

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>1) Single Source for Purchasing Policy</b>						
<b>1.1)</b> Clarify the distinctions between policy and procedure. Ideally, policy and procedure will be documented separately since procedures by definition are the methods to support policy. Furthermore, this ensures that updates and changes to policy and procedure are reflected in the proper, corresponding document.			D.1			
<b>1.2)</b> Establish a permanent organizational structure and process for maintaining the purchasing policies in order to keep them consistent and current.	O.1	G.1				
<b>1.3)</b> Establish a process for the evaluation, analysis, creation, and approval of new policies.		G.1				
<b>1.4)</b> Declare SAM the single <i>policy</i> manual for purchasing. Consolidate all purchasing policies in one source document with defined custodial structure, update and communication processes.			D.1			
<b>1.5)</b> Form a purchasing policy reform committee with representatives from the DGS Office of Legal Services (OLS) and Procurement Division (PD) as well as other interested parties (e.g. DOF, Governor's Office) to undertake a sufficiently staffed initiative to update SAM.	O.1	G.1				

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<b>1.6)</b> Using the committee structure and defined process, systematically analyze the SAM, CAM, SCM, SIMM, and other current purchasing policy sources and rewrite them section-by-section to form a consistent set of policies in SAM. Upon completion of updating SAM, dissolve all other purchasing policy sources.				P.1		
<b>1.7)</b> Assign responsibility for SAM updates to a sufficiently staffed and empowered, single entity and enforce appropriate maintenance.	O.1	G.1				
<b>1.8)</b> Because effective policies and procedures require a specific writing skill, DGS should invest in the appropriate training for policy and procedure authors.					T.1	
<b>1.9)</b> Publish SAM on the DGS Internet site. This version ought to be the most up-to-date and “trusted” version.			D.1			
<b>1.10)</b> Update procedures for providing printed versions of SAM to those who cannot access the DGS Internet site.				P.1		
<b>2) Purchasing Categories</b>						
<b>2.1)</b> Create policies that define and clarify purchasing categories in keeping with the statutes. Additionally, classify within policy those types of items that can be “universally” typed or categorized.				P.1		

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<b>2.2)</b> Using the statutory or policy definitions of each category, develop a standardized procedure to assist buyers in identifying the correct purchasing category. Standardized procedures should reduce or eliminate the “gray area” between categories and define a process for consistent choice and use of the rules and definitions contained in the statutes and policies. These procedures should include the documentation necessary to justify what information the buyers used to make their decision.				P.1		
<b>2.3)</b> Include telecommunications policies and procedures as one of the purchasing types. Coordinate with TD to develop an integrated process including appropriate approvals and checks performed by TD, DOF, and PD. Telecommunications is an area where all three oversight agencies must coordinate to make the process clear for client agencies.				P.1		
<b>2.4)</b> Develop procedural job-aids or guides, such as decision trees, checklists, and flowcharts, to assist buyers in classifying or “typing” the purchasing category as goods, services, IT goods/services. These tools would help buyers follow the procedures and comply with the policies as they conduct the State's purchases.					T.1	
<b>3)</b> Statutory References to the Department of Information Technology (DOIT)						

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<b>3.1)</b> To clearly define the authority, roles, and responsibilities for procurement of IT goods and services, the legislature should pass such legislation as necessary to update and clarify the Public Contract Code and Government Code, and assign the DOIT roles and responsibilities to another agency.						L.1
<b>3.2)</b> Since DGS is responsible for developing policies and procedures for the purchase of goods, it should also be responsible for developing policies and procedures for the purchase of IT goods and services. Coordination with other control agencies such as DOF would be necessary, but the final authority for all purchasing policies and procedures should lie with DGS. Even though MM 02-20 clearly states that purchasing policy is DGS' area, an effort should be made to work through the legislature to change the statutes to grant DGS the authority for development of statewide purchasing policy and procedure.						L.1
<b>4)</b> Alternative Procurement Process Pilot						

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<b>4.1)</b> Since the intent of the alternative procurement process was to introduce innovation into the purchasing process, DGS should reinforce the creative aspects of the process to bring it back in line with the initial intent of providing unique, alternative procurement approaches to specific, out of the ordinary business problems. This may be accomplished through the re-introduction of a new, better-defined alternative procurement process.				P.1		
<b>4.2)</b> Upon establishing changes to the alternative procurement process, update all references to the pilot from SAM, CAM, and other policy or procedure documents, such as the Delegation Guidelines and the Alternative Protest Pilot statute PCC §12127(c).				P.1		
<b>4.3)</b> Remove the terminology that refers to the “pilot” aspects of the policy (e.g., “Within two years...” and “...assess these processes...”).				P.1		
<b>5)</b> CMAS Purchasing						
<b>5.1)</b> In keeping with previous options, centralize CMAS policies in SAM. Remove the policy aspects from the existing CMAS "packets" and place them in SAM where appropriate.			D.1			

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<b>5.2)</b> CMAS Bulletin #35 prescribes that at least three offers be solicited and obtained when a State agency uses CMAS as a purchasing mechanism. The CMAS packets also state that CMAS transactions must be in the context of “best value.” Solicitation and evaluation procedures should be developed to ensure that agency users of CMAS are adequately and consistently determining and documenting their “best value” decisions. These procedures should reflect the appropriate level of rigor for various transaction types and sizes.				P.1		
<b>5.3)</b> Optimally, the term “best value” would be replaced with the codified term of “value-effective”.				P.1		
<b>5.4)</b> Develop procedures for vendors and agencies to follow when there is a grievance or issue with the selection or Purchase Order award for a CMAS transaction.				P.1		
<b>6)</b> Management Memos as Policy						
<b>6.1)</b> Only issue Management Memos that announce and explain policy or procedure changes and reference the policy or procedure source documents. The source policy document would be SAM and not the Management Memos. This practice requires that SAM be updated in a timely manner. As an example of this, the DOF Management Memo 02-20 summarizes policy changes and provides pointers to the actual policies in SAM and SIMM.		G.1	D.1			

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<b>6.2)</b> Similarly, work with other groups (e.g., DOF, Governor's Office) to cease issuing Executive Orders, Budget Letters, Technology Directives and other correspondence that are policy changes in and of themselves, rather than announcements of policy changes.		G.1				
<b>7)</b> Definitions of Terms and Phrases						
<b>7.1)</b> Create and continuously maintain a purchasing glossary that clearly defines and documents purchasing terms and phrases. Provide examples of their usages.				P.1		
<b>8)</b> Cross-Reference of Purchasing Laws						
<b>8.1)</b> Develop a defined process, assign responsibility, and dedicate the requisite resources to maintain the aforementioned references continually.	O.1					
<b>8.2)</b> Include the true and updated annotated code in the references instead of the current plain-text version.			D.1			
<b>9)</b> Single Source for Processes and Procedures						

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<b>9.1)</b> Identify and dedicate resources to develop common processes and procedures for use by DGS buyers and those purchasing officials in other State agencies. These processes and procedures would culminate in an electronic knowledge-base accessible at the buyer’s desktop, including tools, job aids, templates, etc. Since procedure is contained in multiple locations today (e.g., CAM, Delegation Guidelines), an initial task should be a comprehensive review of the existing material to identify the re-usable elements.	O.1					
<b>9.2)</b> Develop internal processes to ensure that the procedure updates occur as necessary and are disseminated in a timely manner.		G.1				
<b>9.3)</b> Invest in training for policy and procedure authors because policies and procedures require a specific writing style to be effective.					T.1	
<b>10)</b> Purchasing Policy and Procedure Training						

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<b>10.1)</b> In response to the Contracting and Procurement Task Force’s Recommendation #8, DGS has begun developing a comprehensive procurement training program. In accordance with PCC §10349, DGS is working with the Department of Personnel Administration (DPA) and a training consultant (California State University, Northridge). The resulting training should be developed in such a way that it can be continuously available and updated as changes in laws and rules occur. Additionally, the training content should be based on a consolidated policy and procedure source such as SAM.					T.1	
<b>10.2)</b> DGS/DPA should make training available in a variety of delivery modes (e.g., on-line, classroom)					T.1	
<b>10.3)</b> DGS/DPA should develop a process to ensure that all training materials are kept updated and consistent with current purchasing policy and procedures. The training should focus on the less well-defined issues of procurement official responsibilities, ethics, and judgment/decision making. Additional training topics should include practical, “hands on” training in areas such as, legal aspects of purchasing, contract crafting, and post-award contract administration.					T.1	
<b>11) System/Process for Developing and Implementing Policy</b>						
<b>11.1)</b> Identify and dedicate the resources required for policy development.	O.1					

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<b>11.2)</b> Create a full-time policy development unit that does not have responsibility for day-to-day management activities.	O.1					
<b>11.3)</b> Adopt a system/process that ensures rigorous policy development and continuing maintenance.		G.1				
<b>11.4)</b> Implement a governance process for developing policies that manages the full policy lifecycle from inception through implementation and rescindment.		G.1				
<b>12) Follow-on Work</b>						
<b>12.1)</b> Because of the breadth, clarity, and simplicity of the law, there is little margin for any policy or procedural clarification to positively change its effect. The required course of action is to revise the law to allow follow-on work in a less restrictive manner. Specify the law to deal with situations leading to organizational conflicts of interest that are inherent in vendor participation in the pre-solicitation activities. In redrafting this statute, the State ought to make it broadly applicable to all purchasing transactions not limited to consulting services and not limited to instances where the initial work is performed for fee or under a contract. Examples from other government entities are provided in Appendix J. These examples are in keeping with our recommendation and should be considered during implementation.						L.2

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<b>12.2)</b> With the change in the law due to SB 1467, SAM §5202 must be updated to remove the reference to PCC §10365.5; it is now redundant and potentially confusing due to the included example that applies the rule in a very specific context.				P.1		
<b>12.3)</b> Develop policy and procedures to clarify the application of the law.				P.1		
<b>13) Small Business Preference Override</b>						
<b>13.1)</b> Develop a clear policy and procedure reflecting the impact of the statutes that reflect that the small business preference takes precedence over other identified preferences (e.g., TACPA, EZA, LAMBRA), paying particular attention to the applicability of the Recycle preference and its impact. Upon the completion of the policy and procedures, it would be possible to develop an automated tool to ensure accuracy and adherence to the rules.				P.1		
<b>14) Procurement Method Models</b>						

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<p><b>14.1)</b> Develop standardized models for each type of procurement (e.g., IFB, RFP, RFQ, CMAS, MSA, NCB) that clearly identify the required versus optional elements. Also, develop guidelines outlining the circumstances when the optional steps should be considered for use. Additionally, these standardized models should apply universally regardless of the procurement category or type (i.e., goods, non-IT consulting services, and IT goods and services).</p>				P.1		
<p><b>15)</b> Invitation for Bid (IFB) Model “Compliance Phase”</p>						
<p><b>15.1)</b> Develop further comprehensive, detailed procedures for the SAM §5221 Compliance Phase. Specifically, create procedures that:</p> <ul style="list-style-type: none"> <li>➤ Provide a decision aid to use when deciding if a compliance phase procurement is appropriate. The risks must be outweighed by the benefits.</li> <li>➤ Specify the roles and responsibilities for each attendee at the “confidential discussion,” as well as the topics and types of information to be discussed and those to be avoided in order to protect the integrity of the process.</li> <li>➤ Ensure that changes to the vendor’s proposal do not affect/change the original solicitation document unless the change is broadcast to the other vendors.</li> </ul>				P.1		

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<b>15.2)</b> Reword the Compliance Phase to replace “confidential” with another phrase, such as “vendor discussions” or “vendor presentations”.				P.1		
<b>16)</b> Preparation and Dissemination of “Lessons Learned”						
<b>16.1)</b> Prepare “lessons learned” information to share with buyers and legal staff from DGS and individual departments. These lessons learned should include ideas, pointers, recommendations, etc., about ways to standardize and streamline purchasing practices and minimize protests and disputes.				P.1		
<b>16.2)</b> Update and distribute these lessons learned on a regular basis.				P.1		
<b>16.3)</b> Incorporate lessons learned as examples into training material.					T.1	
<b>16.4)</b> Host regular meetings with DGS and individual department buyers to discuss these lessons learned, share ideas about what works and what does not, and brainstorm additional ways to distribute lessons learned information.		G.1				
<b>16.5)</b> Feed lessons learned into the development of policy and procedure to ensure timely implementation and dissemination.		G.1				
<b>17)</b> Contract Types						

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<b>17.1)</b> Create clear policies for the definition and use of the various goods and services contract types that the state chooses to offer as available alternatives (e.g., fixed-price contracts, cost reimbursement contracts, incentive contracts, etc.).				P.1		
<b>17.2)</b> Ensure model terms and conditions exist and are comprehensive for each approved contract type.				P.1		
<b>18) Specifications, Requirements and Business Needs</b>						
<b>18.1)</b> Develop uniform policies that require performance specifications and minimize design specifications in solicitations where the business needs, in whole or in part, are able to be stated in terms of function.				P.1		
<b>18.2)</b> Provide procedures and job-aids for “how-to” and “when-to” develop detailed performance and design specifications.				P.1		
<b>18.3)</b> Provide “how-to” training for the development of detailed performance specifications. This is especially important to the procurement of integrated and custom developed information systems.					T.1	
<b>18.4)</b> Define the terms “performance specifications,” “detailed specifications,” “design specifications,” and “technical specifications” and use them in a consistent manner throughout the statutes, policies, and procedures.				P.1		

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<b>18.5)</b> Remove any references in the statutes and policies that imply or direct that specifications are not to be defined in a detailed and precise manner.						L.3
<b>19) Evaluation Methods</b>						
<b>19.1)</b> Develop policies and procedures identifying the appropriate evaluation methods for each procurement category, as well as describing the individual evaluation steps for each method. These methods and procedures should be as consistent as possible without regard to the type of procurement.				P.1		
<b>19.2)</b> Develop policies and procedures to provide definition and guidance relating to the evaluation of solicitations.				P.1		
<b>20) Protests, Disputes, and Grievances Processes</b>						
<b>20.1)</b> Create policies to protect the right of all respondents to State of California solicitations to have their protests heard and decided. An adjunct process is necessary that provides all bidders with an opportunity to be fully debriefed following a solicitation, thereby, reducing the protests occurring simply because an unsuccessful bidder wants to understand the reasons why they lost.				P.1		
<b>20.2)</b> Create policies with timelines for responding to all protests, questions, disputes, or complaints.				P.1		

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<b>20.3)</b> Create a policy that clearly states under what conditions the Alternative Protest Pilot may be applied and which solicitation methods may be used.				P.1		
<b>20.4)</b> Create a policy regarding the assignment and roles of the Customer and Supplier Advocate. Additionally, ensure that IT goods and services are addressed within this policy.				P.1		
<b>20.5)</b> Create procedures to handle the protest process with the following attributes: <ul style="list-style-type: none"> <li>➤ Integrity of the process with regard to roles and conflicts of interest</li> <li>➤ Chain of custody for the files, documents, and other evidence to avoid losses of information that would affect the outcome</li> <li>➤ Proper and timely routing of protest documents</li> <li>➤ Communications to vendor controlled to protect against improper threats or quid pro quo or other perceived conflicts of interest</li> </ul>				P.1		
<b>20.6)</b> Create policies and processes for handling protests and/or grievances for all procurement mechanisms including informal, CMAS, MSA, and NCBs.				P.1		

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<b>20.7)</b> Modify the PCC to standardize the protest hearing and decision body.						L.4
<b>20.8)</b> Modify the PCC to standardize the process for announcing intent to award and the period for accepting protests.						L.4
<b>20.9)</b> Modify the PCC to allow for the DGS to find a protest frivolous and require a bond to be posted for the hearing body to decide the protest. Require that the bond be forfeited should the disappointed vendor lose the decision.						L.4
<b>21) Emergency Purchase Process</b>						
<b>21.1)</b> Develop standardized policy and procedures for the applicability and use of emergency purchases that supports the definition of emergency as articulated in the PCC.				P.1		
<b>21.2)</b> Update the standard form (Form 42) used for documenting and requesting approval on an emergency purchase to reflect the standardized policy and procedures.				P.1		
<b>21.3)</b> Include a definition of emergency purchases and examples of such in training materials.					T.1	
<b>22) Non-Competitive Bid Process</b>						

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<b>22.1)</b> Amend the Public Contract Code to define a consistent definition of non-competitive bid (NCB), and the applicability of the NCB process for goods, services and IT.						L.5
<b>22.2)</b> Regardless of the statutory change, develop standardized policy and procedures that defines the appropriate use of NCBs, including all types of NCBs (i.e., single-source [specified brand or trade name] and emergency).				P.1		
<b>22.3)</b> Update the standard form to be used for documenting and requesting approval on an NCB to match the clarified polices and procedures.				P.1		
<b>22.4)</b> Establish policies and procedures that include standard processing durations (e.g., turn-around time) and visibility into the status of the request to interested parties throughout the NCB approval process		G.1				
<b>22.5)</b> Include a definition of NCBs and examples of such in the purchasing training.					T.1	
<b>23)</b> Electronic Acceptance of Sealed Bids						

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<b>23.1)</b> Develop standardized policies and procedures that support the electronic receipt of sealed bids via electronic means. DGS should implement an e-procurement method or system with sufficient security and transaction integrity features to meet the “no bid can be opened before the bid deadline and all bids can be verified as authentic” requirements. The implementation of this option should be in conjunction with the Task Force Recommendation #14 (implement an e-procurement system) working group.				P.1		
<b>24) Bifurcated Responsibilities for Purchasing Oversight</b>						
<b>24.1)</b> Consolidate the approval of contracts for all types of purchasing to a single entity, the Procurement Division.	O.2					
<b>24.2)</b> Direct OLS to focus on their duties as DGS house legal counsel and support the Procurement Division as legal advisers.	O.2					
<b>24.3)</b> Develop detailed roles and responsibilities for both PD and OLS that support a collaborative work environment that applies legal participation as needed in the State’s purchasing oversight processes.	O.2					
<b>24.4)</b> Increase the legal role in reviewing all contract types based on the risk to the State or other criteria, such as deviation from standard contract language or unusual contract terms (e.g., revenue-sharing agreements).	O.2					

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<b>25) Policy and Procedures Office</b>						
<b>25.1)</b> To address these issues, the creation of a “new” Policy and Procedures Office (PPO) is necessary. The PPO should report directly to the DGS Director or alternately the PD executive-level (i.e., Deputy Director or Assistant Deputy Director) and be granted the authority and responsibility to develop procurement policy and procedure as their sole function. This high-level organizational position reflects executive-level commitment to this vital role.	O.1					

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<p><b>25.2)</b> The PPO should be staffed utilizing a 24-month rotational assignment of three to five full-time senior purchasing personnel. The specific individuals should be highly experienced purchasing professionals representing, in aggregate, the broad spectrum of procurement programs (e.g., IT, goods, CMAS). These positions will have administrative support from two permanent positions (e.g., clerk, editor). The introduction of a rotational assignment provides the following benefits:</p> <ul style="list-style-type: none"> <li>➤ Attracts the “rising stars” within PD to this highly visible, challenging position</li> <li>➤ Ensures recent procurement experience necessary for the development of clear, applicable policy</li> <li>➤ Provides for career planning and professional development opportunities</li> </ul>	O.1					

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<p><b>25.3)</b> The PPO must develop a “mission statement” that clearly communicates their function and purpose. The mission would reflect that the PPO is responsible for creating and writing policy, as well as facilitating the development of procedure. For both of these functions, the PPO must establish a well-defined governance process for the policy and procedure lifecycle. This governance process will identify the numerous stages of a policy and procedure including (i.e., idea/conception, develop/propose, review, finalize, approve, publish, update, retire). The governance process is critical to the overall acceptance of policy and procedure by ensuring the participation of the various stakeholders and users in the development process. This includes citizens, the vendor community, and the State agencies, among others.</p>	O.1					
<p><b>25.4)</b> To ensure that qualified candidates are available for the senior positions within the PPO, a comprehensive training program must be developed. The training curriculum would include classes/certifications in policy development and procedure writing. These training courses would be a pre-requisite when applying for the senior rotating positions in the PPO, with the exception of the first rotation.</p>	O.1					
<p><b>26)</b> Negotiation</p>						

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<b>26.1)</b> Draft legislation that requires negotiation for non-competitive solicitations.						L.5
<b>26.2)</b> Develop comprehensive policies implementing the practice of negotiation that address the following: <ul style="list-style-type: none"> <li>➤ Preservation of the principles of openness, fairness, and competition.</li> <li>➤ Defining the various types of negotiation and when they may be applied.</li> <li>➤ Specify training and skills needed for the negotiation team members.</li> </ul>				P.1		

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<p><b>26.3)</b> Develop detailed step-by-step procedures to guide the negotiation process including:</p> <ul style="list-style-type: none"> <li>➤ Planning for negotiation – prior to the start of the procurement, identify if and how negotiation may aid in achieving the specific objectives relating to price, delivery, performance standards, warranty, contractual terms and conditions, etc.,</li> <li>➤ Including language in the solicitation documents specifying if negotiation will be employed or not and, if so, detailing the negotiation process to be followed</li> <li>➤ Specifying how contractors are selected to enter into negotiations</li> <li>➤ Specifying the possible outcomes and process following the negotiation up to contract award</li> </ul>				P.1		
<p><b>26.4)</b> Develop a training and certification program that qualifies purchasing officials to conduct negotiations.</p>					T.1	
<p><b>27)</b> Approval Levels and Process</p>						
<p><b>27.1)</b> Re-baseline approval levels on risk or metrics to most effectively apply resources at DGS. The existing approval levels are too low in some cases and, in general, unnecessarily complex.</p>				P.1		

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>27.2)</b> Design a more simple system of thresholds and criteria to determine those transactions that require review and approval. Currently, approval levels are overly complex with too many different monetary criteria for various types of procurements.				P.1		
<b>27.3)</b> Develop a simplified procedure and forms/tools for goods, IT, and services purchases below a “small purchase” threshold (i.e., \$5,000) within the buying agency’s delegated or organic authority.				P.1		
<b>27.4)</b> Develop a service order form, or modify an appropriate existing form, for small services purchases under \$5,000.				P.1		
<b>27.5)</b> Overall, it may be more effective and efficient for DGS to increase its use of selective or periodic audits and decrease the amount of transactions that require approval.				P.1		
<b>27.6)</b> Clearly communicate specific sanctions and penalties for agencies and individuals who fail compliance audits and follow-through with the application of the sanctions.				P.1		
<b>27.7)</b> Develop simple, clear and well communicated approval processes. The approval processes are overly complex and poorly communicated. The requestor ought to know the specific routing of the document and what happens at each step.				P.1		

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>27.8)</b> Allow visibility into DGS processes and systems to allow requestors and other interested parties access to the status of the transaction and its documentation.				P.1		
<b>27.9)</b> Create service level agreements to facilitate procurement planning and scheduling for the requesting agencies.				P.1		
<b>27.10)</b> Set the standards or attributes that the reviewer/approver will check to ensure they are clearly communicated and specific enough to reduce differences of interpretation.				P.1		
<b>28)</b> Incentive Contracting						
<b>28.1)</b> Draft legislation to specifically allow for incentive contracting in goods, services and information technology procurements.						L.6
<b>28.2)</b> Develop policies to provide sound guidance on when incentive contracting should be considered as well as the requirements and impacts on the solicitation, selection, award, and contract administration processes.				P.1		
<b>28.3)</b> Develop procedures for conducting procurements with incentive contracting.				P.1		
<b>29)</b> Leveraging the Buying Power of the State						
<b>29.1)</b> Collect and analyze metrics to identify specific opportunities.				P.1		

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>29.2)</b> Create a policy and process for combining orders on commonly purchased items.				P.1		
<b>29.3)</b> Develop multiple award contracts and master agreements that contain minimum order commitments and tiered volume pricing levels.				P.1		
<b>30)</b> DGS Organizational Missions						
<b>30.1)</b> Develop a new mission statement for DGS, derived from statute, to serve as the basis for the subordinate unit mission statements.	O.3					
<b>30.2)</b> Develop a new mission statement for PD focusing on the unit's responsibilities to set policy, and oversee and conduct procurements.	O.3					
<b>30.3)</b> Develop a new mission statement for OLS focusing on the unit's role as the DGS legal advisors.	O.3					
<b>31)</b> Delegation/Approval System						
<b>31.1)</b> Develop a new system of delegation that simplifies the levels and types of delegations combining the goods, IT, and services delegations under a single set of rules.				P.1		
<b>31.2)</b> Centrally manage all delegations (e.g., goods, IT, services and other delegations managed by a single unit).				P.1		

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>31.3)</b> Implement a universal delegation level for all goods, IT, and services.				P.1		
<b>31.4)</b> For purposes of the delegated authority, only discriminate by purchasing level, not procurement type (IT, goods, services) or mechanism (competition, CMAS, MSA).		G.1				
<b>31.5)</b> Submit legislation to remove the specific dollar amounts from the statute authorizing DGS to exempt services contracts from review and authorize DGS to set the dollar amount levels directly.						L.7
<b>31.6)</b> Create a policy that states that the contract approval for services contracts will only occur if the procurement (solicitation approach and documents) is pre-approved. This ensures DGS will review the transaction early in the process and correct mistakes before the solicitation is conducted.				P.1		
<b>31.7)</b> Initiate legislation to centralize the purchasing authority with DGS and remove the organic authority for the purchase of services from the agencies. This would include creating the authority for DGS to included services purchases in their delegation system.						L.8
<b>32) Procurement Audits</b>						
<b>32.1)</b> Add the necessary process rigor and skills to the PAMS for them to perform actual audits on every delegated agency once per three-year period.	O.4					

<b>Findings and Recommendations</b> (Numbering scheme below references the Findings Over-Arching Matrix [FOAM])	Initiative Categories					
	Organizational (O)	Governance (G)	Document Structure/Format (D)	Policy & Procedure (P)	Training (T)	Legislation (L)
<b>32.2)</b> Alternately, increase the staffing of the OAS to allow that unit to take on the full responsibility of the delegation audit requirements.	O.4					
<b>32.3)</b> Because much of the procurement risk to the State exists within the DGS PD conducted procurements and other activities, DGS OAS should increase the frequency of audit on the PD and all of its program areas.				P.1		
<b>32.4)</b> Within the context of other Procurement Reform changes, examine opportunities to increase the DGS audit function as a replacement for up-front review and approval. This will become increasingly important, as delegations are more widespread.		G.1				
<b>33) Customer and Supplier Advocate</b>						
<b>33.1)</b> Change the organizational structure to elevate the Protests and Disputes Section to the executive level of PD	O.5					
<b>33.2)</b> Separate the Customer and Supplier Advocate function from the protests and disputes function.	O.5					
<b>33.3)</b> Create a new Customer and Supplier Advocate function at the DGS executive level, for example, reporting under the Public Affairs Office or as a peer to that Office.	O.5					
<b>33.4)</b> Create a mission or charter for the Customer and Supplier Advocate that complies with the requirements of PCC §10300.	O.5					

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