

County of San Diego

Department of General Services



Strategic Plan

2013-2018

Our Vision is to become a trusted advisor not just a service provider and turn customers into clients and team mates



MISSION: The Department of General Services of the County of San Diego will provide cost effective, efficient, quality and timely support services to County clients enabling them to fulfill their mission to the public.

ENVIRONMENTAL FACTORS

- 1. Aging infrastructure requires increased maintenance, continuing capital renewal and strategic management of all assets to make the appropriate investments.*
- 2. Increased emphasis and regulatory controls on reducing energy consumption and environmental impact affects all projects and processes.*
- 3. Expectations for increased speed of product and service delivery and information.*
- 4. Changing technology and methods of delivery require different skill sets in the work force.*
- 5. Fluctuating cost of materials, fuel, construction and real estate impacts accurate budget projections and increases the strain on limited resources.*
- 6. Budget constraints increase pressures on all functions to reduce cost, increase efficiency and demonstrate measures of effectiveness through metrics.*
- 7. Increasing emphasis on regional response and recovery and physical security for emergency operations.*

KEY INITIATIVES

People

- 1. Provide a safe and healthy work environment and increase healthy lifestyle awareness among employees.*
- 2. Recruit, train and retain a skilled, diverse and satisfied workforce at all levels of experience.*
- 3. Provide an environment that promotes open communication, leadership, innovation and growth opportunities.*
- 4. Develop all employees as knowledge workers.*
- 5. Encourage professional certifications among employees.*
- 6. Create succession plans for continuity of leadership and career paths to ensure a balance work force profile in terms of experience and expertise.*
- 7. Provide trained manpower and material resources to support regional efforts in emergency response and recovery operations.*

Processes

- 1. Establish and document our processes to ensure quality, timely and consistent service delivery.*
- 2. Integrate processes across business units to maximize effectiveness and train employees on new processes.*
- 3. Provide continuous improvements by monitoring and evaluating industry trends and business processes.*
- 4. Establish, monitor and update program execution plans and key metrics in alignment with County goals.*
- 5. Incorporate management controls in all processes to reduce risks.*
- 6. Leverage technical expertise and workforce experience into progressive governmental design, construction,*
- 7. Identify and establish initiatives in response to regulatory, economic, marketplace and technology changes effecting County energy and sustainability goals.*

KEY INITIATIVES

Clients

- 1. Turn customers into clients and Team mates by developing relationships built on trust and open communication.*
- 2. Increase our understanding of the clients' mission and requirements. Value their input and make them part of the solution.*
- 3. Provide regular and periodic project reporting which accurately predicts risks and potential issues.*
- 4. Push information to Clients and public with electronic media.*
- 5. Define and adjust roles and responsibilities with clients to avoid redundancy.*
- 6. Increase the coordination with fellow service providers to develop a seamless delivery of products and services.*

Results

- 1. Achieve a satisfied workforce measured by communication, retention, safety.*
- 2. Achieve satisfied clients measured by early requests for involvement, continued business, increase in discretionary work requests and feedback.*
- 3. Achieve high quality, timely and within budget product delivery by consistently applying well documented processes by well trained employees.*
- 4. Achieve fiscal stability by accurately predicting rates and delivering products and services at or below estimated costs.*
- 5. Consistently meet established goals and metrics*
- 6. Achieve recognition as leaders in our field by publishing success stories, sharing knowledge with other agencies, and applying for awards*



County of San Diego—Department of General Services
April Heinze, PE, Director
Lou Cavagnaro, PE, Assistant Director

5560 Overland Avenue, Suite 410
San Diego, CA 92123-1204
<http://cww.co.san-diego.ca.us/gs>
http://www.sdcounty.ca.gov/general_services/