



DGS
GENERAL SERVICES

DEPARTMENT *of* GENERAL SERVICES



2016
STRATEGIC
PLAN



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A Message *from* the Director

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For a department like ours, which is responsible for so much in state government, it can be challenging to identify the right priorities and goals to keep us progressing and improving as an organization. This is why strategic planning is so critical to our department's long-term success, as a meaningful strategic plan will provide us with clarity and direction.

I am very proud of the effort we have put into updating our department's strategic plan, and I am pleased to present to you the Department of General Services (DGS) Strategic Plan for 2016.

- **This plan is customer centric.** Each division and office has identified new strategic goals for the 2016 calendar year that not only build on our strengths as a department, but most importantly, will have a positive impact for our customers. We focused our planning on those goals that will help *our* customers better serve *theirs*.
- **This plan is ambitious.** We have 63 goals that we will undertake in 2016. At the end of this year, we will have improved state buildings and accessibility; further acted as a responsible steward of state resources; more proactively collaborated with our largest customers; and provided creative and helpful solutions to new and ongoing problems.
- **This plan is focused.** We concentrated on five strategic themes—collaboration, efficiency, a data-informed approach, transparency, and sustainability—in building this plan, and I am convinced that these themes are the right priorities for us to focus on in 2016.
- **This plan depends on you.** You and your talents are the engine that powers the department, and so I want to urge you to innovate, to create, to change, and to build so that we can accomplish our 2016 goals. I encourage you to ask questions, voice your ideas and get involved in the implementation of this plan.

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We are “one DGS,” and it is only together that we can make this plan a reality.

I am greatly looking forward to seeing what we will accomplish as a department in 2016.

DANIEL C. KIM | DIRECTOR



Strategic Plan Overview

The department's strategic plan is composed of the following elements:

MISSION STATEMENT

The mission statement succinctly describes the reason for our agency's existence. It addresses what our organization does, why we do it, and for whom.

- The mission of the Department of General Services 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.

VISION STATEMENT

The vision statement describes what we are working together to make our department become. While we are customer centered, deliver efficient and effective results, work as one enterprise – one DGS – and are a strong organization, those elements describe who we are, not where we want to be. Our vision statement succinctly, timelessly and powerfully describes what we want DGS to be and to provide in the future.

- Excellence in the business of government.

CORE VALUES:

Our core values are who we are as an organization. Our values drive what we do and how we do it, and where we focus our attention and resources. Everything in this Strategic Plan derives from these values.

- **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.

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- **Innovation:** We cultivate ideas and implement improvements throughout our organization.
- **Teamwork:** We value and respect our organizational diversity and work together to achieve great results.

STRATEGIC DIRECTION

Our strategic direction reflects the major areas of emphasis and focus as we seek to live out our values and realize our vision. This direction reminds the department, in all that we do, what we should be focusing on as we seek to provide “excellence in the business of government.”

- **Collaboration:** Work across DGS divisions and with other departments and partners to collectively improve outcomes.
- **Efficiency:** Do what we do better, faster, cheaper.
- **Data-Informed Approach:** Use data to help inform our decision-making and our priorities.
- **Transparency:** Share our performance with our customers and stakeholders in ways they find meaningful.
- **Sustainability:** Serve as good stewards of state resources and help “green” government.

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STRATEGIC GOALS

Our strategic goals are those initiatives—in keeping with our strategic direction—that DGS will be undertaking in 2016. The goals compose the core of the 2016 Strategic Plan. All 63 goals are outlined in this booklet.



Programs *and* Services Overview

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

ADMINISTRATION DIVISION

Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides technical support services critical to DGS operations, including deployment and support of desktop computers; network connectivity; applications development and management; data security and compliance with the state of California's information technology policies.

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; contract processing from solicitation to contract execution; and various business services, including CAL-Card administration, room reservations, cubicle moves, security and document reproduction.

Office of Fiscal Services

The Office of Fiscal Services (OFS) oversees DGS' rate development process, and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

Office of Human Resources

The Office of Human Resources (OHR) provides services in the areas of recruitment; hiring; benefits and pay transactions; employee training and development; and constructive intervention.

Office of Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) provides a variety of risk management and insurance services to state and public entities with a primary objective of minimizing exposure to losses. Services include insurance procurement and consulting; natural gas fuel price risk management; claims adjusting; statewide safety training; and emergency management.

DIVISION OF THE STATE ARCHITECT

The Division of the State Architect (DSA) provides design and construction oversight for state-owned facilities and public schools.

EXECUTIVE OFFICE

Equal Employment Opportunity

The Equal Employment Opportunity (EEO) Office is responsible for overseeing compliance of various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS.

Office of Audit Services

The Office of Audit Services (OAS) provides an independent, objective assurance and consulting function designed to add value and improve departmental operations.

Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies and internal divisions and offices on the state's contracting and procurement laws and policies.

Office of Legislative Affairs

The Office of Legislative Affairs (OLA) coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. OLA also coordinates specific legislative reports due to the California Legislature from DGS.

Office of Public Affairs

The Office of Public Affairs (OPA) is responsible for news media relations; managing DGS social media channels; providing photography resources and video production; and website management oversight.

Office of Strategic Planning, Policy and Research

The Office of Strategic Planning, Policy and Research (OSP) assists divisions and offices with long-term planning; facilitates the creation of the department's strategic plan; oversees customer survey development and analysis; is responsible for DGS forms management; and provides consultative data analysis and process re-engineering.

Office of Sustainability

The Office of Sustainability is committed to reducing California's environmental footprint by greening the state's buildings; reducing greenhouse gas emissions; and reducing water use.

FACILITIES MANAGEMENT DIVISION

The Facilities Management Division (FMD) is composed of the former Building and Property Management Branch and the Direct Construction Unit. FMD is tasked with ensuring the ongoing maintenance and management of state-owned buildings.

INTERAGENCY SUPPORT DIVISION

Building Standards Commission

The California Building Standards Commission (BSC) administers the many processes related to the development, adoption, approval, publication and implementation of California's building codes.

Office of Fleet and Asset Management

The Office of Fleet and Asset Management (OFAM) provides general oversight of the state's vehicle and mobile equipment fleet, and ensures compliance with state and federal environmental, energy and fiscal policies. It provides a fleet of rental cars to support state agencies' transportation needs; manages DGS' parking facilities; oversees the reutilization of state and federal surplus property; disposes of state surplus property; manages the state's travel planning programs; and provides short-term warehouse services.

Office of Public School Construction

The Office of Public School Construction (OPSC) facilitates the processing of School Facility Program construction applications to make voter-approved state bond matching funds available to qualifying school districts. The office implements and administers the \$35 billion voter-approved program.

Office of State Publishing

The Office of State Publishing (OSP) provides innovative printing and communication solutions and services to state, federal, county and city agencies.

OFFICE OF ADMINISTRATIVE HEARINGS

The Office of Administrative Hearings (OAH) hears administrative disputes for state and local agencies, including special education due process hearings and mediation for school districts and parents of children with special education needs.

PROCUREMENT DIVISION

The Procurement Division (PD) oversees policies and procedures used by all state agencies in their purchasing and contracting activities. It develops innovative procurement solutions including statewide contracts, purchasing portals, and end-user training, enabling state agencies to acquire the goods and services needed to serve the people of California.

REAL ESTATE SERVICES DIVISION

The Real Estate Services Division (RESA) is a full-service real estate organization. Its highest priority is to provide the highest level of customer service in fulfilling state agencies' facility and real property needs.



2016 Strategic Goals

PROCUREMENT DIVISION

1. Implement statewide procurement in FI\$Cal.
2. Collaborate with departments to identify barriers to Small Business/Disabled Veteran Business Enterprise (SB/DVBE) participation and provide targeted training.
3. Implement an accreditation process for departments granted purchasing authority.
4. Increase use of California Procurement and Contracting Academy (CalPCA) training for state employees with a role in procurement by developing hybrid and other online/Web-based delivery models.

INTERAGENCY SUPPORT DIVISION

Office of Fleet and Asset Management

1. Implement an interactive fleet dashboard that provides vehicle analytics to state departments.
2. Reduce 2016 statewide petroleum consumption by more than 5 percent (over 1.5 million gallons) from 2014 baseline.
3. Reduce petroleum consumption by over 20 percent (more than 500,000 gallons) in DGS leased fleet from 2014 baseline.
4. Implement a purchase program for used Zero Emissions Vehicles/Plug-in Hybrid Electric Vehicles (ZEV/PHEV).
5. Develop a life cycle replacement methodology for fleet vehicles.

Office of State Publishing

1. Implement Phase 1 of establishing OSP as the state's document imager by providing scanning services to a pilot state department.
2. Establish a collaborative working group with OSP customers to improve business functions.
3. Increase overall revenue 8 percent (\$5,000,000) by modernizing/updating equipment and capturing exempt and local government projects.
4. Implement Phase 1 of the OSP space consolidation project and reduce physical printing plant space of the main plant by 50 percent.

Office of Public School Construction

1. Establish best practices for various types of closeout reviews to increase efficiencies.
2. Increase the number of in-depth closeout reviews by 38 percent (from 88 to 121).
3. Develop a system to collect review times based upon the type of project, which will be used to establish a comprehensive baseline of budgeted hours by type.

Building Standards Commission

1. Update the California Green Building Standards in support of green initiatives (e.g., ZEV infrastructure, water reduction mandates for plumbing and irrigation, and reduction of construction site materials sent to landfills).

2. Research, develop and propose for adoption mandatory recycled water infrastructure standards for residential and nonresidential properties.

DIVISION OF THE STATE ARCHITECT

1. Fully implement electronic back check as the first step toward total electronic review of all project plans submitted to DSA.
2. Reduce the inventory of uncertified projects by assisting K–12 districts and community colleges in the process of certifying the 1,366 projects occupied without certification between January 1, 2011 and May 31, 2013.
3. Increase collaboration and outreach with the disabled community.

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FACILITIES MANAGEMENT DIVISION

1. Jointly with RESD, establish a statewide tenant workgroup to improve ongoing maintenance and facility improvement services provided in state buildings.
2. Working collaboratively with RESD, expend at least \$30 million on building improvements, including \$10 million for priority Americans with Disabilities Act improvement projects, to help decrease costs for tenant improvement projects.
3. Strategically improve the overall quality and consistency of facility maintenance and improvement projects:
 - a. Develop a comprehensive project tracking system for facility improvement projects.
 - b. Develop and publish a process to prioritize facility improvement requests and priorities to increase transparency.

- c. Develop a process, in collaboration with RESD, to determine the appropriate entity to deliver facility improvements.
- d. Update daily/ongoing maintenance procedures and standards and determine appropriate priorities for ongoing maintenance.
- e. Conduct robust recruitments to reduce vacancies and to attract and retain well-qualified candidates.

REAL ESTATE SERVICES DIVISION

1. Increase charging infrastructure in state-owned parking facilities by installing approximately 100 Level 2 electric vehicle charging stations and approximately 1,000 120v outlets.
2. Implement a pilot project to establish best practices to limit total RESD project soft costs to 20 percent.
3. Issue the Request for Proposals/Qualifications for the new Resources building and the O Street building projects.
4. Develop and define the program needs for the Capitol Annex in coordination with the Legislature.
5. Jointly with FMD, establish a statewide tenant workgroup to improve ongoing maintenance and facility improvement services provided in state buildings.
6. Working collaboratively with FMD, expend at least \$30 million on building improvements, including \$10 million for priority Americans with Disabilities Act improvement projects, to help decrease costs for tenant improvement projects.

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7. Develop a comprehensive project tracking system.
8. Develop a process, in collaboration with FMD, to determine the appropriate entity to deliver facility improvements.

OFFICE OF ADMINISTRATIVE HEARINGS

1. Implement a comprehensive tracking system for hearing processes and establish/refine process time goals by step.
2. Establish a process/system to regularly publish process times by step.
3. Issue decisions on time in 90 percent of cases for the General Jurisdiction Division.
4. Issue late decisions within 15 calendar days of the due date in 90 percent of cases for the General Jurisdiction Division.
5. Issue decisions on time in 98 percent of cases for the Special Education Division.

EXECUTIVE OFFICE

Office of Audit Services

1. Collaboratively develop a robust accreditation/compliance audit process with the Procurement Division for the delegated purchasing authority program.
2. Develop a comprehensive listing of audits and associated budgeted hours and conduct no less than 80 percent of audits within budgeted hours in 2016.

3. Perform a self-assessment review of OAS to determine compliance with standards, appraise the quality of OAS' operations, and provide recommendations for improving OAS' compliance with the standards.

Office of Legal Services

1. Develop targeted training modules (e.g., statutory requirements for consulting services, documenting contract justifications, etc.) to address common contracting issues and reasons for contract rejection.
2. Establish a robust training program and tracking database to document and protect state-created intellectual property.

Office of Public Affairs

1. Modernize the DGS external website to increase access to information.
2. Promote DGS-led sustainability efforts in the news media by hosting at least four media events.
3. Relaunch the DGS news blog to better highlight services and changes for customers.

Office of Strategic Planning, Policy and Research

1. Establish an advisory council to provide feedback to the director on DGS policy and program changes.
2. Implement a monitoring and reporting program for all DGS strategic plan goals.
3. Redesign the DGS Survey Program to target specific, objective performance data for each major DGS program.

4. Complete Phase 1 of 2 of the comprehensive update of the State Administrative Manual.
5. Establish a comprehensive, online repository of state forms and eliminate all stock standard forms that can be downloaded and printed.

ADMINISTRATION DIVISION

Overall Divisional Goals

1. Successfully implement the 2016 release of the Financial Information System of California (FI\$Cal) project at DGS.

Enterprise Technology Solutions

1. Successfully upgrade Statewide Property Inventory, CRUISE and MAXIMO systems.

Office of Business and Acquisition Services

1. Ensure that 80 percent of all OBAS contracts are executed within two months.
2. Consolidate contracts tracking into SharePoint.
3. Establish and publish dashboard for OBAS contracting data.

Office of Fiscal Services

1. Establish regular customer forums for OFS client departments to discuss best practices and policy/procedure changes.

Office of Human Resources

1. Establish regular customer forums for OHR client departments to discuss best practices and policy/procedure changes.
2. Develop and publish OHR performance metrics for incoming requests, including First Time Through and processing times.
3. Increase quality of DGS services by providing at least 10 additional training classes (online and regional) to offsite staff.
4. Improve the pool and quality of candidates and decrease vacancies by moving from DGS-specific classifications to statewide classifications and by prioritizing OHR exams.
5. Establish recruitment and retention best practices for positions that are difficult to fill or have high turnover (e.g., Custodian, Stationary Engineer, Plumber, Painter, Office Building Manager Series, Electronic Data Processing Specialist Series, Personnel Specialist and Associate Personnel Analyst).

Office of Risk and Insurance Management

1. Pilot online portal for reporting auto claims.
2. Increase state savings through the Equipment Maintenance Management Insurance Program (EMMP) by 20 percent (\$700,000) by enrolling new equipment and adding state departments.



DGS *By the Numbers*

79 State-owned properties totaling approximately 18.9 million square feet.

\$288.5 Million Annual rent collected from DGS-owned and managed buildings.

1,800 Number of leases managed for state agencies.

26,000 Number of small businesses DGS has certified as of 2015.

1,900 Number of Disabled Veteran Business Enterprises DGS has certified as of 2015.

\$1.6 Billion Usage of DGS contracts by California counties, cities, and school districts.

2,300 Annual participants in CalPCA procurement training.

50,000 Number of mobile assets DGS oversees.

3,000 Number of legislative bills DGS is responsible for printing per session.

1,600 Number of cases the Office of Administrative Hearings handles for state, local and county agencies.

700,000 Number of school districts and parents of children with special needs that the Office of Administrative Hearings serves.

150 Number of state government agencies, departments and commissions the Office of State Publishing serves.



DGS MANAGEMENT

ADMINISTRATION DIVISION

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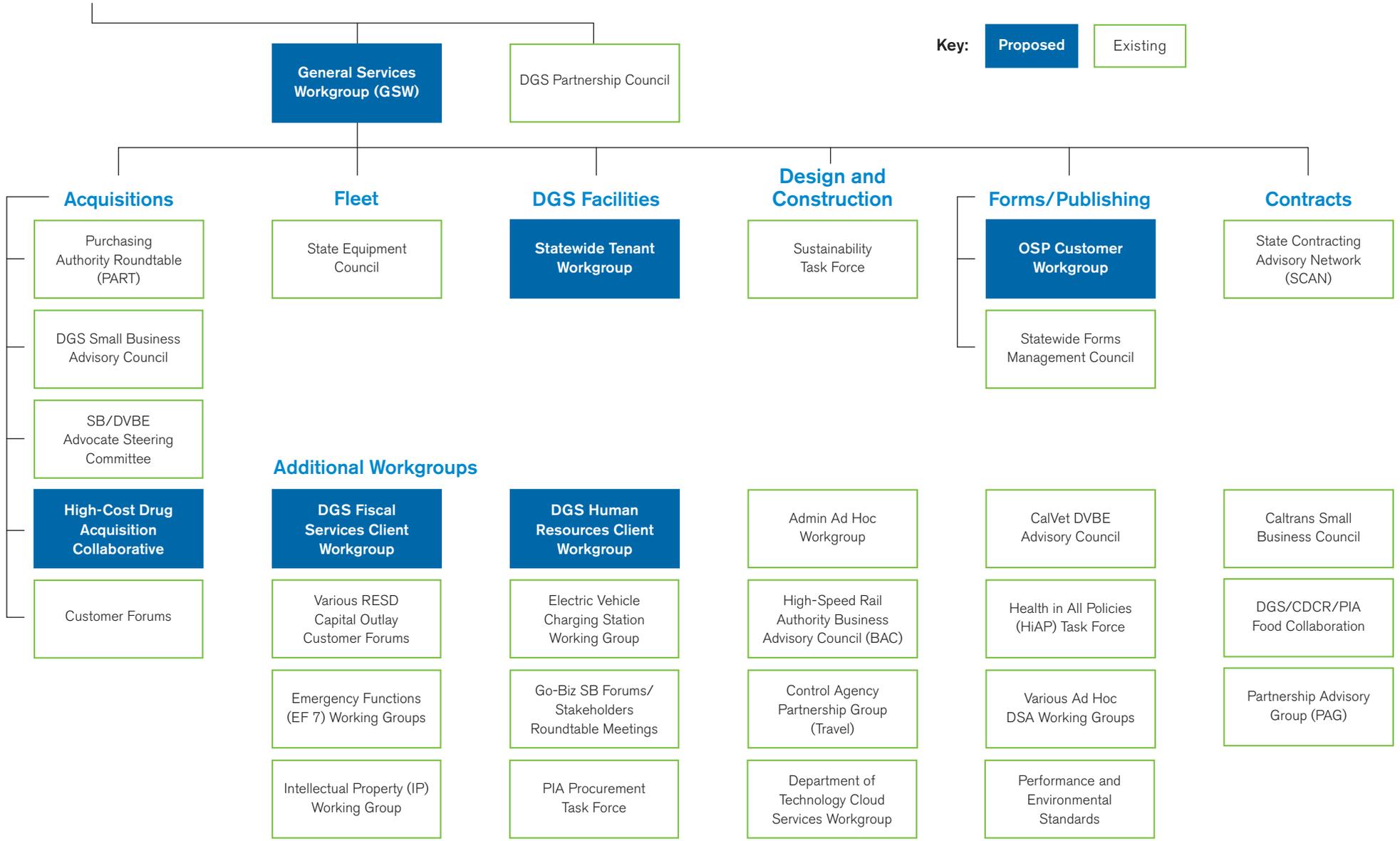
**Working Groups *and*
Customer Forums**



DGS Participation: Collaborative Working Groups and Customer Forums

DGS Director

Key: Proposed Existing





Contact Information: Collaborative Working Groups *and* Customer Forums

ADMINISTRATION

General Services Workgroup (GSW)

Creates a “steering committee” to increase client-department engagement and collaboration with DGS. The workgroup will serve in an advisory capacity for DGS.

Jeff McGuire (Proposed Chair)
Chief Deputy Director
(916) 376-5012 | Jeff.McGuire@dgs.ca.gov

DGS Partnership Council

Provides a setting where DGS and its customers can discuss timely issues of mutual concern and exchange information and ideas about how to address those issues.

Miles Burnett (Chair)
Deputy Director, Administration Division
(916) 376-5021 | Miles.Burnett@dgs.ca.gov

ACQUISITIONS

Purchasing Authority Round Table (PART)

PART members collaborate with DGS-PD to streamline and improve procurement processes and customer services to departments.

Ricardo Martinez (Chair)
Branch Chief, Policy, Planning and Customer Service Branch
Procurement Division
(916) 375-4563 | Ricardo.Martinez@dgs.ca.gov

DGS Small Business Advisory Council

The DGS Small Business Advisory Council is a forum for representatives of the California small business community to provide input on policies/practices that impact small business participation in the state procurement and contracting process.

Jim Butler (Co-Chair)
Deputy Director, Procurement Division
(916) 375-4417 | Jim.Butler@dgs.ca.gov

SB/DVBE Advocate Workshop and Steering Committee

Proposes/develops legislation that outlines the duties of an SB/DVBE Advocate. This would include outreach, training, travel budget, etc.

Michael Aguilio (Co-Chair)
Analyst, Procurement Division
(916) 375-4328 | Michael.Aguilio@dgs.ca.gov

Customer Forums

Provides information to state purchasing and contracting officials, purchasing authority contacts, buyers and small business and DVBE Advocates about upcoming statewide contracts, policy changes, legislative updates, SB/DVBE outreach events and information about Procurement's projects and programs.

Danetta Jackson (Chair)
Small Business/DVBE Program Manager, Procurement Division
(916) 375-4483 | Danetta.Jackson@dgs.ca.gov

FLEET

State Equipment Council (SEC)

Meets quarterly to share fleet information with SEC members; share/discuss proposed policy changes with SEC members; discuss fleet issues/get feedback from SEC members.

Evan Speer (Chair)

Acting Chief, Office of Fleet and Asset Management
(916) 928-9863 | Evan.Speer@dgs.ca.gov

DGS FACILITIES

Statewide Tenant Workgroup

Proposed as a working group for tenants in DGS-owned and managed buildings to discuss best practices, standards, etc.

Jemahl Āmen (Proposed Chair)

Acting Deputy Director, Facilities Management Division
(916) 376-1695 | Jemahl.Āmen@dgs.ca.gov

FORMS/PUBLISHING

Statewide Forms Management Council

Implements statewide forms management program to ensure forms are relevant and user friendly, and to reduce the number of printed forms.

Shelley Nishikawa (Chair)

DGS Statewide Forms Manager, Office of Strategic Planning,
Policy and Research
(916) 376-4859 | Shelley.Nishikawa@dgs.ca.gov

OSP Customer Workgroup

Proposed as a workgroup to discuss new ideas for print products and services, changes in printing/publishing technology, and customer education and training.

Jerry Hill, State Printer (Proposed Chair)

State Printer, Office of State Publishing
(916) 445-5680 | Jerry.Hill@dgs.ca.gov

CONTRACTS

State Contracting Advisory Network (SCAN)

The DGS Office of Legal Services (OLS) identifies issues in contracts and then provides education/discussion about them during the SCAN meetings.

Henry Nanjo (Chair)

Assistant Chief Counsel, Office of Legal Services
(916) 376-5113 | Henry.Nanjo@dgs.ca.gov

ADDITIONAL GROUPS

Electric Vehicle Charging Station Working Group

Develops technical requirements for access code updates related to electric vehicle charging stations. Will address concerns raised by disability advocates about pending regulations.

Dennis Corelis (Chair)

Principal Architect, Division of the State Architect
(916) 445-4167 | Dennis.Corelis@dgs.ca.gov

DGS/CDCR/PIA Food Collaboration

Discusses menu changes for institutional clients.

Robert Ullrey (Chair)

Manager, Food Acquisitions and Transportation Management,
Procurement Division
(916) 375-4431 | Robert.Ullrey@dgs.ca.gov

Emergency Function (EF) 7 Acquisitions

Serves as a task force to the Governor's Office of Emergency Services (Cal OES) for acquisition policies and procedures for disaster response.

Robert Ullrey (Chair)

Manager, Food Acquisitions and Transportation Management,
Procurement Division
(916) 375-4431 | Robert.Ullrey@dgs.ca.gov

Emergency Function (EF) 7 Operations

Serves as a task force to Cal OES overseeing acquisitions, real estate and critical assets for disaster response.

Michael Thomas (Chair)

Assistant Chief, Special Programs, Office of Risk and Insurance Management
(916) 376-5286 | Michael.Thomas@dgs.ca.gov

Control Agency Partnership Group

Provides a forum to discuss travel booking/expense reimbursement industry best practices.

Bill Amaral (Chair)

Business Partnership and Travel Manager, Office of Fleet and Asset Management
(916) 376-3998 | Bill.Amaral@dgs.ca.gov

Various DGS Real Estate Services Division (RESD)

Capital Outlay Customer Forums

Improves communication with clients on project scope, timeline and budget.

Faizi Pourhosseini (Chair)

Chief, Project Management and Development Branch, Real Estate Services Division
(916) 375-4257 | Faizi.Pourhosseini@dgs.ca.gov

Partnership Advisory Group (PAG)

Collaboration between travel industry, travel program and departments to stay informed on travel industry information and keep vendors aware of state travel regulations, concerns and new travel initiatives.

Bill Amaral (Chair)

Business Partnership and Travel Manager, Office of Fleet and Asset Management
(916) 376-3998 | Bill.Amaral@dgs.ca.gov

Intellectual Property (IP) Working Group

Educates state departments about intellectual property issues to ensure compliance with statutes and best practices.

Chris Gill (Chair)

Attorney IV, Office of Legal Services
(916) 376-5112 | Christopher.Gill@dgs.ca.gov

PIA Procurement Task Force

Meets monthly to promote collaboration and process efficiency.

Cathy Lorenzo (Chair)

Manager, EDP Acquisitions, Procurement Division
(916) 375-4523 | Cathy.Lorenzo@dgs.ca.gov

Performance and Environmental Standards

Engages state agencies and departments to help them increase their environmentally preferable purchasing (EPP) efforts through outreach and training and helping them overcome their identified barriers. Conducts onsite training to state agency buyers on EPP and how to increase EPP efforts.

Daniel Q. Garza (Chair)

Procurement Engineer, Procurement Division
(916) 375-4529 | Daniel.Garza@dgs.ca.gov

DGS Human Resources Client Workgroup

Forum to discuss best practices, policy changes and efficiencies with client groups.

Estela Gonzales (Proposed Chair)

Chief, Office of Human Resources, Administration Division
(916) 376-5411 | Estela.Gonzales@dgs.ca.gov

DGS Fiscal Services Client Workgroup

Forum to discuss best practices, policy changes and efficiencies with client groups.

Rhonda Basarich (Proposed Chair)

Chief, Office of Fiscal Services, Administration Division
(916) 376-5140 | Rhonda.Basarich@dgs.ca.gov



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