

**DGS**  
GENERAL SERVICES

**2022-23**

# STRATEGIC PLAN

DEPARTMENT *of* GENERAL SERVICES





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## A Message *from* the Director



**Thank you to the entire Department of General Services (DGS) team for charting a course of ambitious strategic goals and projects in the 2022–23 Strategic Plan.** Thank you to our customers for being supportive partners who provide creative input and constructive feedback so we can continuously improve our operations. The Strategic Plan is an opportunity to take a step back, assess direction, and elevate emerging projects, goals and priorities for the organization. The Strategic Plan focuses on tangible goals to generate fundamental changes within DGS. Projects submitted into the Strategic Plan encompass the following five themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective.

Building on the success of DGS' Strategic Plan model, I am excited to share that we will expand strategic planning to provide further focused direction, efficient tracking, and stronger coordination across all DGS divisions on an ongoing basis. This expanded model is the culmination of assessing commonalities across the projects and initiatives submitted in this current 2022–23 Strategic Plan, layered with the goals and priorities of the Government Operations Agency (GovOps) and the governor's administration. We have crafted four cross-cutting priority areas around which to align DGS' goals, strategic initiatives and projects. These priority areas include:

- Develop **procurement** and acquisition efficiencies
- Implement progressive **real estate** management and design
- Advance and institutionalize **sustainable** practices
- Promote **workforce agility**

Over the coming year, we will transition strategic planning to be formulated in a way that aligns projects and goals to advance these four over-arching priorities. I look forward to sharing more about these priorities, championing the 2022–23 Strategic Plan, and continuing to fulfill the DGS mission.

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 3,900 employees and a budget in excess of \$2 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 2022–23 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.



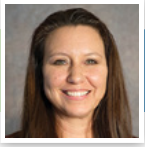
**Effective:** We continuously develop ourselves so we can better serve our customers.



# 2022-23 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.

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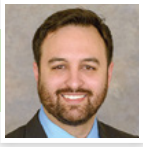


## Procurement Division

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 2022–23 goals support this vision by leveraging technology and streamlining processes to maximize efficiency and maintain a customer focus in an evolving environment.



- **Reduce billing inefficiencies by changing the methodology.** The Procurement Division has been billing monthly on a transactional basis with a percentage fee, and historically over-collected millions of dollars. Changing the methodology by assessing a percent-to-total of cost recovery fees based on a three-year average billable spend and billing on a quarterly basis will drastically reduce overpayments, offer consistency and streamline billing.
- **Develop and implement training and tools specific to procurement and bidding requirements for certified Small Businesses, Disabled Veteran Business Enterprises, and diverse suppliers.** DGS' Office of Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) Services will develop new training sessions and tools that offer SBs, DVBEs and diverse suppliers specific information about bidding requirements to help increase their chances of securing government contracts.
- **Update the state's IT model terms and conditions to simplify use and maximize efficiency in state IT procurement processes.** DGS is responsible for developing and maintaining the state's information technology (IT) model contract terms and conditions for use by state departments in IT procurements. The Procurement Division will work with state department and IT industry stakeholders to revise the current terms and conditions, incorporating current IT practices and streamlined requirements for ease of use.



## Real Estate Services Division

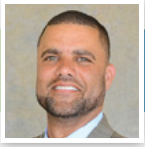
The Real Estate Services Division (RES D) serves as the real estate manager for the state of California and provides a wide range of professional services to state departments, including property acquisition and sale, leasing, design, environmental consulting, construction, project management, and inspection/quality 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.

- **Award and execute three separate contracts with a design-builder for the construction of three major projects.** In 2018, RES D was authorized to utilize progressive design-build for the construction of the Swing Space Building to support the Capitol Annex project. Concurrent with the success of that project, in July 2021, RES D was given pilot authorization to deliver three large-scale construction projects using progressive design-build. The three projects – the renovation of the Gregory Bateson Building, Resources Building, and Jesse M. Unruh Building – will be the state’s first renovation projects using this new delivery methodology.
- **Publish guidelines governing the design of alternative office spaces for state telework.** During the pandemic, RES D has worked with state agencies to help them transition to a long-term telework model. To further assist the state in this transition, RES D will publish guidelines for the design of alternative office spaces to minimize the state’s real estate footprint.

- **Establish new building and renovation standards to address climate adaptation and promote carbon reduction through electrification.** In accordance with executive orders from Governors Newsom and Brown, California will continue to lead the nation in sustainable practices by establishing standards for renovation and new construction using electric power generation. As part of this goal, RES D will also establish design protocols for assessing climate risk for new projects and for suggested, cost-effective mitigations.







## Facilities Management Division

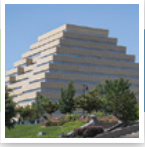
The Facilities Management Division (FMD) takes care of our state assets, ensures a healthy working environment for our tenants and staff, and strives to deliver excellent customer service. FMD's long-term vision is to increase our ability to address deferred and preventive maintenance in our buildings while setting the bar for industry standards as they relate to project management, custodial services, trades services and building management. The following 2022–23 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Ensure staff completion of the newly established statewide engineer training.** FMD operations staff will undergo in-depth training to develop a more informed, confident, and proactive staff. This will equip them with the ability 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 benefit our tenants by ensuring that they receive more timely repairs and operational assistance while dramatically increasing preventive maintenance completion rates.
- **Complete rollout of service-level agreements with tenants to create more collaborative relationships with clear expectations.** FMD has created a standard of documents and processes to use for establishing and tracking the current and proposed levels of services FMD is providing to tenants. The implementation of these service-level agreements ensures that the assets entrusted to DGS are well-maintained to a uniform standard; ensures the health and productivity of the

work environment by setting clear expectations; and ensures that the DGS customer service program is strong. This is the continuation of a multiyear goal.

- **Create a statewide guidance and best practices document for cost-effective electricity use.** A statewide standard for electricity use, published as a guidance and best practices document, would be created in consultation with electricity providers and would be updated annually, as peak-rate periods are subject to change. By being mindful of the higher electricity costs associated with the latest peak-period times, FMD buildings can adjust electricity use patterns to operate in a more cost-effective manner.





## 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 2022–23, the Office of Sustainability will:

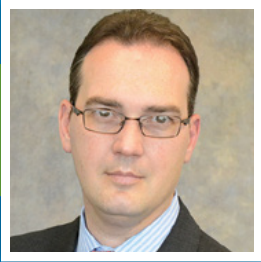
- **Support the state’s carbon emission reduction goals by expanding electric vehicle charging infrastructure statewide.** In 2022–23, The Office of Sustainability plans to install 1,200 charging ports to serve both fleet and employee charging needs. These installations will contribute to achieving statewide greenhouse gas emission reduction targets. By 2025, DGS is targeting a total installation of nearly 6,000 charging ports in state facilities. As this new and emerging industry evolves and new technologies are introduced in the market, DGS will need to adapt to new technology options, vehicle-to-grid opportunities, market adoption rates and customer usage patterns. Transportation alone accounts for 40% of the greenhouse gas emissions in the state. Executive Order B-48-18 recognizes the criticality of aggressively addressing

this emission source and establishes a goal of 5 million electric vehicles on California roads by 2030. It will be essential to build sufficient infrastructure to meet the demands of the anticipated increase in electric vehicles on California’s roads.

- **Continue to expand the state’s installation of solar power generation.** In 2022–23, the Office of Sustainability will install 20 megawatts (MW) of solar generation via power purchase agreements; research and develop five microgrid opportunities; initiate five battery storage projects in state facilities; and explore opportunities to create resiliency related to renewable energy systems with three state agencies. These actions will reduce the state’s greenhouse gas emissions and carbon footprint and will meet the mandated statewide energy goals.

In 2022–23, the Office of Sustainability plans to install 20 MW of solar power at state facilities. DGS has a cumulative target of 100 MW of renewables by the end of 2023 and is on pace to meet this goal. To address events in California induced by climate change, such as unprecedented wildfires, the state is establishing aggressive policy directions to reduce greenhouse gas emissions. Senate Bill 100 (De León, Chapter 312, Statutes of 2018) establishes the most far-reaching renewables goals for California to date. DGS is pursuing both on-site and off-site renewables options, critical to achieving carbon neutrality goals in less than 30 years. Executive Order N-19-19 leverages the department’s management and ownership of buildings and vehicles to minimize the state’s carbon footprint.

- **Complete energy retrofits to achieve energy savings and decrease the state’s carbon footprint.** For 2022–23, the Office of Sustainability has plans for energy retrofits to save over 7.5 million kilowatt hours (MkWh) through energy retrofits in state facilities. 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 2022–23, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics and stakeholder education.



**PAUL ROMERO**  
ACTING CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

## Office of Fleet and Asset Management

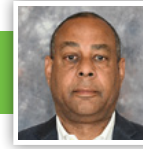
The Office of Fleet and Asset Management (OFAM) helps state agencies fulfill their missions by providing cost-effective and environmentally conscious travel, transportation, and asset management services. OFAM's strategic direction is to improve the efficiency with which we serve our customers, provide 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 2022–23 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 a managed lodging program that offers state travelers contracted market-based rates at hotels across the nation** that are safe, convenient, and meet the state's lodging needs.
- **Utilize telematics data and implement data-informed policies/procedures to achieve 8% in savings** in fleet operating costs, including maintenance and repairs.
- **Explore alternate methods of utilizing parking facilities that are below capacity due to increase in telework.** Currently, the 25 parking facilities overseen by OFAM's Parking Administration Unit (PAU) are managed through a standard oversubscription rate of 120%, which previously had limited parking availability. Due to the shift to partial or total telework arrangements for many state employees, DGS garages have an unexpected availability of underutilized parking spaces. To

serve stakeholders with safe and affordable workplace parking spaces, PAU will use data-informed decisions to increase the number of parkers and will explore alternative rates to manage parking garages effectively in the hybrid workplace.

- **Develop the requirements and statement of work necessary to procure the next statewide fleet asset management system.** Collecting and managing statewide fleet inventory and utilization data is required for a variety of analysis and reporting mandates. Currently, departments manage and upload their own fleet data to DGS' Fleet Asset Management System (FAMS), which is inefficient and duplicative. Starting in 2020, OFAM began a five-year process to develop and implement a singular statewide fleet asset management system, which will be fully integrated with the state's contracted telematics service. 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. For 2022–23, OFAM will develop the requirements and a statement of work for the statewide fleet asset management system. The third phase (to begin in 2023) will include transitioning state agency's fleet assets from the current system to the new statewide fleet system, which will take at least two years.

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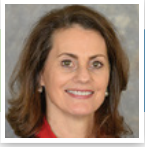
**PAUL DIXON**  
STATE PRINTER, OFFICE OF STATE PUBLISHING

## Office of State Publishing

For over 170 years, the Office of State Publishing (OSP) has provided critical services to California state government operations and 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 2022–23 goals will substantially increase OSP's economies and improve the efficiency in our operations, which will reduce the cost to our customers. Specifically, in 2022–23, OSP will:

- **Create new inventory storage and management operational processes to adapt to supply chain unpredictability.** In recent years, OSP has used a “just in time” (JIT) delivery-based inventory process to support its operations. However, the unprecedented supply chain issues related to the COVID-19 pandemic have made continued use of this system impractical. To ensure that OSP is adequately supported for the essential government work we perform for our customers, OSP will move away from its JIT system and develop new inventory storage and management operational processes using its Electronics for Imaging (EFI) Monarch Print Management Information System. OSP will develop a dedicated inventory storage location and implement a series of tools that will provide for inventory control and forecasting.





**MIA MARVELLI** | EXECUTIVE DIRECTOR,  
CALIFORNIA BUILDING STANDARDS COMMISSION

## California Building Standards Commission

The California Building Standards Commission (CBSC) administers the many processes related to the transparent development, adoption and publication of the California Building Standards Code, Title 24, California Code of Regulations. Title 24 serves as the basis for the design and construction of buildings in California to safeguard public health, safety, sustainability, and accessibility. CBSC's vision is to ensure the statewide building code development and adoption process is efficient and effective, and that Title 24 protects and reflects California's interests. For 2022–23, 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.

- **Take a collaborative approach to building decarbonization in California.** CBSC and the Division of the State Architect will work with the Department of Housing and Community Development, California Air Resources Board, California Energy Commission, California Building Officials Association, American Institute of Architects California, and other industry partners to address an incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen), Part 11 of Title 24 complemented with a resource library.

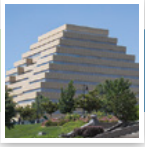


**LISA SILVERMAN** | EXECUTIVE OFFICER,  
OFFICE OF PUBLIC SCHOOL CONSTRUCTION

## 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 2022–23, OPSC will:

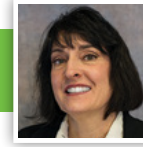
- **Increase use of OPSC Online for document submittal to increase efficiency.** There are two ways to submit documents to OPSC. One is through physical mail delivery and/or email, and the other is through the relatively new OPSC Online database. Currently, most documents submitted to OPSC are through standard mail or email. Our goal is to increase the frequency of external users using the OPSC Online system to 20% of all submittals.
- **Enhance service to stakeholders by creating more outreach and training events in collaboration with other state departments.** OPSC and DSA will collaborate with the California Department of Education to conduct joint state agency outreach and training events that will provide assistance in all areas of the plan review and approval, funding application and approval, and construction and funding closeout processes that are required for state-funded programs.



## 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 2022–23 strategic goals are intended to promote efficiency in data collection and analysis and further CCDA's mission to improve access for all Californians. Specifically, in 2022–23 CCDA will:

- **Complete migration of historical records into a case filing portal.** CCDA has maintained a manual database collecting alleged violations of Title III case filings in state and federal court. The migration of the 2013–2019 Title III historical records into the portal will create a robust tool for CCDA and its stakeholders. The completion of the full migration of over 29,000 records will provide a complete, real-time picture of our research findings to internal and external stakeholders.
- **Complete and launch Accessible Parking Campaign to educate the public on the foremost alleged disability access violation in California.** In 2021, CCDA launched an Accessible Parking Campaign designed to address what it found to be the primary alleged disability access violation in the state, which is illegal use of accessible parking spaces. This goal will address the emerging use of parking spaces for outdoor dining and curbside pickup that began during the COVID-19 pandemic.



## 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 2022–23, DSA will:

- **Foster greater understanding of the school construction process by providing joint agency workshops.** In partnership with the Office of Public School Construction (OPSC) and the California Department of Education (CDE), DSA will develop outreach and training that provides public school district clients and architecture and engineering design professionals access to the State Architect. This joint approach will also facilitate immediate collaboration and communication with partner agency leadership to provide greater understanding of the public school planning, funding, plan review, and construction certification process. By December 31, 2022, CDE, DSA and OPSC will conduct at least three joint agency workshops throughout the state and establish monthly office hours for drop-in consultation requests.
- **Take a collaborative approach to building decarbonization in California.** As the entity that establishes green building standards for California's public schools and community colleges, DSA will work with the California Building Standards Commission, Department of Housing and Community Development, California Air Resources Board, California Energy Commission, California Building Officials Association, American

Institute of Architects California, and other industry partners to address an incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen), Part 11 of Title 24 complemented with a resource library.



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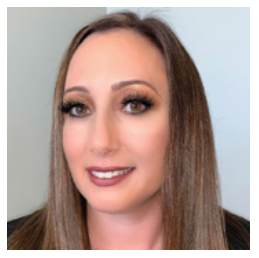
**ZACKERY MORAZZINI** | DIRECTOR AND CHIEF ADMINISTRATIVE  
LAW JUDGE, OFFICE OF ADMINISTRATIVE HEARINGS

## 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 2022–23 goals support this strategy by enabling us to perform our services virtually.

- **Procure IT hardware and software necessary to provide participants simultaneous in-person and virtual access to hearings and mediations.** OAH will identify and procure all necessary hardware and software to create a courtroom capable of holding hybrid hearings and mediations, with simultaneous in-person and virtual access by the participants, in a safe and accessible manner.
- **Procure consultant services to identify, procure, and implement a new case management system.** OAH will procure the services of a consultant with the necessary expertise to assist OAH in identifying, procuring and implementing a new case management system.





**KATHERINE MINNICH**  
DEPUTY DIRECTOR, ADMINISTRATION DIVISION

# Administration Division

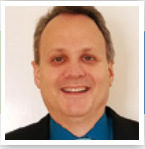
The Administration Division provides a full array of administrative support for the Department of General Services. The Administration Division is comprised of six offices: Enterprise Technology Solutions, Office of Fiscal Services, Office of Human Resources, Office of Business and Acquisition Services, Office of Enterprise Development 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
- Provide outstanding service through communication and collaboration
- Modernize operations
- Build trust with transparency







## 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 2022–23 ETS plans to focus on data privacy and improvement of high-impact systems that touch all parts of DGS operations:

- **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 second year of a two-year goal.

- **Continue to mature the privacy program for DGS in 2022–23, reducing the potential for privacy breaches, litigation and reputational harm.** The privacy program will also provide more efficient and secure operations in support of excellence in the business of government while maintaining the trust of state entities we serve and the citizens that depend on such services. To accomplish this, ETS will continue to document details of personally identifiable information used by DGS, identify any gaps in compliance with privacy laws, ensure training is developed and delivered to DGS employees, and complete privacy program rollout to six DGS program areas. This is the third year of a three-year goal.
- **Identify and migrate applications and file storage data hosted in the Ziggurat Data Center to the cloud.** Migration to the cloud will help realize the state's overall transition to telework by allowing employees and customers to utilize services from anywhere. It will also provide DGS offices, divisions and customers access to secured, flexible and highly available services while minimizing the dependency on a physical data center.





**JACQUELINE CAMPION**  
CHIEF, OFFICE OF FISCAL 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 2022–23, OFS will strive to provide outstanding fiscal services to its internal and external customers by modernizing its operations as follows:

- **Automate DGS' payroll distribution process.** Currently, OFS coordinates with the Office of Human Resources (OHR) to print and release any payroll-related checks using a manual paper approval and routing process. OFS will form a workgroup with OHR and Enterprise Technology Solutions to identify and update forms that need to be converted to electronic documents and to develop a workflow system that will enable payroll-related requests to be submitted and tracked electronically. Automation will help modernize and streamline the current payroll release process, increase transparency of workflow, and provide electronically accessible forms.
- **Reimagine DGS rates.** DGS is a fee-for-service agency and OFS will analyze the current rate-setting and billing process and research alternative methodologies to reimagine these processes to be more lean, transparent, and efficient for both billable programs and customers. These efforts will include updating funding mechanisms, streamlining billing practices, and automating manual processes.

- **Enhance and standardize the employee onboarding experience.** New employees, many of whom will perform their jobs primarily via telework, will benefit from the creation of a SharePoint page to serve as a centralized avenue for communication. The page will include a toolkit of resources to support OFS managers and supervisors with training and onboarding procedures. These resources will support each supervisor and ensure each employee has a complete and consistent onboarding experience when they join the OFS team. This will benefit the organization by increasing engagement, improving morale and performance, and reducing turnover.



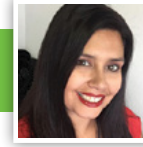


**ESTELA GONZALES**  
CHIEF, OFFICE OF HUMAN RESOURCES

## Office of Human Resources

The Office of Human Resources (OHR) provides the full spectrum of human resources services to DGS programs and 21 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 2022–23, OHR will:

- **Develop an all-inclusive request/ticketing system to enable online submission of Requests for Personnel Action.** A ticketing system will allow Requests for Personnel Action (RPAs) to be routed and tracked, and will allow for status updates. The system will also provide a clear path for processing to facilitate timely completion of personnel changes.
- **Use Lean Green Belt methodology to streamline payroll processes.** 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 continue to review and use Lean Green Belt methodology to identify the source of errors and streamline its processes. We will focus on the reduction of errors, increased efficiency, and timely correction of errors when they do occur.
- **Continue implementation of virtual onboarding process with focus on teleworking employees.** In 2022–23, we will continue to develop the onboarding process to assist staff who are onboarding new employees virtually while teleworking. We will outline common scenarios and develop solutions for custom requirements that will distribute necessary forms and information to appropriate units.



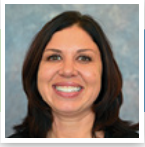
**RACHEL GRANT KILEY**  
CHIEF, OFFICE OF BUSINESS AND ACQUISITION SERVICES

## 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 2022–23, OBAS will:

- **Achieve an increased procurement accreditation by successfully completing the triennial procurement accreditation process.** Increasing OBAS' procurement accreditation authority to Tier 3 will provide more autonomy for DGS' Goods and IT Services procurements, resulting in reduced procurement time frames for DGS' internal programs and client agencies.
- **Reduce the average processing time of non-IT, one-time service orders by 95% within seven calendar days.** This reduction in the average processing time will increase customer satisfaction as customers will be able to obtain their one-time services quicker.





## 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 2022–23 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs:

- **Establish an effective and efficient insurance policy term to reach coverage goals at a reasonable price.** ORIM will complete an insurance program evaluation to determine a road map to provide the best insurance coverage for state functions.
- **Extend the existing contract for the current risk management information system.** In partnership with Enterprise Technology Solutions, the Procurement Division, and the Office of Business and Acquisition Services, ORIM will extend this contract, which will allow ORIM to evaluate available risk management information systems (RMIS) and implement a solution that meets the current business needs of ORIM's Motor Vehicle Insurance Account and Government Claims Program units. Through implementation of a new RMIS, ORIM will enhance data security and the quality of its services to stakeholders.
- **Create and implement a web-based natural gas management system.** Develop a web-based solution and associated services for implementation of a natural gas management system to capture and track natural gas supply and pipeline contracts from financial to physical delivery and provide collaborative system and stakeholder integration of information.



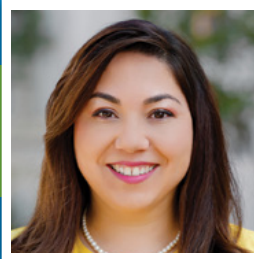
## Office of Enterprise Development

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.

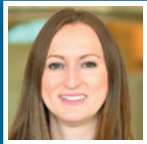


# Director's Office

DGS



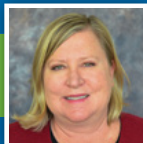
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DIRECTOR, DEPARTMENT OF GENERAL SERVICES



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STRATEGIC INITIATIVES & POLICY ADVISOR



**CAROLINE WHITCOMB**  
SPECIAL ASSISTANT TO THE DIRECTOR



**JENNIFER OSBORN** | CHIEF DEPUTY DIRECTOR,  
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DGS



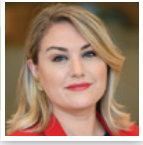
**ANDY WON**  
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

## Office of Audit Services

The Office of Audit Services (OAS) provides the director of DGS with an independent, objective assurance and consulting activity designed to improve DGS' operations and ensure that the department's oversight responsibilities are carried out. Our strategic direction is to model the way for statewide compliance and provide agencies with a clear direction for achieving compliance with established requirements. Consistent with this objective, in 2022–23, OAS will:

- **Develop a paperless audit working paper platform through DGS' SharePoint site** to provide an innovative approach to sustainable audit documentation and reporting.
- **Develop a comprehensive training program with DGS FI\$Cal through teamwork** to help other state agencies align with the FI\$Cal system and to use it to its full potential.





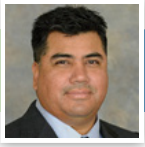
## Office of Legal Services

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, among other in-house counsel or advisory roles. For 2022–23, 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 to provide the information and tools they need to successfully execute and implement contracts for services.

- **Revise State Contracting Manual Volume 1 training program to include modules tailored for onboarding non-IT services staff.** State agencies need support onboarding new and inexperienced non-IT services contracting staff. By creating training modules specifically for such staff, DGS will help provide a firm foundation for these individuals in contracting rules, including how to find the information they need in the State Contracting Manual Volume 1.
- **Meet with all client departments and agencies to discuss trends in submitted contracts, including conditional approval memoranda and returned contracts.** OLS will provide customized feedback to state agencies on their non-IT services contracting practices.

- **Develop and implement a plan to move OLS into a fully electronic, paperless working environment with limited exceptions.** OLS has many historical reference documents currently in hard copy form and lacks a uniform approach to saving work product. To render the documents more readily accessible in a hybrid teleworking environment, a uniform electronic filing system for documents and work product is necessary (with the exception of when paper production is required by law).





**JUAN VASQUEZ**  
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 2022–23 will:

- **Implement an internal diversity, equity, and inclusion workgroup.** Many public and private organizations are recognizing the value of diversity, equity and inclusion (DEI) practices in the workplace. The DEI workgroup will ensure that DGS fosters a culture where staff from all walks of life feel seen and valued and are provided opportunities for recruitment and/or promotion.

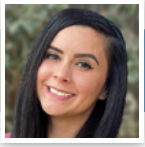


**MATT BENDER**  
DEPUTY DIRECTOR, OFFICE OF LEGISLATIVE AFFAIRS

## Office of Legislative Affairs

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.





**MONICA HASSAN**  
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

## Office of Public Affairs

The Office of Public Affairs (OPA) works to promote the accomplishments of the department and to provide accurate information to the department's stakeholders. Our strategic direction is to provide this information in a way that best serves our customers.



**JOSHUA BLACKMAN**  
DEPUTY DIRECTOR, SPECIAL PROJECTS

## Special Projects

Special Projects is responsible for providing leadership, direction, and oversight of the special operations of DGS' initiatives, projects or assignments. The deputy director aids in policy and procedure development including establishment and implementation of new policies and procedures, with special attention to coordinating internal department divisions on cross-cutting issues and interdepartmental initiatives and projects.







## Collaborative Working Groups and Customer Forums

DGS Director

### Governance Working Groups

General Services Workgroup (GSW)

### Fleet and Travel Working Groups

Control Agency Partnership Working Group (Travel)

Partnership Advisory Group (PAG)

Statewide Equipment Council

### Customer Collaboration Working Groups

Statewide Tenant Workgroup

Office of State Publishing (OSP) Customer Working Group

### Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

Purchasing Authority Roundtable (PART)

California Pharmaceutical Collaborative

Performance and Environmental Standards Workgroup

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

### Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

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

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### 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.

**CAITLIN WILSON** | Caitlin.Wilson@dgs.ca.gov

### FLEET AND TRAVEL WORKING GROUPS

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

The Control Agency Partnership Working Group provides a forum for collaborative policy-setting and guidance around the Statewide Travel Program.

**PAUL ROMERO** | Paul.Romero@dgs.ca.gov

#### Partnership Advisory Group (PAG)

The Partnership Advisory Group serves in an important advisory capacity for decisions regarding FI\$Cal and serves as a formal mechanism for the partner agencies and Customer Impact Committee to provide their input to the department.

**PAUL ROMERO** | Paul.Romero@dgs.ca.gov

#### 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.

**PAUL ROMERO** | Paul.Romero@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.

**JEMAHL ÄMEN** | Jemahl.Amen@dgs.ca.gov

#### OSP Print Services Working Group

The Office of State Publishing Working Group is an information-sharing forum.

**TONI HOLLAND** | Toni.Holland@dgs.ca.gov

### PROCUREMENT AND CONTRACTING WORKING GROUPS

#### State Contracting Advisory Network (SCAN)

The State Contracting Advisory Network provides best practice guidance to non-IT services contracting personnel to improve non-IT services state contracting p

### **California Pharmaceutical Collaborative**

The California Pharmaceutical Collaborative (CPC) is a statewide collaborative that includes seven executive sponsors (state agencies) and 15 member agencies (state and local governmental agencies). Represented agencies reflect buyers and payers of prescription drugs. The CPC leads the discussion for California governmental agencies to create solutions to improve the cost of pharmaceuticals for the state of California.

**EDWARD ACHUCK** | [Edward.Achuck@dgs.ca.gov](mailto:Edward.Achuck@dgs.ca.gov)

### **Performance and Environmental Standards Workgroup**

The Performance and Environmental Standards Workgroup, comprised of a consortium of procurement professionals and technical subject experts, will assist customer procurement professionals in improving policies and practices and achieving best value procurements.

**DANIEL GARZA** | [Daniel.Garza@dgs.ca.gov](mailto:Daniel.Garza@dgs.ca.gov)

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

Collaborative forum for statewide SB/DVBE advocates.

**MATTHEW ZWEIER** | [Matthew.Zweier@dgs.ca.gov](mailto:Matthew.Zweier@dgs.ca.gov)

### **OTHER COLLABORATIVE WORKING GROUPS**

#### **Sustainable Building Working Group (SBWG)**

Coordinates statewide compliance with sustainability policies.

**DANIEL BURGONEY** | [Daniel.Burgoyne@dgs.ca.gov](mailto:Daniel.Burgoyne@dgs.ca.gov)



# DGS Management



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Division of the  
State Architect

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Interagency  
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Human  
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Enterprise  
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State Architect

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Assistant Deputy  
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Office of State  
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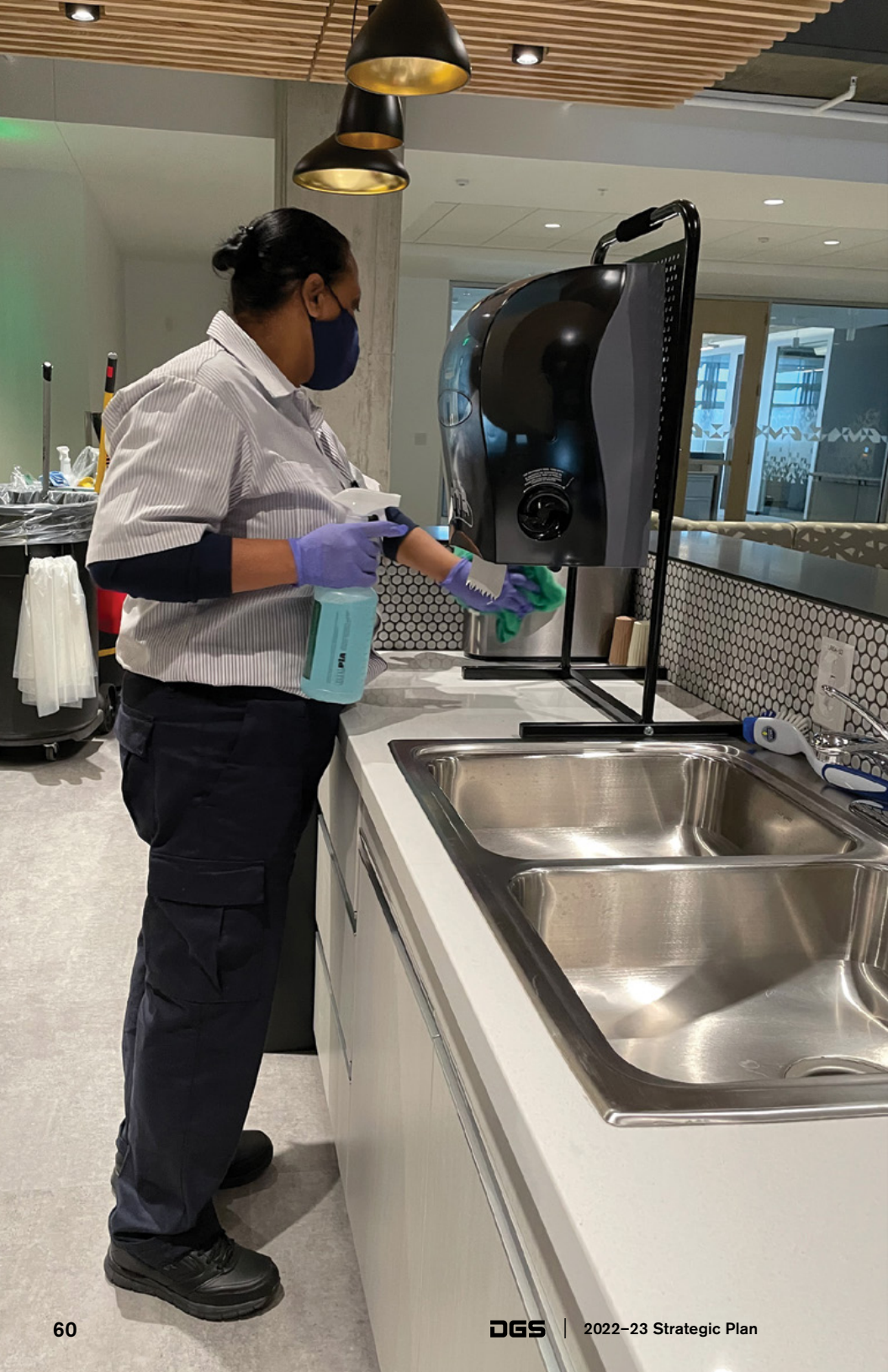
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**GAVIN NEWSOM**

Governor

**AMY TONG**

Secretary, Government  
Operations Agency

**ANA M. LASSO**

Director



Department of General Services

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