

DGS
GENERAL SERVICES

2020

STRATEGIC PLAN

DEPARTMENT *of* GENERAL SERVICES





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DGS Management

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A Message *from* the Director



Welcome to the annual Strategic Plan for the Department of General Services (DGS). This is the fifth consecutive year that we have published an annual plan, and I am convinced that this approach has transformed DGS. With each plan, we continue to push ourselves along the trajectory defined by our five strategic themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective. In this book, we define those themes that keep our focus on our customers and move us continually toward new horizons. More importantly, we have documented 57 goals for 2020 that embody our strategic themes and will deliver immense value as they are achieved.

We are fiercely committed to our annual goals and pursue them for the benefit of our customers, partners, employees, and the general public. Ten of the goals in this plan are continued from prior years; we did not complete them as initially planned, but we want to see these through. This is a testament not only to the work ethic and pride of our dedicated staff, but to the significance of the goals we set. This persistence has resulted in the completion of over 180 unique goals since we started this Strategic Plan approach in 2016.

With each new annual plan, we continue to learn and grow as an organization. Our goals continue to evolve, and although this

plan covers only one calendar year, we developed it with an understanding of our longer-term needs. In fact, this year we have more multiyear goals; these are meaningful annual segments of larger projects that deliver value and enable us to undertake efforts that span several years. Some may think an annual plan hinders longer-term efforts, but I find our annual plan keeps us focused on steady progress, for the current year and beyond.

Thank you for taking the time to get acquainted with our 2020 strategic plan. It is DGS' commitment to our stakeholders to make meaningful change and continually improve. Our staff put intense effort into developing these goals, ensuring that each is important enough to warrant the enthusiasm and determination with which we pursue it. As part of our commitment to transparency, we will publish the ongoing status of each goal throughout the year. Please watch our progress over the next 12 months as we execute this plan—I am confident that you will be impressed by what can be accomplished in the course of one year.

Sincerely,

DANIEL C. KIM | DIRECTOR

Strategic Foundations



The Department of General Services (DGS) serves as business manager for the state of California, with more than 3,500 employees and a budget in excess of \$1 billion. DGS helps California state government better serve the public by providing a variety of services to state agencies through innovative procurement and acquisition solutions, creative real estate management and design, environmentally friendly transportation, and funding for the construction of safe schools.

MISSION

DGS serves the state as its business manager. Our 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.

OUR VISION

At DGS, our vision is:

Excellence in the business of government.

We strive to achieve excellence by providing our customers with the products and services they need in a professional, value-added way.

VALUES

At DGS, we have a set of core values that provide an important foundation for how we conduct ourselves and our business.

These values are:

- **Integrity:** We do the right things for the right reasons.
- **Accountability:** We hold ourselves and each other responsible for all that we do.

- **Communication:** We listen and share information openly, honestly and respectfully with the goal of mutual understanding and transparency.
- **Excellence:** We strive for the best for each other and our customers.
- **Innovation:** We cultivate ideas and implement improvements throughout our organization.
- **Teamwork:** We value and respect our organizational diversity and work together to achieve great results.

STRATEGIC DIRECTION

In 2017, we identified five strategic themes that remain relevant to our 2020 Strategic Plan. The themes clarify the direction in which we want to move the organization. The strategic direction themes are:



Collaborative: We solicit input from our partners to collectively improve our outcomes.



Consultative: We offer counsel and advice so our customers can maximize benefit and mitigate risk.



Sustainable: We serve as good stewards of state resources and help “green” government.



Data-Informed: We use and share data to make better decisions for ourselves and our customers.



Effective: We continuously develop ourselves so we can better serve our customers.



2020 Strategic Plan Goals



The Department of General Services serves as business manager for the state of California.

DGS offers perhaps the most diverse set of services in all of California state government. Our employees do everything from managing construction projects to procuring vital equipment to overseeing a statewide vehicle fleet – and much, much more.

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ANGELA SHELL | DEPUTY DIRECTOR AND
CHIEF PROCUREMENT OFFICER, PROCUREMENT DIVISION

Procurement Division

The Procurement Division establishes policies and procedures used by all state agencies in their purchasing and contracting activities. Our strategic direction is to provide state departments with innovative and sustainable contracting solutions and tools contributing to state government's ability to efficiently and effectively meet the needs of the citizens of California. Our 2020 goals support this vision by streamlining processes to maximize efficiency while maintaining a customer focus in a technologically evolving environment.

- **Complete the first Procurement Innovation Sprint on behalf of CAL FIRE.** In 2019, the California Department of Forestry and Fire Protection (CAL FIRE) worked with DGS' Procurement Division to develop a Request for Innovative Ideas (RFI2) in accordance with Executive Order N-04-19, publicly issuing a problem statement and seeking ideas for early prevention, detection or forecast of wildfires. In collaboration with the California Department of Technology and CAL FIRE, DGS will develop a final contract for full-scale implementation of the solution(s) to CAL FIRE's problem statement, and will develop guidance and policy for future use of the RFI2 process. The chosen solution(s) will reduce the threat of loss of human life, real and personal property, infrastructure, and damage to the natural resources and watersheds of California caused by wildfires. This is the completion of a multiyear goal.
- **Develop and implement sustainable purchasing policies prioritizing the purchase of environmentally preferable goods throughout the state.** DGS is responsible for setting statewide procurement policies and practices, including increased purchasing of sustainable goods and services and reporting on the environmental savings related to those

purchases. In collaboration with state purchasing representatives, and in accordance with Executive Order N-19-19, DGS will provide strategies and guidance to help departments increase the proportion of spending on environmentally preferable goods, thereby increasing the use of recycled materials and reducing greenhouse gas emissions. DGS will develop and issue policies to address Financial Information System for California (FI\$Cal) reporting, sustainable food procurement, increased use of recycled materials, and training of state buyers on prioritizing the purchase of environmentally preferable goods.

- **Select a vendor that will implement a sustainability tool that provides purchasing guidance, a data warehouse, and tracking and reporting for state departments.** DGS is responsible for providing state agencies with information and assistance regarding environmentally preferable purchasing (EPP), including promoting EPP and developing strategies and training to implement it. In 2020, the Procurement Division will develop and issue a solicitation for a vendor to implement a software solution and award a contract before the year is over. The tool will provide a web-based ability for state buyers to identify and track information on the environmental and social impacts of their purchases, such as greenhouse gas emissions, global warming potential, energy and water consumption, life cycle costs, and human health concerns related to environmental goals and services procured. This is the continuation of a multiyear goal.
- **Combine State Contracting Manual Volumes 2, 3 and F and update them to align with current procurement processes.** DGS is responsible for managing and maintaining the State Contracting Manual (SCM) Volumes 2 and 3, and the volume on FI\$Cal. Maintaining three volumes is challenging and duplicative; having three volumes to consult increases the time spent by SCM users seeking and confirming information. By consolidating three volumes into one, the risk of errors will decrease, changes will be more uniform and consistent, and the time frame to deliver policy changes to our customers will decrease.

• 2019 Strategic Plan Goal



Real Estate Services Division

The Real Estate Services Division (RESD) serves as the real estate manager for the state of California and provides a wide range of professional services to state departments including property acquisition and sale, leasing, design, environmental consulting, construction, project management, and inspection/quality assurance. Our fundamental mission is to ensure state land is being put to its optimal use and to provide state departments with safe and sustainable places of work in their service to the citizens of California.

- **Help build affordable housing on excess state real property.** To implement Executive Order N-06-19 and expedite the development of affordable housing for California residents, RESD will develop requests for proposals, evaluate responses, and select at least three vendors to develop affordable housing on excess state real property. Each selected vendor will subsequently develop affordable housing on a specified piece of excess real property.
- **Develop an architectural and engineering weekly scheduling tool.** RESD will develop and implement a software tool that allows users to enter project design (architectural and engineering) schedules and integrates this information with project financial information into one centralized location for improved planning, resource management, and reporting. The use of this tool will lead to improved project design scheduling and greater awareness of project cost as it relates to percentage completed. In 2020, RESD will initiate the project, conduct a product assessment and develop a proposed solution. This is the first year of a multiyear goal.

- **Identify state parcels to shelter the homeless.** In support of Executive Order N-23-20, RESD will identify state property that may be viable for temporary use as homeless shelter sites. RESD will produce an electronic listing of the properties and will support state agencies by working with local governments to negotiate the use of these state properties.
- **Initiate the Richards Boulevard Campus project.** RESD will award and execute a contract with a design-builder for the construction of the Richards Boulevard Campus project, which will be the single largest project in the department's history. The Richards Boulevard Campus will feature 1.2 million square feet of new office space housed in four new buildings, along with a parking structure. This project will include retail space on the first floor and an on-campus child care center. The Richards Boulevard Campus will be a zero net energy, zero net carbon campus.
- **Award a contract for the Bateson building renovation project.** As part of the continued execution of the department's 10-Year Sequencing Plan, RESD will award and execute a contract with a design-builder for the renovation of the Gregory Bateson building. The Bateson building renovation will be the first project executed according to the sequencing plan as the department continues to modernize its aging and deficient infrastructure.





NANCY ANDER
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

The Office of Sustainability develops and implements clean energy strategies and programs for state buildings. As the state faces the physical consequences of climate change, it has become imperative that we take actions in our state facilities to both mitigate climate change and develop more resilient infrastructure. We lead by example and implement programs in the areas of clean renewable energy development, energy efficiency retrofits and electric vehicle charging infrastructure. Additionally, we support many other key areas of sustainability for state facilities including zero net energy policy development, LEED (Leadership in Energy and Environmental Design) certification, state building benchmarking, and recycling policy development to support DGS and other departments in greening state facilities. Going forward, our focus will be to develop and implement strategies to reduce carbon emissions in our state facilities. To this end, in 2020, the Office of Sustainability will:

- **Support the reduction of carbon emissions from transportation by installing 600 electric vehicle charging ports in 2020.** To date, DGS has installed over 1,100 charging ports to serve both fleet and employee vehicle charging needs. By 2025, DGS is targeting installation of nearly 6,000 charging ports in state facilities. As this new and emerging industry evolves and new technologies are introduced in the market, DGS will need to adapt to new technology options, vehicle-to-grid opportunities, market adoption rates, and customer usage patterns.

Transportation alone accounts for 40 percent of greenhouse gas emissions in the state. Executive Order B-48-18 recognizes the criticality of aggressively addressing this emission source and establishes a goal of 5 million electric vehicles on California

roads by 2030. With Executive Order N-19-19, the governor directed DGS to identify opportunities to lower emissions, as we recently have done through Management Memo 19-05, which restricts state procurement of sedans powered solely by internal combustion engines. It is essential to build sufficient infrastructure to meet the demands of the anticipated electric vehicles on the roads in California.

- **Support the statewide goal of procuring 100 percent of renewable energy by installing 8 megawatts of solar-generated energy for state facilities in 2020.** The Office of Sustainability has installed nearly 70 megawatts (MW) of renewable energy systems onsite at state facilities and has a cumulative target of 100 MW of renewables by 2022. In order to address events in California induced by climate change, such as unprecedented wildfires, the state is establishing aggressive policy directions to reduce greenhouse gas emissions. Senate Bill 100 (De León, Chapter 312, Statutes of 2018) establishes the most far-reaching renewables goals for California to date. DGS is pursuing both onsite and offsite renewables options, critical to achieving carbon neutrality goals. Executive Order N-19-19 leverages the department's management and ownership of buildings and vehicles to minimize the state's carbon footprint.
- **Support the reduction of carbon emissions from state facilities by implementing energy-saving retrofits in 2020 to reduce energy use in buildings by 7.5 million kilowatt hours.** Since 2017, the Office of Sustainability has saved 12 million kilowatt hours (MkWh) through energy retrofits in state facilities and is targeting a total savings of 20 MkWh by 2021. Energy efficiency is first in the loading order established in California's Energy Action Plan, and harvesting cost-effective efficiency remains the lowest cost option to reduce energy use and carbon emissions from our state facilities.



JEMAHL ÄMEN
DEPUTY DIRECTOR, FACILITIES MANAGEMENT DIVISION

Facilities Management Division

The Facilities Management Division (FMD) takes care of our state assets, ensures a healthy working environment for our tenants and staff, and strives to deliver excellent customer service. FMD's long-term vision is to increase our ability to address deferred and preventive maintenance in our buildings while setting the bar for industry standards as they relate to project management, custodial services, trades services and building management. The following 2020 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Roll out an inventory management system.** FMD will create a substantive inventory management tool and processes to capture, organize, analyze and predict future needs regarding building supplies, tools, and equipment. This new system will benefit FMD customers by enabling better management of our inventories, more proactive maintenance, and quicker responses to tenant needs and concerns. In 2020, FMD will award a contract to develop and implement the software tool and commence work with the vendor to accommodate FMD's requirements. This is the continuation of a multiyear goal.
- * **Implement building engineer training programs.** FMD will provide additional training to develop a more informed, confident, and proactive team of building engineers that is equipped to maintain our buildings at a higher standard. Completion of this training will provide significant cost savings to the state since fewer dollars will be paid to external service providers. It will also benefit our tenants by ensuring that they receive more timely

repairs and operational assistance while dramatically increasing preventive maintenance completion rates. To date, 65 trades have been trained, and, in 2020, training will be rolled out to all regions served by FMD with data collected to capture and validate effectiveness metrics.

- **Conduct building water usage assessments.** FMD will collaborate with local utilities to survey facilities for water consumption issues and opportunities. The results will be used to develop cost-benefit analyses and then prioritize water conservation projects for at least 15 buildings statewide in 2020. Cost-benefit studies will document existing water features, water used, proposed replacements, replacement costs, and potential water savings. Reducing water waste and usage will allow for cost savings, which can be translated to increased benefit to our tenants and clients. Understanding how state facilities are using water — and where water savings may be possible — is necessary to execute sustainability directives and ensure compliance with green and sustainable measures.
- **Implement service-level agreements.** FMD will work with tenants to develop service-level agreement (SLA) forms and establish a clear understanding of service delivery expectations in conjunction with building staff capabilities. Establishing the SLAs and related processes will enable FMD and our tenants to communicate more effectively, manage resources more efficiently, and collaborate together more easily. In 2020, FMD will develop standardized SLA templates for all tenants after conducting a pilot test with a large state department. This is the first year of a multiyear goal.

* 2019 Strategic Plan Goal



IDA CLAIR

ACTING STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

Division of the State Architect

The Division of the State Architect (DSA) will continue to ensure the safe construction of public K–12 schools, community colleges, and various other state-owned and leased facilities. DSA will improve effectiveness by enhancing its role as a “trusted advisor” with clients and stakeholders. To this end, in 2020, DSA will:

- **Re-establish the DSA Advisory Board.** DSA will re-establish the DSA Advisory Board, a representative stakeholder consultative body that will offer feedback to DSA on regulatory and policy matters, provide a means for stakeholders to raise concerns to DSA, and ensure optimum success of objectives proposed by DSA that affect stakeholders. The DSA Advisory Board will be patterned after another consultative group with which DSA has had great success, the Access Code Collaborative. In 2020, DSA will convene the advisory board as an operational body, after establishing a charter, soliciting members, and holding an orientation session.
- ✦ **Increase outreach to educate current community college students in the design and construction fields about the DSA Project Inspector program and to promote project inspection as a viable and rewarding career choice.** In cooperation with community colleges, DSA will establish a project inspector internship program to educate and promote project inspection as a viable career choice. Partners will include at least three community colleges across the state, with a longer-term goal to implement the outreach broadly in community colleges that have construction-related learning paths.

✦ 2019 Strategic Plan Goal

- ✦ **Establish a sustainability team and an education and outreach program for decreasing energy and water consumption in schools and increasing the sustainability of the educational environment.** DSA will contribute to more efficient school facilities through careful review and increased education and consultation with school districts. This will not only reduce lifetime energy costs, but also improve the learning environment for staff and students through improved indoor air quality, natural daylight and thermal comfort. Our long-term goal is to have at least 50 percent of school districts voluntarily implement a sustainability component to their project profile by the end of 2021. In 2020, we will perform data collection, write a task force report, conduct educational outreach, and propose regulatory or statutory amendment proposals, if appropriate.

✦ 2019 Strategic Plan Goal





Office of Administrative Hearings

The Office of Administrative Hearings (OAH) provides a neutral forum for fair and independent resolution of administrative disputes between government entities and members of the public. Our strategic direction is to maximize efficiencies to enhance our ability to provide the highest quality services to the parties appearing before us. The following 2020 goals support this strategy by enabling us to perform our services more efficiently, allowing us to focus on providing timely due process to the parties appearing at our hearings, mediations and other administrative events.

- **Enter the next phase of case management system procurement to map workflow and develop functional requirements.** OAH worked with DGS' Enterprise Technology Solutions office in 2019 to identify and contract with a

• 2019 Strategic Plan Goal

consultant. With the consultant's help, in 2020 we will map all our relevant workflows and document functional requirements including all data points for analytics. Implementation of the case management system will increase efficiencies in case processing and management, improve access to workload data for data-informed decision-making, and increase e-Filing capabilities. This is the continuation of a multiyear goal.

- **Implement plain language standards.** Establish a plain language committee with representatives from each OAH division to develop plain language standards for written communications, arrange for training, and help ensure all of OAH's communications (including decisions and orders) are written in accessible, plain language. Ensuring decisions, orders, and other written communications are compliant with accessibility standards and align with the cognitive accessibility guidelines will benefit all OAH parties and the general public who research OAH decisions and orders. To complete this goal in 2020, OAH will develop standards for different types of communications, train our staff in communicating with different groups, and ensure compliance by developing a protocol for regularly reviewing written work with an objective scoring system.





BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division

The Interagency Support Division (ISD) consists of five highly diverse programs: the California Building Standards Commission, the California Commission on Disability Access, the Office of Fleet and Asset Management, the Office of Public School Construction, and the Office of State Publishing. These programs provide a wide variety of business and support services to government agencies and industry stakeholders. In 2020, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics, and stakeholder education.



EVAN SPEER
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) helps state agencies fulfill their missions by providing cost-effective and environmentally conscious travel, transportation, and asset management services. OFAM's strategic direction is to improve the efficiency with which we serve our customers, provide guidance and policy to reduce overall state operating costs, and ensure the continued reduction of greenhouse gas emissions and petroleum usage associated with the state fleet. The following 2020 OFAM strategic goals support these objectives through process improvements, technological innovations and environmentally sustainable transportation solutions, along with the adoption and expansion of value-added services. In 2020, OFAM will:

- ★ **Implement a new statewide fleet asset management system.**

Currently, departments manage and upload their own fleet data to DGS' Fleet Asset Management System (FAMS), which is inefficient and duplicative. The development and implementation of a new statewide fleet asset management system will take place over five years. The project will include hiring a consultant, developing requirements and a statement of work to procure the next fleet system, and transitioning state agencies' fleet assets from the current system to the new statewide fleet system. In 2020, OFAM will work with a consultant to develop the requirements and statement of work necessary to procure the fleet asset management system.

★ 2019 Strategic Plan Goal

- **Increase Transit Storage Program usage rate to 80 percent.**

The Transit Storage Program provides over 180,000 cubic feet of temporary transit storage space to state agencies at a competitive cost recovery rate. Current customers utilize approximately 50 percent of the designated space. Through the evaluation of historical transit storage space needs, the Transit Storage Program will develop, implement and monitor a program to increase its usage rate to 80 percent. Quarterly status reporting will facilitate steady progress and corrections, if necessary. This improvement in space utilization will result in a more cost-effective program.

- **Maximize use of downtown Sacramento parking facilities.**

OFAM seeks to maximize utilization of downtown Sacramento parking facilities through efficient parking data management and expanded service hours. In 2020, OFAM will install Parking Access Revenue Control System (PARCS) technology in six downtown Sacramento parking facilities. In subsequent years, OFAM will use parking patterns and usage data acquired through PARCS to increase parking facility utilization by 33 percent at our facilities where public parking is available.

- **Create a DGS leased fleet customer portal.** OFAM's Fleet Operations Unit (FOU) will create a customer service portal ticketing system with technology currently utilized within DGS for similar business needs. This will allow FOU to track customer requests and assign them for appropriate action, provide FOU lease customers with a more efficient means of reaching specific staff, and provide a means of ensuring request resolution. In 2020, FOU will launch the portal with key features such as tickets, request tracking, centralized history, and trend analysis.





JERRY HILL
STATE PRINTER, OFFICE OF STATE PUBLISHING

Office of State Publishing

For over 170 years, the Office of State Publishing (OSP) has provided critical services to California state government operations and today remains committed to providing high-quality products and publishing services to our customers. OSP provides innovative printing solutions utilizing cutting-edge technology in design, offset print, digital print, finishing and mass mail services. Our 2020 goals will substantially increase OSP's economies and improve the efficiency in our operations, which will reduce the cost to our customers. Specifically, in 2020, OSP will:

- **Obtain \$2 million in additional print work.** In an effort to continue to build economies of scale, OSP will review and take on \$2 million of state agency print work in 2020. This strategic effort will help to identify work that can be more cost-effectively printed by OSP, ultimately resulting in lower rates for OSP customers. OSP will establish quarterly targets for incorporating this additional print work and will monitor its progress toward this goal.
- **Implement the Monarch Print Management Information System.** OSP is converting its legacy print management information system to a modern and more robust system. Successful implementation and migration from the legacy system will improve OSP's business capabilities through enhanced shop-floor data collection and reporting capabilities, enabling more data-informed business decisions. Customers will see an enhanced Web StoreFront with a more efficient user interface. OSP will work with DGS' Enterprise Technology Solutions office to execute its implementation plan, with the result being a fully functional and implemented system in 2020.



MIA MARVELLI | EXECUTIVE DIRECTOR,
CALIFORNIA BUILDING STANDARDS COMMISSION

California Building Standards Commission

The California Building Standards Commission (CBSC) administers the many processes related to the transparent development, adoption and publication of the California Building Standards Code, Title 24, California Code of Regulations. Title 24 serves as the basis for the design and construction of buildings in California to safeguard public health, safety, sustainability and accessibility. CBSC's vision is to ensure the statewide building code development and adoption process is efficient and effective, and that Title 24 protects and reflects California's interests. For 2020, CBSC will pursue a strategy to increase efficiencies for itself and its customers, reducing administrative work so that more resources can be applied to code development.

- **Provide an electronic payment process for cities and counties to submit their Building Standards Administration Special Revolving Fund fees.** CBSC receives more than 500 checks every calendar quarter for Building Standards Administration Special Revolving Fund (BSASRF) fee payments from more than 580 cities and counties. These are shipped via surface mail. Each payment is manually opened, logged, scanned, reviewed for accuracy, prepared for deposit, and reconciled per city or county. The process involves multiple staff to properly adhere to DGS' special revolving fund process guidelines. An electronic payment method will streamline processing, saving staff time and resources. Cities and counties utilizing electronic payments will, in turn, have the opportunity to streamline their processes and see reductions in their costs. In 2020, CBSC will collaborate with DGS' Enterprise Technology Solutions office to conduct project planning, analysis, and development in preparation for pilot testing in early 2021. This is the first year of a multiyear goal.



Office of Public School Construction

The Office of Public School Construction (OPSC) conducts outreach to school districts seeking construction funding; processes grant applications for school construction projects (including charter school facilities, career technical education, financial hardship, and health and safety grants); and assists school districts throughout the life cycle of school construction projects. OPSC also advises state agencies, school districts, and local auditors in K–12 audit guidelines and procedures. Since 1998, the School Facility Program has provided close to \$35 billion to construct nearly 52,000 new classrooms and modernize nearly 135,000 classrooms. OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education. To further its mission, in 2020, OPSC will:

- **Award \$250 million to applicants of the Career Technical Education Facilities Grant program.** To quickly provide funds that will allow school districts to embark on construction projects for specialized facilities that will prepare students for careers, OPSC will process \$250 million in Career Technical Education Facilities Program applications for approval at the May 2020 State Allocation Board meeting. Demand for this program's funding was in excess of funds available in the past two filing rounds. Processing the remaining amount of \$250 million as one final round will benefit school districts by expanding access to bond funds without school districts needing to reapply, and will result in cash going to districts more quickly.

- **Conduct technical assistance events by partnering with stakeholder groups.** OPSC serves all districts in the state in administering the School Facility Program by providing technical assistance that ensures that all types of districts can participate. Through the years, OPSC has partnered with many different groups that serve school districts, but reduced staffing and lack of program funds has curtailed these efforts in recent years. In 2020, OPSC will resume efforts to increase district outreach including workshops, webinars, visits, and other information-sharing formats. In pursuit of these efforts, OPSC will arrange 20 opportunities to partner with different stakeholder groups to provide them with technical assistance.
- **Improve the Facility Hardship and Seismic Mitigation programs.** In an effort to provide additional clarity for Facility Hardship and Seismic Mitigation Program requirements, and to improve the programs overall, OPSC will change the existing program regulations. Changes will include increased organization of existing program regulations as well as program changes to streamline these health and safety projects and ensure program funds are allocated in line with statutory requirements.





ANGELA JEMMOTT | EXECUTIVE DIRECTOR,
CALIFORNIA COMMISSION ON DISABILITY ACCESS

California Commission on Disability Access

The mission of the California Commission on Disability Access (CCDA) is to promote disability access in California through dialogue and collaboration with stakeholders including, but not limited to, the disability and business communities as well as all levels of government. CCDA is empowered by statute to act as a disability access compliance information resource, gathering and disseminating data to stakeholders and the public on the various types of construction-related physical access violations alleged in pre-litigation letters and complaints. CCDA's 2020 strategic goals are intended to promote efficiency in data collection and analysis and further CCDA's mission to improve access for all Californians. Specifically, in 2020, CCDA will:

- **Develop educational tools for small businesses to promote and facilitate disability access compliance.** In support of CCDA's legislative mandate to prioritize the development and dissemination of educational materials and information,

CCDA will complete two educational tools for small businesses to promote and facilitate disability access compliance. The key customer products from this effort will be a comprehensive disability access toolkit and short-form informational sheets for businesses seeking accessibility compliance. These educational tools—including versions in alternative formats—will be made available on the CCDA website. This goal will benefit the business community and local government agencies by promoting disability access at places of public accommodation.

- **Implement phase 3 of the Electronic Data Collection Project: Increase electronic submissions to 40 percent.** CCDA developed the Electronic Data Collection Project to make its review of pre-litigation letters, complaints, and case resolution reports for construction-related accessibility claims more efficient and environmentally friendly, and to promote better data analysis. In 2018 and 2019, CCDA completed phase 1 and phase 2 of the project, respectively, by implementing an electronic transfer and storage process for previously reviewed files and by launching a web-based portal that allows the legal community to submit claims electronically to CCDA. In 2020, CCDA will enter the third phase of this effort: a comprehensive marketing strategy to increase electronic submissions to at least 40 percent of the total. This is the completion of a multiyear goal started in 2018.





ANDREW STURMFELS | DEPUTY DIRECTOR,
ADMINISTRATION DIVISION

Administration Division

The Administration Division provides a full array of administrative support for the Department of General Services. The Administration Division is comprised of five offices: Enterprise Technology Solutions, Office of Fiscal Services, Office of Human Resources, Office of Business and Acquisition Services, and Office of Risk and Insurance Management. Our vision as the Administration Division is to lead the state in delivering administrative services that are effective, customer-focused, modern and transparent. Each Administration Division office will strive to be an exemplary model for operations and a statewide leader in delivering administrative services. Our strategies for how we'll get there fall into these four categories:

- **Focus on the foundation**
- **Modernize operations**
- **Provide outstanding service through communication and collaboration**
- **Build trust with transparency**

- **Modernize statewide telework.** The modernization of statewide telework will provide managers and employees with the tools and resources they need to implement a successful telework program. DGS will revise the telework policy to provide a framework for the development of “win-win-win” arrangements between departments, managers and their employees, yielding both quantitative and qualitative benefits for all parties. Along with new policy, DGS will develop and share toolkits and checklists to assist all parties in developing and managing successful telework agreements.
- **Modernize the Statewide Forms Program.** DGS will implement a modernized approach to the way we utilize and maintain the forms used throughout the state of California, developing a more sustainable program emphasizing electronic documents whenever possible. This modernized approach will help state agencies improve their business management functions and services, in addition to making it easier for the citizens of California to do business with us. In 2020, DGS will provide updated forms guidance in the State Administrative Manual and develop handbooks on forms development and forms management. This is the first year of a multiyear goal.





Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides innovative and effective information technology services that enable DGS to achieve its goals and provide value to its customers. In 2020, ETS plans to focus on data security and improvement of high-impact systems that touch all parts of DGS operations:

- **Establish a privacy program for DGS.** DGS will establish a privacy program to reduce the potential for privacy breaches, litigation and reputational harm. It will also provide more efficient and secure operations in support of excellence in the business of government while maintaining the trust of state entities we serve and the citizens that depend on such services. To accomplish this, ETS will document details of personally identifiable information (PII) used by DGS, document a process to review services provided by all third-party contractors with access to PII, identify any gaps in compliance with privacy laws, enact policies, ensure training is developed and delivered to DGS employees and contractors, and complete privacy program rollout to five DGS program areas. This is the first year of a multiyear goal.
- **Streamline the information technology goods and services request process.** ETS will streamline the process used to request information technology (IT) goods and services within DGS. ETS will use Lean Six Sigma to identify bottlenecks and improve turnaround time while maintaining compliance and purchasing delegation. This effort will reduce the number of approvals for IT goods and services by 40 percent, reduce the average time for approvals by 25 percent, and identify opportunities for automation. This is the first year of a multiyear goal.

- **Conduct feasibility analysis for technology platform transformation.** ETS will conduct a feasibility analysis for the transformation of the DGS Human Resources and Project Accounting platforms. Moving to modern consolidated technology will reduce complexity, require less support, increase alignment with best practices, and reduce risk. The feasibility analysis will include business and technical requirements, system interdependencies, and a plan for selecting technology that meets business needs. This is the first year of a multiyear goal.
- **Implement California Automated Travel Expense Reimbursement System for DGS.** ETS will implement the California Automated Travel Expense Reimbursement System (CalATERS) across DGS to improve efficiency and cost effectiveness. CalATERS will replace a manual system and help DGS further align with the statewide goal of consolidating technology on centralized platforms. Upon completion of this goal, DGS employees will have a shorter reimbursement cycle, receive their reimbursement via direct deposit, and have access to reports that improve transparency.





(From left)

Lydia Cheng-Hui | Accounting Officer, Contracted Fiscal Services

Fee Chang | Accounting Officer, Accounting and Financial Services

Jacqueline Campion | Budget Officer, Budgets and Planning Services

Office of Fiscal Services

The Office of Fiscal Services (OFS) coordinates and develops DGS' rate process and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies. In 2020, OFS will strive to provide outstanding fiscal services to its internal and external customers by improving its transparency and communication and modernizing its operations as follows:

- **Modernize the DGS budget.** DGS will establish a short-term working group with staff from the Department of Finance, State Controller's Office, and the Financial Information System for California (FI\$Cal) to undertake a holistic review of the department's budget and make improvements as appropriate. In 2020, the working group will complete a review and analysis of the current budget display in Hyperion, coding and functionality in PeopleSoft, authority in the annual Budget Act, and other related operational components. The final output will include identification of short-, medium- and long-term improvements to the DGS budget structure and process. These updates and improvements will streamline the delivery of services, promoting expedient delivery of services and accurate recording and reporting of data. Updates are needed because many components of DGS' large and complex operating budget of about \$1.2 billion have existed for decades and have not been updated to accommodate recent changes such as the implementation of FI\$Cal and other technology advancements, administrative restructuring, client needs and demographics, and economic growth and contraction.

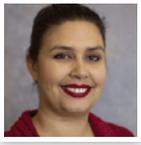


Office of Human Resources

The Office of Human Resources (OHR) provides the full spectrum of human resources services to DGS programs and 18 client agencies. OHR is focused on a future built from a foundation of transparency and accessibility. OHR strives to increase automation and develop innovative tools and trainings to ensure customers find the information they need, when they need it. For 2020, OHR will:

- **Standardize DGS' new hire onboarding program.** In an effort to create a cohesive culture and positive onboarding experience for new hires, OHR will standardize the onboarding process. A formal onboarding approach will gain impressive and important benefits related to the longevity of new hires, the efficiency of the recruiting process, and helping newly hired employees become productive sooner. Addressing challenges and inconsistencies between the various DGS divisions and business lines will also reduce the effort expended to onboard new staff. In 2020, we will develop toolkits to assist new employees, managers and OHR staff with onboarding. This is the first year of a multiyear goal.



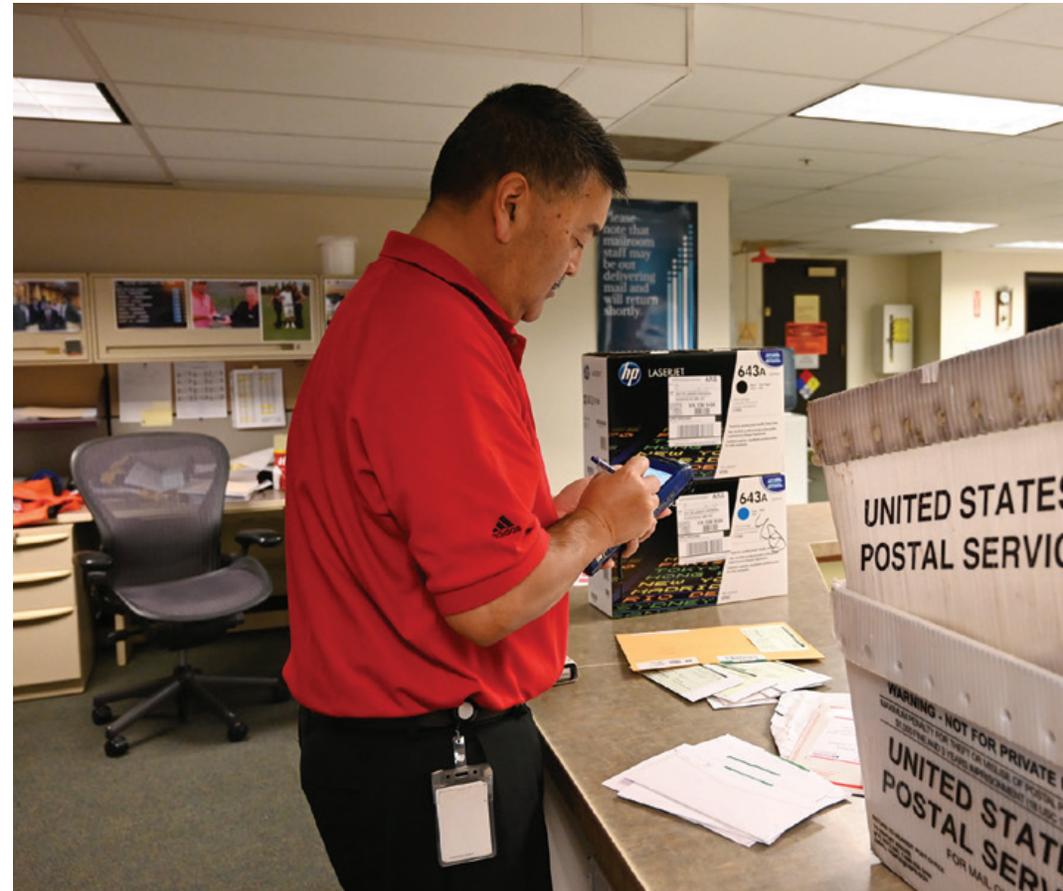


Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support in goods and services procurement, including contract processing from solicitation to contract execution, support for the Financial Information System for California (FI\$Cal), and CAL-Card administration. In addition, OBAS provides internal business services including auditorium reservations, cubicle moves, mail delivery, mobile phones, commuter services, security and document reproduction. In 2020, OBAS will:

- **Reduce commodity purchasing time.** OBAS processes requests from all DGS divisions and offices to procure various commodities (goods) and services. The current average processing time for commodity requests is approximately 24 days. To improve customer support, the processing time for 95 percent of these orders will be reduced to seven calendar days from the time requests are submitted to OBAS until a purchase order is dispatched. Reducing the average processing time will lead to more customer satisfaction within DGS and improve the speed and flexibility with which DGS programs will be able to deliver services to their customers.
- **Increase non-IT service contract delegation.** OBAS receives requests from all DGS divisions and offices for service contracts. OBAS will obtain approval exemption from DGS' Office of Legal Services (OLS) for non-IT services contracts below \$150,000 and interagency agreements below \$1,000,000, which will reduce the number of contracts being sent to OLS by 25 percent and reduce overall processing time by 10 business days.

- **Utilize electronic signatures for public works and architectural and engineering contracts.** OBAS will develop a solution to execute public works and architectural and engineering (A&E) contracts electronically. This will include signing all standard contract documents electronically; stamping and/or signing contract plans electronically; and stamping and/or signing contract specifications electronically. In conjunction with this, OBAS will apply process improvements to existing workflows with the goal to develop a more transparent, efficient and sustainable contracting process. Reducing the contract execution process by providing the option and ability to sign electronically provides cost savings and accelerates the start of work on public works and A&E contracts.





VIRGINIA BOLMAN
CHIEF, OFFICE OF RISK AND INSURANCE MANAGEMENT

Office of Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) helps divisions and offices manage their risk. Our strategic direction is to create and optimize services to efficiently protect assets. The following ORIM 2020 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs:

- **Optimize the government claims process.** ORIM will re-engineer the government claims process to reduce and/or eliminate operational waste, decreasing average claim processing times and increasing statutory compliance. Our target is to improve average processing time to 30 days, measured by the period between claim presentation and claim closure. Improved and streamlined processes will allow the Government Claims Program to offer an effective and expeditious administrative remedy to the public, stakeholders and state departments while mitigating the state's legal liabilities.
- **Refresh the Defensive Driver program.** ORIM will refresh DGS' Defensive Driver program by rethinking it with a modern, structured approach to providing effective resources that foster safe driving practices. Over a two-year period, ORIM will update its existing statewide Defensive Driver training courses and enhance state driver resources by exploring other states' efforts to address employee safety and driving policies. Enhanced driver resources will assist agencies with employee safety by improving driver skills, which reduces their risks and mitigates losses. Additionally, updated courses will focus on driver type, reducing course length for employees

and realizing cost savings to agencies from reduced time spent in training. In 2020, ORIM will evaluate existing safe driver resources and loss data to assess effectiveness and determine resource improvements. This is the first year of a multiyear goal.



Director's Office

DGS



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DIRECTOR, DEPARTMENT OF GENERAL SERVICES



ANITA KUNG
SPECIAL ASSISTANT, EXECUTIVE OFFICE

DGS



ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Office of Audit Services

The Office of Audit Services (OAS) provides the director of DGS with an independent, objective assurance and consulting activity designed to improve DGS' operations and ensure that the department's oversight responsibilities are carried out. Our strategic direction is to model the way for statewide compliance and provide agencies with a clear direction for achieving compliance with established requirements. Consistent with this objective, in 2020, OAS will:

- **Develop a searchable database for archived audit working papers.** OAS will develop and maintain an electronic database for archived audit working papers. The development and implementation of this database will help maintain an accurate record-keeping system, create a means to establish an effective record retention schedule, and enable file planning. This is a functional database that will be developed in-house and maintained by OAS staff.
- **Develop a database for OAS' permanent internal files.** OAS will create a searchable database to provide fast and accurate access to documents in each audit file. This database will provide critical support for audit planning and investigations and will enable additional functionality, such as maintaining records retention schedules.
- ✦ **Implement an integrated paperless system for managing audits.** OAS will develop its plan to implement an electronic system to store all OAS audit documentation with the goal to launch the new system in 2021. This new system will eliminate hard-copy files and folders, thereby reducing waste and increasing the efficiency of state government.

✦ 2019 Strategic Plan Goal



Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies, as well as DGS' internal divisions and offices, regarding the state's contracting and procurement laws and policies. For 2020, OLS plans to achieve the following goals to enhance its provision of services as part of its overall mission and vision of helping government operate more efficiently. To accomplish its goals, OLS continues to employ a strategy to reach out and engage with the state's various departments in order to provide the information and tools they need to successfully execute and implement contracts for services.

- * **Facilitate the preservation of state agencies' trademark rights.** OLS' Intellectual Property Program will assist agencies in producing a statewide inventory of trademarks that may be protectable through formal registration with the U.S. Patent and Trademark Office (USPTO). DGS and all state agencies will benefit by identifying and cataloging their potentially registerable trademarks. Subsequent trademark registration with the USPTO will create a financial disincentive (legal fees) for anyone using registered trademarks and will give state agencies a legal recourse for improper use of their registered trademarks.
- **Implement a new training program for OLS attorney staff.** OLS is developing a new training program to ensure that staff stay current on the unique legal issues that relate to DGS programs, clients and customers. OLS is designing the program to address legal issues (e.g., public works contracting, intellectual property) that all DGS attorneys will need to master for furthering the state's interests. OLS will deliver at least three trainings in 2020 in which all attorneys will participate. DGS programs, clients and customers will benefit from this training because OLS attorneys will become more informed and efficient.

* 2019 Strategic Plan Goal





Office of Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSPPR) is focused on improving organizational effectiveness throughout DGS so that our divisions and offices can better deliver value to their customers. To do this, we will deliver easy-to-use tools, processes, and consultative services throughout the organization that support DGS divisions and prepare employees to succeed. Specifically, in 2020, OSPPR will:

- **Implement a new DGS customer survey program.** OSPPR will work with General Services Workgroup (GSW) members to define and implement a customer survey program to collect input from our external customers that will inform decisions on how DGS services are provided. The customer survey program will focus on targeting the right respondents with the right questions to increase the value of participation by customers and our ability to act on data collected. GSW input will help determine the priorities for customer surveys, and DGS will complete at least one customer survey from start to finish, including planning, survey development, data collection, analysis, and final report.
- **Expand the reach of the Learning Management System and complete the transition from DGS' legacy training database.** In 2020, DGS will transition registration and tracking for all in-house training from the legacy system to the new, modern Learning Management System (LMS). Divisions that offer training within DGS will manage it through the LMS.

• 2018 Strategic Plan Goal

Additionally, all DGS employees will access in-house training through the LMS, which will maintain training history for all employees. This transition will enable DGS to discontinue use of its legacy system for training registration and history.

- **Enhance State Administrative Manual usability.** OSPPR will work closely with DGS' Enterprise Technology Solutions team to develop an online State Administrative Manual (SAM) viewing and printing tool. The new tool, which will be on DGS' public website, will be rolled out for all SAM users in 2020. It will help ensure that content is compliant with the Americans with Disabilities Act, will make prior versions of SAM sections easily accessible, and will include search and print capabilities to allow SAM users to reference policy information according to their preferences.





EBENEZER AMPAH
CHIEF, EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Equal Employment Opportunity Office

The Equal Employment Opportunity (EEO) Office is responsible for overseeing DGS' compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS. The EEO Office uses monitoring systems to achieve its mission to provide a discrimination-free environment in all aspects of employment for employees, applicants and customers. We intend to prevent harassment and discriminatory conduct rather than simply reacting or responding to such behavior. In 2020, the EEO Office will:

- **Streamline, standardize, and improve the EEO investigation process flow and tasks.** EEO's objectives are achieved through departmental policies, operating procedures, and monitoring systems. To this end, EEO will utilize CalHR's Discrimination Complaint Tracking System to clearly define the various steps involved in the processing and case management of all discrimination, harassment, and retaliation complaints. We will create operating procedures that clearly define the various steps involved, report average time spent on processing each step, and document ways to develop a better understanding of how long each investigation should take based on type and complexity. To accomplish this goal, EEO will review its current internal investigative process to reduce redundancies and improve efficiency with clearly defined steps and roles for the investigative team. This will include 30- and 60-day milestones/check-ins/expectations/reminders to ensure that the duration – from creation to closure of each case – does not exceed 90 days. Standardization of the report of findings (the deliverable generated at the end of the investigation) for

all investigators and consistent management review/input will ensure timeliness in addressing EEO concerns in the workplace. Additionally, EEO will use this system to provide metrics on the types of complaints received and display a breakdown by office or division.





MONICA HASSAN
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

Office of Public Affairs

The Office of Public Affairs (OPA) works to promote the accomplishments of the department and to provide accurate information to the department's stakeholders. Our strategic direction is to provide this information in a way that best serves our customers. The following OPA 2020 goals support this strategy by promoting the development of departmental communications that are effective and user-friendly.

- **Create a DGS media library.** OPA will create a centralized location for all DGS multimedia and make it accessible to all DGS staff. By creating one location for all DGS-owned photographs and videos, divisions and offices within the department will be able to access the multimedia when needed and will no longer need to go through OPA in order to find photos and videos to use for their publications and projects. This will save time and allow divisions and programs to remove OPA as an intermediary between them and the Office of State Publishing (OSP) and/or graphic designers.
- **Establish public affairs policies.** OPA will create policies related to public affairs tasks for all departmental staff. By creating clear policies, divisions and offices within the department will know what is required of them and what procedures to follow for tasks relating to public affairs. Divisions and programs will know the policy for each activity they undertake that falls under the purview of public affairs, reducing the need for corrections and allowing for a seamless, efficient and consistent process.





Collaborative Working Groups and Customer Forums

DGS Director

Governance Working Groups

General Services Workgroup (GSW)

Fleet and Travel Working Groups

Control Agency Partnership Working Group (Travel)

Partnership Advisory Group (PAG)

Statewide Equipment Council

Customer Collaboration Working Groups

Statewide Tenant Workgroup

Office of State Publishing (OSP) Customer Working Group

Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

Purchasing Authority Roundtable (PART)

California Pharmaceutical Collaborative

Performance and Environmental Standards Workgroup

Small Business/Disabled Veteran Business Enterprise (SB/DVBE) Advocate Steering Committee

Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

Intellectual Property (IP) Advisory Group

This list represents DGS-led working groups aimed at increasing collaboration across state government. For further details on these workgroups and contact information, please visit our website: dgs.ca.gov.

GOVERNANCE WORKING GROUPS

General Services Workgroup (GSW)

DANIEL C. KIM

(916) 376-5011 | Daniel.Kim@dgs.ca.gov

FLEET AND TRAVEL WORKING GROUPS

Control Agency Partnership Working Group (Travel)

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Partnership Advisory Group (PAG)

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Statewide Equipment Council

EVAN SPEER

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CUSTOMER COLLABORATION WORKING GROUPS

Statewide Tenant Workgroup

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OSP Customer Working Group

JERRY HILL

(916) 445-5680 | Jerry.Hill@dgs.ca.gov

PROCUREMENT AND CONTRACTING WORKING GROUPS

State Contracting Advisory Network (SCAN)

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DGS Small Business Advisory Council

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California Pharmaceutical Collaborative

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Performance and Environmental Standards Workgroup

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Purchasing Authority Roundtable (PART)

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SB/DVBE Advocate Steering Committee

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OTHER COLLABORATIVE WORKING GROUPS

Sustainable Building Working Group (SBWG)

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Chief, Equal
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Opportunity Office



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Director and Chief
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Special Projects

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Deputy Director
and Chief
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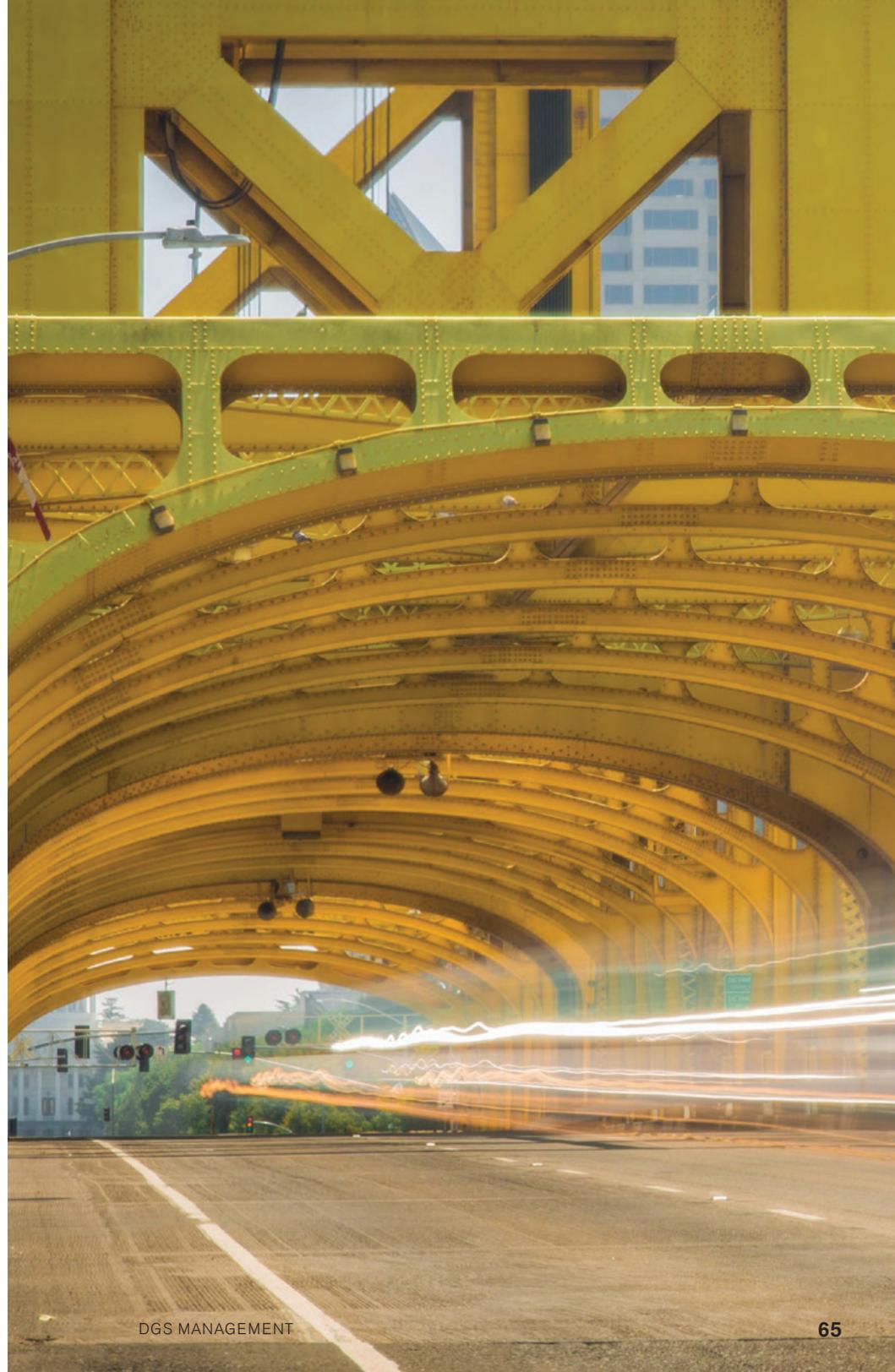
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