, for **Step 2**, OPA featured four events during June on the *DGS Newswire Blog* for customers (state agencies/departments and the media).



16. **OSPFR:**

Goal #1 – Establish an Advisory Council to Provide Feedback to the Director on DGS Policy and Program Changes.

#	Step	Start	Due
1	Brief Exec Team and Management Team on General Services Workgroup (GSW) Concept	2/1/16	2/1/16
2	Schedule Initial GSW Meeting	3/18/16	3/18/16
3	Develop Charter, Workflow, and Expectations Documents	3/19/16	3/25/16
4	Develop Draft Agenda	3/25/16	3/25/16
5	Obtain Approval to Present to Exec Team	3/26/16	3/31/16
6	Secure Exec Team Approval and Make Any Necessary Changes	4/1/16	4/8/16
7	Hold First GSW Meeting	5/2/16	5/2/16
8	Calendar Remaining 2016 GSW Meetings	5/3/16	5/31/16
9	Fully Transition GSW Oversight to New SSM II Specialist	6/1/16	6/1/16
10	Convene 2 nd and 3 rd meetings (7/11 and 10/3)	7/11/16	10/3/16

As of 6/1, **Step 9** was completed, when OSPFR deputy Jason Kenney transferred GSW responsibility to Special Projects Manager Lyn Koch. The remaining calendar year meetings are tentatively scheduled for 7/11 and 10/3.

Goal #2 – Implement a Monitoring and Reporting Program for all DGS Strategic Plan Goals.

#	Step	Start	Due
1	Obtain Critical Path for Each Goal	4/4/16	4/4/16
2	Begin Monitoring Due Dates for Each Goal	4/4/16	4/18/16
3	Identify Reporting Elements, Report Format and Reporting Method	4/19/16	4/25/16
4	1st Monthly Report (April Report)	4/26/16	5/9/16
5	2nd Monthly Report (May Report)	5/10/16	6/6/16
6	3rd Monthly Report (June Report)	6/7/16	7/11/16
7	4th Monthly Report (July Report)	7/12/16	8/8/16
8	5th Monthly Report (August Report)	8/9/16	9/12/16
9	6th Monthly Report (September Report)	9/13/16	10/10/16
10	7th Monthly Report (October Report)	10/11/16	11/7/16
11	8th Monthly Report (November Report)	11/8/16	12/12/16
12	2016 Strategic Plan	12/13/16	1/9/17



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As of 6/6, **Step 5** was completed. OSPPR contacted divisions and offices for the status on their goals. Once the monthly monitoring report was finalized and approved, OPA staff added it to the DGS internet website, along with strategic goal Gantt charts for divisions and offices.

Goal #3 – Redesign the DGS Survey Program to Target Specific, Objective Performance Data for Each Major DGS Program.

#	Step	Start	Due
1	Release External Customer Survey Divisional Data	4/15/16	4/15/16
2	Capture the “Universe” of All DGS Surveys	4/16/16	6/24/16
3	Review Survey Listing (ID Overlap, Trends, “Survey Fatigue”)	6/25/16	7/8/16
4	Review Effectiveness of DGS “Historical” Surveys with Customers	7/9/16	8/22/16
5	Propose Updated Bi-Annual Survey Schedule for DGS to Exec Team	8/23/16	9/22/16
6	ID Performance Criteria for Major Programs	9/23/16	11/22/16
7	Update DGS Surveys to Include Performance Questions	11/23/16	12/31/16
8	Execute Bi-Annual Survey Plan	1/1/17	1/1/17

As of 6/24, **Step 2** was completed when all DGS divisions and offices submitted information about the surveys they distribute to their customers. **Step 3**, data analysis, expects to be completed by 7/8, a slight delay due to staff workload. However, the due dates for the remaining steps are on track.



Reporting Through: June 2016

Goal #4 – Complete Phase 1 of 2 of the Comprehensive Update of the State Administrative Manual (SAM).

#	Step	Start	Due
Phase 1			
1	Create SAM “Point in Time” Documents	1/1/16	1/1/16
2	Streamline SAM Storing and Electronic Update Process	5/1/16	6/3/16
3	Review Management Memos (MM) for Inclusion in SAM	6/4/16	7/29/16
4	Update SAM with MMs and Remove from Active Status	7/1/16	9/30/16
Phase 1b			
1	Identify and Prioritize SAM Sections for Focus Group Review	9/2/16	9/15/16
2	Conduct Focus Group Reviews of SAM Based Upon Prioritization	9/16/16	12/1/16
3	Submit Phase 1b Proposed SAM Changes to Authoring Agencies	12/1/16	12/31/16
4	Implement Phase 1b Changes to SAM	12/31/16	Ongoing

As of 6/3, **Phase 1, Step 2** was completed. OSPPR staff centralized the process of storing and updating information for the State Administrative Manual (SAM) website. These changes are invisible to SAM viewers/users.



Reporting Through: June 2016

Goal #5 – Establish a Comprehensive, Online Repository of State Forms and Eliminate all Stock Standard Forms that can be Downloaded and Printed.

#	Step	Start	Due
1	Create Online Database/Webpage for State Forms	12/31/15	12/31/15
Phase 1 – Inventory for Forms			
2	Initiate Inventory of Public Use State Forms	1/1/16	1/1/16
3	Submit Collected Inventory to ETS for Posting	4/1/16	4/1/16
Phase 2 – Update Inventory for Forms			
4	Identify Departments Failing to Submit Forms	4/2/16	6/23/16
5	Initiate Collection of Delinquent Forms	6/9/16	7/7/16
6	Review Quality of Forms Database	5/19/16	8/7/16
7	Submit Collected Forms to ETS for Posting	6/16/16	8/1/16
Stock Forms Elimination			
8	Identify Std. Stock Forms to be Fully Electronic	5/1/16	5/6/16
9	Set a Termination Point for OSP for Printing Stock Forms	5/16/16	5/16/16
10	Develop Issue Paper and Vet with ISD/OSP	5/17/16	7/1/16
11	Incorporate Feedback and Present to Directorate	6/11/16	7/8/16
12	Present Plan to Partnership Council	7/13/16	7/13/16
13	Eliminate the Stock Forms Program and Cease Billing the Pro-Rata	12/30/16	12/31/16

Step 4 was completed, as of 6/23 (a delay, due to staff resources). Forms Management Center (FMC) staff identified those departments that are delinquent in submitting their statewide forms that are to be included on the state forms webpage. **Steps 5-6**, in turn, have been impacted and are delayed until mid-July and mid-August, respectively. Completion of **Step 10** is delayed until 7/1, since FMC did not receive necessary data to begin development of the Issue Paper. The due dates for the remaining steps are on track.

17. **PD:**

Goal #2 – Collaborate with Departments to Identify Barriers to Small Business/Disabled Veteran Business Enterprise (SB/DVBE) Participation and Provide Targeted Training.

#	Step	Start	Due
1	Complete Visits with 10 Underachieving Departments	6/30/16	6/30/16
2	Provide Training to Selected Departments	6/30/16	6/30/16
3	Develop Template for Depts to ID Reportable SB/DVBE Contracts	6/30/16	6/30/16
4	Monitor Progress of Depts. State Contracting Participation	7/1/16	12/31/16



Reporting Through: June 2016

As of 6/30, **Steps 1-3** were completed. PD staff met with, and trained, 10 departments identified as not reaching the 25 percent SB goal and/or the three percent DVBE goal. Meetings focused on best practices, resources, potential contracting obstacles, and strategies to reach the goals. In addition, with the development of the Improvement Plan template, departments can identify reportable contracts where SB and DVBE vendors need to be recruited. Particularly noteworthy were the efforts made by these PD staff in the Communication and Outreach Section: Catrina Blair and Tonia Burgess for project leadership and Tasha Nomura-Stewart for template development.

Goal #3 – Implement an Accreditation Process for Departments Granted Purchasing Authority.

#	Step	Start	Due
1	Policy Development & Approval	3/1/16	7/30/16
2	Develop Purch. Authority Review (PAR) Procedures, Processes, and Tools	3/1/16	9/30/16
3	Develop CalPCA Certifications (Basic, Intermediate, and Advanced)	3/1/16	10/31/16
4	Implement Policy Changes	7/30/16	8/30/16
5	Roll Out PARs	3/11/16	3/28/16

Completion of **Step 1** is delayed to 7/30, given that PD staff encountered additional issues and concerns, based on collaboration and focus group meetings. The remaining steps are on track.

Goal #4 – Increase Use of California Procurement and Contracting Academy (CalPCA) Training for State Employees with a Role in Procurement by Developing Hybrid and Other Online / Web-Based Delivery Models.

#	Step	Start	Due
1	Purchase Learning Management System (LMS)		ASAP
2	Review Calendar to Ensure Course Offerings Meet Student Demand	3/14/16	5/30/16
3	(Ongoing) Determine Course Delivery Method (On-Line, In-Class, Etc.)	5/1/16	12/31/16
4	Survey Buyers to Ensure Class Offerings and Travel Align With Needs	7/1/16	7/31/16
5	Increase Offerings by Traveling to Different Parts of the State	7/2/16	12/31/16



Reporting Through: June 2016

As of 6/29, for **Step 1**, a Request for Offer was released for the LMS. As of 6/30, for **Step 3**, PD staff have reviewed course delivery methods and are beginning conversion of courses. Note: For **Step 4**, the due date was revised to 7/31, due to PD's year-end workload in June.