



2026-27 STRATEGIC PLAN

DEPARTMENT *of* GENERAL SERVICES





Table of Contents

2

A Message from the Director

4

Strategic Foundations

Mission

Our Vision

Values

Strategic Direction

8

2026–27 Strategic Plan Goals

46

Collaborative Working Groups and Customer Forums

51

DGS Management

Connect With Us in 2026

Follow us on social media to stay up to date on DGS throughout the year.



[facebook.com/
CalDGS](https://facebook.com/CalDGS)



[twitter.com/
CalifDGS](https://twitter.com/CalifDGS)



[linkedin.com/
company/cadgs](https://linkedin.com/company/cadgs)



[youtube.com/
CalifDGS](https://youtube.com/CalifDGS)



[dgsnewswire.
wordpress.com](https://dgsnewswire.wordpress.com)



[instagram.com/
DGSCalif](https://instagram.com/DGSCalif)



A message from **The Director**



Setting visionary goals and watching them take shape ignites a powerful sense of purpose and progress—fueling the kind of innovation that moves people and organizations forward. Each milestone achieved not only brings a sense of pride but also propels our drive to reach higher.

At DGS, this spirit of purpose and progress is foundational to who we are. Strategic Planning is a bi-annual exercise that is instrumental to sharpening our vision, charting our course, and ensuring that we continue delivering exceptional service to California. This new 2026-27 Strategic Plan builds on momentum and innovation.

Through deep collaboration with our partners and the robust engagement with the customers and communities we serve, DGS continues to evolve as an excellent leader in the business of government. With every interaction, every project, and every challenge, our workforce demonstrates what it means to listen, innovate, and move forward with intention. This plan reflects that commitment—a roadmap that encourages new ideas, strengthens our agility, and positions DGS to meet the future with confidence.

Two years from now, when we look back on the goals set before us, we will see how far we've advanced—not because the path was easy, but because we navigated it together. With expertise, resilience, and the unwavering dedication of the DGS community, we will rise to meet whatever comes our way.

Thank you to all our partners, stakeholders, and especially our DGS employees. Your collaboration, creativity, and service to Californians make this work not only possible, but powerful.

Sincerely,

ANA M. LASSO | DIRECTOR



Strategic Foundations



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

With more than 4,500 employees and a budget of \$1.4 billion, DGS serves the public by providing a variety of services to state agencies through procurement and acquisition solutions; real estate management and design; environmentally friendly transportation; professional printing, design, and web services; administrative hearings; legal services; building standards; oversight of structural safety, fire/life safety, and accessibility for the design and construction of K–12 public schools and community colleges; funding for school construction; and disability access.

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 the 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 2026-27 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.



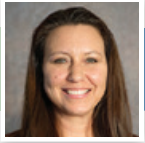
Effective: We continuously develop ourselves so we can better serve our customers.



2026–27 Strategic Plan Goals

The Department of General Services (DGS) 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.

- 10 Procurement Division (PD)**
- 12 Real Estate Services Division (RESD)**
- 14 Facilities Management Division (FMD)**
- 16 Interagency Support Division**
 - 17 Office of Fleet and Asset Management (OFAM)
 - 19 Office of State Publishing (OSP)
 - 20 California Building Standards Commission (CBSC)
 - 22 Office of Public School Construction (OPSC)
 - 24 California Commission on Disability Access (CCDA)
- 26 Division of the State Architect (DSA)**
- 28 Office of Administrative Hearings (OAH)**
- 29 Enterprise Planning and Inclusiveness Division (EPIC)**
- 31 Administration Division**
 - 32 Enterprise Technology Solutions (ETS)
 - 33 Office of Fiscal Services (OFS)
 - 34 Office of Human Resources (OHR)
 - 35 Office of Business and Acquisition Services (OBAS)
 - 36 Office of Risk and Insurance Management (ORIM)
- 38 Executive Office**
 - 39 Office of Audit Services (OAS)
 - 40 Office of Legal Services (OLS)
 - 41 Office of Legislative Affairs (OLA)
 - 42 Office of Public Affairs (OPA)
 - 43 Office of Sustainability (OS)



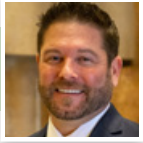
ANGELA SHELL
DEPUTY DIRECTOR, PROCUREMENT DIVISION

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 that contribute to state government's ability to efficiently and effectively meet the needs of the citizens of California. Our 2026–27 goals support this vision by leveraging technology and streamlining processes to maximize efficiency and maintain a customer focus in an evolving environment.

- **Implement the eMarketplace online catalog system on an accelerated schedule.** The Procurement Division will implement the eMarketplace online catalog that will provide state buyers an Amazon-like shopping experience interfaced directly with FI\$Ca. The platform will decrease the time state buyers spend manually searching price lists and getting additional quotes from vendors, and will serve as a pilot for the Procurement Division's electronic bidding evaluation and award system.
- **Refresh statewide procurement training.** DGS' Procurement Division will update statewide procurement training for IT and non-IT goods by designing and delivering content that builds the skills and knowledge of buyers across California, improving the efficiency and effectiveness of statewide procurement practices for increased purchasing authority dollar thresholds. This effort will support a new workforce utilizing human-centered design and keep up with the changing IT marketplace.





DAN MILLSAP
DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

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.

- **Implement Job Order Contracting as a new delivery methodology.** RESD will establish Job Order Contracting (JOC) as an alternative delivery method for smaller projects by executing retainer agreements for all regions, implementing internal controls and procedures, training an initial cohort of project directors, and executing pilot job orders.
- **Implement real property exemption process.** For the first time, and in order to streamline and expedite real property transactions, RESD shall utilize the authority granted by Senate Bill 630 (2025) to establish new policies and procedures (as well as updated delegations) that enable DGS to waive reviews and approvals of real estate transactions.
- **Publish the 2027 Real Estate Portfolio Plan.** To right-size its portfolio and transition underutilized properties to new uses such as affordable housing, RESD – utilizing up-to-date market data, departmental space utilization, and projected construction costs – will reanalyze its portfolio using a threshold analysis; make new recommendations about building status; and begin disposition of any office buildings determined to be excess to state needs.





PAUL DIXON
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 2026-27 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Build and implement a comprehensive, online building manager training program.** To ensure that DGS' property management reflects the complexities of increasingly modern, sustainable, and carbon-free buildings, FMD will acquire specialized training contract services/course creation software to develop and roll out a comprehensive, statewide, online training program tailored to FMD office building managers.
- **Ensure proper staffing at DGS office buildings by reducing partial services offerings.** FMD will develop and begin the implementation of a targeted plan to reduce partial services offerings; both to enable the redirection of positions to DGS buildings for improved operations and maintenance, and to allow client agencies discretion in how they manage their building portfolios.

- **Advance critical end of useful life replacement projects/ upgrades.** To advance the safety, use and sustainability of DGS buildings, FMD will develop and begin the implementation of a multiyear plan to execute critical building projects that address systems that have reached or exceeded their functional/useful life and need to be replaced





VACANT | 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 2026-27, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics and stakeholder education.



CHRIS HOLM
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

Office of Fleet and Asset Management (OFAM)

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 2026-27 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:

- **Create an interactive, accessible and user-friendly digitized Fleet Handbook.** OFAM will create a modernized Fleet Handbook that will be converted into a comprehensive, web-friendly format with version control and update notes. The handbook will enhance ease of navigation, accessibility, accuracy and consistency. The digitized Fleet Handbook will promote accountability and visibility for OFAM and its programs through a coordinated effort between Fleet Operations, Surplus, Statewide Travel Program and other key stakeholders.
- **Develop and implement a biennial parking reconciliation process for OFAM-managed parking facilities.** OFAM will implement a recurring, biennial parking reconciliation process for the 25 parking facilities it manages. The parking reconciliation process will allow OFAM to accurately audit the current utilization and revenue generated by each parking

facility, correct any revenue collection discrepancies and parking misuse, and ultimately better equip the program to maximize the affordability and accessibility of parking services for state employees.

- **Modernize the state Fleet Asset Management System portal.** OFAM will replace the legacy state Fleet Asset Management System (FAMS) portal – currently utilized by state agencies for fleet data reporting – with a modern solution that enhances data integrity, security, scalability, accessibility and user experience. OFAM anticipates this effort will span approximately five years. This 2026-27 strategic goal addresses year one of a two-year goal of the FAMS modernization project.



DGS



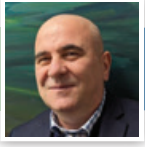
LOU BUTERA
STATE PRINTER, OFFICE OF STATE PUBLISHING

Office of State Publishing (OSP)

For over 170 years, the Office of State Publishing (OSP) has provided critical services to California state government operations and 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 2026-27 goals will substantially increase OSP's economies and improve the efficiency in our operations, which will reduce the cost to our customers.

- **Replace outdated printing presses.** OSP will replace outdated printing presses that have reached their end of life and are essential for high-volume printing and mailing services. Modernizing this equipment will improve production efficiency, reduce downtime and enhance print quality, enabling OSP to produce greater volumes more reliably and within shorter turnaround times.





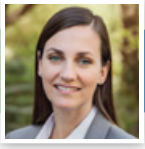
California Building Standards Commission (CBSC)

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 2026-27, CBSC will pursue a strategy to increase efficiencies both internally and for customers, reducing administrative work so that more resources can be applied to code development.

- **Develop and propose nonsubstantial adoption of standards for new and existing nonresidential buildings.** CBSC will utilize the 2025 Intervening Code Adoption Cycle to work with agencies, advocates and other affected stakeholders to update and implement nonsubstantial green building standards for nonresidential buildings, in compliance with the limitations set forth in Assembly Bill (AB) 130 (Chapter 22, Statutes of 2025).

- **Educate state and local agencies on new mandates pursuant to AB 130.** CBSC will educate state and local agencies on new mandates pursuant to AB 130. The new bill enacts a moratorium on state and local building code amendments related to residential units effective October 1, 2025, and ending June 1, 2031. In addition, AB 130 restricts the proposed code amendments during intervening cycles to proposals that don't change the existing regulatory effect. This will require changes to the CBSC policies and procedures and additional education for local building departments, state agencies, and other affected parties.





Office of Public School Construction (OPSC)

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 2026-27, OPSC will:

- **Conduct Outreach to 88 small school districts.** OPSC will increase awareness of the School Facility Program (SFP) among small school districts that have never participated in the program. To help address this lack of participation and create more equitable access and distribution of the SFP's funds, OPSC identified 88 small school districts for which it plans to conduct outreach, equip with knowledge of the program, and provide information on how to access its resources.
- **Standardize usage of the OPSC Online application for all application submittals and document uploads.** OPSC will streamline, standardize and modernize OPSC business processes through consistent use of OPSC Online. OPSC created the OPSC Online web-based application portal seven

years ago and, since that time, has completed testing and programming of numerous expansions and improvements. Standardized usage of OPSC Online for all application submittals and document uploads will streamline and facilitate the paperless administration of OPSC's programs and will simplify processes for school districts and stakeholders.

- **Implement Proposition 2 changes in OPSC Online.** Staff will update the OPSC Online Application to integrate extensive Proposition 2 changes for applications submitted on or after October 31, 2024, while maintaining existing functionality for applications submitted on or before October 30, 2024.





California Commission on Disability Access (CCDA)

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 prelitigation letters and complaints. CCDA's 2026–27 strategic goals are intended to promote efficiency in data collection and analysis and further CCDA's mission to improve access for all Californians.

- **Increase connections with regional community partners to build their capacity.** Staff will return to at least three cities/counties that CCDA engaged with in recent community outreach efforts and will provide participants relevant updates, offer additional technical assistance resources, and further establish connections with local partners.
- **Launch industry-specific accessibility outreach model.** Staff will draw from industry trends identified in CCDA's annual reports on construction and website-related accessibility claims. CCDA will utilize identified claim-related trends to deliver access compliance guidance targeted toward trending industries to help reduce the number of reported accessibility violations and encourage dialogue between industry leaders and the disability community.

- **Deepen data-driven engagement with program stakeholders.** CCDA will cross-reference aggregated accessibility-related violation data with U.S. Census data to identify underserved communities that correspond with high-frequency litigation. Staff will evaluate and utilize these findings to inform the development of a series of educational webinars to be delivered to relevant businesses and communities.





IDA CLAIR
STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

Division of the State Architect

The Division of the State Architect (DSA) will continue to provide design and construction oversight 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 2026–27, DSA will:

- Establish a Unique Building Number for each K-12 and community college school building in California.** DSA will implement a new version of its e-Tracker infrastructure, which will allow DSA to collect site plan and building inventory data to generate a Unique Building Number (UBN) for modernization and reutilization plan submissions upon implementation. In collaboration with the Office of Public School Construction, the California Department of Education, and California Community Colleges, DSA will make site plan and building inventory data accessible to school districts and community colleges to assist with the submittal of five-year school facilities master plans and applications for School Facility Program funding.
- Offer digital delivery of DSA certification exams.** DSA will convert certification examinations for Certified Access Specialist (CASp) and Project Inspector to online delivery using DSA’s Learning Management System to administer and score the examinations. Outcomes are expected to include a significant reduction in time for the release of exam results to candidates as well as detailed data collection on exam item performance. Other outcomes include a modernized experience for candidates, reduction in human error in recording correct responses, reduction in paper usage, and providing a secure and defensible testing experience.





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. Our 2026–27 goals support this strategy by enabling us to perform our services virtually.

- **Replace the Case Management System.** OAS will replace the electronic Case Management System (CMS) with a new and improved system. The new system will be equipped with the technology necessary to create a courtroom capable of virtual and in-person hybrid hearings. The new CMS will provide the parties that appear before OAH and the public greater access to case information, increasing efficiency and transparency.
- **Create a virtual hybrid courtroom.** OAS will procure the necessary hardware and software to convert existing facilities into courtrooms capable of holding in-person, fully virtual or hybrid hearings. Converting existing courtrooms to have such capability will allow the parties appearing before OAH – witnesses and the public – greater access to OAH’s proceedings by providing the flexibility to appear virtually or in person.



Enterprise Planning and InClusiveness Division

The Enterprise Planning and InClusiveness Division (EPIC) provides services related to training and employee development, statewide and department policy, labor relations, constructive intervention programs, management of the State Forms Program, records management, strategic planning, organizational health, and employee relations. EPIC is also responsible for administering the department’s Equal Employment Opportunity program, overseeing compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS.

Investing in our employees is key to achieving organizational success. Our mission is to drive change for positive impact by promoting modernization, efficiency, equity, accountability, compliance, and proactive workforce engagement.

- **Increase Participation in the Upward Mobility Program.** EPIC will strengthen the Upward Mobility Program by expanding equitable access to career development opportunities for employees in low-paying, entry-level classifications as defined by the California Department of Human Resources, in order to build a sustainable internal pipeline for advancement into entry-level technical, professional and administrative roles that support DGS’ workforce needs.



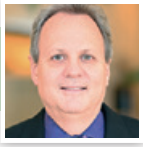
DGS



RACHEL GRANT KILEY
ACTING DEPUTY DIRECTOR, ADMINISTRATION
DIVISION

Administration Division

The Administration Division provides a full array of administrative support for DGS. The Administration Division is comprised of five offices: Enterprise Technology Solutions, Office of Business and Acquisition Services, Office of Fiscal Services, Office of Human Resources 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.



Enterprise Technology Solutions (ETS)

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 2026–27 ETS plans to focus on data privacy and improvement of high-impact systems that touch all parts of DGS operations.

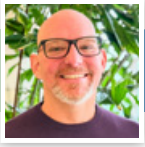
- **Develop and implement a Data Protection Program to mitigate department risk.** ETS will develop and implement a Data Protection Program to enhance safeguards of data from unauthorized access and loss, reducing risk to the department. The program will establish clear data classifications as well as enhanced loss prevention tactics. It will also provide training to help staff identify and properly handle sensitive and confidential information.
- **Establish a comprehensive Enterprise Data and Analytics Program that accelerates the organization’s ability to use high-quality data for informed decision-making.** As part of this effort, ETS will introduce a clear process to manage analytics requests and create a consistent approach for collecting, managing and sharing data across the organization. This work will also lead to a centralized analytics portal that provides leadership and programs with easier access to reliable data, dashboards and insights.



Office of Fiscal Services (OFS)

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 2026-27, OFS will strive to provide outstanding fiscal services to its internal and external customers by modernizing its operations as follows:

- **Implement standardized timely month-end closing and reconciliation process improvements.** Across our client agencies and internal department programs, OFS will establish and enforce standardized procedures and checklists for our month-end closing and reconciliation processes. This will ensure DGS will be better equipped to mitigate budget constraints by strengthening expenditure oversight and keeping timely submission of year-end financial statements.
- **Establish a “lessons learned” process for Department of Finance budget building drills.** OFS will implement a structured “lessons learned” framework to capture insights, challenges and successes after each budget drill submittal to the Department of Finance. This will promote continuous improvement by integrating lessons learned into future budget planning cycles, ensuring that past experiences inform future decisions and reduce inefficiencies.



MIKE BUNT
CHIEF, OFFICE OF HUMAN RESOURCES

Office of Human Resources (OHR)

The Office of Human Resources (OHR) provides the full spectrum of human resources services to DGS programs and 19 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 2026-27, OHR will:

- **Implement a Minimum Qualification and Accelerated Hiring Pilot to reduce time in the hiring process.** The lengthy hiring timeline (three to four months average) continues to result in candidates being lost to other departments and private-sector firms with faster processes. OHR will develop and implement a Minimum Qualification (MQ) and Accelerated Hiring Pilot to reduce time spent on unqualified candidates by conducting the MQ process before interviews. The pilot aims to accelerate hiring while maintaining merit-based principles and streamlining the hiring process.



RACHEL GRANT KILEY
CHIEF, OFFICE OF BUSINESS AND ACQUISITION SERVICES

Office of Business and Acquisition Services (OBAS)

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support with 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 2026-27, OBAS will:

- **Develop a departmentwide Contract Administration Manual.** An operational manual will be developed for DGS contract administrators to use as a primary comprehensive resource to help streamline processes as well as define roles and responsibilities throughout the entire procurement life cycle (identifying the need; submitting the request to OBAS; OBAS' procurement processes; execution of the contract; and managing contractor performance, including reviewing and approving invoices). The manual will establish greater consistency, succession planning, and knowledge-sharing, supporting DGS staff to better manage contracts more effectively.



TIM SKILLMAN
CHIEF, OFFICE OF RISK AND INSURANCE MANAGEMENT

Office of Risk and Insurance Management (ORIM)

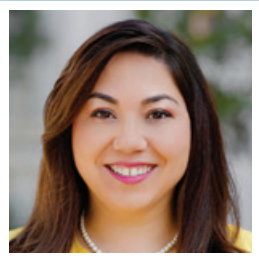
The Office of Risk and Insurance Management (ORIM) helps divisions and offices manage their risk. Our strategic direction is to create and optimize services to efficiently protect assets. The following 2026-27 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs.

- Integrate actuarial industry standard methodology in the motor vehicle insurance rate assessment process.** ORIM will improve the agency's stability and risk management by leveraging vehicle data, operational experience, and recognized accident risk calculations to strengthen rate assessments and reserve funding, achieving an 80% funding confidence level by December 2027.
- Implement Government Claims online filing and payment portal.** The new automated online Government Claims Portal allows claims to be submitted and fees to be paid electronically, resulting in transparency on the status of the claim. The reduction of manual data entry will result in a significant decrease in claims processing time, as the claims team's resources can be more effectively utilized.
- Modernize insurance policy administration through an insurance policy management system.** ORIM will improve efficiency, accuracy and accessibility of insurance policy data by implementing an insurance policy management system.



Executive Office

DGS



ANA M. LASSO
DIRECTOR, DEPARTMENT OF GENERAL SERVICES

DGS



ELIZABETH WILLIAMSON | CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF GENERAL SERVICES

DGS



JASON KENNEY | CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF GENERAL SERVICES



REGINALD MARTINEZ
CHIEF EXECUTIVE LIAISON

DGS



ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

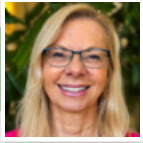
Office of Audit Services (OAS)

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 2026-27, OAS will:

- **Develop and maintain an internal SharePoint site that streamlines OAS task tracking and reporting.** OAS will enhance operational efficiency by implementing a centralized SharePoint-based intake and tracking system that enables staff to submit questions, identify problems with audit guides or tools, flag attendance or training issues, and request administrative actions, with all tasks monitored by the OAS administrator through full resolution.





Office of Legal Services (OLS)

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, among other in-house counsel or advisory roles.

- **Develop and deliver micro-trainings for the Service Contract Advisory Network group.** OLS will develop and provide biannual micro-trainings on topics of significance related to non-IT service contracts at Service Contract Advisory Network (SCAN) meetings, improving the efficiency and effectiveness of statewide procurement practices.

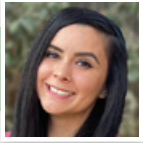


Office of Legislative Affairs (OLA)

The Office of Legislative Affairs (OLA) serves as the single point of contact for all department legislative matters. OLA coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. In addition, we are involved in the coordination of specific legislative reports due to the Legislature from DGS.

- **Implement a legislative training program in a systematic and measured way.** OLA will provide all DGS programs with an updated bill analysis training module each year. Develop trained and confident staff that will be more accurate, clear, concise, and quick in their delivery of completed bill analyses using DGS University to track participation and capture training feedback.





MONICA HASSAN
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

Office of Public Affairs (OPA)

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.

- **Create a Comprehensive Communications Plan**—which will include a social media plan—to proactively and strategically engage DGS employees and DGS stakeholders as well as support knowledge sharing and consistency in future years amongst OPA staff. Establish an ongoing process for evaluating and regularly updating the plan to ensure its continued effectiveness.



MATT HENIGAN
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

The Office of Sustainability develops and implements sustainability strategies and programs for state facilities. 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, water conservation 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 2026-27, the Office of Sustainability will:

- **Proactively evaluate on-site power generation opportunities for state agencies.** Senate Bill (SB) 1020 (2022) requires departments to ensure that all electricity that serves state facilities comes from clean energy sources. To assist state departments in their respective obligations under the law, the Office of Sustainability will utilize geographic information system (GIS) data to evaluate the potential for state properties to install on-site solar solutions. The Office of Sustainability will package the findings, which will include cost comparisons against buying clean power off-site (where applicable) and against the current cost of procuring power, and present to them to departments with jurisdiction over property.

- **Develop a comprehensive electric vehicle charging station needs assessment.** As the state continues to electrify the state fleet, the installation of electric vehicle charging stations to support vehicles is increasingly critical. To help the state achieve a usable, statewide charging grid for fleet vehicles, the Office of Sustainability, working with the Office of Fleet and Asset Management, will evaluate historic purchasing trends, fleet acquisition plans, and industry charging station standards and produce a needs assessment that indicates the number and type of charging stations (along with an order of magnitude cost estimate) for each state department's fleet to aid them in planning and budgeting.
- **Assist departments in decarbonization work by providing energy services contracting recommendations.** Utilizing data provided as part of DGS' building electrification study pursuant to SB 1203 (2022), the Office of Sustainability will provide targeted energy reduction project recommendations to the departments with the largest state building portfolios. The recommendations will emphasize the most cost-effective and environmentally impactful projects that qualify as an energy services contracting opportunity.





Collaborative Working Groups and Customer Forums

DGS Director

Governance Working Groups

General Services Workgroup (GSW)

Fleet and Travel Working Groups

Statewide Equipment Council

Customer Collaboration Working Groups

Statewide Tenant Workgroup

Office of State Publishing (OSP) Print Services Work Group

Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

Purchasing Authority Roundtable (PART)

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

Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

This list represents DGS-led working groups aimed at increasing collaboration across state government.

GOVERNANCE WORKING GROUPS

General Services Workgroup

The General Services Workgroup (GSW) is a strategic advisory body that reviews and recommends changes to DGS policies, procedures and practices to ensure they are efficient, effective and workable for customers.

REGINALD MARTINEZ | Reginald.Martinez@dgs.ca.gov

FLEET AND TRAVEL WORKING GROUPS

Statewide Equipment Council

The Statewide Equipment Council provides a forum for collaboration and information-sharing related to the effective and efficient management of state fleet assets.

CHRIS HOLM | Chris.Holm@dgs.ca.gov

CUSTOMER COLLABORATION WORKING GROUPS

Statewide Tenant Workgroup

The Statewide Tenant Workgroup provides consultative input on statewide priorities, policies, practices and strategic goals related to the operation of facilities owned and/or managed by DGS.

PAUL DIXON | Paul.Dixon@dgs.ca.gov

OSP Print Services Workgroup

The Office of State Publishing Print Services Workgroup is an information-sharing forum for state departments with in-plant printing facilities.

BRIAN ALLEN | Brian.Allen@dgs.ca.gov

PROCUREMENT AND CONTRACTING WORKING GROUPS

State Contracting Advisory Network

The State Contracting Advisory Network (SCAN) provides best practice guidance to non-IT services contracting personnel to improve non-IT services state contracting practices.

PAUL STREULI | Paul.Streuli@dgs.ca.gov

DGS Small Business Advisory Council

The Small Business Advisory Council provides a forum for small businesses, small business affiliate organizations, and small business associations to comment and provide feedback on the DGS policies and practices that affect or impact small business utilization and participation in DGS and other state agency contracts and projects.

ANGELA SHELL | Angela.Shell@dgs.ca.gov

Purchasing Authority Roundtable

The Purchasing Authority Roundtable (PART) promotes open communication with DGS Procurement Division customer procurement officials and explores recommendations for improving current procurement policies and practices.

SARAH CERING | Sarah.Cering@dgs.ca.gov

Small Business/Disabled Veteran Business Enterprise Advocate Steering Committee

This committee serves as a collaborative forum for statewide Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) Advocates.

MATTHEW ZWEIER | Matthew.Zweier@dgs.ca.gov

OTHER COLLABORATIVE WORKING GROUPS

Sustainable Building Working Group

The Sustainable Building Working Group (SBWG) coordinates statewide compliance with sustainability access.

DANIEL BURGOYNE | Daniel.Burgoyne@dgs.ca.gov



DGS Management



ANA M. LASSO
DIRECTOR

Elizabeth "Lizzy" Williamson
Chief Deputy Director

Jason Kenney
Chief Deputy Director

Reginald Martinez
Chief Executive Liaison

Ricardo DeLaCruz
Deputy Director, Enterprise Planning and InClusiveness Division

Lorna Brisco
Chief, Office of Training and Administrative Standards



Zackery Morazzini
Director, Office of Administrative Hearings

Rachel Grant Kiley
Acting Deputy Director, Administration Division

Anna Woodrow
Acting Deputy Director and Chief Counsel, Office of Legal Services

Monica Hassan
Deputy Director, Office of Public Affairs

Vacant
Deputy Director, Interagency Support Division

Richard Rojas
Deputy Director, Office of Legislative Affairs

Andy Won
Deputy Director, Office of Audit Services

Angela Shell
Deputy Director and Chief Procurement Officer, Procurement Division

Dan Millsap
Deputy Director, Real Estate Services Division

Paul Dixon
Deputy Director, Facilities Management Division

Ida Clair
State Architect, Division of the State Architect

Matt Henigan
Deputy Director, Office of Sustainability

Bob Varma
Deputy Director, Office of Administrative Hearings

Mike Bunt
Chief, Office of Human Resources

Chian He
Assistant Chief Counsel

Fallon Okwuosa
Assistant Deputy Director, Office of Public Affairs

Lou Butera
State Printer, Office of State Publishing

Chris Holm
Chief, Office of Fleet and Asset Management

Sarah Cering
Chief, Statewide Procurement IT and Non-IT Oversight and Support Services Branch

Carol Bangs
Chief, Acquisition Branch

Patrick Foster
Chief, Asset Management Branch

Vacant
Assistant Deputy Director

Kurt Cooknick
Deputy of the State Architect

Vacant
Sustainability Outreach, Communication, and Innovation Officer, Office of Sustainability

Susan Formaker
Division Chief and Administrative Law Judge, General Jurisdiction

Heather Carlson
Chief, Office of Fiscal Services

Anna Woodrow
Assistant Chief Counsel

Rebecca Kirk
Executive Officer, Office of Public School Construction

April Dawson Rawlings
Executive Director, California Commission on Disability Access

Brenden Jiang
Chief, Engineering Branch

Anda Draghici
Chief, Certification and Outreach Branch

Jim Martone
Chief, Project Management and Development Branch

Lisa Lambeth
Assistant Deputy Director, Operations

Justin Smith
Chief, Business and Program Operations Branch

Peter Castillo
Division Chief and Administrative Law Judge, Special Education

Gary Renlo
Chief Information Officer, Enterprise Technology Solutions

Brian Davis
Assistant Chief Counsel

Henry Nanjo
Assistant Chief Counsel

Stoyan Bumbalov
Executive Director, Building Standards Commission

Danetta Jackson
Manager, Statewide Supplier Diversity Program

Rob Courtnier
Assistant Chief, Construction Inspection and Management Branch

Lucila Gonzalez
Assistant Deputy Director Administration

Rachel Grant Kiley
Chief, Office of Business and Acquisition Services

Tim Skillman
Chief, Office of Risk and Insurance Management

EXECUTIVE OFFICE

ANA M. LASSO | DIRECTOR

Ana.Lasso@dgs.ca.gov

ELIZABETH WILLIAMSON | CHIEF DEPUTY DIRECTOR

Lizzy.Williamson@dgs.ca.gov

JASON KENNEY | CHIEF DEPUTY DIRECTOR

Jason.Kenney@dgs.ca.gov

REGINALD MARTINEZ | CHIEF EXECUTIVE LIAISON

Reginald.Martinez@dgs.ca.gov

Office of Audit Services

ANDY WON | DEPUTY DIRECTOR

Andy.Won@dgs.ca.gov

Office of Legal Services

ANNA WOODROW | ACTING DEPUTY DIRECTOR AND CHIEF COUNSEL

Anna.Woodrow@dgs.ca.gov

CHIAN HE | ASSISTANT CHIEF COUNSEL

Chian.He@dgs.ca.gov

ANNA WOODROW | ASSISTANT CHIEF COUNSEL

Anna.Woodrow@dgs.ca.gov

BRIAN DAVIS | ASSISTANT CHIEF COUNSEL

Brian.Davis@dgs.ca.gov

HENRY NANJO | ASSISTANT CHIEF COUNSEL

Henry.Nanjo@dgs.ca.gov

Office of Legislative Affairs

RICHARD ROJAS | DEPUTY DIRECTOR

Richard.Rojas@dgs.ca.gov

Office of Public Affairs

MONICA HASSAN | DEPUTY DIRECTOR

Monica.Hassan@dgs.ca.gov

FALLON OKWUOSA | ASSISTANT DEPUTY DIRECTOR

Fallon.Okwuosa@dgs.ca.gov

Office of Sustainability

MATT HENIGAN | DEPUTY DIRECTOR

Matt.Henigan@dgs.ca.gov

VACANT | SUSTAINABILITY OUTREACH, COMMUNICATION, AND INNOVATION OFFICER

ADMINISTRATION DIVISION

RACHEL GRANT KILEY | ACTING DEPUTY DIRECTOR

Rachel.GrantKiley@dgs.ca.gov

Office of Human Resources

MIKE BUNT | CHIEF, OFFICE OF HUMAN RESOURCES

Mike.Bunt@dgs.ca.gov

Office of Fiscal Services

HEATHER CARLSON | CHIEF FINANCIAL OFFICER

Heather.Carlson@dgs.ca.gov

Enterprise Technology Solutions

GARY RENSLO | CHIEF INFORMATION OFFICER

Gary.Renslo@dgs.ca.gov

Office of Business and Acquisition Services

RACHEL GRANT KILEY | CHIEF

Rachel.GrantKiley@dgs.ca.gov

Office of Risk and Insurance Management

TIM SKILLMAN | CHIEF
Tim.Skillman@dgs.ca.gov

DIVISION OF THE STATE ARCHITECT

IDA CLAIR | STATE ARCHITECT
Ida.Claire@dgs.ca.gov

KURT COOKNICK | DEPUTY TO THE STATE ARCHITECT
Kurt.Cooknick@dgs.ca.gov

JUSTIN SMITH | CHIEF, BUSINESS AND PROGRAM OPERATIONS BRANCH
Justin.Smith@dgs.ca.gov

ENTERPRISE PLANNING AND INCLUSIVNESS DIVISION

RICARDO DE LA CRUZ | DEPUTY DIRECTOR
Ricardo.DeLaCruz@dgs.ca.gov

LORNA BRISCO | CHIEF, OFFICE OF TRAINING AND ADMINISTRATIVE
STANDARDS
Lorna.Brisco@dgs.ca.gov

FACILITIES MANAGEMENT DIVISION

PAUL DIXON | DEPUTY DIRECTOR
Paul.Dixon@dgs.ca.gov

VACANT | ASSISTANT DEPUTY DIRECTOR, FACILITIES SERVICES BRANCH

LISA LAMBETH | ASSISTANT DEPUTY DIRECTOR, OPERATIONS
Lisa.Lambeth@dgs.ca.gov

LUCILA GONZALEZ | ASSISTANT DEPUTY DIRECTOR, ADMINISTRATION
Lucila.Gonzalez@dgs.ca.gov

INTERAGENCY SUPPORT DIVISION

VACANT | DEPUTY DIRECTOR

Office of State Publishing

LOU BUTERA | STATE PRINTER
Lou.Butera@dgs.ca.gov

Office of Public School Construction

REBECCA KIRK | EXECUTIVE OFFICER
Rebecca.Kirk@dgs.ca.gov

California Building Standards Commission

STOYAN BUMBALOV | EXECUTIVE DIRECTOR
Stoyan.Bumbalov@dgs.ca.gov

Office of Fleet and Asset Management

CHRIS HOLM | CHIEF
Chris.Holm@dgs.ca.gov

California Commission on Disability Access

APRIL DAWSON RAWLINGS | CHIEF
April.DawsonRawlings@dgs.ca.gov

OFFICE OF ADMINISTRATIVE HEARINGS

ZACKERY MORAZZINI | DIRECTOR AND CHIEF ADMINISTRATIVE
LAW JUDGE
Zackery.Morazzini@dgs.ca.gov

BOB VARMA | DEPUTY DIRECTOR
Bob.Varma@dgs.ca.gov

SUSAN FORMAKER | DIVISION CHIEF AND ADMINISTRATIVE LAW JUDGE,
GENERAL JURISDICTION DIVISION
Susan.Formaker@dgs.ca.gov

PETER-PAUL CASTILLO | DIVISION CHIEF AND ADMINISTRATIVE LAW
JUDGE, SPECIAL EDUCATION DIVISION
PeterPaul.Castillo@dgs.ca.gov

PROCUREMENT DIVISION

ANGELA SHELL | DEPUTY DIRECTOR AND CHIEF PROCUREMENT OFFICER
Angela.Shell@dgs.ca.gov

SARAH CERING | CHIEF, STATEWIDE PROCUREMENT IT AND NON-IT
OVERSIGHT AND SUPPORT SERVICES BRANCH
Sarah.Cering@dgs.ca.gov

BRENDEN JIANG | CHIEF, ENGINEERING BRANCH
Brenden.Jiang@dgs.ca.gov

DANETTA JACKSON | CHIEF, STATEWIDE SUPPLIER DIVERSITY PROGRAM
Danetta.Jackson@dgs.ca.gov

CAROL BANGS | CHIEF, ACQUISITIONS BRANCH
Carol.Bangs@dgs.ca.gov

ANDA DRAGHICI | CHIEF, OFFICE OF SMALL BUSINESS AND DISABLED
VETERAN BUSINESS ENTERPRISE SERVICES
Anda.Draghici@dgs.ca.gov

REAL ESTATE SERVICES DIVISION

DAN MILLSAP | DEPUTY DIRECTOR
Dan.Millsap@dgs.ca.gov

PATRICK FOSTER | CHIEF, ASSET MANAGEMENT BRANCH
Patrick.Foster@dgs.ca.gov

ROB COURTNIER | CHIEF, CONSTRUCTION INSPECTION AND
MANAGEMENT BRANCH
Rob.Courtnier@dgs.ca.gov

JIM MARTONE | CHIEF, PROJECT MANAGEMENT AND DEVELOPMENT
BRANCH
Jim.Martone@dgs.ca.gov







GAVIN NEWSOM

Governor

NICK MADUROS

Secretary, Government
Operations Agency

ANA M. LASSO

Director

**Department of
General Services**

707 3rd Street
West Sacramento, CA
95605-2811

www.dgs.ca.gov

