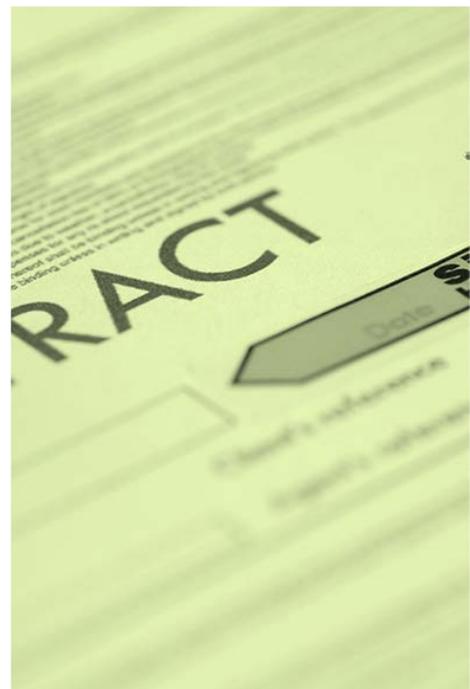




# 2016 STRATEGIC PLAN

# MONITORING REPORT

April 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 – May 9<sup>th</sup> 2016

**REPORTING THROUGH: APRIL 2016**



PROGRESS UPDATES – CRITICAL PATH

1. ADM – Overall:

**Goal #1 – Successfully Implement the 2016 Release of FI\$Cal.**

#	Step	Due Date
1	Functional Test Execution	04/29/16
2	Regression Test	05/27/16
3	Prepare UAT	05/27/16
4	UAT Pre-Execution	05/27/16
5	UAT Execution	07/22/16
6	Conversion Test	06/30/16
7	Interface Test	07/15/16
8	Cutover	07/29/16
9	Go Live	07/29/16

As of 4/29, **Step 1** was completed. Accenture executed a total of 178 functional test scripts. Of those, 164 had passed, nine were pending QA review, and five were being reworked for defects. DGS is validating a subset of the functional test scripts. Also as of 4/29, DGS had passed 32 scripts, failed 10, and had 28 in progress. DGS functional test validation will likely continue through May.

2. ADM – OBAS:

**Goal #1 - 80% of All OBAS Contracts, Execute within Two Months**

#	Step	Due Date
1	Service Contract/Order/Amdmt, Process Re-Engineering	03/30/16
2	Service Contract/Order/Amdmt, Formal Training	05/31/16
3	A&E Contract Re-Engineering	05/31/16
4	A&E Contract Formal Training	06/30/16
5	Public Works Contract Re-Engineering	08/01/16
6	Public Works Contract Formal Training	09/02/16

As of 3/30, **Step 1** was completed. The service contract re-engineering team completed the re-engineering effort for service contracts (80% of these are for Small Business/ Disabled Veterans Business Enterprise services under \$250K), service orders under \$5000, and the amendment process. The re-engineering team included OBAS' contract analysts and managers, and Dewayne Hildreth from FMD (customer). Ideas and recommendations came from everyone on the team; however Jennifer Banducci's efforts were particularly noteworthy, given that she volunteered to edit the OBAS desk manuals, as part of the new process.



**Goal #2 - Consolidate Contracts Tracking into SharePoint.**

#	Step	Due Date
1	Finalize fields in SharePoint	04/29/16
2	Transfer Service, A&E contracts into SharePoint	04/29/16
3	Provide SharePoint training (Service and A&E Contracts)	05/13/16
4	Format fields in Access database (P. Works Contracts)	06/30/16
5	Provide SharePoint training (P. Works Contracts)	06/30/16
6	Transfer P. Works contracts into SharePoint	06/30/16

As of 4/30, **Steps 1-2** were completed. **Step 3**, due April 30, was moved to 5/13, given that OBAS' Noah Valadez and Jaime Tovar are currently analyzing the data moved into SharePoint. The remaining critical path is not impacted.

3. **ADM – OFS:**

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

#	Step	Due Date
<b>Internal Clients:</b>		
1	Hold initial meeting with DGS divisions/offices, discuss FI\$Cal, etc.	04/04/16
2	Hold 2nd meeting with DGS divisions/offices	07/01/16
3	Hold 3rd meeting with DGS divisions/offices	10/03/16
<b>External Clients:</b>		
1	Held Q1 forum with external clients	03/30/16
2	Provide ext. clients with Q1 presentation material	04/04/16
3	Held Q2 forum with external clients	07/01/16
4	Provide ext. clients with Q2 presentation material	07/01/16
5	Held Q3 forum with external clients	10/03/16
6	Provide ext. clients with Q3 presentation material	10/03/16
7	Hold Q4 forum with external clients.	12/01/16
8	Provide ext. clients with Q4 presentation material	12/01/16

As of 4/4, **Internal Clients Step 1** was completed. SRF Accounting met with eight DGS programs/offices to discuss the upcoming transition to FI\$Cal and what that entails from an Accounts Payable (A/P) perspective.

As of 4/4, **External Clients Steps 1-2** were completed. The Contracted Fiscal Services (CFS) Accounts Payable Unit made a PowerPoint presentation to 32 client agencies (in three separate groups). The focus was on CFS services, the transition to FI\$Cal, establishing the customer forums, and best practices for A/P and asset management. Afterwards, CFS emailed clients the PowerPoint presentation, plus responses to three takeaway questions: 1) how to download DGS direct transfer invoices, 2) the process for submitting invoices to CFS, and 3) the need to create a PO for each year of a multi-year contract.



4. ADM – OHR:

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

#	Step	Due Date
1	Solicit names for HR Client Workgroup	04/25/16
2	Establish charter with roles and responsibilities	05/18/16
3	Hold initial meeting to discuss charter	05/31/16
4	Schedule and hold workgroup meetings, as necessary	TBD
5	Draft and vet policy/procedure	TBD
6	Publicize policy/procedure	TBD

As of 4/25, **Step 1** was completed. OHR has solicited names by contacting Executive Management to obtain the names of program staff.

**Goal #2– Develop, Publish Metrics for Incoming Requests.**

#	Step	Due Date
1	Via Lean Six Sigma, develop objective for “Hiring RPAs”	04/05/16
2	Analyze current data to obtain baseline	08/01/16
3	Research viability of a SharePoint database to publish data. If useful, identify fields to track in database	TBD
4	Set up SharePoint site	TBD
5	Train staff	TBD
6	Begin data-tracking in SharePoint	TBD

As of 4/5, **Step 1** was completed.

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

#	Step	Due Date
1	Develop survey, identify training topics	01/28/16
2	Distribute survey	02/01/16
3	Compile survey results	02/26/16
4	Identify topics and SMEs to develop training modules	03/31/16
5	Obtain concurrence on topics and commitment	04/15/16
6	Schedule meetings to develop work plan	05/16/16
7	ETS and OPA, discuss technical logistics/assistance	06/14/16
8	Develop and post training modules	12/20/16

**Steps 1-4** were completed prior to 4/1. As of 4/15, **Step 5** was complete. OHR/DGS-U has agreed on the list of 10 online tutorials to be developed by OHR SMEs. (The ten most desired online topics were identified by 125 DGS supervisors/managers in a



Reporting Through: April 2016

February survey). OHR has also committed the time and resources required to develop these tutorials by 12/30/16.

As of 4/29, **Step 6** was not completed, due to staff illness. DGSU plans to finish scheduling meetings by *May 16*. The remaining critical path is not impacted.

**Goal #4 - Improve Pool and Quality of Candidates by Moving to Statewide Classifications and by Prioritizing Exams.**

#	Step	Due Date
<b>Classification Conversion:</b>		
1	Classifications identified as DGS-only	02/01/16
2	Evaluate DGS-Only classes; possibly convert to generalist classes	06/01/16
3	Create plan to transition DGS-only to generalist	08/01/16
4	Vet plan with DGS Director	TBD
5	Implement plan	TBD
<b>Exam Prioritization:</b>		
1	Hire recruiter	04/25/16
2	Recruiter, Exams Unit, programs identify necessary exams	07/01/16
3	Develop exams plan	08/01/16
4	Vet plan with DGS Director	08/08/16
5	Advise Deputy Directors of yearly exams plan	08/15/16
6	Implement exams plan	08/15/16

For the Classification Conversion phase, **Step 1** was completed by 2/1. For the Exam Prioritization phase, **Step 1** was completed as of 4/25. Jamari Robinson is now in place.

**Goal #5 – Establish Best Practices for Difficult-To-Fill / High Turnover Positions**

#	Step	Due Date
1	Hire recruiter	04/25/16
2	Recruiter, FMD - discuss recruitment needs	05/25/16
3	Recruiter, other programs - discuss recruitment needs	06/24/16
4	Recruiter develops recruitment plan for 2016-17	08/01/16

**Step 1** for this goal was also to hire a recruiter, which was completed as noted above.



5. **ADM – ORIM:**

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

#	Step	Due Date
1	Last phase of testing	05/02/16
2	Approval from ORIM Chief	05/20/16
3	Demo portal to CHP, Caltrans (select units)	05/30/16
4	Pilot goes “live”	06/15/16
5	Coordinate with OSPPR on accident reporting form (STD 270)	06/15/16
6	All CHP, Caltrans offices submit claims online	12/30/16

As of 4/20, **Step 1** was pushed out two weeks to 5/2, impacting all subsequent steps by two weeks or later. A third party vendor, who is building the platform, needs to fix a glitch with the “Alert” message. Additionally, ORIM is working with OSPPR to redesign the STD 270 so that the form is ready when the pilot goes live.

6. **DSA:**

**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	Due Date
1	Provide data to DSA regional offices	12/01/15
2	25 percent of “Transition” projects certified	03/31/16
3	50 percent of “Transition” projects certified	06/30/16
4	75 percent of “Transition” projects certified	09/30/16
5	Resolve uncertified projects	12/30/16

As of 12/1/15, **Step 1** was completed. As of 3/31, **Step 2** was close to completion. 19.2 percent of such projects had been certified.

7. **ISD – BSC:**

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

#	Step	Due Date
1	Facilitate four strategy meetings with other state agencies	03/18/16
2	Hold 1st workshop with various state agencies and stakeholders	05/30/16
3	Amend the proposed code language based on stakeholder input	06/30/16
4	Hold 2nd workshop with various state agencies and stakeholders	07/29/16
5	Amend proposed code language; develop rulemaking support documents	08/31/16
6	Hold 3rd workshop with various state agencies and stakeholders	09/30/16
7	Amend proposed code language; develop rulemaking support documents	11/30/16
8	Submit initial rulemaking document package to the CBSC for the beginning of the Intervening Code Cycle	12/30/16

As of 3/18, **Step 1** was completed, with meetings held 11/20/15 through 3/18/16. BSC met with six representatives from Department of Housing and Community Development (HCD), Department of Water Resources (DWR), and State Water Resources Control Board (SWRCB). Agenda items included strategies for development of building standards during the 2016 Intervening Cycle (Pre-Cycle), and options for code changes from DWR. Currently, BSC is identifying key stakeholders at a higher level (identified in statute) to participate in meetings, drafting a Charter, and developing a steering committee to take an active role in the development of the regulations.

8. **ISD – OFAM:**

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

#	Step	Due Date
1	Provide Department of Technology with petroleum reduction data	03/21/16
2	Create flow chart with inputs, calculations and outputs for greenhouse gas (GHG) emissions and average miles per gallon (MPG)	05/20/16
3	Provide FY 2014/15 zero emission vehicles (ZEV) purchasing numbers for departments subject to 10 percent requirement	05/20/16
4	Establish criteria for green fleet scorecard	05/20/16
5	Perform user acceptance testing (UAT)	06/17/16
6	Give final approval for dashboard	07/15/16

As of 3/21, **Step 1** was completed. As of 4/25, **Steps 2-4** - which related to compiling and submitting data to the Department of Technology (CDT) - are delayed to 5/20/16, due to OFAM staff needing to work on a priority assignment related to ZEVs. The



Reporting Through: April 2016

remaining critical path is not impacted. OFAM reports that the office communicates with CDT every couple of weeks and Step 5 is expected to be on track.

**Goal #4 – Implement a Purchase Program for Used Zero Emissions Vehicles / Plug-In Hybrid Electric Vehicles (ZEV/PHEV).**

As of 4/18, per Eric Mandell in PD, the used ZEV/PHEV procurement program is currently being reevaluated. The original impetus for the goal was the high up-front costs of ZEVs and the relatively low resale value of 2-4 year old leased models. However, PD was able to reduce the pricing offered for new ZEVs compared to list price considerably. For example, a brand new Nissan Leaf has a contract price of \$20,558.00 (retailing for almost \$30,000), compared to the \$12,000 - \$14,000 that was expected under this goal. That price difference, given that the used vehicles would have slightly degraded batteries, lower mileage range, and potentially outdated ZEV technology has called for reevaluation of the goal.

9. **ISD – OSP:**

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

#	Step	Due Date
1	Prepare outreach contact list for invitation to join group	03/28/16
2	Prepare planned agenda and reach out to potential attendees	05/11/16
3	Hold first meeting with stakeholders at OSP / tours	05/24/16
4	Evaluate first meeting; schedule second quarter meeting; prepare agenda	06/30/16
5	Hold second meeting, identify response from first meeting	07/01/16
6	Ongoing continuance of collaboration meetings (quarterly)	09/01/16
7	Ongoing continuance of collaboration meetings (quarterly)	12/01/16

As of 3/28, **Step 1** was completed. As of 4/15, **Step 2** was identified as needing additional work to transition from establishing a “forum” to a “working group.” With this correction, Step 2 is now due 5/11, and **Step 3** is planned for 5/24. The remaining critical path is not impacted.



10. **OAS**

**Goal #1 - Collaboratively Develop a Robust Accreditation/Compliance Audit Process with the Procurement Division for the Delegated Purchasing Authority Program.**

#	Step	Due Date
1	Review Procurement Division’s (PD) proposed policy for accreditation program	04/04/16
2	Discuss proposed policy with OAS supervisor overseeing delegated purchasing compliance audits	04/04/16
3	Provide feedback to PD on OAS’ proposed role in accreditation program	04/07/16
4	Once program is approved, develop a written agreement with PD that defines OAS’ role	TBD
5	Implement collaborative process with PD within accreditation program	TBD

As of 4/7, **Steps 1 through 3** were completed.

OAS reviewed the documentation provided by PD, which included the proposed role for OAS in the accreditation process (which mainly involves close coordination with PD on audit schedules and reporting of audit results). OAS and PD have been discussing the potential overlap in audit/review functions, given that a key component of the accreditation program is PD conducting complimentary reviews of departmental purchasing. In the interim, OAS is working with PD in meeting a request for PAU staff to “shadow” OAS’ auditors on field audits to obtain a better understanding of the audit process.

11. **OLS**

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

#	Step	Due Date
1	Develop timeline for database	03/28/16
2	Prepare draft Statement of Work [Plan B]	03/28/16
3	Schedule Meeting w/ ETS re database design	04/08/16
4	Release training IFB for bid [Plan B]	04/29/16
5	Select training consultant from bidder group [Plan B]	05/16/16
6	Begin training program contract [Plan B]	06/01/16
7	Test/Implement/Launch IP database	08/15/16

As of 3/28, **Steps 1-2** were completed. For **Step 2**, a SOW was completed; however, the IP team has opted to develop the training program in-house, with the support of OLS management, rather than use a training consultant. Cathy Moua and Chris Gill have



drafted the training program and are having ETS convert the PowerPoint training into a narrated, web-based, interactive program. If an outside consultant proves necessary (now considered Plan B), the draft SOW is ready.

As of 4/8, **Step 3** was completed, with a follow-on meeting 4/28. The meetings, with staff and the statewide IP Advisory Group, focused on the IP database parameters, project timeline and preparing a business case, to be completed 5/6 by OLS.

12. **OSPPR**

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

#	Step	Due Date
1	Brief Exec Team and Management Team on GSW Concept	02/01/16
2	Schedule Initial GSW Meeting	03/18/16
3	Develop Charter, Workflow, and Expectations Documents	03/25/16
4	Develop Draft Agenda	03/25/16
5	Obtain Approval to Present to Exec Team	03/31/16
6	Secure Exec Team Approval and Make Any Necessary Changes	04/08/16
7	Hold 1 <sup>st</sup> GSW Meeting	05/02/16
8	Calendar Remaining 2016 GSW Meetings	05/31/16
9	Fully Transition GSW Oversight to New SSM II Specialist	06/01/16

As of 5/2, Steps 1 through 7 were completed. The General Services Workgroup (GSW), which is a collaborative working group with representation from 9 agencies at the executive or agency level, held its first meeting on the 2<sup>nd</sup>.

13. **PD**

**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	Due Date
1	Purchase a Learning Management System (LMS)	ASAP
2	Review calendar to ensure course offerings meet student demand	05/30/16
3	Review courses; determine courses to be delivered on-line, in-class and blended	Ongoing
4	Survey buyers to ensure class offerings and travel align with needs	07/01/16
5	Increase offerings by traveling to different parts of the state	12/30/16

As of 4/15, **Step 1** is on track. PD is currently waiting for OBAS to release the RFO; then within 60 days, they expect to purchase the system. **Steps 2-5** are not dependent on purchasing the LMS. The entire CalPCA team, led by David O’Hara, has worked together cohesively to research, develop, organize and submit the system requirements.

## DEBRIEF – COMPLETED GOALS

### 1. ADM – ETS:

#### **Goal # 1 – Upgrade SPI, CRUISE, and MAXIMO.**

- **Success Criteria** – for all three systems, success is measured in upgrading the systems without critical errors. The *SPI Upgrade* was to result in greater performance, ease of maintenance and cost savings. The *Global CRUISE Upgrade* was to result in improved workflow and notifications to users. The *Maximo Upgrade* was to allow the use of mobile devices on the network, have less system downtime, have improved reporting capabilities and resulted in cost savings.
- **Implementation Details**
  - **SPI Upgrade:** This was a challenging upgrade due, given that SPI has many components and dependent applications. Some configuration was missing, due to lack of documentation, network diagrams and unavailability of the web application owner. However, the team was able to make quick changes and complete the upgrade successfully.
  - **Global CRUISE Upgrade:** The implementation involved working with a complex application, data conversion and web services. Post-implementation problems were encountered with email links, but these were fixed. Lessons learned included the pros and cons of attempting to upgrade in a single implementation, given equipment challenges and long overdue enhancements.
  - **Maximo Upgrade:** The upgrade was successfully completed within 10 days, with minor issues that were resolvable. Lessons learned included having additional requirements for the consultant and having pre-established benchmarks.
- **Measuring Success**
  - **SPI Upgrade:** SPI now boasts faster performance, more manageable maintenance, and cost savings.
  - **Global CRUISE Upgrade:** CRUISE now has an improved workflow and the ability to broadcast emails and schedule alerts.
  - **Maximo Upgrade:** Mobile devices on the network can now access Maximo, and the system allows for applying system changes without having to take the program offline, enhanced reporting capabilities, and reduced support license costs.



Reporting Through: April 2016

- **Standout Efforts/Accomplishments** – ETS reports that for SPI and MAXIMO, the project was a collaborative team effort to accomplish. For CRUISE, the following staff were recognized for their efforts:
  - **RESD SMEs:** Alice Klinger, Candace Melehani and Danielle Hand
  - **Developers:** Osmar Medina, Suzanne Jarrett, Endale Weldemariam and Gurpreet Maini
  - **IIS Admin:** Kurt Shultz
  - **Release Manager:** Steve Schaffer
  - **Enterprise Architects:** Liep Huynh, Rob Tate
  - **Server Admin Team**
  - **ETS Test Team:** Phyllis Hight, Therese Rinkel, Pam Davis, Jyoti Nebhnani, Jane Tucker (no longer with DGS)