



2024–25 STRATEGIC PLAN

DEPARTMENT *of* GENERAL SERVICES





Table of Contents

2

A Message from the Director

4

Strategic Foundations

Mission

Our Vision

Values

Strategic Direction

8

2024–25 Strategic Plan Goals

44

Collaborative Working Groups and Customer Forums

49

DGS Management

Connect With Us in 2024

Follow us on social media to stay up to date on DGS throughout the year.



facebook.com/
CalDGS



twitter.com/
CalifDGS



linkedin.com/
company/cadgs



youtube.com/
CalifDGS



dgsnewswire.
wordpress.com



instagram.com/
DGSCalif



A message from **The Director**



I'm proud of the effort placed by all involved in the creation of the Department of General Services (DGS) 2024–25 Strategic Plan.

Through a collaborative and intentional approach, we seek to emphasize our commitment to raising equity internally and externally. We continue to look at our efforts to create sustainability while adapting to a changing workforce. The Strategic Plan is an opportunity to take a step back, assess direction, and elevate emerging projects, goals and priorities for the organization. The Strategic Plan focuses on tangible goals to generate fundamental changes within DGS. Projects submitted into the Strategic Plan encompass the following five themes: Collaborative, Consultative, Sustainable, Data-Informed, and Effective.

We enter our second entry of the two-year Strategic Plan cycle model proud to outline our goals and priorities for DGS. In partnership with client agencies, stakeholders, and our esteemed workforce, we venture to use the Strategic Plan as a mechanism to improve the services we provide and build a well-trained, diverse workforce equipped to meet any challenges we may encounter.

As each division outlines its specific goals, it is with the understanding of promoting efficiency, progression, sustainability, and agility along with the goals and priorities of the Government Operations Agency and the governor's administration.

A new year has such potential and we at DGS are poised to seize the moment and continue making impactful, positive contributions. While the future is always uncertain, what is certain is the breadth of accomplishments that took place during 2023 at DGS, and we look forward to all that we will achieve from this 2024–25 Strategic Plan.

Sincerely,

ANA M. LASSO | DIRECTOR



Strategic Foundations



The Department of General Services (DGS) serves as business manager for the state of California.

With more than 4,500 employees and a budget in excess of \$1.3 billion, DGS serves the public by providing a variety of services to state agencies through procurement and acquisition solutions; real estate management and design; environmentally friendly transportation; professional printing, design and web services; administrative hearings; legal services; building standards; oversight of structural safety, fire/life safety, and accessibility for the design and construction of K–12 public schools and community colleges; funding for school construction; and disability access.

MISSION

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

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

OUR VISION

At DGS, our vision is:

Excellence in the business of government.

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

VALUES

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

These values are:

- **Integrity:** We do the right things for the right reasons.
- **Accountability:** We hold ourselves and each other responsible for all that we do.
- **Communication:** We listen and share information openly, honestly, and respectfully with the goal of mutual understanding and transparency.
- **Excellence:** We strive for the best for each other and our customers.
- **Innovation:** We cultivate ideas and implement improvements throughout the organization.
- **Teamwork:** We value and respect our organizational diversity and work together to achieve great results.

STRATEGIC DIRECTION

In 2017, we identified five strategic themes that remain relevant to our 2024–25 Strategic Plan. The themes clarify the direction in which we want to move the organization. The strategic direction themes are:



Collaborative: We solicit input from our partners to collectively improve our outcomes.



Consultative: We offer counsel and advice so our customers can maximize benefit and mitigate risk.



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



Data-Informed: We use and share data to make better decisions for ourselves and our customers.



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



2024–25 Strategic Plan Goals

The Department of General Services (DGS) serves as business manager for the state of California. DGS offers perhaps the most diverse set of services in all of California state government. Our employees do everything from managing construction projects to procuring vital equipment to overseeing a statewide vehicle fleet — and much, much more.

10 Procurement Division

12 Real Estate Services Division (RES D)

14 Facilities Management Division (FMD)

16 Interagency Support Division

17 Office of Fleet and Asset Management (OFAM)

19 Office of State Publishing (OSP)

20 California Building Standards Commission (CBSC)

21 Office of Public School Construction (OPSC)

22 California Commission on Disability Access (CCDA)

23 Division of the State Architect (DSA)

24 Office of Administrative Hearings (OAH)

25 Administration Division

26 Enterprise Technology Solutions (ETS)

28 Office of Fiscal Services (OFS)

29 Office of Human Resources (OHR)

30 Office of Business and Acquisition Services (OBAS)

31 Office of Risk and Insurance Management (ORIM)

32 Office of Policy, Training and FI\$Cal Services (OPTFS)

34 Director's Office

35 Office of Audit Services (OAS)

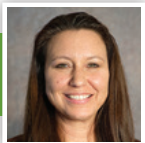
36 Enterprise Planning and InClusiveness (EPIC) Division

38 Office of Legal Services (OLS)

40 Office of Legislative Affairs (OLA)

41 Office of Public Affairs (OPA)

42 Office of Sustainability (OS)



ANGELA SHELL
DEPUTY DIRECTOR, PROCUREMENT DIVISION

Procurement Division

The Procurement Division establishes policies and procedures used by all state agencies in their purchasing and contracting activities. Our strategic direction is to provide state departments with innovative and sustainable contracting solutions and tools that contribute to state government's ability to efficiently and effectively meet the needs of the citizens of California. Our 2024–25 goals support this vision by leveraging technology and streamlining processes to maximize efficiency and maintain a customer focus in an evolving environment.

OFFICE OF SMALL BUSINESS AND DISABLED VETERAN BUSINESS ENTERPRISE SERVICES

- **Implement Small Business/Disabled Veteran Business Enterprise Procurement Training Program.** The Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) will develop and implement cohort-based training and tools specific to procurement and bidding requirements for diverse certified Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) suppliers.

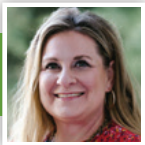
POLICY, TRAINING AND CUSTOMER SERVICE

- **Update the State's IT model terms and conditions to simplify use and maximize efficiency in state IT procurement processes.** The Procurement Division will work with the California Department of Technology, state departments, and IT industry stakeholders to revise the current terms and conditions incorporating current IT practices and streamlined requirements for ease of use.

STATEWIDE SUPPLIER DIVERSITY PROGRAM

- **Manage the Statewide Procurement and Contracting disparity study to improve equity and achieve greater diversity in the state's supplier base.** As the first phase in the study, OSDS and the vendor selected to perform the study are researching the current contracting practices of the state of California in order to determine if minority-, woman-, LGBTQ-, and certified small and disabled veteran-owned businesses have equal access to state contracting opportunities.





MADELYNN MCCLAIN
DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

Real Estate Services Division

The Real Estate Services Division (RES D) serves as the real estate manager for the state of California and provides a wide range of professional services to state departments, including property acquisition and sale, leasing, design, environmental consulting, construction, project management, and inspection/quality assurance. Our fundamental mission is to ensure state land is being put to its optimal use and to provide state departments with safe and sustainable places of work in their service to the citizens of California.

- **Increase client engagement regarding office space needs.**
As state departments transition to a hybrid work model, RES D will engage with clients to assess their current and future space needs with the goal of optimizing the state's building portfolio.
- **Create sustainable building and renovation standards.**
RES D's Project Management and Development Branch will establish new building and renovation standards to promote and incorporate the use of renewable wood products.
- **In collaboration with DGS' Office of Human Resources, create a multiyear goal to develop the framework to target underrepresented communities when engaging in recruitment efforts for specialized positions within the division.** The division has identified difficulty recruiting individuals in specialized classifications. Succession planning will help minimize risks such as loss of mission-critical knowledge, disruptions to processes and service to clients, and impact on existing employees.



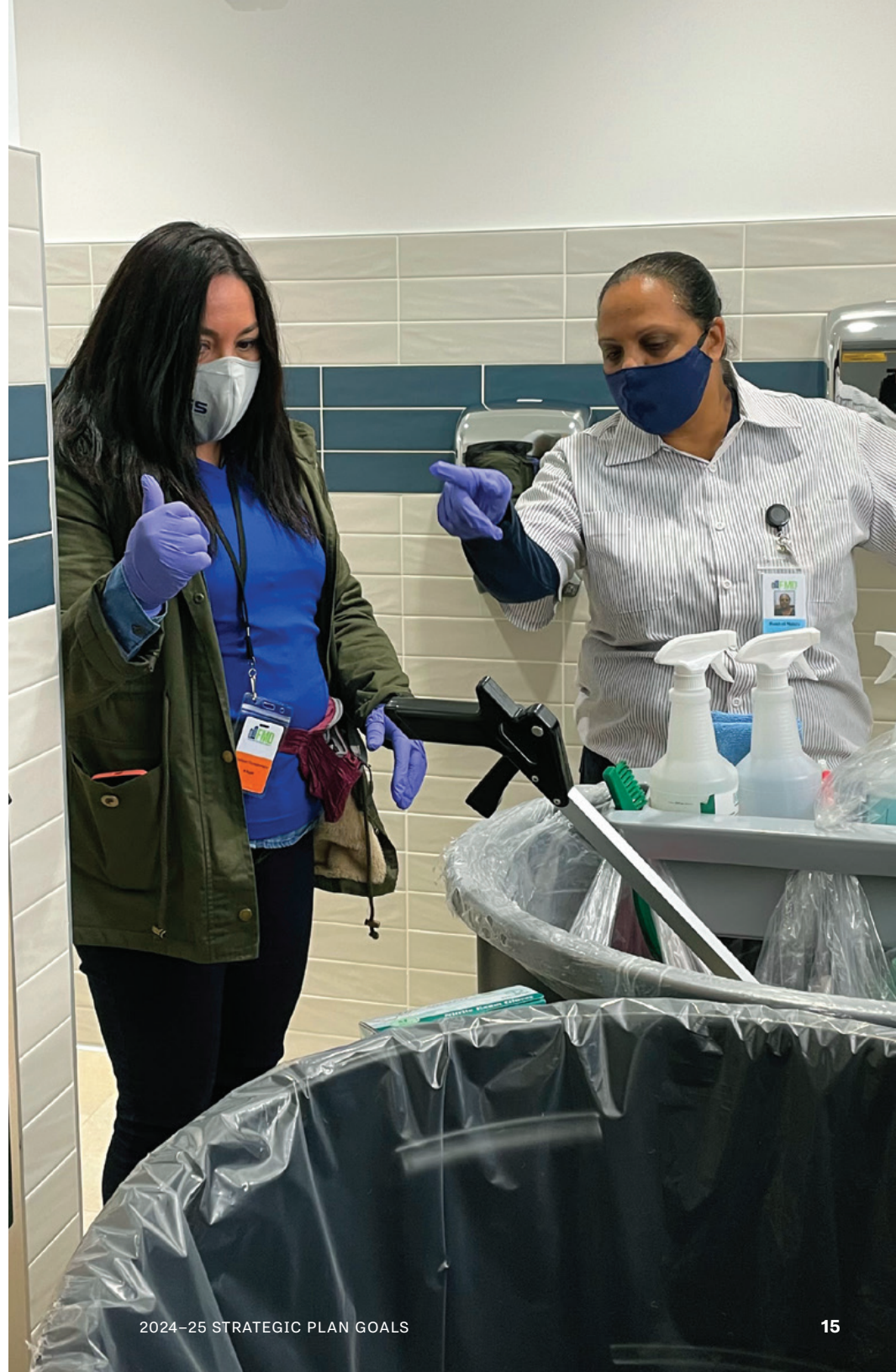


PAUL DIXON
DEPUTY DIRECTOR, FACILITIES MANAGEMENT DIVISION

Facilities Management Division

The Facilities Management Division (FMD) takes care of our state assets, ensures a healthy working environment for our tenants and staff, and strives to deliver excellent customer service. FMD's long-term vision is to increase our ability to address deferred and preventive maintenance in our buildings while setting the bar for industry standards as they relate to project management, custodial services, trades services and building management. The following 2024–25 goals support our purpose and strategy by focusing on customer service and greater program efficiencies.

- **Develop an intensive and comprehensive training program.** This training program is designated for building managers to impart the skills and knowledge necessary to optimize the management of 21st-century buildings.
- **Introduce a pilot program for experience and education to promote upward mobility opportunities.** In collaboration with the Enterprise Planning and InClusiveness Division (EPIC), the Office of Policy, Training and FI\$cal Services, and the Office of Human Resources (OHR), FMD will execute a finite pilot program that improves the upward mobility opportunities for custodians by providing a structured framework through which participants gain tools to meet the minimum qualifications for three specific job classifications: Staff Services Analyst, Office Technician, and Personnel Specialist.





BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division

The Interagency Support Division (ISD) consists of five highly diverse programs: the California Building Standards Commission, the California Commission on Disability Access, the Office of Fleet and Asset Management, the Office of Public School Construction, and the Office of State Publishing. These programs provide a wide variety of business and support services to government agencies and industry stakeholders. In 2024–25, ISD programs will continue to execute strategic deliverables that are focused on long-term operational improvements and efficiencies, transparency, data analytics and stakeholder education.



Office of Fleet and Asset Management

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

The following 2024–25 strategic goals support these objectives through process improvements, technological innovations, and environmentally sustainable transportation solutions, along with the adoption and expansion of value-added services:

- **Implement a centralized state and federal surplus property management system.** OFAM will replace legacy databases for the State Surplus Property Program, Federal Surplus Property Program, and Transit Storage with a single-vendor solution that offers a robust customer portal.
- **Publish electric vehicle home charging policy guidelines for state agencies.** OFAM will develop and publish electric vehicle (EV) home charging policy guidelines to help state agencies establish their respective EV home charging policies for EV drivers issued with a Vehicle Home Storage Permit.
- **Utilize Geotab telematics data and implement data-informed policies/procedures to achieve 8% in savings.** OFAM utilizes Geotab for telematics, which allows vehicle and asset tracking and helps ensure safety, productivity and

sustainability of vehicles. One of the benefits of using Geotab is its savings plan designed to lower fleet operating costs, including maintenance and repairs.

- **Create a managed lodging program.** The implementation of a statewide managed lodging program will offer state travelers contracted market-based rates at hotels across the nation that are safe, convenient, and meet the state's lodging needs.
- **Equity goal: Educate staff on Diversity, Equity, Inclusion and Access.** Plans are underway to implement Diversity, Equity, Inclusion and Access (DEI&A) educational discussions among OFAM staff, which will foster greater understanding and optimize working relationships.

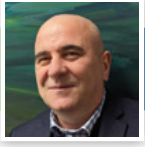


Office of State Publishing

For over 170 years, the Office of State Publishing (OSP) has provided critical services to California state government operations and remains committed to providing high-quality products and publishing services to our customers. OSP provides innovative printing solutions utilizing cutting-edge technology in design, offset print, digital print, finishing and mass mail services.

Our 2024–25 goals will substantially increase OSP's economies and improve the efficiency in our operations, which will reduce the cost to our customers. Specifically, in 2024–25, OSP will:

- **Purchase a new forms press.** Investing in a new forms press allows OSP to onboard additional print work and operate more efficiently. By increasing the amount of chargeable hours and quantity of work onboarded, OSP will be able to pass cost savings on to its customers by providing lower overall rates.
- **Further reduce injuries and/or eliminate them altogether.** OSP plans to accomplish this goal by creating a culture of safety whereby all OSP staff are equally responsible for participating in identifying, reporting, and resolving any potential health and safety hazards to prevent them from happening in the first place.
- **Embed Diversity, Equity, Inclusion and Access awareness into OSP's culture.** OSP intends to implement awareness of Diversity, Equity, Inclusion and Access to all management and staff, starting with an educational session directed by a subject matter expert who can speak on specific subjects in the branch all-staff meetings.



STOYAN BUMBALOV | EXECUTIVE DIRECTOR,
CALIFORNIA BUILDING STANDARDS COMMISSION

California Building Standards Commission

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

For 2024–25, CBSC will pursue a strategy to increase efficiencies both internally and for customers, reducing administrative work so that more resources can be applied to code development:

- **Streamline electric vehicle charging standards.** CBSC will work with the Department of Housing and Community Development, Division of the State Architect, California Air Resources Board, California Energy Commission, electric vehicle (EV) advocates, and other industry partners to expand and streamline EV charging standards for new and existing buildings in the California Green Building Standards Code (CALGreen), Part 11 of Title 24.
- **Promote Diversity, Equity, Inclusion and Accessibility.** CBSC will promote Diversity, Equity, Inclusion and Accessibility both internally and externally to create a more inclusive environment when working to accomplish our mission of producing the California Building Standards Code.



REBECCA KIRK | EXECUTIVE DIRECTOR,
OFFICE OF PUBLIC SCHOOL CONSTRUCTION

Office of Public School Construction

The Office of Public School Construction (OPSC) conducts outreach to school districts seeking construction funding; processes grant applications for school construction projects (including charter school facilities, career technical education, financial hardship, and health and safety grants); and assists school districts throughout the life cycle of school construction projects. OPSC also advises state agencies, school districts, and local auditors in K–12 audit guidelines and procedures.

Since 1998, the School Facility Program has provided close to \$35 billion to construct nearly 52,000 new classrooms and modernize nearly 135,000 classrooms. OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education.

To further its mission, in 2024–25, OPSC will:

- **Make improvements to online services.** OPSC plans to create a comprehensive user guide for each process in OPSC Online.
- **Standardize the submission process for School Facility Program documents.** A new policy will require the use of OPSC Online for all document submittals to OPSC by January 1, 2026, eliminating the paper process and ensuring fewer errors.
- **Create more user-friendly interface for OPSC Online.** OPSC will enhance the user experience in OPSC Online to increase stakeholder use and create a more intuitive interface.



APRIL DAWSON | EXECUTIVE DIRECTOR,
CALIFORNIA COMMISSION ON DISABILITY ACCESS

California Commission on Disability Access

The mission of the California Commission on Disability Access (CCDA) is to promote disability access in California through dialogue and collaboration with stakeholders including, but not limited to, the disability and business communities as well as all levels of government. CCDA is empowered by statute to act as a disability access compliance information resource, gathering and disseminating data to stakeholders and the public on the various types of construction-related physical access violations alleged in prelitigation letters and complaints.

CCDA's 2024–25 strategic goals are intended to promote efficiency in data collection and analysis and further CCDA's mission to improve access for all Californians. Specifically, in 2024–25 CCDA will:

- **Create a new five-year strategic plan.** CCDA will embark on a yearlong planning process that will result in the development of a new five-year strategic plan that will commence on January 1, 2025.
- **Enhance regional outreach to small businesses.** Plans are underway to conduct listening forums, online trainings, and outreach activities to small businesses in different regions of the state.
- **Increase our engagement with diverse businesses.** Utilizing census data, CCDA will develop a strategy to improve outreach to diverse businesses, with the goal of reaching numerous business owners that more closely match the diversity of the communities in each region of California.



IDA CLAIR
STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

Division of the State Architect

The Division of the State Architect (DSA) will continue to provide design and construction oversight to ensure the safe construction of public K–12 schools, community colleges, and various other state-owned and leased facilities. DSA will improve effectiveness by enhancing its role as a “trusted advisor” with clients and stakeholders. To this end, in 2024–25, DSA will:

- **Implement Equity by Design.** DSA will work to create inclusive and equitable environments and opportunities in the civil service architecture and engineering workplace.



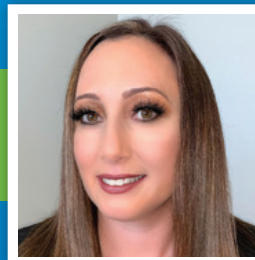


ZACKERY MORAZZINI | DIRECTOR AND CHIEF ADMINISTRATIVE
LAW JUDGE, OFFICE OF ADMINISTRATIVE HEARINGS

Office of Administrative Hearings

The Office of Administrative Hearings (OAH) provides a neutral forum for fair and independent resolution of administrative disputes between government entities and members of the public. Our strategic direction is to maximize efficiencies to enhance our ability to provide the highest quality services to the parties appearing before us. Our 2024–25 goals support this strategy by enabling us to perform our services virtually.

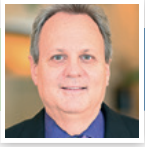
- **Utilize subject matter experts to assist with hybrid courtroom systems and development.** OAH will hire a consultant to assist in identifying and procuring all necessary hardware and software to create a courtroom capable of holding hybrid hearings and mediations, with simultaneous in-person and virtual access by the participants, in a safe and compliant manner.
- **Create an equitable, accessible and inclusive hybrid courtroom experience.** OAH is replacing the current Case Management System (CMS) with a new and improved system and obtaining technology necessary for the hybrid courtroom to improve the public's access to OAH's services. The new CMS will provide greater access to case information for the parties that appear before OAH and for the public, increasing efficiency and transparency. OAH's new hybrid courtroom aims to provide an inclusive and flexible experience, easing the ability for all parties to appear regardless of socioeconomic status or disability. Parties may request to appear in person, virtually, or a combination based on their needs.



KATHERINE MINNICH
DEPUTY DIRECTOR, ADMINISTRATION
DIVISION

Administration Division

The Administration Division provides a full array of administrative support for DGS. The Administration Division is comprised of six offices: Enterprise Technology Solutions, Office of FI\$cal Services, Office of Human Resources, Office of Business and Acquisition Services, Office of Enterprise Development and Office of Risk and Insurance Management. Our vision as the Administration Division is to lead the state in delivering administrative services that are effective, customer-focused, modern and transparent.



Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides innovative and effective information technology services that enable DGS to achieve its goals and provide value to its customers.

In 2024–25 ETS plans to focus on data privacy and improvement of high-impact systems that touch all parts of DGS operations:

- **Continue to embrace cloud migration of applications for ease of access.** ETS will continue to migrate applications and file storage to the cloud, which will allow employees and customers equity of access to information and will allow them to utilize services from anywhere. It will also provide DGS offices, divisions and their customers access to secured, flexible and highly available services while minimizing the dependency on a physical data center. The applications migrated to the cloud will be compliant with the Americans with Disabilities Act (ADA), ensuring accessibility in support of Diversity, Equity, Inclusion and Access (DEI&A) goals. This represents the third and fourth year of a five-year goal.
- **Implement a best-practices Data & Analytics Program to support information needs.** ETS will establish a Data & Analytics program and strengthen capabilities to support DGS' information needs. This will include implementation of data governance and best practices for data collection, publishing, and easy access to information for departmental decision-making, including initiatives supporting DEI&A goals. This represents the first two years of a three-year goal.

- **Enhance data privacy and security.** ETS will implement a Data Protection Program to strengthen the privacy and security of the department's data against unauthorized access, disclosure and loss. This new program will facilitate decisions about the collection, handling and controls of the department's data, including DEI&A personal information, such as race, gender, age and disability. This represents the first two years of a four-year goal.





HEATHER CARLSON
CHIEF, OFFICE OF FISCAL SERVICES

Office of Fiscal Services

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

In 2024–25, OFS will strive to provide outstanding fiscal services to its internal and external customers by modernizing its operations as follows:

- **Modernize DGS' payroll distribution process.** Currently, OFS coordinates with the Office of Human Resources (OHR) to print and release any payroll-related checks using a manual paper approval and routing process. OFS will form a workgroup with OHR and Enterprise Technology Solutions (ETS) to identify and update forms that need to be converted to electronic documents, and develop a workflow system that will enable payroll-related requests to be submitted and tracked electronically. Automation will help modernize and streamline the current payroll release process, increase transparency of workflow, and provide electronically accessible forms.



ESTELA GONZALES
CHIEF, OFFICE OF HUMAN RESOURCES

Office of Human Resources

The Office of Human Resources (OHR) provides the full spectrum of human resources services to DGS programs and 21 client agencies. OHR is focused on a future built from a foundation of transparency and accessibility. OHR strives to increase automation and develop innovative tools and trainings to ensure customers find the information they need when they need it.

For 2024–25, OHR will:

- **Create an online submission system for Requests for Personnel Action.** OHR is developing an all-inclusive request/ticketing system to enable online submission of Requests for Personnel Action (RPAs) that will enable routing and tracking, will allow status updates and will provide a clear path for processing to facilitate timely completion of personnel changes.
- **Develop an HR delivery system through ServiceNow.** In collaboration with Enterprise Technology Solutions (ETS), OHR will develop an HR Service Delivery module within the ServiceNow technology platform to properly establish, track and maintain the positions within DGS and our contracted client agencies.
- **Enhance transparency for reasonable accommodation requests.** In collaboration with ETS, OHR will implement a streamlined and transparent system for requesting and tracking the status of reasonable accommodation requests for employees, ensuring efficient processing and effective communication throughout the accommodation process.



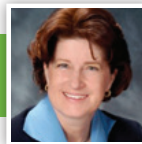
RACHEL GRANT KILEY
CHIEF, OFFICE OF BUSINESS AND ACQUISITION SERVICES

Office of Business and Acquisition Services

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

In 2024–25, OBAS will:

- **Develop and implement natural gas management system.** Develop a web-based solution and associated services for implementation of a natural gas management system to capture and track natural gas supply and pipeline contracts from financial to physical delivery, as well as provide collaborative system and stakeholder integration of information.



KATHLEEN WEBB
CHIEF, OFFICE OF RISK AND INSURANCE MANAGEMENT

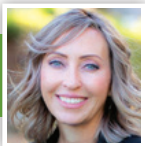
Office of Risk and Insurance Management

The Office of Risk and Insurance Management (ORIM) helps divisions and offices manage their risk. Our strategic direction is to create and optimize services to efficiently protect assets.

The following 2024–25 goals support this strategy by enabling us to conduct our core functions more efficiently, freeing resources to address additional stakeholder needs:

- **Partner with state clients to enhance enterprise risk management functions.** ORIM will expand and enhance data quality and integration to improve operations and reduce exposures to loss.
- **Cultivate a discrimination-free work environment.** ORIM will assess, develop, and implement an effective action plan to enhance its discrimination-free work environment and promote equal opportunities in all aspects of employment.





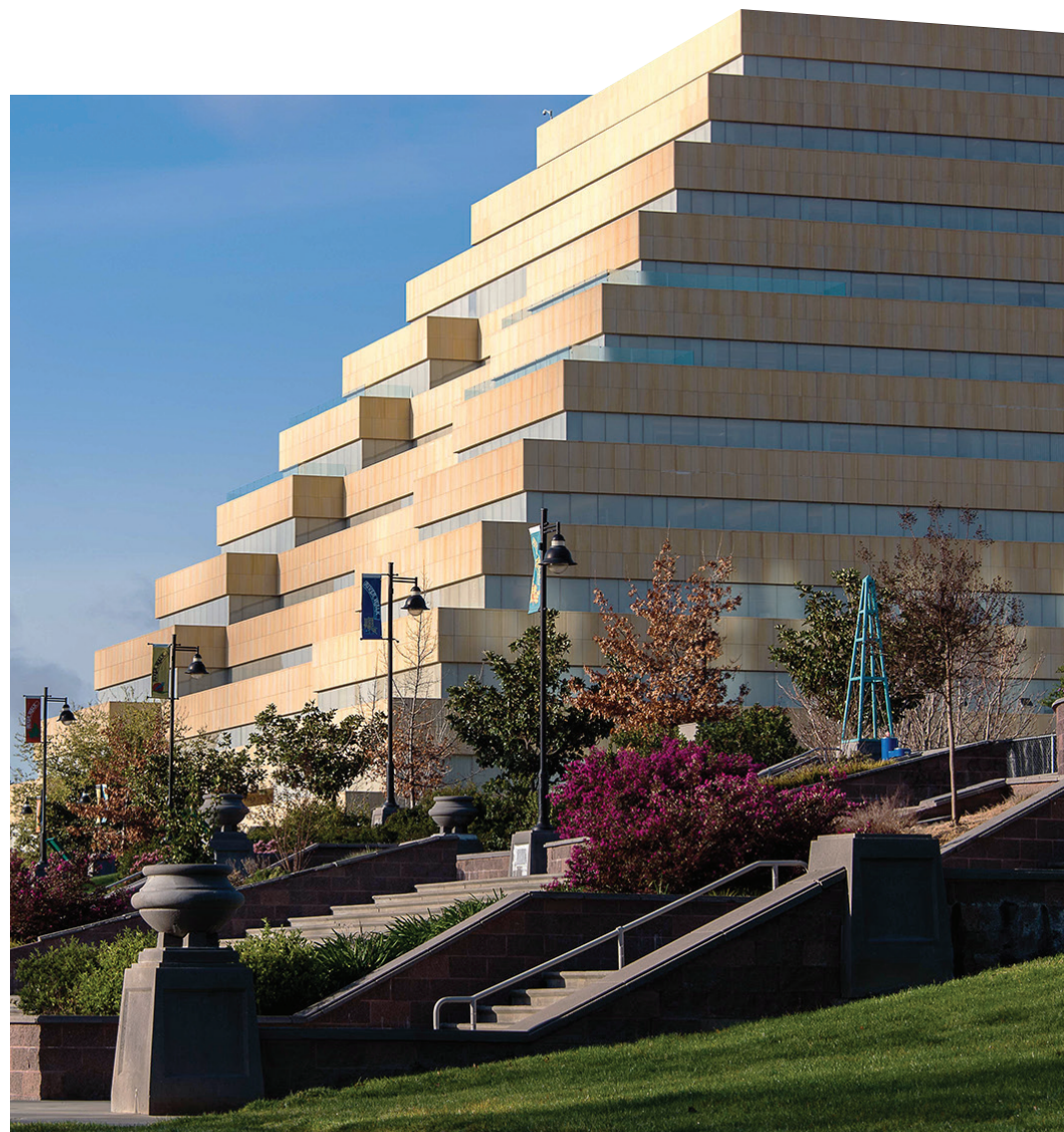
Office of Policy, Training and FI\$Cal Services

The Office of Policy, Training and FI\$Cal Services (OPTFS) provides services in the areas of statewide and department policy, employee-related training, management of the State Forms Program, centralized records management and creation of innovative FI\$Cal-related enhancements on behalf of DGS' statewide operations. Within OPTFS, DGS University (DGSU) has a mission to empower growth and excellence by enhancing skills and supporting compliance across our organization. Investing in our employees is the key to achieving organizational success. Our Policy Unit's mission is to drive effective policy for positive impact by ensuring modernization, efficiency, equity and compliance.

- **Partner with Enterprise Technology Solutions to automate the collection of forms to the Forms Management Center.** OPTFS intends to work with Enterprise Technology Solutions (ETS) to automate the annual forms inventory and triennial review process. A workgroup will be formed to develop a system that enables electronic submission and tracking of forms, annual recertification and forms management representative contact information. This automation initiative will modernize and streamline processes, making them easier for state agencies to complete, improving efficiency and effectiveness.
- **Partner with ETS to extend the training request and approval process.** Help steer employees through the proper training method and mitigate redundant tasks and approvals that deter employees from initially seeking training. This automation will make the training process more accessible and global to promote a wide range of learning and development opportunities.

- **Provide clear direction on statewide administrative policy to state departments, agencies, and employees.**

By implementing a triennial review of the policies in the State Administrative Manual, DGS will mitigate outdated policy and limit employee risks and liabilities due to misinformation; provide clear and consistent direction; and address social change, equity and modernization in policy directives.



Director's Office

DGS



ANA M. LASSO
DIRECTOR, DEPARTMENT OF GENERAL SERVICES



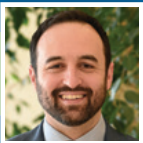
ELIZABETH WILLIAMSON
STRATEGIC INITIATIVES & POLICY ADVISOR

DGS

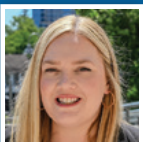


JENNIFER OSBORN | CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF GENERAL SERVICES

DGS



JASON KENNEY | CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF GENERAL SERVICES



CAITLIN WILSON
SPECIAL ASSISTANT TO THE DIRECTOR'S OFFICE

DGS



ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Office of Audit Services

The Office of Audit Services (OAS) provides the director of DGS with an independent, objective assurance and consulting activity designed to improve DGS' operations and ensure that the department's oversight responsibilities are carried out. Our strategic direction is to model the way for statewide compliance and provide agencies with a clear direction for achieving compliance with established requirements. Consistent with this objective, in 2024–25, OAS will:

- **Collaborate with stakeholders to revise and update audit guides.** OAS will meet with each DGS program that oversees the numerous statewide business management functions and services under DGS oversight and work collaboratively to revise all audit guides to include updated information, testing criteria, and related audit tools.
- **OAS will develop a Diversity, Equity, Inclusion and Access training policy and compliance tracking tool.** OAS will develop a written training policy to ensure staff are meeting training requirements as stated by the written policy. The policy shall also include procedures and a tracking system to ensure compliance with the policy.





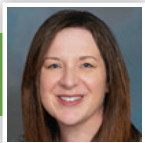
Enterprise Planning and InClusiveness Division

The Enterprise Planning and InClusiveness (EPIC) Division was formed in 2023 and is responsible for a variety of functions including coordination of the department's Upward Mobility Program (UMP), which is designed to assist staff in finding a career path through entry-level classifications identified by the California Department of Human Resources. Additionally, The EPIC Division serves as project lead for the department's strategic planning and Diversity, Equity, Inclusion & Access

(DEI&A) efforts for improving the department's organizational health. EPIC also is responsible for administering the department's Equal Employment Opportunity Program, ensuring compliance with various federal and state civil rights laws, and implementing regulation and executive orders pertaining to employment and services by DGS.

- **Utilize technology to improve employee engagement.**
By readministering an updated organizational health survey on a yearly basis, EPIC seeks to publish the survey results on an internal site for department staff to have transparent access. The EPIC Division will meet quarterly with divisional leadership regarding results and best practices.
- **Leverage the DGS DEI&A workgroup.** Formed in 2023 to facilitate the review and revision of existing policies within DGS that have an opportunity to enhance equity within the department, EPIC plans to expand the workgroup's reach and activities.



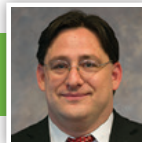


CHRISTINE CICCOTTI | DEPUTY DIRECTOR AND
CHIEF COUNSEL, OFFICE OF LEGAL SERVICES

Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies, as well as DGS' internal divisions and offices, regarding the state's contracting and procurement laws and policies, among other in-house counsel or advisory roles.

- **Increase recruitment efforts by attending outreach and engagement events.** OLS will conduct more outreach to law students and various lawyers' associations to improve awareness within the legal community of a career path with DGS OLS.
- **Achieve efficiencies in state procurement by supporting departments to seek \$150,000 service contract delegations.** DGS OLS will engage in a targeted outreach campaign for departments that have not sought a delegation to educate them on the existing options under state law to increase their service contract delegation authority.
- **Collaborate with the DGS Procurement Division and the California Department of Technology in ongoing workshops.** OLS will endeavor to meet on a quarterly basis to clarify guidelines on IT vs. non-IT procurement procedures. DGS OLS also seeks to contribute toward updates to the State Administrative Manual and the State Contracting Manual by the end of the 2025–26 fiscal year to provide departments and stakeholders clarity on the distinction between IT vs. non-IT procurement.

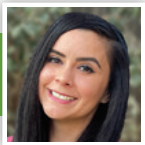


MATT BENDER
DEPUTY DIRECTOR, OFFICE OF LEGISLATIVE AFFAIRS

Office of Legislative Affairs

The Office of Legislative Affairs (OLA) serves as the single point of contact for all department legislative matters. OLA coordinates all legislative activities for DGS, from the development of bill analyses to representing the department at legislative hearings. In addition, we are involved in the coordination of specific reports due to the Legislature from DGS.





MONICA HASSAN
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

Office of Public Affairs

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

- **Make DGS website more user-friendly.** Attain high quality assurance scores and create a more human-centered experience on the DGS website.
- **Tailor and condense content for Hello DGS by soliciting feedback from employees.** OPA will facilitate surveys after each episode of *Hello DGS* to evaluate which content employees find most engaging. Survey results will be used to shorten the show's format, narrow its focus to match staff needs, and increase overall viewership.
- **Launch a social media pilot program aimed at specific stakeholders.** DGS has a "one DGS" strategy whereby all social media is posted to the department's main account; however, OPA developed a pilot program—starting with the California Commission on Disability Access—to test social media accounts for specific programs within the department. The pilot seeks to determine whether stakeholder engagement is higher if each business line has its own account. OPA will maintain overall account oversight, but content will be created by the programs to better target customers' needs.





MATT HENIGAN
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

The Office of Sustainability develops and implements sustainability strategies and programs for state facilities. As the state faces the physical consequences of climate change, it has become imperative that we take actions in our state facilities to both mitigate climate change and develop more resilient infrastructure. We lead by example and implement programs in the areas of clean renewable energy development, energy efficiency retrofits and electric vehicle charging infrastructure.

Additionally, we support many other key areas of sustainability for state facilities, including zero-net energy policy development, LEED (Leadership in Energy and Environmental Design) certification, state building benchmarking, water conservation and recycling policy development to support DGS and other departments in greening state facilities. Going forward, our focus will be to develop and implement strategies to reduce carbon emissions in our state facilities.

To this end, in 2024–25, the Office of Sustainability will:

- **Install additional electric vehicle charging infrastructure.** The Office of Sustainability will install 1,200 electric vehicle charging ports at state facilities. These installations will contribute to achieving statewide greenhouse gas emission reduction targets.
- **Install additional solar power generation.** In 2024 and 2025, the office of Sustainability will continue to install 20 megawatts of solar generation via power purchase agreements; research and develop five microgrid opportunities; initiate five battery storage projects in state facilities; and explore opportunities to create renewable energy systems with three state agencies. Each of these projects will reduce the state's greenhouse gas

emissions and carbon footprint and will help California meet the mandated statewide energy goals.

- **Complete energy retrofits to achieve energy savings and decrease the state's carbon footprint.** For 2024–25, the Office of Sustainability will continue plans for energy retrofits to save over 7.5 million kilowatt hours (MkWh) through energy retrofits in state facilities. Energy efficiency is first in the loading order established in California's Energy Action Plan, and harvesting cost-effective efficiency remains the lowest cost option to reduce energy use and carbon emissions from our state facilities.





Collaborative Working Groups and Customer Forums

DGS Director

Governance Working Groups

General Services Workgroup (GSW)

Fleet and Travel Working Groups

Control Agency Partnership Working Group (Travel)

Partnership Advisory Group (PAG)

Statewide Equipment Council

Customer Collaboration Working Groups

Statewide Tenant Workgroup

Office of State Publishing (OSP) Print Services Work Group

Procurement and Contracting Working Groups

State Contracting Advisory Network (SCAN)

DGS Small Business Advisory Council

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

Performance and Environmental Standards Workgroup

Purchasing Authority Roundtable (PART)

Other Collaborative Working Groups

Sustainable Building Working Group (SBWG)

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

GOVERNANCE WORKING GROUPS

General Services Workgroup

The General Services Workgroup (GSW) is a strategic advisory body that reviews and recommends changes to DGS policies, procedures and practices to ensure they are efficient, effective and workable for customers.

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

FLEET AND TRAVEL WORKING GROUPS

Control Agency Partnership Working Group (Travel)

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

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

Partnership Advisory Group

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

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

Statewide Equipment Council

The Statewide Equipment Council provides a forum for collaboration and information-sharing related to the effective and efficient management of state fleet assets.

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

CUSTOMER COLLABORATION WORKING GROUPS

Statewide Tenant Workgroup

The Statewide Tenant Workgroup provides consultative input on statewide priorities, policies, practices and strategic goals related to the operation of facilities owned and/or managed by DGS.

PAUL DIXON | Paul.Dixon@dgs.ca.gov

OSP Print Services Work Group

The Office of State Publishing Print Services Work Group is an information-sharing forum for state departments with in-plant printing facilities.

BRIAN ALLEN | Brian.Allen@dgs.ca.gov

PROCUREMENT AND CONTRACTING WORKING GROUPS

State Contracting Advisory Network

The State Contracting Advisory Network (SCAN) provides best practice guidance to non-IT services contracting personnel to improve non-IT services state contracting practices.

PAUL STREULI | Paul.Streuli@dgs.ca.gov

DGS Small Business Advisory Council

The Small Business Advisory Council provides a forum for small businesses, small business affiliate organizations, and small business associations to comment and provide feedback on the DGS policies and practices that affect or impact small business utilization and participation in DGS and other state agency contracts and projects.

ANGELA SHELL | Angela.Shell@dgs.ca.gov

Purchasing Authority Roundtable

The Purchasing Authority Roundtable (PART) promotes open communication with DGS Procurement Division customer procurement officials and explores recommendations for improving current procurement policies and practices.

SARAH CERING | Sarah.Cering@dgs.ca.gov

Performance and Environmental Standards Workgroup

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

DANIEL GARZA | Daniel.Garza@dgs.ca.gov

Small Business/Disabled Veteran Business Enterprise Advocate Steering Committee

This committee serves as a collaborative forum for statewide Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) Advocates.

MATTHEW ZWEIER | Matthew.Zweier@dgs.ca.gov

OTHER COLLABORATIVE WORKING GROUPS

Sustainable Building Working Group

The Sustainable Building Working Group (SBWG) coordinates statewide compliance with sustainability policies.

DANIEL BURGOYNE | Daniel.Burgoyne@dgs.ca.gov



DGS Management



ANA M. LASSO
DIRECTOR

Jennifer Osborn

Chief
Deputy Director

Jason Kenney

Chief
Deputy Director

Elizabeth “Lizzy” Williamson

Strategic
Initiatives
and Policy Advisor

Caitlin Wilson

Special Assistant
to the Director's
Office

Ricardo DeLaCruz

Deputy Director,
Enterprise Planning
and Inclusiveness
Division

DGS
GENERAL SERVICES

Zackery Morazzini

Director, Office
of Administrative
Hearings

Katherine Minnich

Deputy Director,
Administration
Division

Christine Ciccotti

Deputy Director
and Chief Counsel,
Office of Legal
Services

Monica Hassan

Deputy Director,
Office of Public
Affairs

Brent Jamison

Deputy Director,
Interagency
Support Division

Matt Bender

Deputy
Director, Office
of Legislative
Affairs

Andy Won

Deputy Director,
Office of Audit
Services

Angela Shell

Deputy Director
and Chief
Procurement
Officer,
Procurement
Division

Madelynn McClain

Deputy Director,
Real Estate
Services Division

Paul Dixon

Deputy Director,
Facilities
Management
Division

Ida Clair

State Architect,
Division of the
State Architect

Matt Henigan

Deputy Director,
Office of
Sustainability

Bob Varma

Deputy Director,
Office of
Administrative
Hearings

Estela Gonzales

Chief, Office of
Human Resources

Chian He

Assistant Chief
Counsel

Fallon Okwuosa

Assistant Deputy
Director, Office of
Public Affairs

Vacant

State Printer,
Office of State
Publishing

Paul Romero

Acting Chief,
Office of Fleet
and Asset
Management

Sarah Cering

Chief, Policy,
Training and
Customer Services
Branch

Carol Bangs

Chief, Strategic
Sourcing and
Acquisition
Branch

Vacant

Assistant Deputy
Director,
Real Estate
Services Division

Vacant

Assistant Deputy
Director

Kurt Cooknick

Deputy of the
State Architect

Jennifer Brennan

Chief,
Transportation
Unit

Susan Formaker

Division Chief and
Administrative
Law Judge,
General
Jurisdiction

Lorna Brisco

Chief, Office
of Policy, Training
and FI&Cal
Services

Anna Woodrow

Assistant Chief
Counsel

Rebecca Kirk

Executive Officer,
Office of Public
School
Construction

April Dawson

Executive
Director, California
Commission on
Disability Access

Vacant

Chief, Standards
and Quality
Control Manager,
Engineering
Branch

Anda Draghici

Chief,
Certification and
Outreach Branch

Jim Martone

Chief, Asset
Management
Branch

Dana Hendrix

OOC Acting
Assistant Deputy
Director, Facilities
Management
Division
Operations

Vacant

Chief, Business
and Program
Operations Branch

Vacant

Sustainability
Outreach,
Communication,
and Innovation
Officer, Office of
Sustainability

Peter Castillo

Division Chief and
Administrative
Law Judge,
Special Education

Heather Carlson

Chief, Office of
Fiscal Services

Brian Davis

Assistant Chief
Counsel

Stoyan Bumbalov

Executive
Director, Building
Standards
Commission

Danetta Jackson

Manager,
Statewide
Supplier Diversity
Program

Nik Karlsson

Acting Chief,
Project
Management and
Development
Branch

Lucila Gonzalez

Chief, Facilities
Management
Division Branch

Gary Renslo

Chief Information
Officer, Enterprise
Technology
Solutions

Rachel Grant Kiley

Chief, Office of
Business and
Acquisition
Services

Kathleen Webb

Chief, Office of
Risk and Insurance
Management

EXECUTIVE OFFICE

ANA M. LASSO | DIRECTOR

Ana.Lasso@dgs.ca.gov

JENNIFER OSBORN | CHIEF DEPUTY DIRECTOR

Jennifer.Osborn@dgs.ca.gov

JASON KENNEY | CHIEF DEPUTY DIRECTOR

Jason.Kenney@dgs.ca.gov

ELIZABETH WILLIAMSON | STRATEGIC INITIATIVES & POLICY ADVISOR

Lizzy.Williamson@dgs.ca.gov

CAITLIN WILSON | SPECIAL ASSISTANT TO DIRECTOR'S OFFICE

Caitlin.Wilson@dgs.ca.gov

Office of Enterprise Planning InClusiveness Division

RICARDO DeLaCruz | DEPUTY DIRECTOR

Ricardo.DeLaCruz@dgs.ca.gov

Office of Audit Services

ANDY WON | DEPUTY DIRECTOR

Andy.Won@dgs.ca.gov

Office of Legal Services

CHRISTINE CICCOTTI | DEPUTY DIRECTOR AND CHIEF COUNSEL

Christine.Ciccotti@dgs.ca.gov

CHIAN HE | ASSISTANT CHIEF COUNSEL

Chian.He@dgs.ca.gov

ANNA WOODROW | ASSISTANT CHIEF COUNSEL

Anna.Woodrow@dgs.ca.gov

BRIAN DAVIS | ASSISTANT CHIEF COUNSEL

Brian.Davis@dgs.ca.gov

Office of Legislative Affairs

MATT BENDER | DEPUTY DIRECTOR

Matt.Bender@dgs.ca.gov

Office of Public Affairs

MONICA HASSAN | DEPUTY DIRECTOR

Monica.Hassan@dgs.ca.gov

FALLON OKWUOSA | ASSISTANT DEPUTY DIRECTOR

Fallon.Okwuosa@dgs.ca.gov

Office of Sustainability

MATT HENIGAN | DEPUTY DIRECTOR

Matt.Henigan@dgs.ca.gov

JENNIFER BRENNAN | CHIEF, TRANSPORTATION UNIT

Jennifer.Brennan@dgs.ca.gov

VACANT | SUSTAINABILITY OUTREACH, COMMUNICATION, AND INNOVATION OFFICER

ADMINISTRATION DIVISION

KATHERINE MINNICH | DEPUTY DIRECTOR

Katherine.Minnich@dgs.ca.gov

Office of Human Resources

ESTELA GONZALES | CHIEF

Estela.Gonzales@dgs.ca.gov

Office of Policy, Training and FI\$Cal Services

LORNA BRISCO | CHIEF

Lorna.Brisco@dgs.ca.gov

Office of Fiscal Services

HEATHER CARLSON | CHIEF
Heather.Carlson@dgs.ca.gov

Enterprise Technology Solutions

GARY RENSLO | CHIEF INFORMATION OFFICER
Gary.Renslo@dgs.ca.gov

Office of Business and Acquisition Services

RACHEL GRANT KILEY | CHIEF
Rachel.GrantKiley@dgs.ca.gov

Office of Risk and Insurance Management

KATHLEEN WEBB | CHIEF
Kathleen.Webb@dgs.ca.gov

DIVISION OF THE STATE ARCHITECT

IDA CLAIR | STATE ARCHITECT
Ida.Clair@dgs.ca.gov

KURT COOKNICK | DEPUTY TO THE STATE ARCHITECT
Kurt.Cooknick@dgs.ca.gov

VACANT | CHIEF, POLICY BRANCH

FACILITIES MANAGEMENT DIVISION

PAUL DIXON | DEPUTY DIRECTOR
Paul.Dixon@dgs.ca.gov

VACANT | ASSISTANT DEPUTY DIRECTOR

(A) DANA HENDRIX | ASSISTANT DEPUTY DIRECTOR OF OPERATIONS
Dana.Hendrix@dgs.ca.gov

LUCILA GONZALEZ | CHIEF, FACILITIES MANAGEMENT
DIVISION BRANCH
Lucila.Gonzalez@dgs.ca.gov

INTERAGENCY SUPPORT DIVISION

BRENT JAMISON | DEPUTY DIRECTOR
Brent.Jamison@dgs.ca.gov

Office of State Publishing

VACANT | STATE PRINTER

Office of Public School Construction

REBECCA KIRK | EXECUTIVE OFFICER
Rebecca.Kirk@dgs.ca.gov

California Building Standards Commission

STOYAN BUMBALOV | EXECUTIVE DIRECTOR
Stoyan.Bumbalov@dgs.ca.gov

Office of Fleet and Asset Management

PAUL ROMERO | ACTING CHIEF
Paul.Romero@dgs.ca.gov

California Commission on Disability Access

APRIL DAWSON | EXECUTIVE DIRECTOR
April.Dawson@dgs.ca.gov

OFFICE OF ADMINISTRATIVE HEARINGS

ZACKERY MORAZZINI | DIRECTOR AND CHIEF ADMINISTRATIVE
LAW JUDGE
Zackery.Morazzini@dgs.ca.gov

BOB VARMA | DEPUTY DIRECTOR

Bob.Varma@dgs.ca.gov

SUSAN FORMAKER | DIVISION CHIEF AND PRESIDING ADMINISTRATIVE
LAW JUDGE, GENERAL JURISDICTION DIVISION

Susan.Formaker@dgs.ca.gov

PETER CASTILLO | DIVISION CHIEF AND PRESIDING ADMINISTRATIVE LAW
JUDGE, SPECIAL EDUCATION DIVISION

Peter.Castillo@dgs.ca.gov

PROCUREMENT DIVISION

ANGELA SHELL | DEPUTY DIRECTOR AND CHIEF
PROCUREMENT OFFICER

Angela.Shell@dgs.ca.gov

SARAH CERING | CHIEF, POLICY, TRAINING AND CUSTOMER
SERVICES BRANCH

Sarah.Cering@dgs.ca.gov

VACANT | CHIEF, ENGINEERING BRANCH

DANETTA JACKSON | MANAGER, STATEWIDE SUPPLIER
DIVERSITY PROGRAM

Danetta.Jackson@dgs.ca.gov

CAROL BANGS | CHIEF, STRATEGIC SOURCING AND
ACQUISITION BRANCH

Carol.Bangs@dgs.ca.gov

ANDA DRAGHICI | CHIEF, CERTIFICATION AND OUTREACH BRANCH

Anda.Draghici@dgs.ca.gov

REAL ESTATE SERVICES DIVISION

MADLYNN MCCLAIN | DEPUTY DIRECTOR

Madelynn.McClain@dgs.ca.gov

VACANT | ASSISTANT DEPUTY DIRECTOR

JIM MARTONE | CHIEF, ASSET MANAGEMENT BRANCH

Jim.Martone@dgs.ca.gov

DOUG BRENNING | ASSISTANT CHIEF, CONSTRUCTION INSPECTION
AND MANAGEMENT BRANCH

Doug.Brenning@dgs.ca.gov

NIK KARLSSON | ACTING CHIEF, PROJECT MANAGEMENT AND
DEVELOPMENT BRANCH

Nik.Karlsson@dgs.ca.gov





DGS
GENERAL SERVICES

GAVIN NEWSOM
Governor

AMY TONG
Secretary, Government
Operations Agency

ANA M. LASSO
Director

**Department of
General Services**

707 3rd Street
West Sacramento, CA
95605-2811

www.dgs.ca.gov

