

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, Operations - 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 to split the functions of the above position and add an additional CEA (See package for new CEA). The Assistant Deputy Director, FMD will be responsible for managing all state owned buildings. Included in these buildings are the State Capitol, the Legislative Office Building (LOB), the Board of Equalization and the Resources Building. These are the most sensitive properties that DGS manages due to the extremely high-level political figures working within them, media interest and the level of maintenance required. Because of this, DGS has identified the need to have a high-level position assist in the oversight of all state owned property..

6. Reports to: (Class Title/Level)

Deputy Director, FMD - Exempt

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, FMD, the incumbent is the building property management expert for all state owned buildings.

The Assistant Deputy Director, Operations - FMD, will plan, organize and direct the daily operation and maintenance of these state-owned buildings and exercise administrative control over contracted maintenance work of these buildings. The incumbent is responsible for providing policy and procedural advice to the Deputy Director and DGS executive management on all aspects related to these buildings with special attention on the State Capitol, the Legislative Office and the Legislative Office Building Annex; developing and implementing new policy and procedures specific to all buildings; developing and implementing policy and procedures specific to the State Capitol and LOB; and administering guidelines to ensure that policies are applied consistently. The Assistant Deputy Director, Operations - FMD, 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 real estate services and building property management; 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 of California. The FMD is the largest division within the department and provides critical services directly related to the department's primary mission. FMD provides comprehensive property management services to all state agencies. Comprised of two operational branches, FMD conducts asset planning, project management, building maintenance, construction management, energy efficiency and supply programs, and environmental assessment. Having two Assistant Deputy Directors will allow for the focus to be split between the daily operations and the long term special repairs. This will allow the FMD Deputy Director to focus on policy with a specific dedication to the State Capitol, the Legislative Office and the Legislative Office Building Annex is critical in order for DGS to focus on the specific needs of these

**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 oversight role of the Assistant Deputy Director, Operations - FMD, includes the daily operations of over 200 DGS-owned and state agency-owned office buildings, which encompass over 24 million square feet of office space and over 100 acres of grounds. This responsibility is statewide, with buildings from Redding to San Diego. The Deputy Director is the state's real estate services and building property management expert responsible for providing policy and procedural advice to the DGS Policy Executive Committee; developing and implementing new policy and procedures; managing and administering an operating budget of approximately \$397.6 million and a multidisciplinary staff of over 1500 employees.

DGS has identified the need for an additional Assistant Deputy Director, Special Repairs - FMD, CEA B position that will assist the Deputy Director in developing a comprehensive Capital Outlay and Repair program, lifecycle planning, organizing and directing the repair/restoration of the state's facility portfolio including the highly political and sensitive State Capitol, the Legislative Office and the Legislative Office Building Annex. The existing CEA The State Capitol houses the offices of the Governor, Lt. Governor, Senate President Pro Tem and Assembly Speaker along with 118 legislators; this is the highest-profile government building in the state.

The Assistant Deputy Director, Operations - FMD is responsible for changing current guidelines for state owned buildings to address new management methodologies, safety measures, sustainability in maintenance and security planning to address current and new issues.

Personnel 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 profuse media attention when the buildings are extremely sensitive and require a high-level position dedicated to enact the necessary changes.

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. This incumbent will have shared responsibility of effecting these changes.

In order to evaluate the deficiencies and make effective changes, the incumbent will evaluate the current staffing, 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 employee hiring/promoting patterns and practices to determine what must be changed. The incumbent will seek new avenues to recruit better quality employees for classes such as custodian, supervisors, managers, etc.

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

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 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 quality staff in this region, as well as protect 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.

In addition to the everyday policy and procedural issues within the program area, the incumbent is responsible in the development of policies, procedures and schedules for:

- \* Restoration, maintenance and insuring historic artifacts and antiquities. This will include, but is not limited to: developing policy on the appropriate 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 for 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 in green and sustainable endeavors. Through the collective efforts and continued dedication 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, and to become more nimble in the future. The incumbent has an opportunity to achieve excellence as he/she transforms California's treasured State Capitol into a world-class model for real estate services and building property management.
- \* Initiatives for security planning such staffing, electronic security systems, safety planning, and emergency responses. The incumbent will ensure projects are undertaken with clear business objectives, accurate costs, and realistic schedules. The new process will include multiple stages that require the incumbent's approval before projects can begin.

**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 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 Assistant Deputy Director, Operations - FMD, will develop and implement new policy and interpret and implement existing FMD/RESD/PD/DGS policies. New policy must be developed and implemented to make much-needed changes affecting those who are employed by DGS who have access to high-profile legislative staff, U.S. government officials, foreign dignitaries, and adult and minor citizens who tour the Capitol and/or region. 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 DGS staff working within these buildings, the CEA position will be developing and implementing new policy in the areas of internal/external recruitment and hiring practices for these highly sensitive and political buildings, as well as ongoing security measures for employees hired to work in the State Capitol.