



**FOCUS AREA 1**  
**OUR WORKFORCE**



**FOCUS AREA 5**  
**COMMUNICATION**



**FOCUS AREA 2**  
**OUR CUSTOMERS**



**FOCUS AREA 4**  
**SUSTAINABILITY,  
ENVIRONMENT &  
INFRASTRUCTURE**



**FOCUS AREA 3**  
**TECHNOLOGY**



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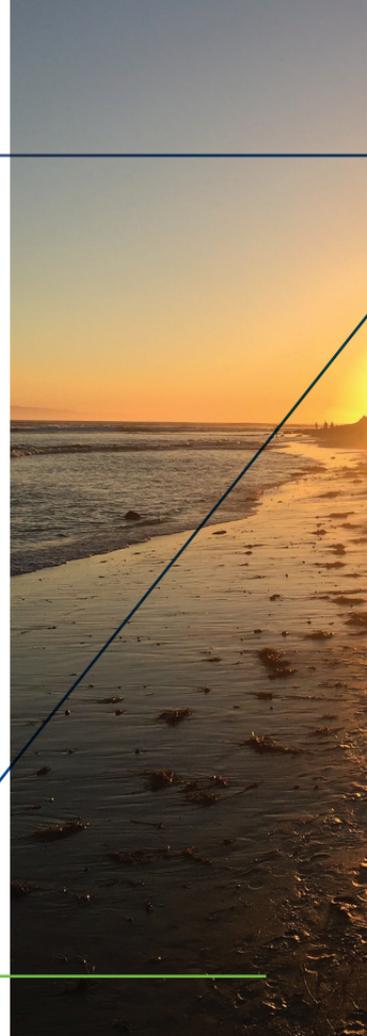
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# GENERAL SERVICES AGENCY

## AGENCY LEADERSHIP

Agency Director .....	<i>David J. Sasek, P.E.</i>
Chief Deputy Director, Facilities & Materials .....	<i>Paul R. Young, P.E.</i>
• Housekeeping, Grounds, & Special Services Manager .....	<i>Rosalind Harris</i>
• Business Support Services Manager .....	<i>Steve Nelles</i>
• Acting Facility Projects Manager .....	<i>Rob Harris</i>
• Maintenance Manager .....	<i>Rob Harris</i>
• Energy Manager .....	<i>Mike Duncan</i>
Deputy Director, Administration .....	<i>Greg Bergman</i>
• Procurement Manager .....	<i>Cliff Chroust</i>
• Personnel Manager .....	<i>Lucy Fernandez</i>
• Fiscal Manager .....	<i>Lea Hubbard</i>
• IT Services Manager .....	<i>Robert Langley</i>
Deputy Director, Parks .....	<i>Ron Van Dyck</i>
• Operations and Maintenance Manager .....	<i>Theresa Lubin</i>
Deputy Director, Fleet .....	<i>Christopher Melton</i>
• Fleet Operations Manager .....	<i>Jorge Bonilla</i>
• Fleet Administrative Manager .....	<i>Robert Crawford</i>

# GENERAL SERVICES AGENCY – MISSION, VISION & VALUES

## *Our Mission*

We contribute to the quality of life in Ventura County by partnering with our customers to provide expertise and cost-effective service delivery, and foster the preservation of natural resources.

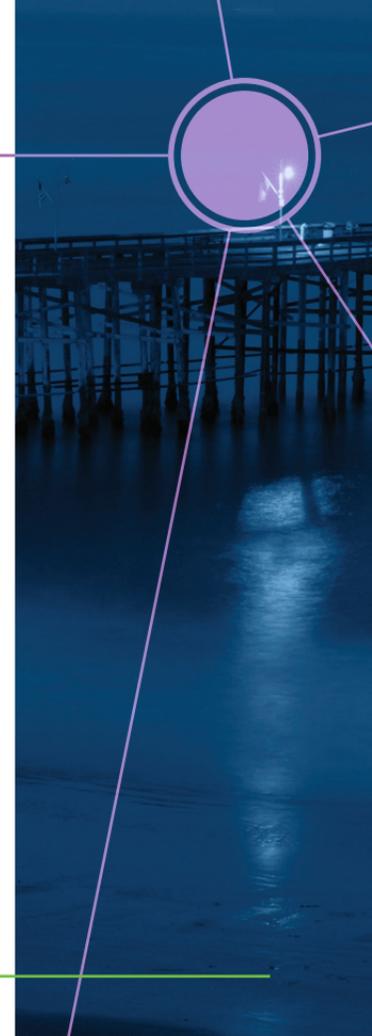
## *Our Vision*

To be valued as a reliable strategic and innovative partner, trusted advisor, and public steward.

## *Organizational Values*

### INTEGRITY

- We fulfill the promise of our mission while holding ourselves accountable to the highest ethical and professional standards.





## STEWARDSHIP

- *We are responsible stewards of all resources with which we have been entrusted. We are accountable for ensuring the proper use of public funds and take seriously our responsibility to both maximize efficiency in the delivery of quality services and protect our valued natural resources.*

## CUSTOMER SERVICE

- *We utilize our expertise to effectively address the needs of our customers and the community and courteously and reliably respond to service requests.*

## PARTNERSHIP

- *We proactively engage our customers and develop strong relationships to collaboratively understand their requirements and expectations.*

## LEADERSHIP AND INNOVATION

- *We seek innovative approaches to challenges and foster a culture that encourages curiosity and resourcefulness. We are committed to personal growth and development at all levels.*

## TRANSPARENCY AND OPEN COMMUNICATION

- *We conduct ourselves with openness and candor in all aspects of our work to build trust among our employees, partners, and the public.*

## EXECUTIVE SUMMARY

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I am excited to present this updated strategic plan, which builds on the Agency's previous strategic plan and is the culmination of extensive input from our customers, staff, and leadership. The key elements of this plan include the Vision, Mission, and Strategic Goals. These were developed to align and support the Countywide strategic plan developed by our County Executive Office. The Agency's six key values of Integrity, Stewardship, Customer Service, Partnership, Leadership and Innovation, and Transparency and Open Communication form the foundational building blocks for decision making at every level of the Agency.

GSA's mission clearly links our work to the mission success of our County customers; as such, our Strategic Vision informs decision making for each and every member of our team. Our focus areas provide a framework for development of specific goals and objectives towards mission success and obtaining our vision.

The first focus area of this plan is our workforce. An empowered, innovative, and motivated workforce forms the foundation for the Agency's ability to achieve our mission. Our customers





are the second focus area, and the overarching aim is to develop lasting strategic partnerships with them through which we can help them achieve their goals. Technology is our third focus area, and it provides the platforms through which we can improve our processes and product delivery. Our fourth focus area – sustainability, environment, and infrastructure – represents our commitment to balancing our operational requirements with long-term solutions to quality workplaces and the County’s energy needs. Finally, communication, our fifth focus area, is an essential part of any organization’s success and GSA is committed to improving both internal and external communications.

GSA is completely dedicated to the success of all our County customers. We proactively seek to understand and support their missions and are committed to helping them overcome their operational challenges through our strategic partnership with them. In the end, we serve the residents of Ventura County and owe them the most efficient, effective County government possible.



David J. Sasek, P.E.

*Director, General Services Agency*

# GSA STRATEGIC PLAN FOCUS AREAS, GOALS, AND OBJECTIVES

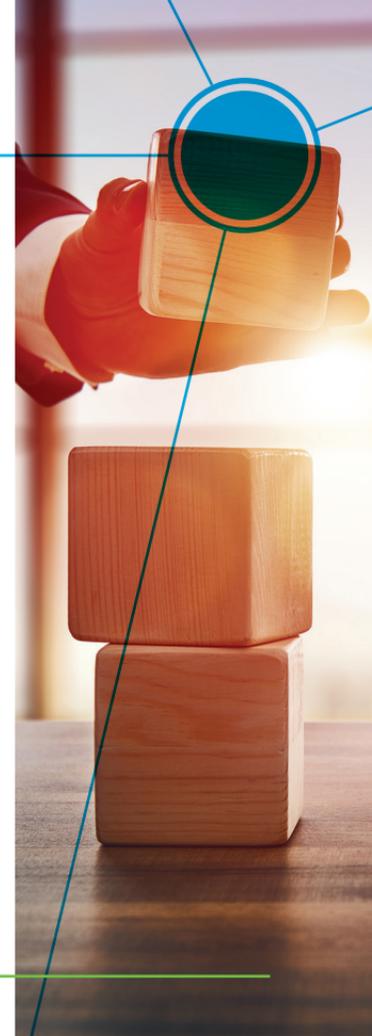
## FOCUS AREA 1: OUR WORKFORCE

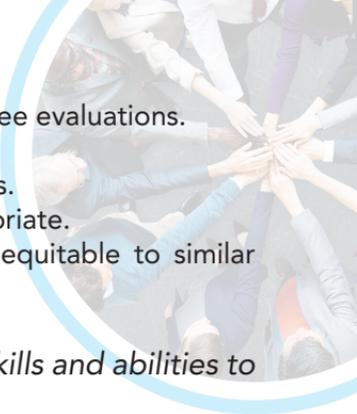
Our workforce is our most important resource. We develop a culture of leadership, personal ownership, initiative, innovation, and pride in service at all levels of the Agency.

**Strategic Goal 1a:** *Create and foster an engaged, connected and responsible workforce.*

### Key Objectives

- 1a. i. Provide effective leadership at all management levels to promote employee motivation, team performance, and consistent practices.
- 1a. ii. Create an empowered workforce using available tools and technology.
- 1a. iii. Foster more positive and timely employee recognition, including for safe practices, creative ideas, and overall outstanding performance.



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- 1a. iv. Complete and submit timely, comprehensive, and accurate employee evaluations.
  - 1a. v. Solicit and implement employee suggestions.
  - 1a. vi. Engage and empower employees to identify process improvements.
  - 1a. vii. Explore opportunities for alternative work schedules, where appropriate.
  - 1a. viii. Review job classifications to ensure pay and responsibilities are equitable to similar classifications in other departments.

**Strategic Goal 1b:** *Continued development of a workforce with the skills and abilities to meet customer needs.*

Key Objectives

- 1b. i. Support training and professional development by creating a training plan for each department with identified goals and objectives.
- 1b. ii. Review and keep current GSA job specifications.
- 1b. iii. Cross-train employees across units to increase opportunities for shared resources.
- 1b. iv. Keep training current with changing technology.

**Strategic Goal 1c:** *Provide a safe and healthy work environment.*

Key Objectives

- 1c. i. Recognize employees demonstrating safe work procedures or initiating safety-related mitigation measures.

- 1c. ii. Identify the top five health and safety work environment issues and educate staff on the hazards.
- 1c. iii. Ensure all staff attend required safety training.
- 1c. iv. Develop a plan to replace outdated equipment that presents safety hazards.

### **Strategic Goal 1d:** *Prepare for workforce transitions.*

#### Key Objectives

- 1d. i. Conduct a workforce analysis that identifies anticipated future gaps for critical or hard-to-fill positions and develop a transition plan for those positions.
- 1d. ii. Review and keep current GSA job specifications.
- 1d. iii. Strengthen and structure the employee on-boarding process, including developing a buddy system for new hires.
- 1d. iv. Cross train to enhance succession planning and a smooth transition.
- 1d. v. Prepare staff for future promotional opportunities or temporary assignments.
- 1d. vi. Document standard operating procedures and practices, as well as recurring events and other important information for positions anticipating turnover.
- 1d. vii. Expand and improve internship opportunities to increase the pipeline of qualified and knowledgeable candidates.

## FOCUS AREA 2: OUR CUSTOMERS

We strategically partner with our customers to provide timely, cost-effective solutions to support their requirements.

**Strategic Goal 2a:** *Encourage and promote a culture of strategic partnership with our customers.*

### Key Objectives

- 2a. i. Continue expanding Procurement Roundtable sessions to include training, especially agency-specific training.
- 2a. ii. Document key processes to help departments understand their internal processes.
- 2a. iii. Revise, expand, and distribute Service Level Agreements to all County Fleet customers.
- 2a. iv. Leverage economies of scale by standardizing procedures and utilizing cooperative purchasing agreements.
- 2a. v. Identify opportunities to expand services and build new strategic partnerships.
- 2a. vi. Showcase the accomplishments of strategic partners; highlight their success and GSA's supportive role.
- 2a. vii. Encourage volunteerism through local and national programs.
- 2a. vii. Support and provide tools to Friends of the Parks groups.
- 2a. ix. Conduct annual meetings with customers.
- 2a. x. Complete the facility condition assessment for all GSA-maintained facilities.

**Strategic Goal 2b:** *Continuously evaluate and improve our processes to ensure the most cost-effective use of taxpayer resources and efficient service delivery to our customers (stewardship).*

Key Objectives

- 2b. i. Develop an Agency-wide Lean Six Sigma Portfolio that results in process evaluation and improvement of at least one process per department per year. Utilize cross-departmental teams where appropriate.
- 2b. ii. Partner with other County agencies to foster a “One County” business model that values efficiency and eliminates duplicate efforts across agencies.
- 2b. iii. Track and evaluate customer/visitor trends to prioritize opportunities.
- 2b. iv. Relaunch the GSA Records Center.

**Strategic Goal 2c:** *Provide high-quality customer service to ensure customers are satisfied.*

Key Objectives

- 2c. i. Utilize online tools and tracking systems so that users/customers can easily check the status of their requests.
- 2c. ii. Provide timely response to all service requests and/or emails/messages even if you can't present a solution right away. Email/messages should be acknowledged within one business day.
- 2c. iii. Identify and prioritize Parks capital improvements that are valued by visitors (restroom upgrades, trees, playgrounds, infrastructure).

## FOCUS AREA 3: TECHNOLOGY

We use technology to better serve our customers and workforce; to improve our processes, efficiency, and product delivery; enhance performance; and reduce costs.

**Strategic Goal 3a:** *Utilize technology to improve communication with customers.*

### Key Objectives

- 3a. i. Utilize Skype Instant Messenger (IM) to improve communication.
- 3a. ii. Expand use of Power Bi software to create interactive dashboards.
- 3a. iii. Improve functionality of billing by implementing Service Now.
- 3a. iv. Complete website modernization updates to improve functionality and access to current information.

**Strategic Goal 3b:** *Utilize technology to improve productivity, customer service, and safety.*

### Key Objectives

- 3b. i. Update the Parks reservation system to allow for payment deposits.
- 3b. ii. Identify project management software to support management and reporting.
- 3b. iii. Identify and streamline business processes that are ripe for automation.
- 3b. iv. Expand use of AIM countywide (move financial data to financial system).

- 3b. v. Evaluate moving GSA servers to the Hall of Administration (HOA) ITSD computer room.
- 3b. vi. Utilize the asset management software to better document equipment and systems and update it using information from the Facility Condition Assessment software.
- 3b. vii. Improve intranet functionality for greater relevance.
- 3b. viii. Drive customers to the website to receive current/up-to-date information.
- 3b. ix. Expand and improve workflow processes for Notice of Change (NOC).
- 3b. x. Utilize e-workflow to improve routing and accountability (online approval process).

**Strategic Goal 3c:** *Improve accessibility to file documentation.*

Key Objectives

- 3c. i. Implement a GSA shared drive (I-drive).
- 3c. ii. Standardize and manage all construction documents in e-file.
- 3c. iii. Digitize electronic filing of plans.

## FOCUS AREA 4: SUSTAINABILITY, ENVIRONMENT, AND INFRASTRUCTURE

We operate our facilities and infrastructure by using a sustainable, balanced approach in providing the public and our customer's quality settings for work and play. We balance operational requirements with long-term sustainable solutions to energy needs.

**Strategic Goal 4a:** *Implement reduction actions for energy, water, paper, harmful cleaning and landscaping products, and other resources used to conduct County operations.*

### Key Objectives

- 4a. i. Apply sustainable best practices (i.e., use biodegradable chemical alternatives, reclaimed water where available, install low-flow fixtures, upgrade all lights to LED).
- 4a. ii. Remain current on chemicals alternatives and use of green products (i.e. biodegradable chemicals, green cleaning products).
- 4a. iii. Reduce printing by moving to e-files (i.e., invoices, vehicle files, workflow).
- 4a. iv. Implement a computer replacement plan to update old computers to improve efficiency and decrease the average age of computers.
- 4a. v. Create a Fleet Sustainability Plan.
- 4a. vi. Update the Motor Pool replacement schedule to reflect increased use of alternative fuel vehicles.

- 4a. vii. Upgrade the aging irrigation control system to interface with moisture sensors.
- 4a. viii. Evaluate feasibility of installing battery storage at the Government Center.

**Strategic Goal 4b:** *Minimize waste products that end up in landfills, and reduce costs through aggressive reuse and recycling programs.*

Key Objective

- 4b. i. Develop a practice of transferring older computers to repurpose rather than destroy them (e.g., gifting).

**Strategic Goal 4c:** *Efficiently and effectively utilize, manage, optimize, and sustain County resources and assets.*

Key Objectives

- 4c. i. Conserve natural resources; track and monitor usage and communicate results (i.e., electricity, water, natural gas).
- 4c. ii. Continue to evaluate opportunities to acquire and develop parkland.
- 4c. iii. Implement the smoke-free campus signs.

## FOCUS AREA 5: COMMUNICATION

We ensure employees and customers have the knowledge and information they need.

**Strategic Goal 5a:** *Develop a culture of continuous information flow.*

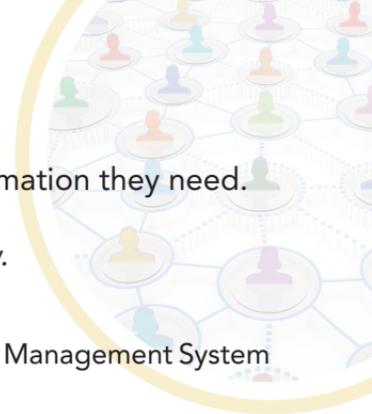
### Key Objectives

- 5a. i. Implement push notifications through the Ventura County Financial Management System (VCFMS).
- 5a. ii. Digitize reports to increase accessibility online.
- 5a. iii. Engage more staff in strategic planning and budget development efforts.
- 5a. iv. Develop an online customer guide using CRM (customer relationship management) software.

**Strategic Goal 5b:** *Design new communication methodologies.*

### Key Objectives

- 5b. i. Maximize use of modern communication methodologies.
- 5b. ii. Develop and utilize self-service tools (online portals, visitor app) (Parks).
- 5b. iii. Improve user experience and customer onboarding.



**Strategic Goal 5c:** *Create marketing materials and methods to reach and inform customers.*

Key Objectives

- 5c. i. Develop a marketing and communication plan.
- 5c. ii. Utilize Microsoft Video to create training tools, instructional videos, etc.
- 5c. iii. Identify a primary point of contact/public information officer to manage marketing efforts.



## NEXT STEPS

### Pursue Objectives and Update Measures

- Chart progress on Departmental objectives
- Continue measuring success at the individual, departmental, and agency level
- Report out at each quarterly Leadership Council meeting
- Measureable data – online Dashboards to report progress



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*Great Service Always*