

DEPARTMENT *of* GENERAL SERVICES



2018 STRATEGIC PLAN



DGS
GENERAL SERVICES



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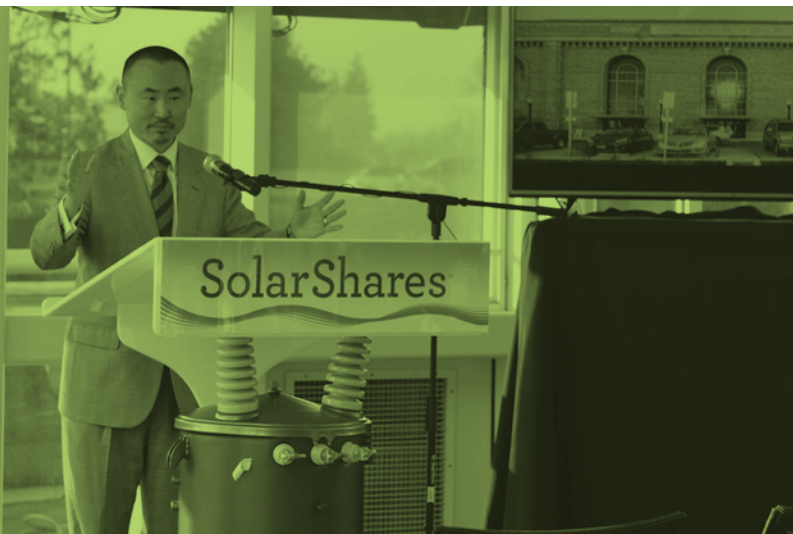
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A Message *from* the Director

The Department of General Services (DGS) first challenged itself to publicly announce and be accountable for annual strategic goals two years ago. With this 2018 plan, the third year of this approach is our most ambitious yet. Once again, our teams increased the number of goals we'll pursue and complete. Once again, we enthusiastically commit to achieving “excellence in the business of government” for the benefit of our customers.

Each goal laid out in this plan is designed to transform DGS. Progress toward the goals advances our ability to evolve as an organization and enhances the value we deliver.



The efforts described on the following pages explain what we will do to change ourselves; to better collaborate and innovate; and to better support our partners and customers throughout the state. Our 2018 Strategic Plan identifies 80 goals that we will strive to complete within this calendar year. These goals cover a wide range of DGS functions and services, some focused on external stakeholders and others focused internally. As part of our commitment to transparency, we will publish the ongoing status of each goal throughout the year.

As we proved with our previous strategic plans, we at DGS are not afraid of big challenges. The 2018 Strategic Plan is loaded with challenges worthy of our best efforts. I'm confident that together—through creativity, calculated risk, and hard work—we will succeed.

Sincerely,

DANIEL C. KIM | DIRECTOR



Strategic Foundations

At DGS, our mission, vision and values provide the strategic foundation upon which goals are established. They provide a framework that guides planning and operations, ensuring that what we do supports our purpose as an organization.

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 which remain relevant to our 2018 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.

As we achieve our goals, we should progress along a continuum defined by the themes. A simple test for each goal is to ask ourselves: “When this goal is achieved, will DGS be more collaborative; consultative; sustainable; data-informed; and/or effective?” If we have created appropriate goals, the answer will always be “yes.”



2018 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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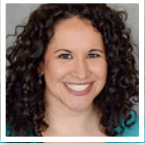
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JEFFREY L. MCGUIRE | CHIEF DEPUTY DIRECTOR,
EXECUTIVE OFFICE



JACQUE ROBERTS
SENIOR ADVISOR, EXECUTIVE OFFICE

Executive Office

The senior advisor to the Executive Office serves as a policy and political advisor to further advance DGS' policies and initiatives with external stakeholders—including local, state and federal governments, and key interest groups. Working with the executive team, the senior advisor develops policy strategies and cultivates relationships that promote DGS' consultative and collaborative role with client departments.

- **Collaborate and consult with client departments.**
The senior advisor will establish an executive-level pilot program with five client departments. As a result of this effort, DGS anticipates improved communications and more collaborative solutions to issues.
- **Establish DGS' first project labor agreements for building construction projects.** For the O Street Office Building and P Street Office Building construction projects, DGS will work with the design-build teams and building trades to establish terms and conditions of employment, including provisions to prioritize hiring apprentices in key targeted categories: women, veterans, public assistance recipients, emancipated foster youth, and those previously incarcerated.



ANGELA SHELL
DEPUTY DIRECTOR, PROCUREMENT DIVISION

Procurement Division

The Procurement Division oversees policies and procedures used by all state agencies in their purchasing and contracting activities. Our strategic direction is to develop innovative and effective procurement solutions that will benefit state departments and small businesses/disabled veteran business enterprises. The following 2018 goals support this strategy by streamlining processes to maximize efficiency and maintain a customer focus in a technologically evolving culture.

- **Develop a procurement planning process.**
The Procurement Division will develop an internal process and tools to manage procurement planning, allowing for more efficient and cost-effective procurements, with the benefits being passed on to the end users of items purchased.
- **Modernize IT procurement.** The Procurement Division will collaborate with the California Department of Technology to clarify the respective roles for each department relative to IT procurement, improving processes and timelines for departments that need to purchase IT goods and services.
- **Compile Small Business/Disabled Veteran Business Enterprise program best practices.** The Procurement Division will analyze small business/disabled veteran business enterprise (SB/DVBE) public works solicitation language and best practices. The Procurement Division anticipates that this will increase successful use of SB/DVBE vendors in public works contracts.



JASON KENNEY
ACTING DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

Real Estate Services Division

The Real Estate Services Division (RES D) 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, design, environmental consulting, construction, project management, and inspection/quality assurance. RES D's 2018 goals include:

- **Automate the State Property Inventory.** The RES D Asset Management Branch (AMB) will implement changes that allow improved access by state departments to update property details, expediting and simplifying updates and data accuracy.
- **Streamline the Real Estate Leasing and Planning Section leasing process.** AMB anticipates this will provide more timely leases to customers, resulting in more customer satisfaction and better leasing deals in a market where rents are increasing.
- **Implement quality assurance software.** The RES D Construction Inspection Management Branch (CIMB) will implement new software for use on all construction projects to increase consistency, thereby enhancing quality assurance.
- **Review Area III and Area IV DGS office operations.** CIMB will evaluate leases in state-owned buildings and plan relocations if alternatives are found that improve staff access to facilities and reduce operating expenses.

- **Develop a budget package “menu.”** The RES D Project Management and Development Branch (PMDB) will work with the Department of Finance (DOF) to establish a “menu” of scope elements for budget packages requested by DOF on behalf of client agencies. RES D expects that this will allow for more transparency into costs and greater agreement about the accuracy of cost estimation for capital outlay projects.
- **Establish a risk analysis and standards tool.** PMDB will establish a risk analysis and standards tool to meet the California Environmental Quality Act requirements. RES D anticipates that this will enable more consistent and accurate planning.
- **Implement a zero net energy (ZNE) screening/scoping methodology.** PMDB will implement the ZNE screening tool and design approaches developed as part of the 2017 Strategic Plan process, enabling a more consistent and informed selection of projects.
- **Re-engineer the public works delegation process.** PMDB will update the delegation process to more closely align with statutes and give more delegation opportunities to departments. RES D expects that this will enable completion of more projects across the state.





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 strong customer service. The strategic direction for FMD 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 and trades services, and building management. The following FMD 2018 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Implement a Customer Service Center and applications.** FMD will implement the DGS Customer Service Center, dashboard and new MAXIMO programs. This effort is expected to improve management of FMD's assets and accelerate response time for tenant and staff concerns.
- **Increase the number of completed projects.** FMD will increase the number of funded, designed and active deferred maintenance projects to 100. This will address severely deferred maintenance repairs, with DGS demonstrating good stewardship of state resources.
- **Establish a contract management team.** FMD will establish a contract management team to oversee contract processes in order to make contractors more accountable for key deliverables, allowing FMD customers to receive improved service.





CHET WIDOM, FAIA
STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

Division of the State Architect

The Division of the State Architect (DSA) partners and serves as a “trusted advisor” with clients and stakeholders in the design and construction of great schools. DSA provides design and construction oversight for public K–12 schools, community colleges, and various other state-owned and leased facilities. DSA reviews plans for structural safety, access compliance, and fire and life safety. In 2018, DSA's strategic goal to fully implement electronic plan review will substantially streamline the plan review process, ultimately increasing efficiency in the delivery of construction projects.

- **Fully implement electronic plan review.** DSA will implement all aspects of electronic plan review, which will improve the efficiency of the plan review process and reduce the cost and environmental impact of paper-based review.
- **Increase outreach to our clients.** DSA will assist clients in improving the accuracy and completeness of plan submissions, reducing the time required for the plan review process and ultimately contributing to reduced construction costs.
- **Evaluate the appointment process and reallocate staff resources.** DSA will balance the appointment process workloads to ensure that design professionals maximize their efforts on technical work.

- **Evaluate the plan review process and reallocate staff resources.** DSA will balance the electronic plan review process workloads to ensure that design professionals maximize their efforts on technical work.
- **Reduce energy and water consumption.** By developing policies and services focused on existing commissioning requirements, DSA will help ensure that new buildings are energy and water efficient.



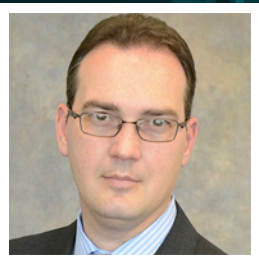


Office of Administrative Hearings

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 2018 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.

- **Improve calendaring efficiencies and measure success.**
OAH will conclude its data analysis project with California State University, Sacramento for measuring success and predicting future workloads in calendaring and case management. As a result of this effort, OAH plans to maximize its resources and streamline case processing and setting.
- **Implement a new digital hearing recording process.**
OAH will implement a new digital hearing recording process to improve efficiency and minimize errors, which will allow OAH to comply with its mandate to properly record hearings and maintain the administrative record.
- **Implement a new case management system.**
OAH will implement Phase 1 of a new case management system that includes fully mapping the case workflow and identifying necessary system features. Upon implementation of the new case management system, OAH anticipates providing more streamlined and effective tools for Administrative Law Judges and staff to better serve the community.





BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division



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 2018 OFAM strategic goals support these objectives by focusing on process improvement, the adoption of value-added services, and leveraging technology to improve efficiency and support the adoption of environmentally sustainable transportation solutions.

- **Consolidate management of parking facilities.**

OFAM will consolidate management of all DGS parking facilities administered by its office and the Facilities Management Division to ensure consistent delivery of services, standardized policies and coordinated maintenance and technology upgrades. OFAM anticipates these initiatives will eliminate inconsistencies in parking management practices, minimize incomplete or inaccurate parking data, and address inconsistent levels of service provided to DGS parking customers.

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

OFAM will install Parking Access and Revenue Control System technology in six Sacramento parking facilities (Phase 1 of 2), increasing facility utilization and creating additional state revenue for infrastructure repairs and upgrades.

- **Implement accreditation process for acquiring fleet assets.**

OFAM will create an accreditation process with state agencies to provide them with delegated authority to approve the acquisition of fleet assets for their agency without prior DGS approval. This will provide quicker fleet acquisitions for agencies that perform this function.

- **Install telematics on fleet assets.**

OFAM will install a telematics data reporting solution on 100 percent of customer-requested leased fleet assets. Telematics will enable the state to improve management of fleet resources and reduce time spent tracking and reporting.

- **Mandate telematics on fleet assets.**

OFAM will issue a statewide policy mandating the phased-in deployment of telematics solutions on state fleet assets, which will help OFAM realize statewide operational efficiencies and cost savings.

- **Implement a virtual card program for lodging.**

OFAM will create and implement a statewide virtual card program for lodging to streamline the travel payment process, reduce costs, improve reconciliation and mitigate the impact of travel on state employees.

- **Execute ground transportation contract.**

OFAM will execute a transportation network company contract to maximize savings and streamline the billing, expensing and reporting processes associated with state employees using ground transportation. OFAM anticipates expansion of these travel services to all state departments.

- **Increase online auction transactions.**

OFAM will increase online auction transactions initiated by customer agencies to 50 percent of the total number of online auction transactions. OFAM expects a resulting increase in operational efficiency, a reduction in transport and storage costs, and an increase in transparency of the state's reutilization efforts.

- **Realign service contract renewal dates.**

OFAM will develop a plan to realign service contract renewal dates to evenly distribute annual contract renewal workload and sync renewals with the Office of Business and Acquisition Services workflow.





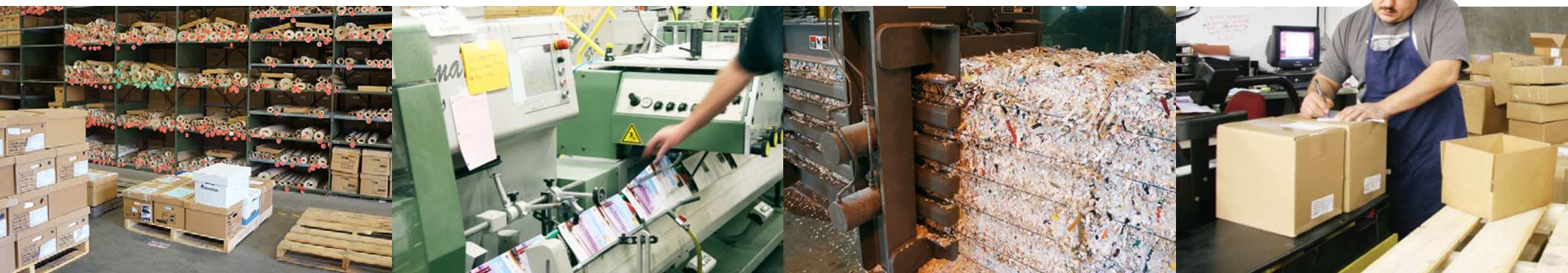
JERRY HILL
STATE PRINTER, OFFICE OF STATE PUBLISHING

Office of State Publishing

For over 167 years, the Office of State Publishing (OSP) has provided publishing services to California state government operations. Just as in 1850, OSP remains committed to our customers and their evolving demands for high-quality products and publishing services. Because publishing today encompasses multi-channel solutions, no longer just ink on paper, OSP continues to introduce new value-added products and services while eliminating those that are no longer required or cost-effective to produce. Our 2018 goals support our commitment to the future by strengthening our ability to sustain long-term flexibility and performance.

- **Obtain additional print work.** OSP will onboard \$4 million of in-plant print work, which will generate greater economic benefit to the state.
- **Implement the business development plan.** OSP will finalize and implement its business development plan. OSP anticipates identifying growth opportunities, machine utilization, cost-effective procedures, and opportunities to lower rates.

- **Develop real-time performance reports.** OSP will develop real-time performance reports of its key performance indicators, improving day-to-day decision-making.
- **Support employee career growth.** OSP will create a staff training development plan and conduct annual individual development plans and performance appraisal summaries, enabling staff to be more successful at their jobs.
- **Develop a succession plan.** OSP will identify key personnel dependencies and develop a plan for succession, contributing to stability as personnel transition into and out of OSP.
- **Continue space consolidation project (Phase 2).**
In order to reduce physical printing plant space of the main plant by 50 percent, OSP will secure a new facility, finalize build-out and move in. This move will generate significant long-term cost savings.
- **Continue space consolidation project (Phase 3).**
In order to reduce physical printing plant space of the main plant by 50 percent, OSP will install equipment and complete staff relocation to the new facility. OSP's move to the new facility will create significant long-term cost savings.





Building Standards Commission

The California Building Standards Commission (BSC) 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. BSC'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. The following 2018 goals support this vision by increasing our outreach and strengthening safety features in Title 24.

- **Enhance Title 24 regulations.** BSC will enhance exterior elevated elements (EEE) regulations in Title 24, providing statewide building regulations that improve the public health, safety and sustainability for buildings in California.
- **Expand education and outreach.** BSC will expand education and outreach to a larger audience via media resources such as videos and webinars. This will create more informed and involved stakeholders for the code adoption process.





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 a school construction project. 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.

- **Conduct outreach with small school districts.**

OPSC will conduct outreach with 320 small school districts to inform them of the state School Facility Program (SFP) and potential funding opportunities, enabling increased program participation by small school districts.

- **Update the School Facility Program Handbook.**

OPSC will update our comprehensive handbook that provides an overview of SFP, program descriptions, application criteria, and processes. This update will provide external stakeholders access to current program information to apply for and obtain grant funds.

- **Develop/update desk procedures.** OPSC will develop or update 15 desk procedures for our office processes, aiding existing and new staff in working effectively and efficiently.





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. A priority for the commission is the development and dissemination of educational materials and information to promote and facilitate disability access compliance. CCDA also gathers and disseminates data to the public on the various types of construction-related physical access violations

alleged in the pre-litigation letters and complaints we receive. CCDA's 2018 strategic goals help to support these efforts, as well as the overall mission and vision of CCDA.

- **Conduct regional listening forums.** CCDA will conduct three regional listening forums with the small business community, improving compliance on issues of disability access.
- **Establish an electronic document management system.** CCDA will implement an Electronic Document Management System (EDMS) solution for all past and future documents (Phase 1). This will allow for improved data collection and analysis.
- **Create an electronic database.** CCDA will create and maintain a secure database for data collection (Phase 2), with the objective of providing a web-based electronic form for the public to submit claims directly to CCDA.





Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides innovative and effective information technology services that allow DGS to achieve its goals and provide value to its customers. The 2018 goals support this mission by: delivering effective, collaborative, and modern desktop tools; improving and automating workflows; and creating policies that help secure DGS information assets.

- **Complete the Windows 10 and Office 365 rollout.**

ETS will complete deployment of Windows 10 and Office 365 to all end-user workstations, giving employees access to current desktop technology for meeting their business goals.

- **Implement automated service management processes.**

ETS will implement two information technology service processes: request management and asset management. The new processes will improve: process consistency and efficiency; data for decision-making; and customer experiences with ETS services.

- **Implement automated workflows.** ETS will implement four automated workflows within ETS and two within DGS programs. ETS anticipates more consistency, transparency and efficiency in all six workflows; improved data metrics for process improvement and decision-making; and improved customer experiences.

- **Publish an information technology manual and policies.**

ETS will create a DGS information technology manual and publish five policies defining technology directives and staff responsibilities, enhancing our ability to securely manage information assets and comply with federal and state regulations.



ANDREW STURFELS | DEPUTY DIRECTOR,
ADMINISTRATION DIVISION

Administration Division



RHONDA BASARICH
CHIEF, OFFICE OF FISCAL SERVICES

Office of Fiscal Services

The Office of Fiscal Services (OFS) oversees DGS' rate development process and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

- **Publish a year-end checklist and calendar.** OFS will develop a fiscal year-end checklist and action item calendar that is current and relevant to include new FI\$Cal transactions and processes. We anticipate that fiscal planning will be streamlined for DGS clients and staff.
- **Create a FI\$Cal workgroup.** OFS will implement a FI\$Cal workgroup and communications strategy for all FI\$Cal

program users to address fiscal data issues and to communicate project updates, challenges and opportunities. The workgroup is expected to facilitate more efficient operations and improved communications with internal and external customers.

- **Update/develop FI\$Cal-related materials.** OFS will develop/update training manuals, procedures and OFS directives for FI\$Cal transactions (Phase 2 of 3). These efforts will help DGS programs and clients more closely follow established and standardized processes, leading to work efficiencies.
- **Improve financial reporting.** OFS will deliver improved quarterly financial reports to each DGS program and institute a standard practice for sharing and reviewing reports. As a result, DGS managers will more easily view the fiscal health of their programs for enhanced decision-making.
- **Provide PeopleSoft training.** OFS will train its staff in PeopleSoft software to improve service to programs/clients as well as timeliness of issue resolution. This is expected to improve employee productivity.





ESTELA GONZALES
CHIEF, OFFICE OF HUMAN RESOURCES

Office of Human Resources

The Office of Human Resources (OHR) provides the full spectrum of human resources services to the Department of General Services and 18 client agencies. Our vision is to continue to increase transparency for our customers by leveraging technology and making information readily available. OHR's 2018 goals support this vision as they further educate our customers, simplify our processes, and increase overall efficiency in our office.

- **Train clients on hiring documents and process.**

OHR will create and execute training for client agencies on duty statements, Requests for Personnel Action, and the new hiring process. OHR expects this will allow client agencies to more quickly fill vacancies, minimizing interruptions to their business.

- **Improve the performance evaluation process.**

OHR will create and implement a standardized process for probationary reports, performance appraisals, individual development plans and merit salary adjustments. OHR anticipates this will help DGS managers complete employee evaluations more efficiently.

- **Create a succession plan.** Working with the California Department of Human Resources, OHR will create a succession plan to identify and develop talent to meet DGS' future organizational needs, allowing DGS increased access to future leaders at all levels of the organization.





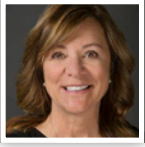
Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides support and consultation within DGS for goods and services procurement; contract processing from solicitation to contract execution; and business services, including FI\$Cal support, CAL-Card administration, room reservations, cubicle moves, security and document reproduction. OBAS also advocates within DGS for small businesses and disabled veteran business enterprise suppliers. OBAS' 2018 goals include:

- **Adopt electronic signatures.** OBAS will adopt electronic signatures for all commodity and service contracts. OBAS expects this to result in more efficient contracting processes and delivery of services to internal customers.
- **Automate the contract process.** OBAS will automate the workflow for all commodity and service contracts. OBAS anticipates this will increase efficiency of staff, provide transparency to internal customers, and create a contract process that is consistently applied.
- **Reduce organic waste.** OBAS will baseline waste tonnage and reduce it by 40 percent at DGS headquarters, further contributing toward California's sustainability efforts.

- **Implement a contract governance and planning process.** OBAS will institute an internal contract governance and planning process for policies and procedures, enabling refinement of contract processes and planning for major and recurring contracts.
- **Complete procurement accreditation.** OBAS will successfully complete the procurement accreditation process, ensuring that we are aligned with statewide procurement practices and reducing procurement time frames for internal programs.





KIM HUNT
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 2018 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs.

- **Implement best practices for risk transfer and insurance procurement.** ORIM will develop best practices procedures as they pertain to risk transfer and insurance procurement. ORIM anticipates having better information and practices to assist when consulting with client agencies.
- **Develop criteria and train emergency response teams.** ORIM will train and exercise two six-person emergency management response teams to respond to the State Operations Center for statewide emergencies. This will allow ORIM an adequate number of DGS staff available to respond quickly to large-scale events throughout the state.
- **Procure an emergency notification system.** ORIM, in partnership with ETS, will identify and procure an emergency notification system available to all DGS employees, allowing DGS to notify employees of emergencies more easily and quickly, improving response capabilities.





DANIEL C. KIM | DIRECTOR,
DEPARTMENT OF GENERAL SERVICES

Director's Office



NANCY ANDER
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

The DGS Office of Sustainability develops and implements clean energy strategies and programs for state buildings. We lead by example and implement programs in the areas of clean renewable energy development, energy efficiency retrofits, and electric vehicle charging infrastructure. We support many other areas of sustainability including zero net energy (ZNE) policy development, LEED (Leadership in Energy and Environmental Design) certification, state buildings benchmarking, and recycling policy development to support DGS and other departments in greening state facilities.

- **Complete energy retrofits at existing state buildings.**
The Office of Sustainability will complete energy retrofits to achieve 4 million kilowatt hours of savings, a significant reduction and a step toward the goal of zero net energy usage in state buildings.
- **Install electric vehicle infrastructure.** The Office of Sustainability will complete preliminary parking site assessments for 3,000 statewide parking stalls and install electric vehicle (EV) infrastructure to service a minimum of 200 fleet EVs. This will contribute to achieving statewide greenhouse gas emissions targets.
- **Install solar power generation.** The Office of Sustainability will install 20 megawatts of solar generation via power purchase agreements, reducing greenhouse gas emissions and contributing to the state's 2020 goal of 100 megawatts of installed solar.
- **Achieve zero net energy in 25 percent of existing building square footage in the DGS portfolio.** This will reduce greenhouse gas emissions and help achieve zero net energy for 50 percent of the square footage of existing state facilities by 2025.



ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Office of Audit Services

The Office of Audit Services (OAS) conducts audits of other state agencies to determine compliance with requirements contained in delegations or exemptions granted by DGS. Our strategic direction is to model the way for statewide compliance for business and management functions and services for agencies. OAS' goals for 2018 help provide agencies with a clear direction in managing their programs for compliance with established requirements.

- **Provide timely audit reports.** OAS will issue 80 percent of all final audit reports to state agencies and DGS programs within 90 days of the review process start date. This will allow agencies and programs to more effectively discharge their area of responsibility without unnecessary delays.
- **Help departments adhere to DGS policy.** OAS will develop a comprehensive statewide program to assist departments in adhering to state policies and procedures related to DGS programs (legal, fleet, procurement, risk, and real estate). As a result, OAS anticipates that both external departments and DGS will benefit from increased compliance and reduced compliance workloads.
- **Establish a review process for external audits.** OAS will establish a transparent, statewide review process for comprehensive external audits, delegated purchasing, internal accounting control, and operational audits that are used by state agencies and OAS. OAS expects that this will increase compliance and reduce compliance workloads.



LESLIE LOPEZ | DEPUTY DIRECTOR AND CHIEF COUNSEL,
OFFICE OF LEGAL SERVICES

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 2018, OLS plans to achieve the following goals to provide more counsel and advice to state departments.

- **Assist state departments with contracting rules and processes.** OLS will produce and post to DGS' internet site educational modules summarizing topics of broad interest and importance to internal and external contracting staff. We expect this will help state employees better understand the contracting rules and navigate the processes more efficiently.
- **Publish quarterly newsletters.** OLS will produce a quarterly newsletter, post it to the DGS internet site, and distribute it to interested stakeholders. OLS anticipates that this will provide an efficient yet informal means to notify stakeholders of news and familiarize them with the OLS staff with whom they may interact.



Office of Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSPFR) helps divisions and offices enhance their ability to deliver value to DGS customers. Our strategic direction is to broaden the range of consultative services we provide within DGS. The following OSPFR 2018 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs.

- **Formalize the annual strategic planning process.** OSPFR will further refine the strategic planning process by documenting repeatable steps, timetables, and definitions for all parties involved with developing and executing the annual plan. We expect these changes to make the annual strategic planning process more efficient and predictable, reducing the resources utilized throughout the year.
- **Implement the Blackboard learning management system.** OSPFR will take the lead role within DGS to implement Blackboard and use the system to pilot test training ladders for two DGS organizational units. We anticipate that Blackboard will enable more efficient planning and execution of DGS-wide training initiatives and provide a tool for divisions and offices to develop individualized training plans for their staff.



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 2018 goal supports this strategy by creating a new departmental website that provides information in a more effective, user-friendly manner.

- **Launch a new DGS external website.** OPA will launch a new DGS external website, with a user-centric design and more efficient navigation to better meet the needs of all of DGS' stakeholders.





Programs *and* Services Overview

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.

PROCUREMENT DIVISION

The Procurement Division oversees policies and procedures used by all state agencies in their purchasing and contracting activities. It develops innovative procurement solutions including statewide contracts, purchasing portals, and end-user training, enabling state agencies to acquire the goods and services needed to serve the people of California.

REAL ESTATE SERVICES DIVISION

The Real Estate Services Division (RESA) is a full-service real estate organization that designs and constructs facilities for government agencies. The division is also responsible for all the state's real property needs – from asset management, surplus property sales and acquisition to leasing and property management.

FACILITIES MANAGEMENT DIVISION

The Facilities Management Division (FMD) oversees building management and administration, operations, maintenance, janitorial, groundskeeping, and repair services.

DIVISION OF THE STATE ARCHITECT

The Division of the State Architect (DSA) provides design and construction oversight for state-owned facilities and public schools.

OFFICE OF ADMINISTRATIVE HEARINGS

The Office of Administrative Hearings (OAH) hears administrative disputes for state and local agencies, including special education due process hearings and mediation for school districts and parents of children with special education needs.

INTERAGENCY SUPPORT DIVISION

Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) provides general oversight of the state's vehicle and mobile equipment fleet, and ensures compliance with state and federal environmental, energy and fiscal policies. It provides a fleet of rental cars to support state agencies' transportation needs; manages DGS' parking facilities; oversees the reutilization of state and federal surplus property; disposes of state surplus property; manages the state's travel planning programs; and provides short-term warehouse services.

Office of State Publishing

The Office of State Publishing (OSP) provides innovative printing and communication solutions and services to state, federal, county and city agencies.

Building Standards Commission

The California Building Standards Commission (BSC) administers the many processes related to the development, adoption, approval, publication and implementation of California's building codes.

Office of Public School Construction

The Office of Public School Construction (OPSC) facilitates the processing of School Facility Program construction applications to make voter-approved state bond matching funds available to qualifying school districts. The office implements and administers the \$35 billion program.

California Commission on Disability Access

The California Commission on Disability Access (CCDA) promotes disability access in California through dialogue and collaboration with stakeholders. The CCDA acts as an information resource; researches and prepares advisory reports of findings to the Legislature; increases coordination between stakeholders; makes recommendations to promote compliance with federal and state laws and regulations; and provides uniform information about programmatic and architectural disability access requirements.

ADMINISTRATION DIVISION

Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides technical support services critical to DGS operations, including deployment and support of desktop computers, network connectivity, applications development and management, data security and compliance with the state of California's information technology policies.

Office of Fiscal Services

The Office of Fiscal Services (OFS) oversees DGS' rate development process and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

Office of Human Resources

The Office of Human Resources (OHR) provides services in the areas of recruitment, hiring, benefits and pay transactions, employee training and development, and constructive intervention.

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, contract processing from solicitation to contract execution, and various business services, including CAL-Card administration, room reservations, cubicle moves, security and document reproduction.

Office of Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) provides a variety of risk management and insurance services to state and public entities with a primary objective of minimizing exposure to losses. Services include insurance procurement and consulting, natural gas fuel price risk management, the Government Claims Program, statewide safety training, and emergency management.

EXECUTIVE OFFICE**Office of Sustainability**

The Office of Sustainability is responsible for coordinating and developing DGS' policies to reduce California's environmental footprint by greening the state's buildings, vehicle fleet, and other purchases and practices.

Office of Audit Services

The Office of Audit Services (OAS) provides an independent, objective assurance and consulting function designed to add value and improve departmental operations.

Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies and internal divisions and offices on the state's contracting and procurement laws and policies.

Office of Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSPPR) facilitates the creation of the department's strategic plan, supports customer survey development and analysis, provides consultative data analysis and process re-engineering, and oversees department-wide training initiatives.

Office of Public Affairs

The Office of Public Affairs (OPA) is responsible for news media relations, managing DGS social media channels, guidance on writing according to DGS style, providing photography resources and video production, and website management oversight.

Office of Legislative Affairs

The Office of Legislative Affairs (OLA) coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. OLA also coordinates specific legislative reports due from DGS to the California Legislature.

Equal Employment Opportunity

The Equal Employment Opportunity (EEO) Office is responsible for overseeing compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS.

DGS *By The* Numbers: 2017



zero emission vehicle
OFFICE OF FLEET AND ASSET MANAGEMENT



DGS
GENERAL SERVICES

33,000 Orders completed by the Office of State Publishing.

12,875 Cases handled by the Office of Administrative Hearings for state and local agencies.

9,596 School facilities projects certified by the Division of the State Architect.

100 Percent of electricity DGS obtains from renewable sources for Sacramento-area state facilities.

10,760 Megawatt hours of electricity DGS saved the state by purchasing EnergyStar IT equipment, the equivalent of powering 1,562 homes annually.

4.5 Million Gallons of statewide petroleum consumption reduced from the 2014 baseline.

51,000 Vehicles DGS oversees.

1,707 Leases managed for state agencies.

79 DGS-managed facilities totaling approximately 19.5 million gross square feet.

\$638 Million Goods purchased via DGS contracts by California counties, cities and school districts.

19,624 Small Businesses certified by DGS as of December 31, 2017.

1,702 Disabled Veteran Business Enterprises certified as of December 31, 2017.



Collaborative Working Groups and Customer Forums

DGS Director

Governance Working Groups

General Services Workgroup (GSW)

DGS Partnership Council

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

DGS Fiscal Services Client Working Group

Office of State Publishing (OSP) Customer Working Group

Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

Prison Industry Authority (PIA) Procurement Task Force

DGS/PIA/California Department of Corrections & Rehabilitation (CDCR) Food Collaboration

High-Cost Drug Acquisition Collaborative

Performance and Environmental Standards

Purchasing Authority Roundtable (PART)

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

Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

Intellectual Property (IP) Working 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: www.dgs.ca.gov.

GOVERNANCE WORKING GROUPS

General Services Workgroup (GSW)

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DGS Partnership Council

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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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DGS Fiscal Services Client Working Group

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OSP Customer Working Group

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PROCUREMENT & CONTRACTING WORKING GROUPS

State Contracting Advisory Network (SCAN)

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DGS Small Business Advisory Council

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PIA Procurement Task Force

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DGS/CDCR/PIA Food Collaboration

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High-Cost Drug Acquisition Collaborative

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