

## Appendix D Procurement and Contracting Officer (PCO) Survey

<b>PCO Representing:</b>	<b>1. Describe the process currently in use for developing procurement policies and procedures, identifying the underlying authorities for doing so within your organization.</b>	<b>2. Is there a difference in the way you make policies for procuring non-IT services as opposed to all other procurement types (e.g., commodities, IT goods and services)?</b>	<b>3. What improvements to DGS' procurement policy and its dissemination would be of value to your organization?</b>
<b>Alcoholic Beverage Control</b>	The Department fully complies with the process and the requirements of DGS.	DGS has established guidelines and procedures for non-IT services. Once again the procedures are well defined and we also comply with those.	I believe DGS procurement policy dissemination is fine. However, I would suggest that as we develop procurement policies and directives we strive for a balance between getting the job done and control. In other words, don't make the process so restrictive and convoluted that it takes week and months to get things going.
<b>Board of Equalization</b>	The day-to-day procurement policies and procedures at the Board of Equalization have evolved over time, primarily in response to control agency requirements, staffing levels, and budgetary influences. The policy and procedures for "what" will be procured, are influenced by management decision making and are thus more dynamic than "how" it will be procured, which are subject to clearly defined control agency requirements. While the Procurement and Contract Officer has overall responsibility for the contract and procurement the processes, the Contract and Procurement Section Manager is responsible for implementing external and internal directives in order to effectively acquire the goods and services needed by the Board of Equalization.	The approval process leading to the acquisition of non-IT services is essentially the same as for all other goods and services. Most acquisitions require Division Chief approval. The approved acquisitions follow the prescribed control agency guidelines.	There is an almost overwhelming amount of reporting related to the contract and procurement processes. Its not clear to the BOE that all of the reporting has value commensurate with the effort to compile and maintain the underlying data. BOE believes that one of DGS' strong points is its management of the contract and procurement processes. We are satisfied that DGS attempts to disseminate information quickly, and respond rapidly to Executive and Legislative changes with revised procedures. DGS sponsors a number of forums, focus groups, and training, that are valuable to BOE.
<b>Board of Prison Terms</b>	The underlying authority for developing procurement policies and procedures at the Board of Prison Terms comes from Department of General Services edicts.	No.	No suggestions.

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<b>California African American Museum</b>	Procurement policies and procedures are developed through the process of all procurement personnel receiving the identified training from DGS-Office of Procurement. Guidelines are interpreted, developed and distributed to all staff. On a monthly basis the Finance and Administration Committee meet to review policies and procedures. The authority level are comprised of supervisors, managers, and the executive director. Supervisors/managers review all requests for procurement compliance. The Executive Director approves all requests. In the absence of the Executive Director, the Deputy Director or Fiscal Officer approves the requests.	There is no difference in the way CAAM makes policies for procuring non-IT services as opposed to all other procurement types.	No comment on what improvements to DGS' procurement policy and its dissemination at this time.
<b>California Law Revision Commission</b>			Don't impose elaborate training requirements for procurement of routine office supplies by small agencies. We don't have personnel to do our own work, let alone become experts in government procurement and all the various forms, reporting requirements, etc. We could spend all our time training, sending out bids for a box of paper clips, keeping statistics on DVBE, etc. Think about the small guy who just needs to get something done.
<b>California Military Department</b>	<ul style="list-style-type: none"> <li>a. We determine if there is current DGS policy, if so we implement it.</li> <li>b. If there is no DGS policy we review the process in question and how it may be affected by related processes or policies. We draft a Military Dept. Policy and submit it to the Comptroller for review and approval</li> </ul>	We follow the State Contracting Manual (SCM). The only basic difference from our policy and the SCM is that we require written quotes under \$5,000 not verbal quotes.	<ul style="list-style-type: none"> <li>a. PIA establish a minimum cost for goods that require a waiver. It has become very time consuming and consequently expensive in employee costs to process waivers for small amounts of money.</li> <li>b. One single, comprehensive, source of information, policy, procedures, public code, etc. posted to the DGS web site.</li> <li>c. Changes or new policy/procedures</li> </ul>

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			<p>distributed to the field by email subscription.</p> <p>d . When we ask procedural or policy questions we are given verbal answers but nothing in writing. We should have something in writing.</p> <p>The questions should be reviewed by DGS and if appropriate, included in DGS policy.</p> <p>e . DGS should have one master on-line library of Payee Data Records and Drug Free Workplace Certifications. Agencies and vendors alike waste HUGE amounts of time, money and effort duplicating records.</p>
<p><b>Department of Aging</b></p>	<p>To the extent needed, we develop administrative memos that clarify and implement the state's procurement policies and procedures, as reflected in the State Administrative Manual, the State Contracting Manual, DGS procurement guidelines, DGS Management Memos, and most recently DGS Ethics and Leveraged Procurement Training. We have developed a system of internal reviews and approvals that ensure, to the extent practical, that current state policies and processes are being followed. During periods of severe budgetary constraints, we often impose additional and/or higher levels of approval to ensure that purchases are essential for continuing operations. Recently the department's Procurement Officer and Legal Office have become more involved in procurements, especially those involving competitive bids or any suggested as NCB, as a way to develop an understanding of the new Procurement Guidelines, to ensure appropriate application within the</p>	<p>Higher dollar amounts have additional levels of approval IT goods must go through IT Branch for compliance with department standards Major IT procurement decisions are brought to Department's IT Steering Committee.</p>	<p>Communication and understanding of DGS policy among the different units within its own department.</p> <p>Better organization of the material for ease of reference and understanding which is the most current.</p> <p>Concrete best-value evaluation guidelines and real-world examples of how to apply them in both goods and services, IT and non-IT.</p> <p>Policies and procedures that consider the cost of staff time (of all Departments involved in any review and approval process). The cost of internal controls should not outweigh the benefit.</p> <p>Reasonable turnaround of document review, responses to inquiries, etc.</p>

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	department and identify the need for additional administrative memos and training.		
<b>Department of Alcohol and Drug Programs</b>	<p>The Department of Alcohol and Drug Programs' (ADP) current process for developing procurement policies and procedures and identifying the underlying authorities for doing so within its organization is as follows. Upon notification of changes to procurement policies and procedures via documents such as Management Memos, State Administrative Manual updates or Executive Orders, the Deputy Director of Administration assigns the document to the appropriate administrative staff to identify the impacts of the change in policy or procedure and to also make the appropriate changes to the procurement portion of ADP's Administrative Manual. The administrative staff reviews the changes, distributes the document for review by affected ADP program areas and requests their input. Administrative staff also contact other state agencies to see how they are implementing the changes and also the appropriate control agency responsible for issuing the document to clarify any issues. Based on the information gathered, administrative staff prepares the appropriate revisions to the Administrative Manual and submits the revisions to the Deputy Director of Administration for approval. Once approved, the Administrative Manual is updated to reflect the change. Procurement policy or procedures development based on issues raised within</p>	<p>No, there is no difference in the way ADP develops policies for procuring non-IT services as opposed to all other procurement types.</p>	<p>We encourage DGS to establish an advisory group consisting of staff from business services offices from various state agencies. This advisory group would be responsible for identifying the workload impact on state agencies to implement new policies and to review and analyze the impact on existing procurement procedures before the changes are formalized through Management Memos, State Administrative Manual updates or Executive Orders.</p>

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	ADP are approved by the ADP's executive staff and incorporated into the Administrative Manual. Approval is given via the approval of issue papers.		
<b>Department of Community Services and Development</b>	We simply follow DGS guidelines.	We simply follow DGS guidelines.	The answer to number 3 is that we are fine with the way things are right now
<b>Department of Corrections</b>	<p>The Department Operations Manual (DOM) spells out Department of Corrections (CDC) policy. Changes to policy require approval of the CDC Executive Staff, over twenty different offices, and optimistically take as long as six months to complete. Realistically, policy changes often take over a year to make the rounds of approval, edit, re-approval, etc. Procedural changes are less complex and are developed by Business Management Branch with input from the institutions and headquarters customers. Procedure changes, if significant would be approved by the Deputy Director, who in some instances will ask for the Chief Deputies and/or the Director to concur. The DOM outlines what each Deputy and Assistant Deputy Director are responsible for. While the Business Management Branch (BMB) has functional responsibility over all commodity purchasing offices within CDC, our department has 38 individual delegation holders which makes approval of any purchasing policy or procedure changes a challenging undertaking.</p>	<p>Due to the size of the department, service procurement procedures are the responsibility of the Office of Contract Services (OCS), while procedures for goods procurement are the responsibility of the Business Management Branch, both offices are under the Deputy Director, Administrative Service Division. The OCS is centralized with one statewide delegation, and processes all service contracts and service and expense orders for the institutions and headquarters, while the commodity procurement function is decentralized amongst 37 separate delegation holders, over which the BMB has recently been given functional responsibility. IT goods and services also requires the approval of our Information Systems Division via the department's Workgroup Computing Justification Form (CDC 1855) in addition to the DGS required ITPP. The CDC does not have a separate IT delegation.</p>	<p>DGS could improve their procurement policy by talking more with other departments before issuing directives. As the largest department in the state, the CDC is rarely consulted prior to the DGS issuing policies that have been developed to fit a smaller less complex department. If this were the private sector the CDC would play a significant role in how business is conducted due to our size and complexity. Virtually every procurement issue that can be found in smaller departments is found somewhere within CDC, from food service, to health service, to IT, to law enforcement, to construction and maintenance. Developing policies based on a small department that does only one thing does not work others. The CDC has a variety of unique and complex issues, it would be more advantageous and efficient for DGS to become more familiar with these issues in an effort to be proactive rather than reactive when directives are being developed. For example, the DGS internet based registration system mandated for all state departments, when at the time, less than half of CDC's delegation holders did not have connectivity; the lengthy NCB process when we are under legal</p>

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			mandates to provide certain items or we are subject to contempt of court fines (law libraries \$10,000 per day per library and we have about 160 libraries); dollar limits and thresholds for some departments may be adequate but for CDC is to restrictive to meet our mandated requirements.
<b>Department of Developmental Services</b>	<p>Consistent with the statewide nature of our operations, the administrative function within the Dept. of Developmental Services (DDS) is somewhat decentralized. Departmentwide policies and procedures addressing issues of general concern are made at Headquarters (HQ) and apply not only to HQ but the individual Developmental Centers (DCs) as well. These general, departmentwide policies and procedures are normally developed by the HQ Customer Support Section (CSS), usually in consultation with the DCs, and are reviewed and approved by the Deputy Director of Administration, the Chief Deputy Director, and/or the Department Director. State and departmental policies and procedures serve as an umbrella under which HQ and the DCs develop their individual policies and procedures to address specific issues not covered in the more general state or departmental policies and procedures. These individualized HQ and DC policies and procedures must be consistent with the more general state and departmental policies and procedures, of course.</p>	<p>The same process is used for IT and non-IT policy and procedure formulation except CSS consults with the DDS Information Services Division (ISD) on IT policies and procedures. Typically, ISD is given the opportunity to review and comment on draft policies and procedures concerning IT before the drafts proceed up the chain of command.</p>	<p>It would be very useful if policies and procedures were issued by one source within DGS. The flood of Management Memos, CMAS memos, CalCard memos, Customer Forums, Frequently Asked Questions, etc. etc., can be very confusing and the answers provided are sometimes inconsistent or contradictory. DGS OLS and PD also need to make sure they are speaking with one voice on issues that affect both procurement and contracting.</p>
<b>Department of Financial Institutions</b>	DFI follows Management Memo 03-10 for policy and procedure	No difference	None DGS should be complimented on their dissemination.

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<b>Department of General Services</b>	<p>As the PCO, I ask for representatives from PD, IT and other impacted areas to work on the development of policies and procedures. Those policies and procedures are sent to the Executive Team (our deputy directors of which I'm a member) and a decision is made at that level.</p>	<p>There is no difference except that our IT managers are responsible for developing policies and procedures for their part of the procurement process.</p>	<p>It would be nice to receive a binder with a table of contents, numbering system and then we could easily add to the P and P. Also the MM are very difficult to read; too much information or sometimes too many words for what needs to be said; difficult to comprehend for my staff. There doesn't seem to be any logic for what MM is being sent. If we had that table of contents we would have a roadmap of where we're going.</p>
<b>Department of Housing and Community Development</b>	<p>The Department of Housing and Community Development incorporates Management Memos, Budget Letters, the State Administrative Manual, Government Code, and other information received into the Department's electronic Housing Administrative Manual. The policies and procedures are developed by the Contracting and Procurement staff and reviewed by management staff.</p>	<p>No, not in the methodology, however, there are different guidelines and procedures which must be followed depending on the purchase type.</p>	<p>Continued use of the Internet and e-mail for the distribution of policy from DGS. It is difficult to navigate the current DGS Website, and often almost impossible to find all of the current information on specific topics. Suggest the DGS Website have an index that will direct you to all of the current publications about a specific topic. The forums sponsored by DGS have been good, but we need an opportunity to have more intimate sessions so we can ask questions and discuss issues in a more round table environment. Perhaps scheduling sessions with two or three departments at a time would work.</p>
<b>Department of Insurance</b>	<p>Typically, development or revision of California Department of Insurance (CDI) policies and procedures is commenced as a result of audit findings or recognition that such policies and procedures would be of benefit to CDI. Initially, Business Management Bureau (BMB) management and staff will meet and coordinate activities with those impacted by proposed policies or revisions (i.e., Internal Audits, Fraud Division, etc.). Timelines and work plans</p>	<p>IT procurements are handled differently as there are different delegations for each. All IT procurements are submitted to CDI's Information Technology Division (ITD) by the requestor. Following ITD involvement and approval, which can range from a simple needs review to conducting a formal competitive bid process, the contract or purchase document is prepared by BMB.</p>	<p>The improvements to DGS procurement policy that would most benefit CDI are increased purchasing and contract delegations, and more competitively bid master agreements, in particular, continuation/renewal of the master agreement for business and management consulting services. As far as dissemination goes, it would be helpful to all agencies if revisions to the State Contracting Manual occurred more</p>

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	<p>are established and analysts develop the policies and procedures in cooperation with all stakeholders involved. The draft policies and procedures are formatted as an Administrative Bulletin. The final part of the process includes review for content and accuracy by both BMB Assistant Bureau Chiefs, the BMB Bureau Chief, and the Deputy Commissioner, Administration and Licensing Branch. Upon acceptance by the Deputy Commissioner, the Administrative Bulletin is disseminated via email to all CDI staff and then placed in BMB's site on CDI's Intranet.</p>		<p>frequently, perhaps on a semi-annual basis.</p>
<p><b>Department of Rehabilitation</b></p>	<p>At Dept of Rehabilitation (DOR) our contracting and procurement processes are in transition in response to the procurement reforms recommended by the Task Force. Currently, we have a Contract Unit in the Budget Section and a Procurement Unit in the Business Services Section, both in the Administrative Services Division. In addition, in program areas we have technical level procurement staff who do some procurement related functions. Effective 7/1/03, DOR is establishing a new section in Administrative Services Division combining the Contract Unit and Procurement units into a new Contracting and Procurement Section. Contracting in DOR is centralized in the Contract Unit. Requests for contracts from programs and administrative sections are reviewed and processed by contract analysts. Contract Unit staff use the State Contracting Manual, Public Contract Code and other guidance issued by DGS. Questions on new or revised policies primarily go to DGS</p>	<p>Typically, DOR does not contract for IT goods and services and we currently don't have IT purchasing delegation authority. IT goods and services are procured via leveraged purchasing agreements such as CMAS, WSCA and master service agreements. In contrast, non-IT services are procured via use of a Service Order and limited to \$5,000. Non-IT Services over \$5,000 are procured via the contract process subject to the State Contracting Manual. Non-IT goods are typically procured under our delegated purchasing authority for non-IT goods and commodities.</p>	<p>We are in agreement with much of the procurement reform efforts and would like to see the following improvements in DGS' procurement policy and dissemination:</p> <ul style="list-style-type: none"> <li>Timely and complete information.</li> <li>Currently, many of the critical procurement policies are in draft or unavailable such as many sections of CAM.</li> <li>Keep the number of reference manuals to the minimum. Currently, there are too many individual reference manuals or guides particularly in non-contract procurement areas.</li> <li>Standardize documents and forms to the extent possible.</li> <li>Dissemination via the DGS website and distribution sites is good.</li> <li>Put CMAS contracts on line.</li> </ul>

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	<p>Legal staff. Due to the centralization of processing contracts in DOR, there has not been a need to develop separate "policies". There are procedures on program specific contract provisions that are in the DOR Rehabilitation Administrative Manual (RAM) and other guidance provided to DOR program contract administrators and contractors. The Procurement Unit in DOR provides for centralized purchasing for administrative and IT goods and decentralized for consumer purchases in the Vocational Rehabilitation program administered in over 100 offices on a statewide basis. Procurement Unit staff use the Delegation Guidelines, California Acquisitions Manual, and other guidance issued by DGS. Questions on new or revised policies primarily go to the DGS Procurement Division staff. The DGS policies and DOR specific program requirements are disseminated to all DOR employees by Directives. Directives are incorporated into revisions of the RAM</p>		
<p><b>Department of Social Services</b></p>	<p>CDSS policies and procedures for procurement are tied directly (and patterned) to DGS Procurement Guides (Commodities, CMAS, MSA and Services), State Contracting Manual, State Administrative Manual, Management Memos, Governor's Executive Orders, Public Contract Code and other related Codes (W&amp;I, GC, etc.). Procurement and contracting policies and procedures are developed by procurement and contract staff, and approved by the respective Branch Chief(s), Deputy Director of Administration and Chief Deputy</p>	<p>No. However, all requests for procurements for IT goods and services, are reviewed by our Information Technology Division for compliance to departmental standards and practices. In addition, all IT related services and goods, procurements, contracts and purchase orders are reviewed by our Legal Division.</p>	<p>With the Governor's Task Force recommendations, CDSS would recommend more timely and frequent updated training for procurement and contract staff. In the past, the availability of training for new contract and procurement staff was limited, at times staff would have been on the job for almost a year before being able to attend a DGS Contract Training Class. More detailed information regarding new policies and procedures could be presented during the State Contract Advisory Network (SCAN) and Procurement Forums. Training in today's</p>

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	<p>Director(s). Policies and procedures are published on the Department's internal webpage and distributed to all staff, All Supervisors and Above and Bureau Chiefs and Above. In addition, audit report findings also assist in identifying areas of improvement and for compliance, resulting in review of current policies and procedures or creation of new/additional policies &amp; procedures.</p>		<p>environment is critical to ensure compliance and adherence to legal mandates, policies and procedures. In addition, there should be training made available to higher level management staff (not just procurement and contracting staff) regarding leveraged procurements and ethical decision making.</p>
<p><b>Department of Transportation</b></p>	<p>Jan Smelser, the Procurement and Contracting Officer (PCO) for the Department of Transportation, has received delegation of the Director's authority to promulgate procurement policies and procedures for the department.</p>	<p>Jan Smelser, Chief of the Division of Procurement and Contracts, has a Policy Branch in her Service Contracts section, in A &amp; E Contracts section, and in her Procurement section. These individual sections keep abreast of law/rule and any necessary procedural changes. They recommend policy changes for the approval of Jan Smelser. As policy is approved, manuals and training programs are revised to reflect the changes.</p>	<p>E-mail notification of changes is an improvement. Keeping the manuals (State Contracting Manual, California Acquisition Manual, State Administrative Manual) up to date would also be helpful. Further, it would be helpful to have a place to go when staff identifies conflicting sections within these policy manuals. Currently, staff at DGS is unclear on how to resolve these conflicts.</p>
<p><b>Department of Water Resources</b></p>	<p>If we see a need for a new or revised procedure, such as with our Enterprise Process Guides, we either make changes to existing procedures or create new ones. Usually, changes are a result of changes that come down to us through DGS. IT standards are set by an internal IT standards group. Proposed purchases outside of these standards require special review and IT Governance (management committee) approval.</p>	<p>IT follows DGS Procurement Division IT delegations while non IT services follow the SCM.</p>	<p>Provide written guidance more quickly on new issues. The new 85% wage rule and addition of more benefits that have to be provided is an example. It takes several months to process a contract that will begin July 1, which by law must include the latest wage rates and benefit categories, however, we still don't have the guidance from DGS on how to do this and these contracts are supposed to start July 1. It would be helpful if DGS could be more clear, consistent and comprehensive in their written instructions and guidelines. The rule on time only amendments that could actually be time and money in some situations is a good example. There is</p>

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			<p>nothing about that anywhere. We only know because we asked our OLS attorney who provided verbal information. Also, monthly updates or further explanations of changes or Q&amp;As for the SCM information would be very helpful. DGS attorneys should be consistent in the application of the rules. Each time we are assigned a new attorney, what is required of us changes and we have to change our internal practices to accommodate the perceptions and interpretations of that individual. This gets complicated when one attorney provides guidance, which we follow, then another reviews the contract and has a different opinion of or take on the situation and rules, and makes us change the contract.</p> <p>Provide some method of checking on the status of contracts under review at DGS, OLS, without having to call or email our attorney. The new DGS registration system could be enhanced to provide this type of status.</p> <p>It would be helpful to have our non IT services delegation raised to \$75,000.</p> <p>We have found that our monthly meetings with our OLS attorney are essential in keeping up with all the changes, clarifying things in existing guidelines, and determining how to proceed or resolve issues in situations we encounter that are not covered in any written guidelines.</p> <p>We need to know which section or staff person in Procurement Division to go to with particular questions, such as NCB or ITPP rules, so we can get direct, first party</p>

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			information. Also, we get different answers to the same question depending on which analyst we talk to. Would be nice to have consistency in the guidance they provide.
<b>Employment Development Department</b>	<p>The department has done the following to develop and improve procurement policies and procedures.</p> <p>In October 2002, an inter-Branch workgroup was formed to review EDD's acquisition process in order to identify opportunities for improvement.</p> <p>In February 2003, the Department adopted a policy requiring that all major or sensitive procurements of goods or services be reviewed by the Director's Office. The criteria for determining if a procurement is "major" or "sensitive":</p> <ul style="list-style-type: none"> <li>* A Feasibility Study is Required</li> <li>* Consultant services are being purchased</li> <li>* The estimated cost of the acquisition is \$250,000 or more</li> <li>* The acquisition is politically sensitive</li> <li>* PC, server, non-EDD supported software, and non-Business Driven</li> <li>* Architecture buy list purchases</li> <li>* Cell phones, fax machines, and furniture.</li> </ul> <p>The Department has implemented an inter-disciplinary procurement consulting team with a representative from Procurement Section, Legal, Fiscal, and IT Branch to assist users in the procurement process.</p> <p>The Department has implemented a formal contract negotiation process headed by</p>	<p>There are some differences based on DGS Policy. EDD does give greater scrutiny to politically sensitive non-IT purchases and items such as furniture, cell phones, high cost printing publications.</p>	<p>EDD would requests that procurement policies be simplified, streamlined, and centralized in one place (instead of Law, Codes, Policy, SAM and others). We are hopeful that DGS meets its goal of developing a uniform set of policies, procedures and processes for contracting and procurement activities. As part of this effort DGS must undertake an initiative to align laws governing contracting and procurement of goods, services, and IT, including award protest processes. Additionally , we fully support DGS efforts to develop and deliver a comprehensive training and certificate program to procurement staff and officers. Procurement staff and procurement officers must be trained and familiar with all the procurement business requirements and processes.</p>

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	<p>EDD's Legal Office to address inconsistencies between contractor proposals and the solicitation document, and contractual points that need clarification.</p> <p>Non-compliance consequences have been added to inter-Department contracting delegations.</p> <p>Future improvement efforts, to be implemented by the end of this year, will include:</p> <ul style="list-style-type: none"> <li>* Implementation of a procurement monitoring/auditing system for delegated contracting responsibilities.</li> <li>* Development of periodic reporting systems.</li> <li>* Development of user tools for the procurement process.</li> <li>* DGS procurement training (once available) for staff involved in procurements.</li> </ul> <p>Our authority for doing these improvements and changes is State Law, policy and regulations, DGS policy and EDD Executive Orders. Please see copies of recent EDD Executive Notices attached below.</p>		
<b>Fair Political Practices Commission</b>	<p>The Fair Political Practices Commission (FPPC) currently uses the guidelines outlined in Management Memo 03-10 (see attachment) to develop procurement policies and procedures, which are authorized by the Chief of Administration, Robert Tribe.</p>	<p>The guidelines in MM 03-10 are used for making policies to procure non-IT services as well as other procurement types (e.g., commodities, IT goods and services).</p>	<p>It would help the FPPC to have a primary contact at Procurement to contact for assistance on the current policies.</p>
<b>Franchise Tax Board</b>	<p>Procurement policies and procedures are developed by the Procurement and Asset</p>	<p>Yes - Non-IT services will not require investigating the need for a justification</p>	<p>Timely update of the DGS web page would be a start. And for Management Memos I</p>

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<b>Board</b>	Management Bureau under the direction of the Procurement Contracting Officer. These policies and procedures are submitted to a review committee for approval and publication. The review committee consists of members representing the entire organization including Legal, Fiscal and Business Services. Once approved they are published in the Franchise Tax Board's Policy File and General Procedures Manual.	document such as a Feasibility Study nor review for follow-on contracts.	recommend that the Memo's be distributed 1) electronically, and 2) at least 4-6 weeks prior to an effective date so that we can properly adjust our processes to be in compliance ON the effective date, and 3) it is also recommended that a focus group of experienced procurement and contracting officials be established to review and comment on proposed Management Memos prior to release. This could help alleviate lots of confusion and complaining.
<b>Office of Criminal Justice Planning</b>	Our procedures are developed following review of SAM, Management Memos and other communications from DGS. We are a small office so do not necessarily have written policies, but focus more in procedures.	No	We believe the current dissemination is good. It would be easier for our staff if there were consistency among the terms and conditions of the various types of procurements (CMAS, MSA, SPS)
<b>State Treasurers Office</b>	When developing procurement policies and procedures, STO follows the latest Management Memo issued by the Department of General Services. Any issues that are not addressed in a DGS memo, we would then refer to SAM. Although the Management Memo states that all Constitutional Offices are exempt from the Management Memo, STO takes all necessary actions to comply completely with the Management Memos issued by DGS.	There is no difference in the way STO makes policies in regards to types of purchases. Our policies are based on DGS guidelines, however; STO has imposed some guidelines that are more stringent than DGS' guidelines. Such as with offers, DGS does not require any offers under \$5,000, but STO internally requires (3) offers for any purchase over \$2,500.	Management Memos are received via IMS mail, and they are sent to a pre-determined group, they are not sent to everyone in the unit that is involved in procurement activities. At one point in time, agencies could sign up to be added to a distribution list to receive change notifications electronically. Rather than checking the website everyday for new forms, guidelines, etc., We believe that it would be beneficial to receive this information electronically.
<b>Teale Data Center</b>	Teale policies (including procurement) are reviewed and approved by a central policy committee. Teale's Policy Review Committee (PRC) includes executive and management staff representing all areas of the organization. Policy recommendations are submitted by any Teale staff to the	All policy development follows the process describe in Response #1.	<ul style="list-style-type: none"> <li>Allow a PCO review and comment period for draft policies when appropriate</li> <li>Create uniform policies</li> <li>Provide training</li> <li>Follow-up. Communicate with PCOs to ensure policies are meeting intent and to</li> </ul>

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	<p>PRC for review and approval. Each request is reviewed and a determination is made as to its merit and necessity. After the request(s) have been reviewed and approved by the PRC, the policy is forwarded to the Directorate for signature and then made available for distribution throughout the Data Center. The directorate is the underlying authority for the Policy Review Committee.</p>		<p>identify issues.</p>
<p><b>Water Resources Control Board</b></p>	<p>DGS procurement policies are reviewed by SWRCB's Procurement and Contracting Officer (PCO), then delegated to the Chief of Business Services for interpretation of consistency with Board policies. These policies are then collected and detailed in the Procurement Section of the SWRCB Business Services Manual. Board procurement policies closely mirror those of DGS. Following is a selection of process controls that the SWRCB adheres to:</p> <p>For all purchases: SWRCB's purchasing function is part of the Solicitation and Acquisition (S&amp;A ) Unit. The requesting office is responsible for obtaining the requisite number of bids before submission of order to S&amp;A. All orders over \$5000 require approval of PCO.</p> <p>For Delegated Purchases: Purchases may be made up to SWRCB's delegated limit, \$25,000, with two bids. Purchases may be made up to \$100,000 if two bids are received from Certified Small Businesses, and the purchase is made from one of the Certified Small Businesses.</p> <p>For CMAS orders: 3X quotes must be</p>	<p>There are no different procedures for the procurement of non-IT services than for other goods and services, however the SWRCB does apply some specific controls on some types of purchases:</p> <ul style="list-style-type: none"> <li>· Items are inventoried if their value is greater than \$5000, if they have a useful life of more than one year, or if they are considered sensitive equipment.</li> <li>· All purchases of IT hardware and software must be reviewed and approved for conformity with Board systems by SWRCB's Office of Information Technology. Authority is delegated to select divisions or RWQCB's to procure IT repair services and parts (not new systems) under \$5000.</li> </ul>	<p>DGS should be collaborative and include purchasing departments in policy setting. Regulations should be developed with input from the users. Another improvement would be more uniformity in purchasing methods (i.e. CMAs, MSA's, WSCA, delegated purchases) and in notification of policy changes. Additionally, a central point for technical assistance on purchasing would be extremely helpful. With its charge to monitor and ensure water quality, the SWRCB has a regular and mission-critical need for environmental lab services. This need is shared by other departments, including the Department of Toxic Substances Control, Department of Pesticide Regulation, Air Resources Board, Integrated Waste Management Board, Department of Health Services, Department of Water Resources and Department of Food and Agriculture. Due to the recurring need for these services, the SWRCB is constantly issuing solicitations for them. In order to ensure that State Contracting Codes are followed, these contracts are often delayed, creating</p>

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	<p>obtained from qualified CMAS vendors for the same products. If the chosen vendor did not the offer the lowest quote, a substantiation of best value for the purchase must be submitted. 1X quote must be from a Certified Small Business (also a CMAS vendor). Justification must be submitted if a Certified Small Business quote cannot be obtained.</p> <p>For Cal-Card Purchases: SWRCB promotes Cal-Card usage by its divisions and Regional Water Quality Control Boards (RWQCB) in order to reduce paperwork and shorten the time to pay its vendors to a 2-day average. Cal-Card spending limits are set by the Executive Officer of each division or RWQCB and approved by the Chief of Business Management. Cal-Card spending limits range from \$1000-\$5000 for divisional or RWQCB cardholders up to \$15,000 for the two purchasing officers in Business Management. Each cardholder's Approving Official is responsible for review and sign-off of monthly statements. Items to be checked include:</p> <ul style="list-style-type: none"> <li>o Split orders</li> <li>o Personal use</li> <li>o Accidental use</li> <li>o Required bids</li> <li>o Control agency approvals where applicable</li> </ul> <p>For Solicitations: Small business contracting is promoted by the employ of Small Business Invitations for Bid (IFBs) when possible. Small Business IFBs are conducted when the maximum bid is less</p>		<p>unnecessary lapses in service. A simple and effective solution for remedying this process would be for DGS to create MSA's for state-certified labs. A list of these labs can be found at <a href="http://www.dhs.cahwnet.gov/ps/ls/elap/html/LablistStart.htm">http://www.dhs.cahwnet.gov/ps/ls/elap/html/LablistStart.htm</a></p> <p>Form 5 should have a subtotal line for non-taxable items.</p>

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	<p>than \$100,000 and must be bid by a minimum of 2 Certified Small Businesses. If a bidder does not comply with the 3 percent DVBE requirement, that vendor must demonstrate a good-faith effort was made to locate a DVBE contractor.</p>		

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