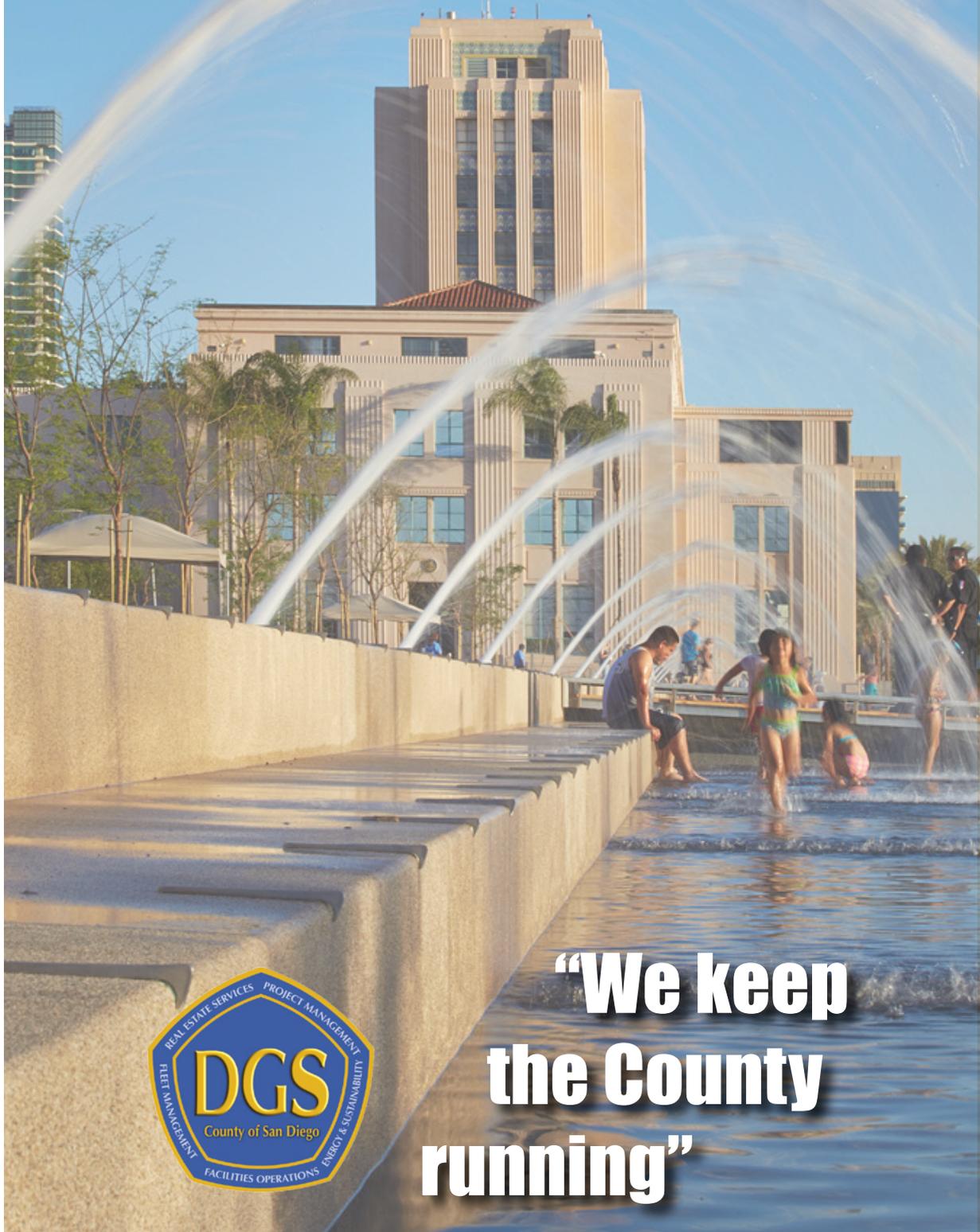


# County of San Diego

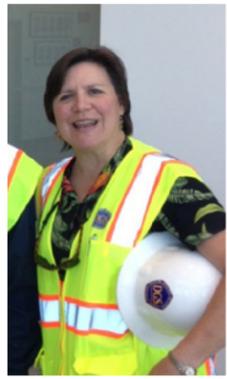
## Department of General Services



**“We keep  
the County  
running”**

**FY 2013/14  
Annual Report**

# From the Director



## DGS Continues to Show the County:

### *One Mission, One Team, One Voice!*

Thank you to our employees, clients and contractors for making Fiscal Year 2013/14 an incredible success! It takes a professional, dedicated,

and well-coordinated team to deliver the wide-variety of services needed to keep our County departments supported so that they can deliver the best possible programs to the public. We set the bar high and achieved extraordinary results!

The achievements and recognitions on these pages only represent a sample of the level of professionalism and teamwork that was demonstrated day in and day out by all of you, and they are the reason why DGS has been recognized by not only the Board of Supervisors, but multiple organizations outside of the County.

Vince Lombardi said, "The only place success comes before work is in the dictionary," and I know that it takes a lot of hard work by all of our team to achieve these successes. When I accept an award, plaque, or kudo on behalf of the department I am proud to say that I have the

County's best and brightest team working to solve the most complex issues!

We have accomplished great things, but we know that the only easy day was yesterday and in order to continue to provide world-class services we must innovate to stay ahead of technology, regulations and other requirements. As we face new challenges ahead, I know I can count on all of you to keep charging forward to make this year even more successful than the last because of your dedication to excellence in all we do.

Together, as a team, we support the County's mission and goals as reflected in the Strategic Plan. With one voice, we will continue to provide superb customer service to our internal and external clients based on the relationships we have built, and will continue to build, with our teammates.

By working together as a team and speaking with one voice we will achieve our vision to be "a trusted advisor and not just a service provider" to all our clients.



# Department Recognition

## Business Unit Leadership

- \* Hosted Government Fleet Expo and facility tour
- \* Hosted County GSA 2014 Conference
- \* Andrew Bohnert served as Jury Foreman for first annual CCAEA (California Counties Architects and Engineers Association) Capital Project Excellence Awards program

## Industry Recognition

- \* 3 NACo 2013 Achievement Awards:
  - Mobile Maintenance
  - Wireless Radio Alarm Transmission System
  - COC Redevelopment for Consolidation and Efficiency
- \* 4th Best Public Fleet in the nation (up from 17th in 2013) by Government Fleet magazine
- \* Beacon Spotlight Award from Institute of Local Governments for climate change leadership



## New Construction Accolades

### County Operations Center ROV

- \* American Public Works Association (APWA) and Construction Management Association of America (CMAA) awards
- \* LEED Gold certification

### Rancho San Diego Sheriff Station

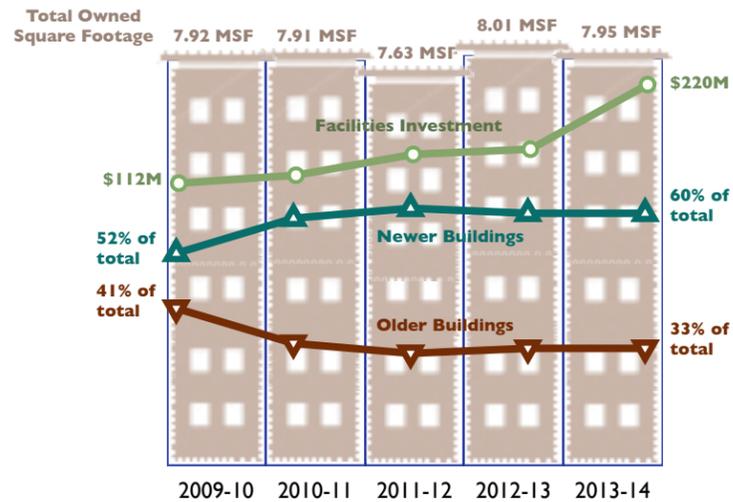
- \* CMAA Project Achievement and APWA Project of the Year awards

### Savings by Design

- \* Lincoln Acres Library
- \* Registrar of Voters
- \* Rancho San Diego Sheriff's Station



## Improving Owned Facilities



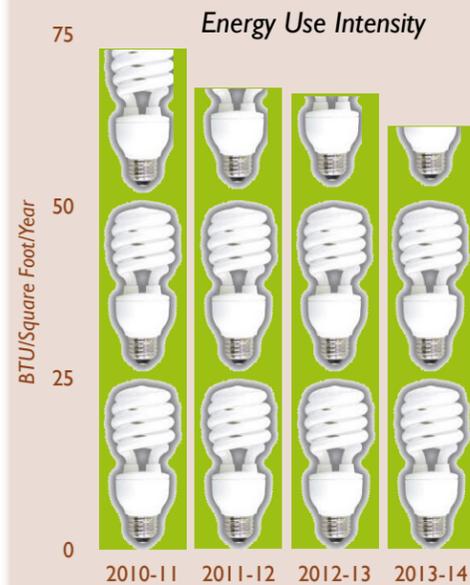
The Capital and Major Maintenance programs have helped increase the percentage of newer and more efficient buildings, replacing outdated buildings to help departments improve service delivery to the public.

## Real Estate Services



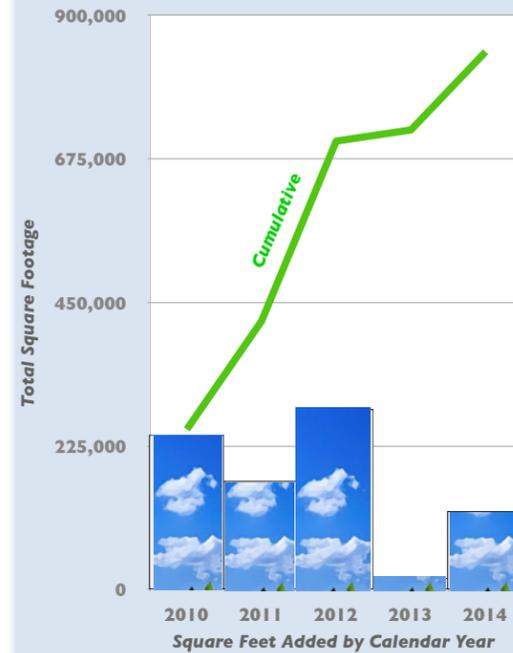
The Real Estate Services Division provides lease, acquisition and engineering services to County Departments. This Division measures success through the annual property inspections and leases paid on time. In Fiscal Year 2013-14, these measures all met or exceeded the previous year's measurements.

## Energy Efficiency



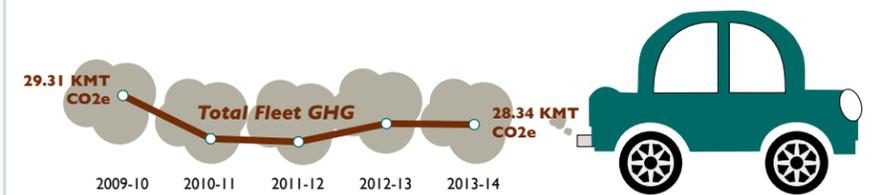
The total energy used by County facilities continues to decrease. In order to equalize the energy contained in electricity and gas, total energy is measured in BTU's (British thermal units) per square foot of building per year and is called Energy Use Intensity. In FY 2013-14 DGS implemented a variety of energy efficiency retrofits, retrocommissioning, and building automation projects which resulted in energy savings equivalent to the power used by 248 average homes.

## LEED Certified Buildings



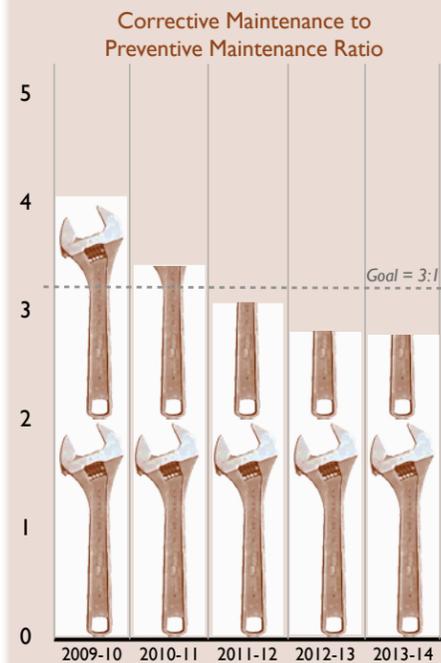
In fiscal year 2013-14 four facilities totaling over 142,000 square feet achieved Leadership in Energy and Environmental Design (LEED) certification: the Registrar of Voters (gold); Lincoln Acres Library and Community Room (gold); the Waterfront Park concession/restroom building at the County Administration Center (silver); and the Sheriff Wireless and DGS Shops building (certified). There are now 46 LEED New Construction certified buildings accounting for 849,575 square feet, or approximately 11% of County-owned buildings.

## Fleet Efficiency



Despite an increase in number of vehicles and miles travelled due to expanded County responsibilities, our inventory is more fuel efficient and greenhouse gas output is going down.

## Facility Operations



The mission of the Facilities Operations Division is to ensure that County Facilities continuously provide a healthy, safe, and productive environment for our client departments as well as the public we serve. The Corrective Maintenance (CM) to Preventive Maintenance (PM) Ratio over the last 5 years reflects a 31% improvement in facility readiness. Bottom line - less time is being expended on unanticipated failures and malfunctions in building support systems through regular maintenance of systems.

# Required Disciplines

## Accountability, Transparency, and Ethical Conduct

- \* Completed AB900 project audit, Las Colinas Detention and Reentry Facility

## Fiscal Stability

### Grants Received

- \* \$197,000 in Savings by Design Incentives for energy efficient construction
- \* \$500,000 to install Electric Vehicle Charging Stations

### Income from Sales

- \* Successful transfer of the COC Annex property to Kaiser Permanente for \$57.2M

### Cost Savings

- \* Saved almost \$700,000 in postage by processing over 8 million pieces of mail

## Regional Leadership

### Engagement

- \* Presented five topics at CGSA Conference
- \* Board officers on California Counties General Services Association (CGSA), California Counties Architects and Engineers Association (CCAEA), California Counties Facilities Services Association (CCFSA) networks of capital project and facilities management professionals across the State.

### Advocacy

- \* Continued improvements of Design-Build process with local professional organizations
- \* Successfully promoted SB785 (Wolk) consolidating and streamlining Design-Build authorities

## Skilled, Adaptable, and Diverse Workforce

### Certifications

- \* Fleet Technicians achieved 41 new ASE certifications
- \* John Sevco achieved Aerial Fire Apparatus Repair and Electrical Systems certifications
- \* Jose Victoria and Corey Masters achieved Aerial Fire Apparatus Repair certification
- \* 15 technicians completed Delco-Remy Alternator/Starter training and received certificates of completion
- \* Marc Cass, Mark Zabonik, and Charley Marchesano achieved Associate Design Build Professional (DBIA) certifications
- \* Deborah Bailey and Pat Zeitounian achieved their Broker's License

### Staff trained

- \* Continued comprehensive staff training plan covering a variety of safety, compliance, fiscal management, and professional practices topics
- \* Leadership Enhancement Skills Training (LEST) for 52 supervisors and managers
- \* Developed New Employee Onboarding Program to benefit newly hired employees, set expectations, and acclimate new team members to the Department and County culture
- \* Collaborated with Palomar College to develop a Fleet Internship Program to provide hands-on experience in the automotive field and encourage students to become interested in employment with the County
- \* Promoted workforce diversity by supporting veteran's outreach efforts, participating in career fairs, speaking to military, veterans, and their families about employment opportunities

## Customer Satisfaction

- \* The Project Management Division *"is where the 'rubber meets the road' with regard to engineering and innovation. The threading, professionalism and timeliness of their involvement is appreciated, and their professionalism is matched by few."* Jose Aponte, Director, Library Services
- \* Clients are talking about Fleet:
  - *"Your mechanics are great trouble shooters!"*
  - *"We appreciate your positive work attitude and technical expertise"*
  - *"The repairs were completed quickly. I always appreciate the fast turn around I get"*
  - *"Every time I drop off my vehicle it comes back in a timely manner and the problem is fixed the first time"*

## Continuous Improvement

### Functional Threading

- \* Drafted Commissioning/Transition to Operations processes which were implemented at new Sheriff facilities
- \* Developed survey and analysis for Facility Effectiveness Assessment Tool, which integrates department program delivery with facility evaluation and creates consistent prioritization across departments and programs
- \* Re-established capital project coordination process with PDS, DPW and DEH for early review and identification of entitlement and permit criteria

## Essential Infrastructure

- \* Completed 327,000 square feet of new facilities, replacing 357,600 square feet of older buildings and decreasing the average age of buildings in the portfolio (facilities under 30 years old represent over 62% of total inventory).

- \* Solicited Request For Proposal for Design-Build-delivery of first County building to be certified as Zero Net Energy
- \* Expended \$19 million in Major Maintenance (MM) projects
- \* Completed 117 MM projects, including: Renovation of El Cajon FRC; Replacement of Mills Building exterior cladding; remodel of District Attorney offices at Hall of Justice; Parking lot resurfacing for South Bay Regional Center; and provided back up power for nine critical Sheriff radio facilities
- \* Extended Building Automation System to 4 facilities (approximately 475,000 square feet) to monitor and maintain proper, efficient operation of building systems

## Information Technology

- \* Implemented a new call distribution phone system to replace the services formerly provided by the Sheriff's Station M
- \* Installed the network and telephony infrastructure for the new Registrar of Voters building at the COC campus, including the ability to quickly scale services up and down to support ROV's needs during election
- \* Developed data driven dashboards in Fleet's M5 management information system for supervisors to easily manage workloads, labor time, and overdue preventive maintenance jobs
- \* Deployed a new Client view in M5 for clients to easily access information on their vehicles and fuel usage
- \* Developed a streamlined process for provisioning Information Technology services at a new County site for more direct control over IT project timeline, costs and services

# Safe Communities



## Featured Project Las Colinas Detention and Reentry Facility

Resembling the feel of a community college campus, this replacement of the aging Las Colinas Detention Center contains 475,000 sq ft with 1,216 Beds on 45 acres. Phase 1 of the \$289.1 million project was occupied in August 2014. Phase 2 began construction in Fall 2014 after the former Las Colinas Structures were removed.



*I am very satisfied with the work your team has completed to date on the new women's jail project. They are knowledgeable, task oriented, and easy to work with.*  
Brian Sampson, SD Sheriff

## Project Team



Andrew Bohnert



Lara Hirsch  
(Vanir Construction Management)



Tanya Eames



Jim Davis



Clyde Byas



## Other Team Projects

\* PUBLIC SAFETY VEHICLES  
Fleet acquired new generation of fire apparatus for public safety, and is helping the Sheriff's Department transition to new energy efficient patrol vehicles



\* PINE VALLEY SHERIFF'S SUBSTATION  
This facility serves Descanso, Pine Valley, Mt. Laguna, Boulevard and Jacumba communities, houses 7 sworn deputies and 30 Senior Volunteer Patrol members, cost \$3.75M, and was nominated for a 2014 Orchid Award



\* RANCHO SAN DIEGO SHERIFF'S STATION  
Improves strategic access to Spring Valley, Jamul, La Presa, Mt. Helix and unincorporated areas around La Mesa and El Cajon, houses 100 staff relocated from Lemon Grove. This 27,000 sf facility sits on 15 acres and cost \$17.5M



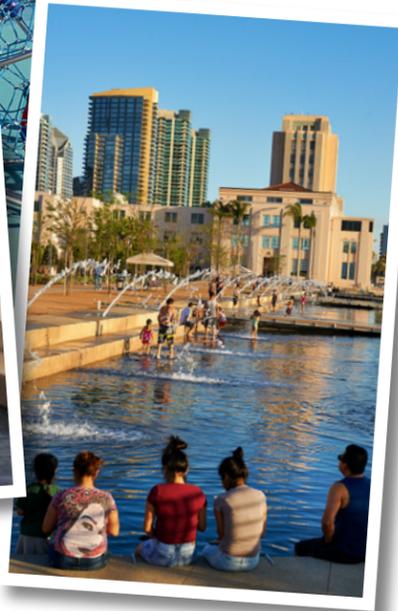
\* EAST MESA REENTRY & REHABILITATION FACILITY  
400 New Reentry beds to accommodate lower level offenders being transferred from State to County custody, cost \$40.46M to construct

# Healthy Families



## Featured Project: County Administration Center Waterfront Park

Project completed and Grand Opening was held May 10, 2014.  
Project features include: 8 acres of landscaped park, a large children's playground, 80,000 gallon recreational water feature, 3 themed gardens, and an underground garage. Located on the Embarcadero downtown San Diego, the park offers a unique waterfront view for users.



*"It's so nice to be in the middle of downtown and have green and water and places for kids to go and people to have picnics. It's almost like public art!"*  
Guest at Open House

## Project Team



Charles Marchesano



Suzanne Evans



Ken Frederiksen



Wendy Voight



## Other Team Projects

- \* **OPEN SPACE ACQUISITION**  
Acquired 534 acres of open space for Parks and Recreation Department (DPR), which included the Bottle Peak open space to provide wildlife linkage to other properties
- \* **COC ANNEX SOLD**  
Completed sale of COC Annex property to Kaiser Permanente for \$57.2M for a new regional hospital
- \* **STUDENT INTERNSHIPS AND MENTORING**  
Collaborated with Palomar College to establish and formalize a vehicle maintenance training and development program providing internships and mentoring of students for future employment opportunities
- \* **24-7 LIBRARY KIOSK**  
Installed the 24-7 Library Kiosk at the County Operations Center with convenient parking and access to County customers on Overland Ave. Also installed a kiosk in Bonsall

# Sustainable Environments



## Featured Project: Registrar of Voters

The Registrar of Voters building on the County Operations Center campus is a 118,500 square-foot multipurpose facility that serves as the new headquarters for the ROV. It houses administrative offices and voter services center, as well as miscellaneous Sheriff, Probation, Auditor, and Mail functions. With many sustainable resource-conserving features, this building is LEED Certified at the Gold level.



*"Our new home has a much more open design, has superior natural lighting and is climate controlled. All of it makes for a more welcoming place for the public and a healthier place for the Registrar of Voters Team to work."*  
Registrar of Voters, Michael Vu

## Project Team



Jeff Redlitz



Debbie Bailey



Craig Gibson



Gil Chavez



Josh Schlosser



Christine Wang



Bianca Lee-Cristaldi



## Other Team Projects

- \* VISTA DETENTION FACILITY WATER CONSERVATION  
Saved over 21 million gallons per year and \$161,000 in annual water costs
- \* LINCOLN ACRES LIBRARY  
27 kW photovoltaic system helped bring the energy use per square foot to 1/4 that of a typical library (15.7 kWh/Square Foot/year)
- \* LIGHTING MODERNIZATION  
Completed eight lighting modernization projects representing savings of approximately 971,000 kWh/yr and \$291,300 in annual energy costs
- \* HIGH PERFORMING BUILDINGS  
Implemented improved building operating control strategies at County Operations Center facilities to meet High Performing Building standards for electrical consumption (less than 12 KiloWatt hours per square foot per year)
- \* ELECTRIC VEHICLE INFRASTRUCTURE SUPPORT  
Secured a \$500,000 grant from the California Energy Commission to provide the infrastructure for public facing electric vehicle charging stations
- \* AGRICULTURAL CONSERVATION EASEMENTS  
Acquired 5 agricultural conservation easements covering 738 acres which restricts future development
- \* ZERO NET ENERGY BUILDING  
Entering design phase of the new Alpine Library Design-Build contract at \$9.8M project will be the first County Zero Net Energy building

# Employee Recognition

## Safety

- \* 16% decrease in Preventable Accidents from prior fiscal year
- \* 38% of high hazard sites were accident free FY 2013-14

## Positions of Leadership

- \* US Postal Service Postal Customer Council – (Bob Wilson)
- \* California Counties General Services Association – (April Heinze)
- \* California Counties Facilities Services Association – (Michael Urquhart)
- \* California Counties Architects and Engineers Association – (Thomas Fincher)
- \* San Diego Chapter International Facilities Management Association – (Doug Stauffer)
- \* Design-Build Industry Association Western Pacific Region – (Lou Cavagnaro)
- \* Palomar Diesel Technology Advisory Committee – (John Manning & Bradley Northup)



## Fleet Garage of the Year

- \* County Operations Center Fleet Repair Facility – Light duty equipment

## Fleet Garage of the Quarter

- \* Q1 – San Marcos Fleet Repair Facility
- \* Q2 – Mobile Maintenance
- \* Q3 – Ramona Fleet Repair Facility
- \* Q4 – County Operation’s Center Fleet Repair Facility – Light duty equipment



## Recognition by Other Departments

- \* Leonard Pinson – Board of Supervisors – Proclamation
- \* Andrew Bohnert – Outstanding Team Work from Sheriff’s Department
- \* Suzanne Evans, Thomas Hoerstman, Gilbert Chavez from Project Management and numerous Facilities Services staff were recognized for their efforts on building and bringing to fruition the CAC Waterfront Park

## Employee of the Year

- \* Amie Meegan



## Employee of the Month

- \* July: James Casey
- \* August: Andre Phillips
- \* September: Susan Freed
- \* October: Lamberto Porciuncula
- \* November: Amie Meegan
- \* December: Darlene O’Brien Gallant
- \* January: Maria Smith
- \* February: Patrick Broe
- \* May: Dennis Schlatter
- \* June: Clyde Byas

# Acknowledgements

## Board of Supervisors

Greg Cox	1st District
Dianne Jacob	2nd District
Dave Roberts	3rd District
Ron Roberts	4th District
Bill Horn	5th District

## Administration

Helen Robbins-Meyer, Chief Administrative Officer  
Donald Steuer, Asst. Chief Administrative Officer  
David Estrella, Deputy Chief Administrative Officer  
April Heinze, Director DGS

## DGS Key Offices

**County Operations Center**  
5560 Overland Ave., Suite 410  
San Diego, CA 92123

Administrative Office	858-694-2338
Fleet Management	858-694-2876
Real Estate Services	858-694-2291
Facilities Operations	858-694-3610
Project Management	858-694-3610
Facilities Hotline	619-858-6262

