

**DGS**  
GENERAL SERVICES

**2021**

# STRATEGIC PLAN

DEPARTMENT of GENERAL SERVICES





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## A Message *from* the Director



**I am pleased to share with you our 2021 Strategic Plan for the Department of General Services (DGS).** This is the sixth consecutive year we have published an annual plan. When we started this strategic planning approach in 2016, we wanted to set stretch goals to complete within a calendar year. Our aim was to be “relentlessly incremental” with the intent that, over time, our completed annual goals would cumulatively generate fundamental changes within DGS and transform the services we provide for our state customers and the people of California.

I believe we have succeeded and have, in fact, exceeded our own expectations. Over the past five years, we have completed 237 unique strategic goals – a completion rate of 75%.

I am sure we would not have moved so far so fast had we followed the more traditional strategic planning approach that allows for a longer time horizon to complete goals. By starting with the simple idea that we should set annual targets to achieve our long-term vision, we have become an organization that embodies our strategic themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective. Over the years, our processes and tools have matured and

will continue to do so as we learn from each year. We have evolved to incorporate broader input from our staff and stakeholders when formulating goals.

Now, when I think about strategic planning at DGS, I see important parallels to Agile development methodology, which is embraced by the software industry for its ability to deliver incremental value as products are refined iteratively. We have a long-term vision, we march relentlessly toward it, and we pivot as needed – all the while pushing forward.

This year, DGS teams are pursuing 50 goals – 13 of these are continued from our 2020 plan and 37 are new efforts that move us farther along our strategic path. I am extremely proud of DGS staff for setting such ambitious goals and making sure we follow through on them. I know you will appreciate the goals in our 2021 plan and the value that they will bring to our customers and stakeholders.

Sincerely,

**DANIEL C. KIM** | DIRECTOR

# Strategic Foundations



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

## MISSION

DGS serves the state as its business manager. Our mission is to:

**Deliver results by providing timely, cost-effective services and products that support our customers, while protecting the interests of the state of California.**

## OUR VISION

At DGS, our vision is:

**Excellence in the business of government.**

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

## VALUES

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

These values are:

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



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

### STRATEGIC DIRECTION

In 2017, we identified five strategic themes that remain relevant to our 2021 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.



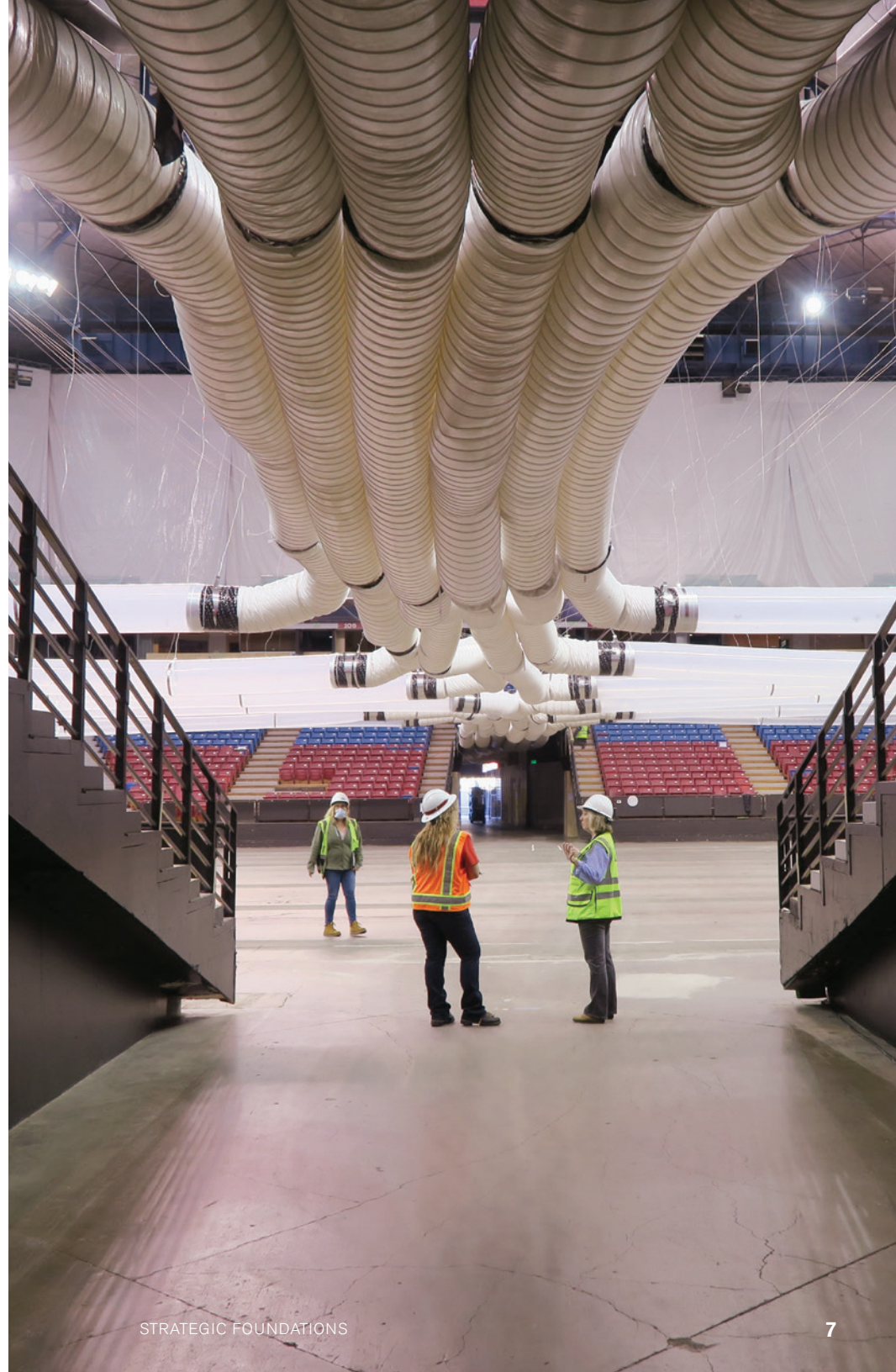
**Sustainable:** We serve as good stewards of state resources and help “green” government.



**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.



# 2021 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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## 40 Director's Office

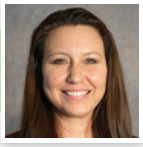
41 Office of Audit Services (OAS)

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## 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 2021 goals support this vision by leveraging technology and streamlining processes to maximize efficiency and maintain a customer focus in an evolving environment.

- **Develop eMarketplace and sustainability tool business requirements.** The Procurement Division will partner with a consultant to identify and document business requirements for a statewide eMarketplace and sustainability reporting tool for state procurements. The eMarketplace will give California industries greater visibility into the state's business needs. State agencies will have the ability to acquire the best goods and services available to serve customers along with simplified selection of items for purchase orders and requisitions, saving time and ensuring accuracy. Sustainability reporting functionality will help DGS provide state agencies with information and assistance regarding environmentally preferable purchasing (EPP), including promoting EPP and developing strategies and training to implement EPP. The tool will provide a solution for buyers to identify and track information on environmental and social impacts, such as greenhouse gas emissions, global warming, energy and water consumption, life-cycle costs and human health concerns related to goods and services procured.
- **Create an emergency contract vendor registry.** The Procurement Division will work with DGS' Enterprise Technology Solutions to create a registry for Small Business (SB) and

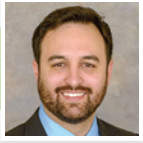
Disabled Veteran Business Enterprise (DVBE) firms that wish to be considered for emergency contracts. The database will increase visibility for registered SB/DVBE suppliers, and for state buyers who procure goods and services in response to emergencies, it will simplify finding those suppliers. After implementation, the Procurement Division will explore expansions to the registry that increase opportunities for contractors and subcontractors on emergency contracts.

- **Combine State Contracting Manual volumes 2, 3 and F and update them to align with current procurement processes.** DGS is responsible for managing and maintaining the State Contracting Manual (SCM) Volumes 2 and 3, and the volume on FI\$Cal. Maintaining three volumes is challenging and duplicative; having three volumes to consult increases the time spent by SCM users to seek and confirm information. By consolidating three volumes into one, the risk of errors will decrease, changes will be more uniform and consistent, the time frame to deliver policy changes to our customers will decrease, and SCM users will more easily and quickly be able to access information.

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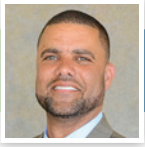
## Real Estate Services Division

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.

- **Continue to help build affordable housing on excess state real property.** To expand utilization of excess state real property, RESD will develop requests for proposals, evaluate responses, and select at least five developers to construct affordable housing. This goal will enhance the efforts of local jurisdictions to meet their affordable housing goals in accordance with their Regional Housing Needs Allocation (RHNA) targets.
- **Consolidate project- and program-level reporting.** RESD will develop consolidated project- and program-level reports that efficiently and concisely display cost, schedule, contract, and funding project data. This goal will enhance accessibility and visibility of project and program data, allowing staff to be better informed of cost and schedule impacts to each client's projects and program.







## 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 2021 goals support our purpose and strategy by focusing on customer service and greater program efficiencies:

- **Roll out an inventory management system.** FMD will complete an important phase toward completion of a substantive inventory management tool. Specifically, we will complete a process that captures, organizes, analyzes and predicts future needs regarding building supplies, tools and equipment. This new system will ultimately benefit FMD customers by enabling better management of our supplies and needs, ensuring more proactive maintenance, and allowing for quicker responses to tenant needs. This is the second year of a multiyear goal.
- ⊕ **Implement building engineer training programs.** FMD is providing additional training to develop a more informed, confident and proactive team of building engineers equipped to maintain our buildings at a higher standard. Completion of this training will provide significant cost savings to the state since fewer dollars will be paid to external service providers. It will also benefit our tenants by ensuring that they receive more timely repairs and operational assistance while dramatically increasing

⊕ 2020 Strategic Plan Goal

preventive maintenance completion rates. In 2021, training will be rolled out to all regions served by FMD, with data collected to capture and validate effectiveness metrics.

- ⊕ **Conduct building water usage assessments.** FMD is collaborating with local utilities to survey facilities for water consumption issues and opportunities. The results will be used to develop cost-benefit analyses and then prioritize water conservation projects. Cost-benefit studies will document existing water features, water used, proposed replacements, replacement costs, and potential water savings. Reducing water usage and waste will reduce costs, which translates to increased benefit to our tenants. Understanding how state facilities use water – and where water savings may be possible – is necessary to execute sustainability directives and ensure compliance with green and sustainable measures.
- ⊕ **Implement service-level agreements.** FMD is working with tenants to develop service-level agreements (SLAs) and establish a clear understanding of service delivery expectations in conjunction with building staff capabilities. Establishing the SLAs and related processes will enable FMD and our tenants to communicate more effectively, manage resources more efficiently, and collaborate in a more cohesive fashion. In 2021, FMD will develop standardized SLA templates for all tenants after finalizing a 2020 pilot test involving a large state department. This is the continuation of a multiyear goal.

⊕ 2020 Strategic Plan Goal





**NANCY ANDER**  
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

## Office of Sustainability

The Office of Sustainability develops and implements clean energy strategies and programs for state buildings. As the state faces the physical consequences of climate change, it has become imperative that we take actions in our state facilities to both mitigate climate change and develop more resilient infrastructure. We lead by example and implement programs in the areas of clean renewable energy development, energy efficiency retrofits and electric vehicle charging infrastructure. Additionally, we support many other key areas of sustainability for state facilities, including zero net energy policy development, LEED (Leadership in Energy and Environmental Design) certification, state building benchmarking, and recycling policy development to support DGS and other departments in greening state facilities. Going forward, our focus will be to develop and implement strategies to reduce carbon emissions in our state facilities. To this end, in 2021, the Office of Sustainability will:

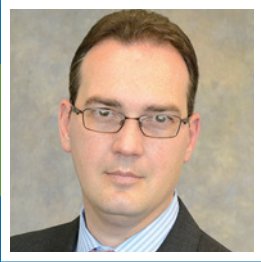
- **Install 600 electric vehicle charging ports in 2021 to support the reduction of carbon emissions from transportation.** The Office of Sustainability will install 600 charging ports to serve both fleet and employee charging needs. By 2025, DGS will strive to install up to 6,000 charging ports in state facilities. As this new and emerging industry evolves and new technologies are introduced in the market, DGS will need to adapt to new technology options, vehicle-to-grid opportunities, market adoption rates and customer usage patterns.
- **Install 8 megawatts of renewable energy systems in state facilities in 2021 to support the statewide goal of procuring 100% renewable energy.** The Office of Sustainability plans to install 8 megawatts (MW) of solar power at state facilities,

keeping us on pace to meet our cumulative target of 100 MW of renewables by 2022. In order to address events in California induced by climate change, such as unprecedented wildfires, the state is establishing aggressive policy directions to reduce greenhouse gas emissions. DGS is pursuing options for both onsite and offsite renewables, critical to achieving carbon neutrality goals in less than 30 years.

- **Reduce carbon emissions from state facilities by implementing energy-saving retrofits that reduce energy use in buildings by 6 million kilowatt hours.** The Office of Sustainability will complete energy retrofit projects that will save over 6 million kilowatt hours (MkWh) in state facilities for a total target savings of 20 MkWh by 2021. Energy efficiency is first in the loading order established in California's Energy Action Plan, and harvesting cost-effective efficiency remains the lowest-cost option to reduce energy use and carbon emissions from our state facilities.







**BRENT JAMISON** | DEPUTY DIRECTOR,  
INTERAGENCY SUPPORT DIVISION

## Interagency Support Division

The Interagency Support Division (ISD) consists of five highly diverse programs: the California Building Standards Commission, the California Commission on Disability Access, the Office of Fleet and Asset Management, the Office of Public School Construction, and the Office of State Publishing. These programs provide a wide variety of business and support services to government agencies and industry stakeholders. In 2021, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics, and stakeholder education.



**EVAN SPEER**  
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

## Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) helps state agencies fulfill their missions by providing cost-effective and environmentally conscious travel, transportation, and asset management services. OFAM's strategic direction is to improve the efficiency with which we serve our customers, provide guidance and policy to reduce overall state operating costs, and ensure the continued reduction of greenhouse gas emissions and petroleum usage associated with the state fleet. The following 2021 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:

- **Implement an automated vehicle maintenance and repair payment system.** Our Fleet Operations Unit will implement a new payment system for its Maintenance and Repair Unit using a newly acquired Statewide Fleet Card contract. Currently, the Fleet Operations Unit processes hundreds of manual invoices daily, which is both time-consuming and inefficient. The new solution will provide quick and easy interaction with vendors that work with the state by automating vendor transactions. This effort will reduce the time to pay vendors, eliminate the need to send invoices to the Maintenance and Repair Unit for processing, allow for immediate approval by automotive inspectors and provide an immediate payment mechanism for the customer upon completion of work.

- **Transition 8,500 parkers to an automated parking data management and payment processing system.** Currently, customers of OFAM's Parking Administration Unit (PAU) at 23 parking facilities are managed through a manual paper application process and tracked on a spreadsheet. All interactions with the PAU, such as initial payments, cancelling parking access, and reporting issues, are done through in-person interaction or via phone or email requests. To provide a more efficient and customer-friendly process, the PAU has developed a customer portal that will automate all account and profile management functions. The PAU's goal is to transition all of its 8,500 parkers to the new system by June 30, 2021. This will enable customers to have 24/7 account access for changes, cancellations, payment processing and submission of information with security encryption. The parking portal will reduce paper waste, decrease interaction time, improve the customer experience, and provide enhanced data security.
- **Publish a State Fleet Data Verification Process Manual for state fleet coordinators.** OFAM prepares a variety of mandated state fleet reports for state and federal agencies. To ensure accurate and complete reporting, OFAM asks departments to verify and confirm their fleet data in the Fleet Asset Management System (FAMS) 3.0 portal. The fleet data verification process can be challenging for fleet coordinators because it requires a comprehensive knowledge in their respective department's fleet as well as in the FAMS 3.0 portal system, data validation rules and Microsoft Excel. Due to the complexity of the data verification process and specific skill sets required, fleet coordinators may experience difficulties in verifying their fleet data in an accurate and timely manner. While OFAM provides customer services and technical support via email and phone, publishing the State Fleet Data Verification Process Manual to OFAM's website will provide fleet coordinators with easier access to additional guidance and resources.

- **Maximize use of downtown Sacramento parking facilities.** OFAM seeks to maximize utilization of downtown Sacramento parking facilities through efficient parking data management and expanded service hours. In 2021, OFAM will install Parking Access Revenue Control System (PARCS) technology in six downtown Sacramento parking facilities. In subsequent years, OFAM will use parking patterns and usage data acquired through PARCS to increase parking facility utilization by 33% at our facilities where public parking is available. Expanded hours of operation to the public will increase revenue to address deferred and ongoing maintenance, which will improve facility conditions and provide an improved customer experience for monthly and public parkers.
- **Implement a new statewide fleet asset management system.** Currently, departments manage and upload their own fleet data to FAMS, which is inefficient and duplicative. The development and implementation of a new statewide fleet asset management system will take place over five years. In 2020, OFAM began the effort to develop and implement a singular statewide fleet asset management system, which will be fully integrated with the state's contracted telematics service. In 2021, OFAM will develop the requirements and statement of work necessary to procure the fleet asset management system. Once fully implemented, this system will significantly improve data collection and integrity in real time, while reducing the time and resource commitments from customer agencies to provide fleet data.



## Office of State Publishing

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 2021 goals will substantially increase OSP's economies and improve the efficiency in our operations, which will reduce the cost to our customers. Specifically, in 2021, OSP will:

- **Modernize business practices at the State Records Center.**

OSP is conducting a two-year effort to maximize space at the State Records Center (SRC) and improve customer experience. In 2021, OSP will complete a comprehensive evaluation of SRC facilities and business practices to identify opportunities for increased efficiencies and space utilization. Additionally, the team will evaluate options for automating the SRC's inventory and records management system in preparation for developing a new system in 2022. The implementation of an automated inventory and records management system will allow SRC to holistically apply records management best practices to include: access, compliance, accountability, retention and disposal, and billing – ensuring the safety of California's critical information assets.

- **Implement the Monarch Print Management Information System.**

OSP is converting its legacy print management information system to a modern and more robust system. Successful implementation and migration from the legacy system will improve OSP's business capabilities through enhanced shop-floor data collection and reporting capabilities, enabling more data-informed business decisions. Customers will see an enhanced Web StoreFront with a more efficient user interface. OSP will work with DGS' Enterprise Technology Solutions to execute its implementation plan, with the result being a fully functional and implemented system in 2021.

• 2020 Strategic Plan Goal



## California Building Standards Commission

The California Building Standards Commission (CBSC) administers the many processes related to the transparent development, adoption and publication of the California Building Standards Code, Title 24, California Code of Regulations. Title 24 serves as the basis for the design and construction of buildings in California to safeguard public health, safety, sustainability and accessibility. CBSC's vision is to ensure the statewide building code development and adoption process is efficient and effective, and that Title 24 protects and reflects California's interests. For 2021, 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.

- **Provide an electronic payment process for cities and counties to submit their Building Standards Administration Special Revolving Fund fees.**

CBSC receives more than 500 checks every calendar quarter for Building Standards Administration Special Revolving Fund (BSASRF) fee payments from more than 580 cities and counties. These are shipped via surface mail and manually processed. An electronic payment method will streamline processing, saving staff time and resources for both CBSC and the cities and counties utilizing this electronic payment method. In 2021, CBSC will launch an electronic payment process for cities and counties to submit their BSASRF fees. These efforts in 2021 constitute the second year of a two-year goal.



## Office of Public School Construction

The Office of Public School Construction (OPSC) conducts outreach to school districts seeking construction funding; processes grant applications for school construction projects (including charter school facilities, career technical education, financial hardship, and health and safety grants); and assists school districts throughout the life cycle of school construction projects. OPSC also advises state agencies, school districts, and local auditors in K–12 audit guidelines and procedures. Since 1998, the School Facility Program has provided close to \$35 billion to construct nearly 52,000 new classrooms and modernize nearly 135,000 classrooms. OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education. To further its mission, in 2021, OPSC will:

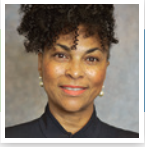
- **Integrate grant agreement functionality into OPSC Online.**

OPSC will work with DGS' Enterprise Technology Solutions to expand OPSC Online, enabling School Facility Program Grant Agreements to be created online, signed electronically, and exported from OPSC Online. School district stakeholders will be able to instantly access the Grant Agreement via OPSC Online and electronically sign, transmit, and receive a completed signed copy. The Grant Agreement will exist in OPSC Online and school districts will have access anytime without having to print a hard copy.

- **Create a School Facilities Program virtual training series.**  
OPSC will create content and conduct a training series with eight distinct virtual outreach events to share program information and engage with school districts. Districts and other interested parties will receive information about how to apply for and successfully navigate the requirements associated with state funding. This information is valuable to all applicants, but particularly those who have less experience (district staffing changes occur frequently throughout the state). In the current remote meeting environment, the content can be archived so that interested parties can access it in the future at their convenience. Remote delivery also broadens the audiences for these outreach events, as there are no travel costs.







**ANGELA JEMOTT** | EXECUTIVE DIRECTOR,  
CALIFORNIA COMMISSION ON DISABILITY ACCESS

## California Commission on Disability Access

The mission of the California Commission on Disability Access (CCDA) is to promote disability access in California through dialogue and collaboration with stakeholders including, but not limited to, the disability and business communities as well as all levels of government. CCDA is empowered by statute to act as a disability access compliance information resource, gathering and disseminating data to stakeholders and the public on the various types of construction-related physical access violations alleged in prelitigation letters and complaints. CCDA's 2021 strategic goal is intended to promote efficiency in data collection and analysis and further CCDA's mission to improve access for all Californians. Specifically, in 2021 CCDA will:

- **Evaluate compliance with CCDA's data collection mandate.**  
CCDA will conduct a data research effort of the federal and state court systems to determine compliance with the five-day notification requirement for Title III case filings. From this research, CCDA will conduct outreach to the legal community to improve compliance. Understanding claims submitted within California's courts will help the commission better fulfill its legislative mandate to make recommendations that will enable persons with disabilities to obtain full and equal access to public facilities, as well as address many of the unanswered questions asked by stakeholders.





**IDA CLAIR**  
ACTING STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

## Division of the State Architect

The Division of the State Architect (DSA) will continue to 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 2021, DSA will:

- **Complete accessibility guides and statutorily mandated studies.** DSA is committed to increasing understanding and consistent application of the California Building Code Chapter 11B Accessibility Regulations among the state’s stakeholders. Use of these design guides will benefit individuals with disabilities by helping design professionals and local jurisdictions interpret and apply accessibility regulations in the built environment. These guides will also assist business and facility owners in maintenance of regulated accessible features.
- **Increase outreach to educate current community college students in the design and construction fields about the DSA Project Inspector program and to promote project inspection as a viable and rewarding career choice.** In cooperation with community colleges, DSA will establish a project inspector internship program to educate and promote project inspection as a viable career choice. Partners will include at least three community colleges across the state, with a longer-term goal to implement the outreach broadly in community colleges that have construction-related learning paths.

• 2019 Strategic Plan Goal



**ZACKERY MORAZZINI** | DIRECTOR AND CHIEF ADMINISTRATIVE LAW JUDGE, OFFICE OF ADMINISTRATIVE HEARINGS

## 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 2021 goal supports this strategy by enabling us to perform our services virtually.

- **Procure and implement a system to conduct hearings virtually.** OAH will procure and implement the hardware and software necessary to conduct virtual hearings and related events in all regional offices, including onsite public kiosks, to provide electronic access to parties when necessary. OAH will develop and implement all necessary training for Administrative Law Judges, staff, and Pro Tem judges, and will provide user help and instructions for the parties appearing before us. Full implementation of virtual hearings will allow OAH to focus on providing timely due process to the parties appearing at our hearings, mediations and other administrative events without jeopardizing the health of any participant.



**ANDREW STURMFELS** | DEPUTY DIRECTOR,  
ADMINISTRATION DIVISION

# Administration Division

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

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



**GARY RENSLO** | CHIEF INFORMATION OFFICER,  
ENTERPRISE TECHNOLOGY SOLUTIONS

# Enterprise Technology Solutions

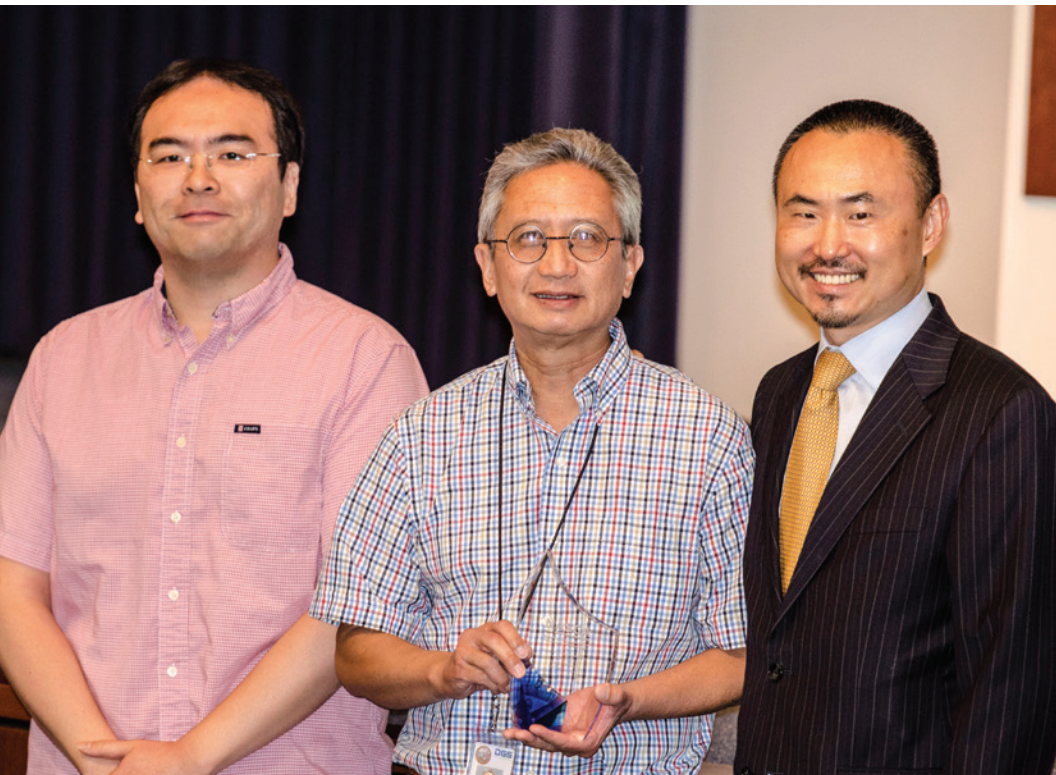
Enterprise Technology Solutions (ETS) provides innovative and effective information technology services that enable DGS to achieve its goals and provide value to its customers. In 2021, ETS plans to focus on data privacy and improvement of high-impact systems that touch all parts of DGS operations.

- **Implement a data warehouse to improve decision-making through data analytics.** ETS will establish a data warehouse that will deliver numerous benefits for DGS, including improved data quality and simplified access to information for making informed business decisions. The data warehouse will convert, standardize, and archive data from multiple sources into a centralized location. This is the first year of a two-year goal.
- **Streamline the information technology goods and services request process.** ETS will automate the information technology goods and services request process developed in 2020. This includes automation of the approval process to further decrease approval times and improve the transparency of procurements throughout the process. This is the second year of a two-year goal.
- **Conduct feasibility analysis for technology platform transformation.** ETS will conduct a feasibility analysis for the transformation of the DGS Human Resources and Project Accounting technology platforms. Moving to modern consolidated technology will reduce complexity, require less support, increase alignment with best practices, and reduce risk. The feasibility analysis will include business and technical requirements, system interdependencies, and a plan for selecting technology that meets business needs. This is the second year of a two-year goal.

• 2020 Strategic Plan Goal



- **Establish a privacy program for DGS.** ETS will continue to mature the privacy program for DGS in 2021, reducing the potential for privacy breaches, litigation and reputational harm. The program will also provide more efficient and secure operations in support of excellence in the business of government while maintaining the trust of the state entities we serve and the citizens that depend on such services. To accomplish this, ETS will continue to document details of personally identifiable information (PII) used by DGS, document a process to review services provided by third-party contractors with access to PII, identify any gaps in compliance with privacy laws, enact policies, ensure training is developed and delivered to DGS employees and contractors, and complete privacy program rollout to at least eight DGS program areas. This is the second year of a three-year goal.



(From left)

**Lydia Cheng-Hui** | Accounting Officer, Contracted Fiscal Services

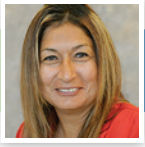
**Fee Chang** | Accounting Officer, Accounting and Financial Services

**Jacqueline Campion** | Budget Officer, Budgets and Planning Services

## Office of Fiscal Services

The Office of Fiscal Services (OFS) coordinates and develops DGS' rate process and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies. In 2021, OFS will strive to provide outstanding fiscal services to its internal and external customers by modernizing its operations as follows:

- **Develop a centralized invoice processing platform.** OFS will utilize an external web-based portal to enable DGS suppliers to submit invoices electronically. This will improve timeliness of invoice processing by automating multiple process steps, sending notifications, and escalating invoices that are not processed promptly. Additionally, we will create dashboards and reports to track the status of invoices that have been submitted. These updates and improvements will streamline the supplier invoice workflow, reduce overall processing time, and increase transparency and access to real-time data.



**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 DGS programs and 18 client agencies. OHR is focused on a future built from a foundation of transparency and accessibility. OHR strives to increase automation and develop innovative tools and trainings to ensure customers find the information they need, when they need it. For 2021, OHR will:

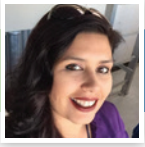
- **Develop a new hire onboarding online portal.** In 2021, in collaboration with DGS' Enterprise Technology Solutions (ETS) office, OHR will develop an online portal to further streamline and standardize onboarding information. This will make it easy for new employees to navigate employment documents, location-specific logistical information (e.g., parking), training and policies, and much more. The portal will also provide tools for hiring managers to ensure consistency for new employees prior to their arrival and throughout their first year with DGS. This is the second year of a two-year goal.
- **Develop a new Request for Personnel Action tracker.** OHR, in collaboration with ETS, will develop a robust Request for Personnel Action (RPA) management tool in order to better track and accurately report RPAs with more efficiency. This new solution will benefit OHR and our customers by offering a dashboard that is user-friendly, secure, and transparent. This will improve all parties' ability to know the status of requested personnel actions.
- **Develop a payroll error reduction plan.** When it comes to generating payroll, the current level of manual work and

oversight increases the potential for user error, which generates a significant amount of payroll errors. Errors result in process delays, cause customer dissatisfaction, and create additional work for transaction staff. DGS will review and use Lean Green Belt methodology to streamline its processes. We will focus on the reduction of errors, greater efficiency, and timely correction of errors when they do occur.

- **Redesign the Upward Mobility Program.** The Recruitment Unit within OHR will identify, develop and incorporate tools, resources, processes, and information to ensure the statutorily required Upward Mobility Program is comprehensive and meets the needs of employees and DGS.
- **Implement the Connect Mentorship Program.** OHR will implement the Connect Mentorship Program to bring together individuals within our organization to build positive and meaningful professional connections. A formalized application and matching process will be developed, as will tools and resources to help participants navigate the mentoring relationship.







## Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support in goods and services procurement, including contract processing from solicitation to contract execution, support for the Financial Information System for California (FI\$Cal), and CAL-Card administration. In addition, OBAS provides internal business services, including auditorium reservations, cubicle moves, mail delivery, mobile phones, commuter services, security and document reproduction. In 2021, OBAS will:

- **Establish client agency procurement services.** In 2021, OBAS will establish a client agency acquisition support program for four or more client agencies that already subscribe to one or more of DGS' administrative support services. Adding acquisition services to the existing catalog of administrative services will allow DGS to recognize numerous organizational efficiencies in how we process financial transactions for client agencies. We will modify current processes and procedures and update our purchasing portal to allow client agencies to enter requests as though they were internal DGS divisions or programs. Client agencies will benefit from the knowledge and expertise of our trained buyers whose day-to-day focus is procurement on behalf of the state, and will also reduce their own staff time expended on procurement.
- **Reduce service order processing time.** OBAS will assess and revise its procedural desk manual to incorporate selected process improvements, templates and other tools for routine and repetitive services across the service order process life cycle. In addition to reduced processing time, we will build in

measures to generate better statements of work at the front end, which will streamline subsequent steps and improve overall service order quality. Our target is to complete 95% of one-time, non-information technology service orders within seven calendar days.

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

• 2020 Strategic Plan Goal





## 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 2021 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs:

- **Streamline the Equipment Maintenance Management Insurance Program.** ORIM will streamline the process used to secure coverage for equipment under the Equipment Maintenance Management Insurance Program (EMMP). In the past five years, the EMMP has experienced significant growth, with 53 client agencies and over 46,000 pieces of equipment enrolled in the program. Using Lean Six Sigma, ORIM will evaluate current program processes and procedures to identify bottlenecks, redundancies and non-value-added actions to improve the enrollment process for new equipment and renewals. These efforts will reduce enrollment errors and inventory discrepancies while expediting coverage and enhancing customer satisfaction.
- **Replace an outdated risk management information system.** ORIM is partnering with DGS' Enterprise Technology Solutions (ETS) to explore available risk management information systems (RMIS) and implement a solution to meet ORIM's business needs. Through implementation of a new RMIS, ORIM will enhance data security and the quality of its services to stakeholders, which include the public and other state departments. The replacement RMIS will also

provide increased information security, protect claimant privacy, improve stakeholders' ability to self-serve, and improve process efficiencies within ORIM.

- **Refresh the Defensive Driver program.** ORIM will refresh DGS' Defensive Driver program by rethinking it with a modern, structured approach to provide effective resources that foster safe driving practices. In 2021 ORIM will finalize this multiyear goal by updating its existing statewide Defensive Driver training courses and enhancing state driver resources. Enhanced driver resources will assist agencies with employee safety by improving driver skills, which reduces risk and mitigates losses. Additionally, updated courses will focus on driver type, reducing course length for employees, and realizing cost savings to agencies from reduced time spent in training. This is the second year of a two-year goal.





# Director's Office

DGS

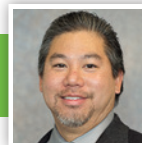


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**ANITA KUNG**  
SPECIAL ASSISTANT, EXECUTIVE OFFICE

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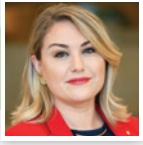


**ANDY WON**  
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

## Office of Audit Services

The Office of Audit Services (OAS) provides the director of DGS with an independent, objective assurance and consulting activity designed to improve DGS' operations and ensure that the department's oversight responsibilities are carried out. Our strategic direction is to model the way for statewide compliance and provide agencies with a clear direction for achieving compliance with established requirements. Consistent with this objective, in 2021, OAS will:

- **Develop a comprehensive training program with DGS FI\$Cal.** OAS will collaborate with the DGS staff assigned to the Financial Information System for California (FI\$Cal) to develop an OAS-specific training program that aligns with OAS' compliance audit testing. In turn, OAS will share the knowledge gained through the training with departments that are audited to assist them in using FI\$Cal to its full potential. OAS staff will benefit by increasing their understanding of the functionality of FI\$Cal and will be better able to help departments utilize its full functionality.
- **Develop a paperless audit working paper platform.** OAS will collaborate with DGS' SharePoint team to plan and develop a paperless audit working paper platform that aligns with the current industry standards. The paperless system will increase the efficient review and reporting of audits while also reducing the need for material supplies necessary to conduct paper audits. Auditees and other stakeholders will see audit reports processed, issued and posted to OAS' website in a more timely manner. Further, OAS staff will benefit from the easy access to electronic working papers. Management reviews will also be conducted more efficiently and timely.



## 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 2021, OLS plans to achieve the following goals to enhance its provision of services as part of its overall mission and vision to help government operate more efficiently. To accomplish its goals, OLS continues to reach out and engage state departments in order to provide the information and tools they need to successfully execute and implement contracts for services.

- **Issue all bid protest decisions within 30 days of final submission of evidence.** As required by 2 CCR (California Code of Regulations) Section 1195.5, assigned bid protest hearing officers will issue decisions to the protest within 30 days of final submission of evidence from the parties. Both OLS and client state agencies will benefit from this goal: OLS will benefit reputationally as a result of timely compliance with the applicable regulation, and timely decisions will enable client agencies to move forward more expeditiously with the competitive bid process and obtain the services sought.
- **Conduct in-house training for OLS attorney staff.** OLS is developing a new training program to ensure that staff stay current on the unique legal issues that relate to DGS programs, clients and customers. OLS is designing the program to address legal issues (e.g., public works contracting, intellectual property) that all DGS attorneys will need to master for furthering the state's interests. OLS will deliver at least three trainings in 2021 in which all attorneys will participate. DGS programs, clients and customers will benefit from this training because OLS attorneys will become more informed and efficient.

• 2020 Strategic Plan Goal

- **Facilitate the preservation of state agencies' trademark rights.** OLS' Intellectual Property Program will assist agencies in producing a statewide inventory of trademarks that may be protectable through formal registration with the U.S. Patent and Trademark Office (USPTO). DGS and all state agencies will benefit by identifying and cataloging their potentially registerable trademarks. Subsequent trademark registration with the USPTO will create a financial disincentive (legal fees) for anyone using registered trademarks and will give state agencies a legal recourse for improper use of their registered trademarks.

• 2020 Strategic Plan Goal







## Office of Enterprise Development

The Office of Enterprise Development (OED) is focused on improving organizational effectiveness throughout DGS so that our divisions and offices can better deliver value to their customers. To do this, we deliver consultative services, easy-to-use tools, and collaborative processes throughout the organization that support DGS divisions and prepare employees to succeed. Specifically, in 2021, OED will:

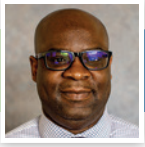
- **Modernize the DGS online employee manual.** In the first year of this two-year effort, through collaboration with all DGS divisions, OED will update content of the online employee manual and evaluate content management roles, responsibilities, and processes, updating them as needed. In year two, with the support of DGS' Enterprise Technology Solutions office, we will migrate all manual content into a new online content management tool. The tool, along with appropriately updated processes, will provide simplified access to manual content. Maintaining the content of the manual will also be simplified, which will result in more timely content updates and less effort for content owners.
- **Expand the reach of the Learning Management System and complete the transition from DGS' legacy training database.** In 2021, OED will expand the reach of the Learning Management System (LMS) to all DGS staff and complete the transition from DGS' legacy training database. By the end of 2021, DGS will conduct training registration and reporting for all in-house training in the new LMS. Historical data from

• 2020 Strategic Plan Goal

the legacy system will be available for reporting in the LMS. DGS divisions that offer training for staff will manage it through the LMS. This transition will enable DGS to discontinue use of its outdated legacy system for training registration and history.







**EBENEZER AMPAH**  
CHIEF, EQUAL EMPLOYMENT OPPORTUNITY OFFICE

## Equal Employment Opportunity Office

The Equal Employment Opportunity (EEO) Office is responsible for overseeing DGS' compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS. The EEO Office uses monitoring systems to achieve its mission to provide a discrimination-free environment in all aspects of employment for employees, applicants and customers. We intend to prevent harassment and discriminatory conduct rather than simply reacting or responding to such behavior. To this end, the EEO Office in 2021 will:

- **Develop an action plan to mitigate demographic underutilizations in the DGS workforce.** In this multiyear goal, the EEO Office will review the demographic composition of the DGS workforce, identify disparities within DGS divisions and offices, and provide recommendations and proposed action plans for each division and office with identified disparities. In the first year, the EEO Office will collaborate with DGS' newly formed diversity and inclusion workgroup, along with one DGS division or office, to create an action plan to help reduce the disparities in the demographic makeup of that division or office. Also in the first year of this goal, the EEO Office will collaborate with DGS' Office of Human Resources to train DGS hiring managers on EEO policies and the effects of unconscious bias on hiring decisions. The training will help hiring managers recognize what factors may unconsciously influence their hiring practices and ensure that all applicants receive equal employment opportunity during the hiring process. This is the first year of a three-year goal.







# Collaborative Working Groups and Customer Forums

DGS Director

## Governance Working Groups

General Services Workgroup (GSW)

## Fleet and Travel Working Groups

Control Agency Partnership Working Group (Travel)

Partnership Advisory Group (PAG)

Statewide Equipment Council

## Customer Collaboration Working Groups

Statewide Tenant Workgroup

Office of State Publishing (OSP) Print Services Working Group

## Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

Purchasing Authority Roundtable (PART)

California Pharmaceutical Collaborative

Performance and Environmental Standards Workgroup

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

## Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

Intellectual Property (IP) Advisory Group

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

---

### GOVERNANCE WORKING GROUPS

#### General Services Workgroup (GSW)

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### FLEET AND TRAVEL WORKING GROUPS

#### Control Agency Partnership Working Group (Travel)

**BILL AMARAL**

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#### Partnership Advisory Group (PAG)

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#### Statewide Equipment Council

**EVAN SPEER**

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### CUSTOMER COLLABORATION WORKING GROUPS

#### Statewide Tenant Workgroup

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#### OSP Print Services Working Group

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### PROCUREMENT AND CONTRACTING WORKING GROUPS

#### State Contracting Advisory Network (SCAN)

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#### DGS Small Business Advisory Council

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#### California Pharmaceutical Collaborative

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#### Performance and Environmental Standards Workgroup

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#### Purchasing Authority Roundtable (PART)

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**SB/DVBE Advocate Steering Committee**

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(A) Deputy Director, Office of Legislative Affairs

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