

STATE of CALIFORNIA

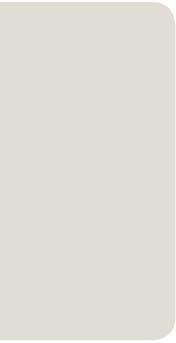
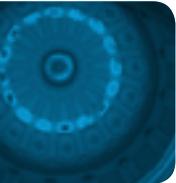
DEPARTMENT of
GENERAL SERVICES
STRATEGIC PLAN

2009-2013

January 2009

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A MESSAGE *from* *the* DIRECTOR

2 I am proud to present the Department of General Services Strategic Plan for 2009-2013. This Strategic Plan sets a course for DGS to make wide-ranging improvements that impact not only what we do, but the way in which we do it.

The Department of General Services is unique among California state department in that it oversees such a wide variety of services, ranging from real estate acquisition to fleet management to printing services to grounds maintenance at the state Capitol. Because our portfolio is so diverse, it has in the past been very difficult to convey one unified vision and mission to our customers.

Yet ultimately, all of our divisions share the same internal and external goals: to enable our customers' success, to improve our products and services, to value teamwork and to make DGS a truly great place to work. We have created a Strategic Plan with those overarching goals in mind, and we fully expect that when we look back at our accomplishments



in 2013, DGS will be a model organization providing superior services and products for our customers.

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This plan could not have been created without the valuable input of both customers and our employees. Their voices are reflected in every paragraph throughout this document. Because the strategic planning process was so inclusive, I have high hopes that our customers and employees will clearly see their needs reflected, and will embrace this opportunity, moving away from the status quo and creating a workplace of which we can all be proud. This Strategic Plan is our blueprint for change.

Together, we can and will embody the image so clearly set out by our new vision statement: “Excellence in the Business of Government.”

WILL BUSH

Director

PROGRAMS *and* SERVICES OVERVIEW

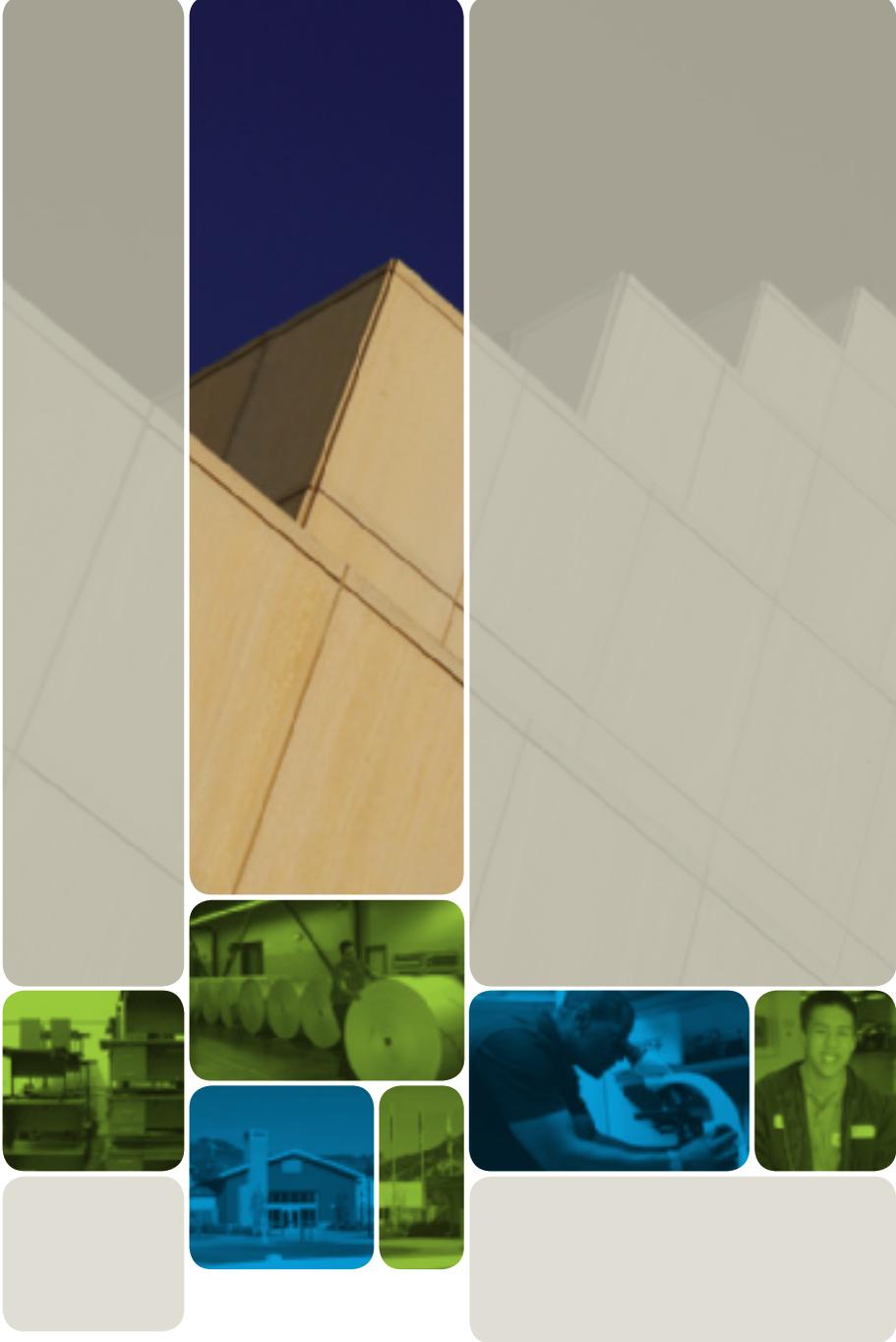
The Department of General Services (DGS) serves as business manager for the state of California, with more than 4,000 employees and a budget in excess of \$1 billion. DGS helps California state government to better serve the public by providing a variety of services to state agencies through innovative procurement and acquisition solutions, creative real estate management and design, environmentally friendly transportation and funding for the construction of safe schools.

Recent accomplishments include:

- 4 **Power purchase agreements** – DGS crafted several solar agreements with the California State University system, allowing more than 15 of its facilities to tap into solar power without paying the typical up-front costs. Solar service provider SunEdison will finance, build and operate the systems, while the campuses will pay only for the electricity, at prices equal to or less than current retail rates. DGS also negotiated similar arrangements for two state prisons, a state mental hospital and a Caltrans regional headquarters.

eProcurement – This Web-based, comprehensive procurement system consolidates all of our procurement services in a single online portal, accommodating state, supplier and local government users. The result is improved overall business methods, streamlined processes, better data, expanded access, greater transparency into our contracting methods, and increased efficiency and customer satisfaction.





Fleet Asset Management System (FAMS) – This statewide fleet data “warehouse” captures multiple sources of inventory and operational fleet information from reporting agencies, providing a more efficient tool for collecting and reporting statewide fleet inventory and utilization data.

“Grid neutral” initiative – DGS is helping California schools and community colleges cut energy costs through on-site electricity generation. It is the first comprehensive program for creating campuses that generate as much electrical energy as they consume in a year through the use of solar and wind power, as well as thermal installations that pump ground warmth for heating water and air. Tips for becoming grid neutral are outlined in our step by step guide* available on the Division of the State Architect’s Web site.

Green building – DGS is “greening” hundreds of buildings under the governor’s “Green Building Initiative” (Executive Order S-20-04†) which calls for public buildings to be 20 percent more energy efficient by 2015. As the state’s real estate builder, planner, and manager, DGS embraces the Leadership in Energy and Environmental Design (LEED)§ standards set by the U.S. Green Building Council, and more than 200 building renovations and new construction projects managed by DGS are currently pursuing LEED certification. This implementation of sustainable building practices and reduction of energy and resources used in public structures statewide is resulting in lower greenhouse gas emissions and energy savings for California.

* www.dsa.dgs.ca.gov/OtherProg/gridneutral.htm

† www.energy.ca.gov/greenbuilding

‡ www.gov.ca.gov/executive-order/3360

§ www.green.ca.gov/greenbuildings/leed.htm

Forward-thinking development – The first major effort of its kind in four decades, our Sacramento Region State Office Planning Study* evaluated the 40-year projected state office occupancy needs in the Sacramento region. This comprehensive overview of future regional development patterns identified possible areas that could accommodate state programs in the future. The findings were presented in a working document, which can be updated based on changing conditions as well as city and county input.

Lease savings – DGS is proactively renegotiating building leases statewide resulting in new contract terms during the current down market. Through the California Facility Assessment Team, we are working with lessors that are willing to lower current lease rates that state agencies are charged if the state agrees to extend the life of the lease, resulting in a savings for California of millions of dollars.

DGS includes the following divisions:

The Real Estate Services Division provides comprehensive real estate services to all state agencies. Comprised of five operational branches, RESD conducts asset planning, property sales and acquisition, project management, architectural and engineering services, leasing and planning, property management and building maintenance, construction management, energy efficiency and supply programs, and environmental assessments.

The Procurement Division oversees state procurement policies and provides purchasing services, helping departments achieve their missions. It delegates purchasing

* www.dgs.ca.gov/planningstudy.htm

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 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.

The Administration Division provides high-quality customer service for our internal and external clients. Support services include maintaining budgetary resources, uniform and consistent financial and human resources support, risk and insurance management expertise, information security and privacy, and other research and business functions needed by our clients.

The Office of Administrative Hearings consists of two divisions and six regional offices statewide. The General Jurisdiction Division provides the adjudicatory and alternative dispute resolutions 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 Office of Legal Services provides leadership, information and training to state agencies in the state contracting process.



The Information Technology Services Division

provides appropriate and timely technical and business support critical to DGS operations. This division offers a single point of contact for issue resolution; training; application and project support; Internet support (including content management tools, online meetings, video conferencing and more); plus information on IT policies, procedures, planning and studies.

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

The Office of Fleet and Asset Management 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.

The Office of Public School Construction serves as staff to the State Allocation Board, facilitates the processing of 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 State Publishing 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 DGS STRATEGIC PLAN OVERVIEW

The DGS Strategic Plan is comprised of the following elements:

The *Vision of Success* defines the outcomes which we hope to achieve through successful implementation of the strategic plan.

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 will be used in fulfilling our mission and vision.

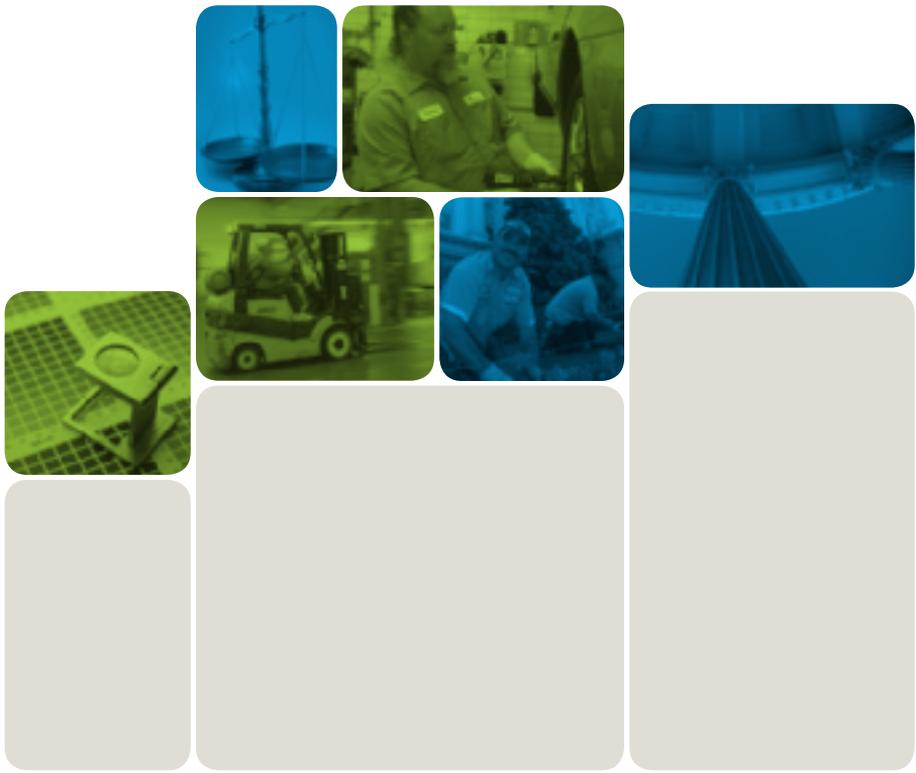
A *Vision Statement* creates an inspiring picture of what we would like the organization to become in the future. It is not bound by time, represents continuing purposes, and serves as a foundation for a system of strategic planning. It is intended to provide purpose, demonstrate long-term direction, and depict a strong identity of who we are as an organization.

The *Mission Statement* succinctly describes the reason for our agency's existence. It addresses what our organization does, why, and for whom.

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 three years.

Strategies are the defined means of meeting the goals.

These elements are defined for DGS in the following pages.



VISION OF SUCCESS

Our Vision of Success defines what our organization will look like at the conclusion of 2013. Our external and internal stakeholders will recognize the following improvements within all DGS programs:

We Are Customer Centered. We are dedicated to ensuring customer success. Everything we do serves the missions of our customers. Our stakeholders recognize DGS as a customer-centric organization. DGS responds positively and cooperatively to meet customer needs and finds innovative solutions to their problems. We routinely gather internal and external customer input to design and enhance the wide range of services we provide. We empower our customers and business partners by providing them with access to the data and information they need.

We Deliver Efficient and Effective Results. At all levels of DGS, we strive to streamline our processes. Our employees continue to identify and implement ways to reduce operating costs while maintaining or improving the quality of our products and services, which sometimes means doing business in entirely new ways. We make informed business decisions based on analysis of data generated from our programs and customers. This feedback ensures that we allocate resources to reach our goals and provide our clients with the services they expect. All core business processes have become automated and efficient. We are customer focused, technologically advanced and information-literate. As a result, customers benefit from ease of use and the ability to secure the products and services that provide the best value.

We Work as One Enterprise. We believe in teamwork. We deliver our services and products from an enterprise perspective, considering the statewide impacts of all DGS business lines and services. While all divisions share the same organizational goals, we recognize each for its individual contributions towards DGS' success. Customer success and satisfaction are more important than divisional boundaries, and this perspective guides our business decisions. All DGS employees are encouraged to communicate freely across divisional and departmental lines and to work in cross-functional teams to solve enterprise problems. We embrace collaboration and partnerships, and we value input and feedback from our internal and external stakeholders to enhance our operations.

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We Are a Strong Organization. DGS is a great place to work. We ensure that our core values—integrity, accountability, communication, excellence, innovation and teamwork—guide our operations with each interaction. Employee recruitment, development, retention and satisfaction show that DGS is an employer of choice. We recognize, value and retain institutional knowledge as an integral part of the organizational tapestry. DGS has minimized the impact of workforce retirement through aggressive recruitment and outreach. We value our employees and invest in their growth by offering pertinent training, challenging job opportunities and structured mentoring programs. DGS managers establish broad business goals and then empower staff to achieve the desired outcomes in ways that are entrepreneurial and innovative.

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 we do.

Communication

We listen and share information openly and honestly 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 our organizational diversity and work together to achieve great results.

VISION STATEMENT

Excellence in the business
of government.

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Mission Introduction

DGS supports government agencies by providing oversight and a wide variety of services that include: real estate, fleet and asset management, procurement, schools, publishing, administrative hearings, insurance and risk management, financing and other administrative services.

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MISSION STATEMENT

We deliver results by providing timely, cost-effective services and products that support our customers.

GOALS AND STRATEGIES

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

GOAL I *We are Customer Centered*

Strategies

- A. Provide customers access to our operations through multiple channels (i.e., call in, walk in, click in) to enhance and expedite communication.
- B. Establish measurable service level agreements for all products and services.
- C. Establish collaborative service level agreements for projects requiring multi-divisional services.
- D. Design and implement measurable processes and systems to continuously evaluate and enhance service delivery.
- E. Treat customers respectfully and equitably.



GOAL 2 *We Deliver Efficient and Effective Results*

Strategies

- A. Identify and implement ways to reduce operating costs.
- B. Use data to make informed business decisions and allocate resources.
- C. Provide timely delivery of services to our customers.
- D. Use information technology processes to provide key services to our customers.
- E. Reduce timeframe for decisions/determinations within DGS divisions.
- F. Communicate and coordinate across all DGS divisions to adopt innovative solutions and operational efficiencies.

GOAL 3 *We Work as One Enterprise*

Strategies

- A. Deliver services and processes from an enterprise perspective through collaboration and partnerships with internal and external customers.
- B. Implement processes that include multidivisional participation to improve customer services.
- C. Promote participation on cross-functional work teams to solve problems.
- D. Utilize existing or create new forums to improve cross-divisional and vertical communication.
- E. Establish and market an enterprisewide orientation/ training program.





GOAL 4 *We Are a Strong Organization*

Strategies

- A. Be an employer of choice.
- B. Treat employees respectfully and equitably.
- C. Recruit, hire and retain highly skilled employees who can respond creatively to customer demands.
- D. Invest in employees' growth by offering training, career development and opportunities for equitable upward mobility.
- E. Empower employees to act entrepreneurially and innovatively.
- F. Recognize and reward employees who model the core values of DGS.
- G. Promote leadership training programs at all levels of the organization.
- H. Actively solicit better ideas and improved ways to do things from everyone at DGS.

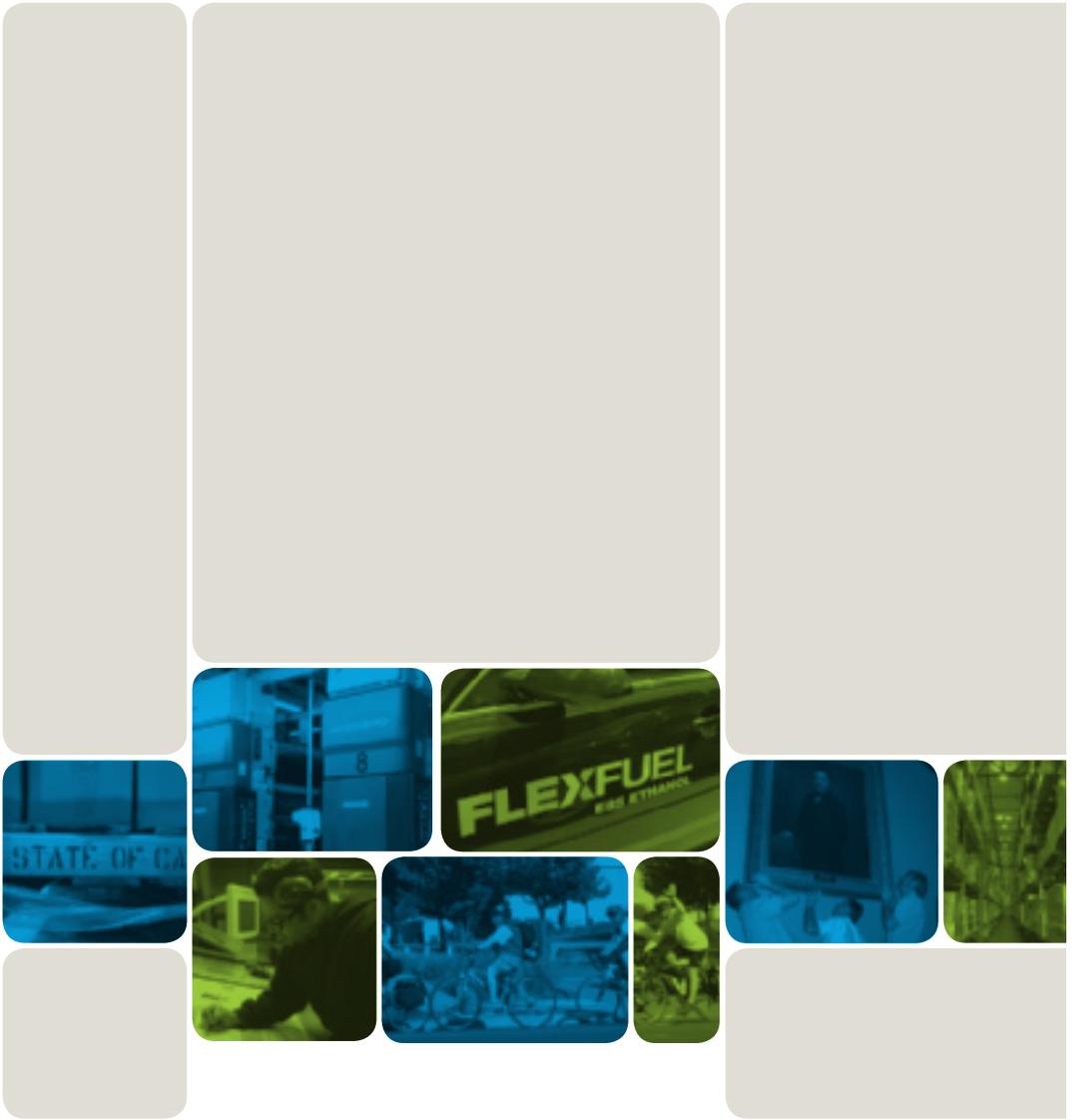
OUR STRATEGIC PLANNING PROCESS

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In support of our overall Strategic Plan and in continuance of the strategic management process, each DGS division and office is creating detailed business plans that identify objectives and contain action plans that align with the department's goals. DGS divisions and offices are using these plans to guide operations, prioritize workload and allocate resources. As part of our continuous improvement process, each office will provide regular status reports. Ultimately, the division and office plans will also contain performance measurements that will provide the necessary information to evaluate our progress and improve our services to better serve our customers.

DGS by the Numbers:

\$1 BILLION	Total annual DGS budget
4,000	Number of employees in the department
22,272	Number of state-owned buildings and structures for which DGS is responsible
48,937	Number of cars for which the pollution is offset by DGS' solar power purchase agreements
495 TONS	Amount of material sent by the Surplus Property Program to local recyclers in 2008, including metal, e-waste, paper and cardboard
12,000 TO 14,000	Number of cases handled annually by the Office of Administrative Hearings
12.1 MILLION	Number of pounds of paper recycled by the Office of State Publishing each year
2,500	Approximate number of contracts administered by DGS
\$250 MILLION	Annual rent collected from DGS-owned and managed buildings
3,729,650	Number of kids put into new or modernized classrooms by the Office of Public School Construction
3,500	Average number of plans reviewed by the Division of the State Architect annually



ARNOLD SCHWARZENEGGER
Governor

FRED AGUIAR
Secretary – State and Consumer Services Agency

WILL BUSH
DGS Director

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