

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

6/14/16

2. Department

Department of General Services

3. Organizational Placement (Division/Branch/Office Name)

Facility Management Division (FMD)

4. CEA Position Title

Assistant Deputy Director, Special Repairs - FMD

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Department of General Services (DGS) proposes a new CEA titled Assistant Deputy Director, Special Repairs - Facilities Management Division (FMD). The CEA will be responsible for managing the special repair and deferred maintenance program for all state owned buildings statewide. The most sensitive buildings DGS manages include the State Capitol, the Legislative Office Building, the Board of Equalization and the Resources Building. All of these facilities have politically sensitive maintenance issues. This new position will allow the daily operations to be covered by the other Assistant Deputy Director. The Deputy Director can focus on the development of new building maintenance policy.

6. Reports to: (Class Title/Level)

FMD Deputy Director

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st 2nd 3rd 4th 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Deputy Director, Facility Management Division (FMD), the incumbent is the expert on deferred maintenance for all state owned buildings.

The incumbent will plan, organize and direct the repair of state owned buildings; exercise administrative control over contracted work for major capital outlay repair and remodeling of these buildings; and direct the preparation of major capital outlay cost estimates for construction and repair work. The incumbent is responsible for providing policy and procedural advice to the FMD Deputy Director and DGS executive management on all aspects related to these buildings with special attention on the State Capitol, the Legislative Office, the Legislative Office Building Annex, and buildings that are not structurally compliant with the Americans with Disabilities Act (ADA); developing and implementing new departmental policy and procedures for the repair of all buildings; developing and implementing policy and procedures specific to restoration of the State Capitol and the Legislative Office Building; and administering guidelines to ensure that policies are applied consistently. The incumbent will plan and organize the workload and related activities of the various functional specialties; resolve policy conflicts; develop and implement policies and processes for meeting service agreements; establish performance goals; develop and implement strategic planning and long-term goals; review, approve and execute contracts and various legal documents for the management of repair/restoration work needed on all state owned buildings and develop and maintain cooperative relationships with all levels within DGS, the State Capitol, the Legislative Office, the Legislative Office Building Annex, the Department of Finance, client agencies, environmental and citizen groups and representatives of the business community.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: DGS' mission is to deliver results by providing timely, cost-effective services and products that support our customers while protecting the interests of the State. FMD is the largest division and provides critical services directly related to DGS' primary mission. FMD provides comprehensive property management plans to all state agencies - deferred maintenance, restoration of historical buildings, construction management, energy efficiency and supply programs, and environmental assessments. The proposed Deputy Director, Special Repairs - FMD, will focus on policy with specific dedication to the State Capitol, the Legislative Office and the Legislative Office Building Annex which is critical in order for DGS to focus on the specific needs of these highly political and sensitive buildings along with the repair and maintenance of other highly visible properties.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The current management structure is not sufficient to effectively manage the large realm of FMD. Currently, FMD has a Deputy Director and one Assistant Deputy Director, Operations - FMD, overseeing all of FMD. The oversight includes management of over 200 DGS owned and state owned office buildings which encompass over 24 million square feet of office space and over 100 acres of grounds, management of an operating budget of \$450 million, and management of 1634 employees.

The proposed Assistant Deputy Director, Special Repairs - FMD, is responsible for planning, organizing and directing the repair of the state's facility portfolio. Examples of repair and restoration include the State Capitol, the Governor's Main and Private Office, Legislative Office Annex, Treasurer's Office, Secretary of State Office (Archives Exhibit), the San Francisco Civic Center (security/safety reasons - houses the Supreme Court, Court of Appeals, Department of Justice), and the Ronald Reagan Building (security/safety reasons - houses the Lieutenant Governor, Secretary of State, Supreme Court, and Department of Justice). The majority of the state's facility portfolio consists of aging buildings that were build before the ADA was enacted. These buildings require major repairs to bring them into compliance. The CEA will have oversight of a \$42.4 million budget with increases as the repair projects become fully funded.

The proposed Assistant Deputy Director, Special Repairs - FMD, is responsible for changing current policy for state owned buildings to address new repair planning methodologies, safety measures, sustainability and security planning to address current and new issues.

Repair issues are a major concern within the FMD. These valid issues have been brought to our attention through different sources such as Agency, tenants, contractors, legislative personnel, etc. The safety of those who work and/or are present within the these buildings and the management of the integrity/value of the state holdings, the sensitive political nature of those within the Sacramento, Bay Area, and Southern California have an abundance of media attention where the buildings are extremely sensitive and require a high-level position dedicated to enact the necessary changes.

DGS takes the issues brought to its attention seriously. DGS is making many changes to current policies and processes that will commence with the State Capitol, the Legislative Office and the Legislative Office Building Annex.

In order to evaluate deficiencies and make effective changes, the incumbent will evaluate the current repair schedule in this region, including the vast issues that have been raised, and determine the reasons for failures. An integral part of this evaluation is to review the current repair/restoration practices to determine what must be changed to result in completing these repairs in a timely, cost effective and energy efficient manner. The incumbent will seek new avenues to better estimate building repair life cycles, plan for scheduled repair, and develop a system that will ensure that repairs/restorations do not fall behind and create more costly repairs.

It is imperative to the successful management of these highly sensitive and political buildings, and ultimately to FMD, to change the culture to a more positive and productive repair program.

Due to the high political nature and sensitivity associated with the State Capitol, the Legislative Office and the Legislative Office Building Annex, as well as the uniqueness of overseeing historic buildings that also house historic items, DGS has identified the need for a high-level policymaking position, such as a CEA, to assist in the much-needed change. This position will work with DGS executive staff, RESD management, Agency, the Governor's Office, Department of Finance, Statewide departmental Directors and other high-level staff within state government to effect changes that will ensure protection of the historical architecture of the buildings, items that are housed within them and grounds surrounding them.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The incumbent will be responsible for the development of policies, procedures and schedules for:

- * Restoration, remodeling and insuring historic artifacts, real estate assets and antiquities. This will include, but is not limited to: developing policy on the appropriate repair and display of antiquities, artifacts, and other extremely unique items to ensure the state's assets are protected; and developing operational controls and schedules that will provide the utmost care to preserve all of the original media that remains. The incumbent will set policies regarding the restoration of these assets that typically require "museum quality" restoration technique. Unlike the "invisible" restoration which places importance on structural reinforcement and cosmetic restoration, "museum quality" restoration stresses conservation of the item, ensuring its longevity. Additionally, the incumbent will develop policy on the valuation of real estate assets, artifacts and antiquities to determine insurance levels are appropriate.

- * Positive and sustainable change in how repairs/restorations are done for all state owned facilities with a major focus on the State Capitol, the Legislative Office and the Legislative Office Building Annex. Through this process the incumbent will achieve the vision of the Governor and the Agency regarding the future of the these buildings. Through collective efforts of the incumbent, partners and stakeholders, these buildings will become stronger and more sustainable while maintaining the integrity and value of its resources. We will position ourselves to be effective in protecting California's most valuable and cherished resources, providing the best services and experiences that Californians should expect from their State Capitol.

- * Policy and procedural guidelines for bringing our aging building structures into compliance with the ADA and keeping them compliant. In addition to the ADA repairs, there are structural, roofing, fire systems, HVAC systems, etc. replacements or repairs that are of an urgent concern. The Governor's Office approved \$ project budget to complete these needed repairs.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The incumbent will have full decision-making authority necessary to oversee and effect change in all politically sensitive building environments. Developing a secure and safe environment for the Legislature, constituents utilizing the building, and historic facets is paramount to the responsibilities of this position. The incumbent will work closely with the FMD Deputy Director, DGS Director and the Government Operations Agency Secretary, as well as the high-profile Legislature and legislative staff on a wide variety of media-sensitive issues to ensure collective understanding of such, and will lead valuable communication of the processes to effect necessary changes.

The operational mandates for some of these buildings are unique and vast based on the role that California's State Capitol plays in the United States of America and the world. California is a leader within our nation and as such, the State Capitol is an extremely high-profile and diverse business operation.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The incumbent will develop and implement new policy and interpret and implement existing Real Estate Services Division (RESA), Building Standards Commission, FMD and DGS policies. New policy must be developed and implemented to make much-needed changes affecting how the repair/resoration of the state's assets are completed. The number of complaints and concerns brought forth by the political staff housed in these buildings has steadily increased over the last few years. Due to the serious safety concerns that have surfaced regarding the lack of repair within these buildings, the incumbent will be developing and implementing new policy in the areas of building repair planning, repair life cycles, and repair tracking for these highly sensitive and political buildings.