

2020

DGS
GENERAL SERVICES

YEAR IN REVIEW

DEPARTMENT *of* GENERAL SERVICES





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A Message *from* the Director

This year has been a year like no other. The challenges of 2020 have put DGS to the test as our department has been central to maintaining state operations in the midst of the pandemic, while also serving in a critical emergency response role to prevent the spread of COVID-19 and protect the health and safety of all Californians.

Looking back on 2020, I could not be more proud of what our DGS staff has accomplished. Despite the tumult and uncertainty surrounding the pandemic, DGS developed and executed strategies to prepare state government and protect the public from COVID-19. These efforts did not come easily, and we are not done with our work. But what DGS staff has accomplished to date is significant and, in some cases, extraordinary. We have designated a section of the *2020 Year In Review* to highlight the pandemic-related efforts performed by DGS divisions and offices.

Even as we responded to the urgent needs presented by COVID-19, DGS continued to pursue our 2020 Strategic Plan goals and completed more than half of them. I firmly believe that much of our success this past year was due to the transformation we started in 2016 with our first annual strategic plan. By being “relentlessly incremental” in our efforts to improve state operations, we have advanced our DGS programs in tangible ways each year and grown more capable, more resilient, and more innovative as an organization.

The achievements celebrated in this book go well beyond our annual Strategic Plan goals. However, since DGS has now completed five full cycles of the annual strategic planning process,

it seems appropriate to consider how that process has contributed to our success. From my perspective, the annual strategic planning process DGS has adopted is fundamental to our rapid transformation and continued growth. By establishing annual goals and embracing continuous improvement, our programs have advanced in technology, policy, processes, employee engagement and much more. The results are undisputable: during the past five years, we’ve set 314 annual strategic plan goals and completed 237 so far!

But can an annual plan also be strategic, with an eye toward long-term change? Yes, it can. Taken together, the 237 strategic goals we have completed have shifted the paradigm within DGS. Our department now is more collaborative, consultative, sustainable, data-informed, and effective than it was before. Guided by these five strategic themes, DGS staff have made fundamental changes to how the state operates. Some examples of what we’ve achieved in the past five years include:

- **Sustainability**—DGS has led many of the state’s efforts to become more sustainable. Through our solar power purchase agreement with SMUD, installation of solar and wind power on state properties, and energy retrofit projects in state buildings, we have reduced the state’s consumption of nonrenewable energy in the past five years by 100 megawatts. More than 40% of our state buildings will meet zero-net energy standards by 2021, and 78% by 2025. In addition, over the past five years, DGS has installed 1,500 electric vehicle charging ports, and developed the nation’s first ZEV-First Policy, which requires state departments to purchase vehicles powered by renewable energy sources.
- **Future of State Buildings**—DGS has developed and is midway through executing an ambitious 10-year plan to renovate, surplus, and build new state office buildings. Next year will mark Year 6 of this plan, with seven state office buildings in Sacramento currently under construction. These state buildings will add 2.7 million square feet of the most energy-efficient office space in the nation and will include two child care

centers along with other commercial mixed use. In addition, DGS remains on track to renovate six state office buildings comprising 1.8 million square feet in the next six years.

- **Affordable Housing** – DGS developed and executed a plan to leverage underutilized state properties to develop affordable housing. We currently have 10 projects in play throughout the state that will add more than 1,000 new affordable housing units by the end of 2022. And our work to design and implement Project Homekey – in partnership with the governor's office and the Housing and Community Development Department – will add thousands more permanent supportive housing units by 2021.
- **Strategic Sourcing** – DGS has leveraged the state's economy of scale to conduct procurements that lower the cost of goods for state and local government. We've saved the state tens of millions of dollars annually with our contracts for high-cost drugs. Our large-scale contracts enable state and local entities to purchase IT equipment, cloud computing and software licenses at significantly reduced prices. Our recent contract awards for N95 and surgical masks enable local entities to procure critical, high-quality personal protective equipment at discounted prices. With our emphasis on environmentally preferable purchasing, DGS has nudged state, local, and transit agencies to procure more electric vehicles and other sustainable products to reduce the state's carbon footprint. This year, our Request for Innovative Ideas (RFI2) strengthened our procurement toolkit, further enabling our quest to purchase needed supplies faster, better, and cheaper.
- **Accreditation** – DGS developed a comprehensive accreditation program to offer departments an opportunity to increase their delegated purchasing authority, provided they meet our required standards and measures for success. This accreditation system, implemented by our Procurement Division in collaboration with our Office of Audit Services, gives departments more autonomy but also ensures compliance with state procurement rules. To further promote the professionalization of procurement, DGS

has significantly expanded procurement training for all levels of state staff through our California Procurement and Contracting Academy (CalPCA).

- **FI\$Cal Implementation** – DGS jumped the line to implement the Financial Information System for the State of California (FI\$Cal) before any other large state department so we could help develop business requirements and configure the system to meet the broad needs of the state. Now, DGS is recognized among state departments as the expert in the state's new accounting system. In addition, DGS implemented the new Cal eProcure system, which interfaces with FI\$Cal and provides a more integrated and seamless way to procure goods and services.
- **Digital Government** – Across DGS, we have automated workflow and eliminated paper processing. DGS has won national awards for our e-signature system for contract review and approval, and for our Office of Administrative Hearings' e-filing portal, which enables parties to receive and send all documents electronically. Our Division of the State Architect has implemented electronic plan review so all school construction designs can be reviewed and approved virtually. Our department pioneered the telework dashboard for the state, and our staff developed telework policies, tools and guidelines that are used statewide. DGS converted all state forms into digital format to streamline state processes, and we've revamped our website to improve the user experience.
- **Deferred Maintenance** – In the past five years, DGS has tackled the deferred maintenance challenge in our state buildings. We have invested tens of millions of dollars in elevator modernizations; energy-efficient retrofits, including boiler and chiller replacements, HVAC systems, and LED lighting; fire, life and safety improvements; and other tenant improvements. We have implemented Maximo, a comprehensive maintenance management system to help us identify and track deferred maintenance issues in our state buildings. In addition, we have initiated service-level agreements with some state tenants and soon will expand this effort to others.

- **Interagency Services**—In the past five years, DGS has significantly improved the services it provides our state and local customers. We've built a new state-of-the-art printing plant that provides better print services at lower costs. Our Statewide Travel Program has become one of the nation's 100 largest managed travel programs, and our purchasing power enables us to eliminate transaction fees for our state customers. DGS has consolidated its parking operations, upgraded the parking structures and increased the number of available parking spaces. In addition, our Office of Public School Construction (OPSC) has developed a comprehensive grant agreement so school districts understand the state's reporting requirements and the allowable uses of bond funds. OPSC has provided extensive technical assistance to disadvantaged school districts to level the playing field.
- **Transparency and Governance**—DGS knows it cannot make policy in a vacuum. To this end, over the past five years, we have formed the General Services Workgroup, Statewide Tenant Workgroup, State Equipment Council, and other advisory bodies to solicit feedback, engage our stakeholders, and collaborate on cross-cutting issues. In addition, DGS has become a more transparent organization. We now publish our Price Book, which provides an explanation of all the DGS rates we charge and how we calculated our rates. We also publish our annual Strategic Plan, which lays out our goals for the calendar year. And we follow up with this, our *Year in Review*, which identifies which of these goals we actually completed by the end of the year.

None of our accomplishments would have happened without the incredibly talented and dedicated staff we have at DGS. It has been an honor to serve among them as DGS director for the past 5½ years. While this will be my last *Year In Review* as I leave state service, I'm confident that DGS will continue to achieve "excellence in the business of government" for our state customers and for the people of California for years to come.

Sincerely,

DANIEL C. KIM | DIRECTOR



About the Department



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.

Procurement Division

Real Estate Services Division (RESD)

Facilities Management Division (FMD)

Office of Sustainability

Interagency Support Division (ISD)

- Office of Fleet and Asset Management (OFAM)
- Office of State Publishing (OSP)
- California Building Standards Commission (CBSC)
- Office of Public School Construction (OPSC)
- California Commission on Disability Access (CCDA)

Division of the State Architect (DSA)

Office of Administrative Hearings (OAH)

Administration Division

- Enterprise Technology Solutions (ETS)
- Office of Fiscal Services (OFS)
- Office of Human Resources (OHR)
- Office of Business and Acquisition Services (OBAS)
- Office of Risk and Insurance Management (ORIM)

Director's Office

- Office of Audit Services (OAS)
- Office of Legal Services (OLS)
- Office of Enterprise Development (OED)
- Equal Employment Opportunity (EEO) Office
- Office of Legislative Affairs (OLA)
- Office of Public Affairs (OPA)



2020 Strategic Plan

DGS has five strategic themes that drive our direction throughout the year. These are:



STRATEGIC DIRECTION



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.



DGS Response to COVID-19

DGS' divisions and offices worked together, along with many other state departments, in response to COVID-19. Here are some of the remarkable DGS actions and achievements that took place in 2020 to protect the lives of Californians.

DGS PROCUREMENT DIVISION

- **Led statewide efforts to purchase personal protective equipment and medical supplies in response to COVID-19 –**

In support of the Emergency Support Function (ESF) 7 operations, in March, the Procurement Division established a multidepartmental bulk procurement team for rapidly purchasing large volumes of personal protective equipment (PPE) on behalf of the state. The Procurement Division devised the statewide strategy to procure PPE and medical supplies and helped establish purchasing goals, which included 500 million N95 masks, 500 million surgical masks, 100 million surgical gowns, 500 million nitrile gloves, 200 million face shields and 10 million goggles, among other items. Comprised of buyers from DGS, Emergency Medical Services Authority, CAL FIRE, Department of Transportation, and Department of Public Health, the bulk procurement team led by DGS entered into over 200 contracts for over \$2 billion in goods.

- **Solicited innovative solutions and awarded contract for COVID-19 specimen collection and transport –**

The DGS Procurement Division, in collaboration with California's Departments of Public Health and Technology, issued a Request for Innovative Ideas (RFI2) on September 14 to solicit innovative solutions to the state's pandemic crisis. The RFI2 sought solutions that would provide COVID-19 specimen collection and transport that is timely, equitable, and cost-effective. On October 15, the Procurement Division awarded a new contract that offers three specimen collection modalities: fixed site model, drive-through model, and mobile model.

The mobile model consists of a self-contained, medically ready 45-foot motor coach bus that can travel from site to site, setting up in disproportionately impacted areas, and move as needed to target specific locales.

- **Provided Federal Medical Station wraparound services and medical supplies –**

The DGS Office of Business and Acquisition Services (OBAS) team, under the direction of the Procurement Division, executed 46 contracts for wraparound services (contracts for security, food, operations, etc.) and medical supplies for three Federal Medical Station (FMS) sites.

- **Provided Alternative Care Site wraparound services and medical supplies –**

The Procurement Division executed 14 contracts for wraparound services (contracts for security, food, operations, etc.) needed to operate and maintain the Alternative Care Site (ACS) facilities. In addition, the Procurement Division established an ACS procurement team responsible for executing over 200 contracts for critical medical supplies for three ACS sites.

- **Ensured availability of Project Roomkey hotel wraparound services –**

The Procurement Division executed four contracts for wraparound services (contracts for security, food, operations, etc.) for two hotel sites for Project Roomkey, the state's program to house homeless persons in noncongregate hotel settings to limit the spread of COVID-19.

- **Delivered trailers for Project Homekey –**

Within two days, Procurement Division negotiated emergency contracts with two trailer vendors for the state's Homekey program – a partnership with counties to provide permanent housing for homeless persons using trailers, hotel and motel rooms, and vacant apartment buildings. DGS ensured that all trailers would be purchased using in-state dealers and delivered to locations identified throughout the state. Since the Governor's Office of Emergency Services (Cal OES) requested the trailer program be initiated in March, DGS has deployed 1,305 trailers to 24 counties throughout the state.

- **Negotiated cost-effective contract with World Central Kitchen** – The Procurement Division negotiated a statewide contract with World Central Kitchen to provide three meals per day at a cost of no more than \$20 per day, per person. This contract can be leveraged by any California city or county for meal programs for those in need.
- **Established Hospitality Training Academy food service** – The Procurement Division negotiated a regional contract with the Hospitality Training Academy (HTA) on behalf of Los Angeles, Riverside and Orange Counties to provide meal options prepared by displaced hotel workers through the HTA. This contract was prepared in support of the California Labor & Workforce Development Agency's request for assistance.
- **Provided Project Hope meal support** – The Procurement Division assisted the state's Project Hope effort by providing meal service to individuals released from state correctional facilities who required quarantine due to COVID-19 exposure. DGS supported more than 40 participants, providing up to 120 meals per day while ensuring cost efficiency and successful delivery to everyone in the program.

DGS REAL ESTATE SERVICES DIVISION

- **Helped set up Federal Medical Stations and Alternate Care Sites statewide** – DGS' Real Estate Services Division (RESA) conducted site assessments with the U.S. Army Corps of Engineers (USACE) for six FMS sites and three ACS sites. Within 72 hours, RESA completed all construction efforts necessary to operate the Riverside FMS. In addition, at Cal OES' request, RESA also took over from the USACE the construction of two of the ACS construction projects (Fairview and Sleep Train) and completed them within three weeks (compared to the estimated 12 months under normal conditions) at a savings of over \$10 million compared to what USACE estimated.
- **Secured Battelle decontamination units** – Within 72 hours of the request from Cal OES, RESA identified and secured a lease

with Burbank Airport to locate the first Battelle decontamination unit in an airplane hangar. RESA negotiated a low-cost lease and organized site installation and services. Additionally, RESA has identified five other locations for these units in California and negotiated no-cost leases for them. The National Guard indicated that they have shared RESA's approach in California as a best practice with their counterparts in other states.

- **Located and secured hotel rooms for Project Roomkey** – RESA was instrumental in the design and implementation of Project Roomkey. RESA, with support from DGS' Office of Legal Services, developed the contract template to negotiate lease terms with hotels for noncongregate beds. This lease template has now been used by counties, shared with all states through the National Association of State Chief Administrators, and adopted by many states for their own use. RESA dedicated 24 staff to canvass hotels statewide and encourage their participation in Project Roomkey. This resulted in a list of approximately 25,000 potential rooms that DGS made available to counties in need of assistance. In addition, RESA has actively supported county efforts across the state by providing lists of prospective hotels, refining contract templates, and actively negotiating deals on behalf of counties. Notably, RESA has dedicated five full-time real estate officers to negotiate leases for Los Angeles County, resulting in 24 hotel agreements for 2,323 rooms. Finally, RESA negotiated the master agreement template with the Motel 6 chain, including a separate county-based Option to Purchase template. As a result, Project Roomkey has housed over 10,000 homeless persons throughout the state.
- **Performed Hotel to Hospital assessments** – Within a week of the request, RESA identified three candidates for the Hotel to Hospital missions, which would convert hotels to serve as overflow hospitals for COVID-19 patients. Further, RESA completed its assessments, including cost estimates, within 48 hours of receiving approval to proceed. The Federal Emergency Management Agency (FEMA) has requested copies of our assessments and cost documentation to be used as a best practice.

- **Negotiated warehouse leases to store medical supplies** — DGS negotiated zero-dollar (free) lease terms for two major warehouses in Stockton and Fontana to store shipments of medical supplies.
- **Worked with state building lease management to mitigate COVID-19 exposure** — RESD has worked with commercial lessors to quickly respond to COVID-19 exposures in state offices. To date, RESD has responded quickly to 120-plus requests from state departments in whose offices COVID-19 exposure has occurred to have those buildings cleaned, ensuring that state staff can get back to work quickly and safely.
- **Secured hotel rooms for Project Hope** — RESD, supporting the DGS CalTravelStore, was tasked with securing hotels and motels for Project Hope. This program houses inmates who are released from prison and have been quarantined because they have either contracted or been exposed to COVID-19. RESD contacted hotels within the counties of release and negotiated the ability for the recently released to stay there through the needed quarantine period.
- **Played major role in deployment of Project Homekey** — In partnership with the Department of Housing and Community Development (HCD), RESD played a pivotal role in executing the governor's \$800,000,000 Homekey initiative. RESD conducted a feasibility study to project the cost for converting hotels to permanent housing, which served as the basis for HCD's costing analysis of submissions. RESD has also provided support to local and tribal governments; identified potential sites to purchase; negotiated purchase and sale agreements; conducted real estate due diligence; performed site investigations for feasibility; and conducted environmental assessments. For its efforts on the program, RESD earned a 2020 Innovation in State Government Award from the National Association of State Chief Administrators.
- **Constructed COVID-19 testing lab in record time** — RESD constructed a COVID-19 testing laboratory to dramatically increase state testing capacity. Under normal

processes, this project would take three years to complete. But RESD identified and leased a 134,000-square-foot property and completed it under budget, within eight weeks. This COVID-19 testing lab has capacity to complete 150,000 units (tests) per day.

FACILITIES MANAGEMENT DIVISION

- **Responded to and managed pandemic crisis at the building level** — To date, DGS' Facilities Management Division (FMD) has completed hundreds of requests to disinfect state buildings with confirmed COVID-19 cases; developed health and safety procedures to protect FMD staff from risk of infection; researched and implemented the latest emerging cleaning and sterilization processes; and coordinated the latest health and safety efforts with county, state and federal health agencies. These communications have resulted in increased partnership with DGS' Office of Human Resources to implement a statewide COVID-19 test notification and tracking system. Additionally, FMD created new and increased means of communication with staff, tenants, and labor organizations in order to inform all stakeholders of our actions, which include updated risk assessments, new procedures for staff that comply with all health requirements, and increased signage and availability of PPE.

OFFICE OF FLEET AND ASSET MANAGEMENT

- **Developed Hotels for Health Care Workers program** — DGS' Office of Fleet and Asset Management (OFAM) developed the Hotels for Health Care Workers Program, which was functioning within 96 hours of the request. Since April 10, DGS secured hotel rooms to provide a safe respite for over 30,000 health care workers to avoid infecting their families while they work long shifts serving COVID-19 patients, amounting to more than 1.1 million room nights throughout the state. Most reservations do not require payment in advance to secure a room. DGS has negotiated an average rate of \$98

per room night, which is considerably lower than most state-approved reimbursement rates for hotels. This program will continue to provide lodging options in support of California health care workers and California Health Corps personnel as needed, and until the COVID-19 pandemic subsides.

- **Played key role in providing mass care and shelter for wildfire survivors**—In late August, OFAM was tasked with working with the Mass Care Shelter Task Force to secure safe, noncongregate lodging options for wildfire survivors, so as to prevent the spread of COVID-19 among the evacuee population. OFAM quickly sourced hundreds of hotels and set up a 24-hour request and reservation process for counties to secure lodging for their evacuee populations. As of October 15, OFAM had provided emergency noncongregate shelter to over 11,000 evacuees from 15 different counties.
- **Acquired and transported 105 travel trailers**—Trailers acquired from FEMA through OFAM's Federal Surplus Property Program were transported to the county of Santa Clara to mitigate the impact of COVID-19 on the homeless population. The Federal Surplus Property Program expedited the purchase and transfer of these assets, while OFAM's Fleet Asset Management team solicited volunteers from state agencies to transport the trailers to Santa Clara County. These 105 trailers were some of the first shelter options made available by the state to vulnerable populations in heavily impacted areas.
- **Offered parking to those who normally take mass transit**—OFAM's Parking Administration Unit (PAU) accepted temporary emergency parking requests for state employees who are being required to report to work, do not have parking arrangements in proximity to their work location, and would otherwise have to take public transportation. This measure was taken to minimize potential exposure to COVID-19 by the state's essential employees who typically utilize public transportation by offering them a safe and free place to park near their work locations. Since adoption of the initiative on March 20, the PAU has issued over 2,200 temporary free parking passes.



OFFICE OF STATE PUBLISHING

- **Implemented a comprehensive COVID-19 safety response plan**—Due to the nature of the work inherent in the printing industry and other associated services provided by the Office of State Publishing (OSP), telework was not a viable option for the vast majority of OSP employees. Therefore, to ensure the safety of our employees and their families, OSP had risk assessments performed by a strategic risk management company; developed COVID-19 safety training; and instituted site-specific COVID-19 safety plans that included specific remediation efforts based on California Department of Public Health (CDPH), Centers for Disease Control and Prevention, and California Occupational Safety and Health Administration recommendations for the four industry sectors (office workspaces, logistics and warehousing facilities, delivery services, manufacturing), all of which were implemented at all six of OSP's facilities.

OFFICE OF PUBLIC SCHOOL CONSTRUCTION

- **Kept State Allocation Board meetings moving**—The Office of Public School Construction (OPSC) worked with the State Allocation Board to quickly and successfully pivot to virtual meetings beginning in March to ensure that school construction projects could keep moving. By continuing to process and approve school construction projects, OPSC and the State Allocation Board helped ensure that job-stimulating funding would continue to flow out even during the pandemic.
- **Acted quickly with emergency regulations to ensure districts did not lose funds**—The first virtual meeting of the State Allocation Board included an agenda item with a regulation proposal drafted by OPSC staff to grant school districts extensions on time limits for school construction funding applications. Without quick action to grant time extensions, districts across the state could have lost funding opportunities during the time period when it was necessary for

district staff to focus on the more pressing concerns related to keeping staff and students safe and transitioning to a distance learning environment. In addition to the regulation proposal approved by the State Allocation Board, OPSC staff worked to quickly create an online mechanism for districts to easily make the time extension requests.

- **Shifted to digital application processing**—In order to accommodate the work-from-home environment for both state employee and school district staff, OPSC quickly adjusted its procedures to allow for filing application materials digitally through OPSC Online (through a timely release of a new electronic application filing system) or through acceptance of email documents of all types. Digital application acceptance enabled both OPSC staff and stakeholder organizations to reduce necessary trips during the shelter-in-place orders and made it possible to continue processing applications with minimal staff required in offices. Physical mail received by OPSC has been reduced from hundreds of pieces per month to fewer than 10 per week.

CALIFORNIA COMMISSION ON DISABILITY ACCESS

- **Created and distributed Open-Air Dining and Curbside Pickup informational tool**—The California Commission on Disability Access (CCDA) developed a tool to share disability access tips for businesses to consider when conducting operations outdoors. This tool was not intended to be all-inclusive, but rather a starting point for businesses to use for general guidance. Within this informational tool, CCDA advised businesses to contact their local building department or a Certified Access Specialist to further strengthen their knowledge of accessibility compliance. CCDA also encouraged business owners by pointing them to the Americans with Disabilities Act and the California Building Code for specific technical requirements to facilitate compliance.

DIVISION OF THE STATE ARCHITECT

- **Supported COVID-19 school readiness through expedited plan review and virtual plan review appointments –**

After campuses were closed due to the pandemic, the Division of the State Architect (DSA) and California's school districts, community colleges and design professionals grappled with ensuring safety in the educational built environment.

In response, DSA began offering expedited plan review and developed a COVID-19 school readiness webpage to serve as a centralized location containing information on DSA services, resources and guidance documents to aid public schools for reopening. As of October 2020, eight types of projects have been identified as eligible for expedited plan review by DSA, allowing the projects to bypass the usual six- to eight-week waiting period. Additionally, DSA began holding all client meetings online in order to continue meeting our clients' needs for plan review. Collaborative meetings in which clients bring plans back to DSA for review had historically taken place in person. Thanks to the previous transition to electronic plan review and the implementation of virtual collaboration tools, DSA was able to maintain services with little impact to clients.

DGS ADMINISTRATION DIVISION

- **Developed and implemented the DGS Telework Dashboard –**

The COVID-19 pandemic prompted Governor Gavin Newsom to declare a state of emergency that directed all nonessential, telework-eligible staff to transition to telework. In response, DGS' Enterprise Technology Solutions (ETS) and Office of Human Resources (OHR) teams collaborated to develop a telework dashboard to visualize activities across the department. Leveraging existing technology and Microsoft Power Business Intelligence, ETS deployed a dashboard that provided a variety of views and insights into telework across the department. The DGS Telework Dashboard was launched internally in early May, and it quickly became a tool used across the organization for leaders to understand and manage the telework activities of

their programs. DGS leaders used it to create efficiencies such as drilling down into the data by office so that they were able to determine if they were engaging as much of the telework-eligible staff as possible. This effort led to expanded eligibility, modernized processes, and increased participation in the telework program. Furthermore, this DGS Telework Dashboard is now being leveraged by other state departments to track their own telework activities.

- **Provided IT support at Cal OES State Operations**

Center for PPE purchasing process and reporting – The procurement of PPE for frontline workers was one of the most immediate needs identified to protect Californians. ETS worked closely with DGS' Procurement Division and other agencies to set up complex tracking systems to monitor and track PPE purchases from the point of purchase order to the receipt of supplies into our warehouses, and through to distribution. ETS set up daily dashboards and identified interagency coordination steps to ensure the accuracy of information shared with the governor and the public.

- **Provided IT support at the Cal OES State Operations**

Center for ventilator inventory and reporting – In March, ETS deployed a solution to transition ventilator inventory processing from multiple spreadsheets and handwritten documents to an automated system. ETS quickly identified and configured a user-friendly, mobile-compatible, and efficient solution that provided warehouses across the state with the ability to track ventilators through different stages of testing before being shipped to hospitals. The solution also improved reporting processes with the implementation of a robotic automation tool that automatically sent the numbers to the California Department of Technology to be compiled with other information for COVID-19 reporting.

- **Provided project management support in response to COVID-19 –** In response to the pandemic, ETS provided project management support at the Cal OES State Operations Center (SOC) for the Logistics and Commodities Movement

Task Force. ETS assisted with the coordination and project documentation for a variety of efforts, including: the setup of 10 Federal Medical Station sites plus three Alternate Care Facilities for anticipated hospital surge; the delivery of 1,305 trailers for noncongregate care; the startup of a new UPS warehouse for the distribution of medical supplies; and the setup of two Battelle N95 mask decontamination systems. ETS designed and implemented a daily executive status report to communicate strategic project updates to the DGS director and Cal OES executives for their briefings with the governor. ETS also created and published a daily SOC Task Force Situational Status Report to communicate the team's recent accomplishments and current priorities.

- **Quickly migrated DGS to telework at the onset of the pandemic stay-at-home order** – Within a few weeks of the onset of COVID-19, ETS quickly transitioned over 70% of eligible employees to working offsite as a distributed workforce. With no time for advance planning, ETS took action to educate DGS staff on the required tools to successfully work remotely. This included creating live webinars and best practice sites for critical tools such as Horizon and Microsoft Teams. To facilitate new tracking and reporting requirements, telework-related items were added to the ServiceNow catalog to facilitate tracking of IT equipment that was taken home, and to track employee teleworking. In order to centralize all this new information and ensure current communications, ETS created a Telework SharePoint site for employees to reference anytime. ETS continued to identify ways to help staff work more efficiently, secured additional laptops and cameras, and upgraded the technology to access the DGS network remotely.
- **Established COVID-19 supplies web portal** – DGS initiated the concept and established the initial design for the Salesforce Customer Relationship Management platform, which the California Department of Technology then linked and built into the state COVID-19 website. This COVID-19 supplies web portal has enabled Cal OES, CDPH, and DGS to prioritize which suppliers to negotiate with, as we can now identify those

suppliers with the most critical PPE that meet CDPH product specifications and can deliver quickly. DGS staff are working directly with Salesforce to develop management reports to enable real-time inventory data.

- **Established UPS logistics and inventory management contract** – DGS initiated negotiations with UPS and developed a contract to stand up a statewide inventory management, distribution, and transportation supply chain for all shipments of PPE and other medical equipment and supplies. DGS' Office of Risk and Insurance Management and ETS staff worked directly with UPS to integrate the system with the various existing inventory management systems for the CDPH and Emergency Medical Services Authority (EMSA) warehouses, along with the two new warehouses DGS established.
- **Deployed Zoho inventory management system** – DGS researched, negotiated and awarded a contract to Zoho for a new inventory management system. This new platform was deployed to the EMSA warehouse by DGS ETS staff for the tracking of ventilators. The state will use this same platform for future emergency response needs for inventory management in state-run warehouses and staging areas. This new system will replace the various antiquated and manual inventory tracking systems the state currently has in place.
- **Deployed ventilator tracking system** – ETS staff developed and deployed a real-time inventory tracking tool for ventilator tracking. ETS trained the EMSA and National Guard staff on the tool, conducted quality control at the warehouse, developed metrics, and worked with the California Department of Technology to incorporate the data into a live dashboard for the governor.
- **Established Blue Shield partnership and statewide medical testing** – DGS, in partnership with CDPH and Blue Shield, worked to procure and distribute critical commodities for COVID-19 sample collection kits. Once orders are approved by CDPH, DGS manages and reports the ordering and distribution of scarce commodities to testing sites in local jurisdictions.

- **Modernized the statewide resource request process** — In support of Cal OES, DGS has worked as part of a contracted project team to introduce a workflow engine to determine how resources are requested and fulfilled during emergency activations. A direct result of this project will be better visibility of key elements of information, such as financial reporting and cost projections.
- **Originated the Red/Black spreadsheet that tracks medical supply and surge costs** — DGS developed the initial spreadsheet that has since become the “Red/Black spreadsheet” to identify all medical supply and medical surge costs for COVID-19. This spreadsheet has since been revised and maintained by Government Operations Agency, and it continues to be a source of budget information on COVID-19 medical supply and surge costs for the Department of Finance.
- **Developed cash flow projection model for COVID-related goods and services** — DGS Budget and Planning staff developed a cash flow model to project when the state will be making payments for goods and services purchased. This was a labor-intensive effort that requires constant manual updating as the time frames for payment differ for many of the PPE vendors.
- **Created advance payment protocol to ensure timely vendor payments** — DGS developed a new protocol to ensure that, under these emergency situations, DGS can quickly make payment to vendors that require payment terms outside of the state's general practices. DGS drafted the protocol, but solicited feedback from Cal OES, Department of Finance, State Treasurer's Office and State Controller's Office (SCO) before implementing.
- **Developed new escrow account protocol** — DGS developed a new protocol to ensure that, under these emergency situations, we can establish an escrow account to quickly make payment to vendors that require payment terms outside of the state's general practices. DGS drafted the protocol, but solicited feedback from Cal OES, Department of Finance, State Treasurer's Office and SCO. This new protocol will be implemented, pending SCO approval.

- **Implemented expedited payment process and tracking system for COVID-19 spending** — When COVID-19 became a global pandemic in March, DGS received \$2.1 billion to take immediate action to procure materials and equipment to protect public health and safety. The DGS Accounting unit played an important supporting role in this effort, collaborating with the SCO and State Treasurer's Office to quickly develop an expedited payment workflow in order to offer suppliers shorter pay terms and wire transfers to expedite invoice payments for needed PPE. This process not only helps ensure that we have reliable vendors to meet the needs of the state, but also ensures that COVID-19 expenditures are recorded accurately, with data used to generate cash flow and other COVID-related accounting reports.



- **Completed hundreds of emergency hires for EMSA –** OHR mobilized to assist EMSA with hiring hundreds of nurses, doctors, paramedics, emergency medical technicians, and other medical professionals since the beginning of the pandemic. OHR teamed up with EMSA for multiple hiring events, including the Sleep Train Arena event, where the OHR team successfully completed 233 hires in a single day. OHR staff covered ground across Northern California, working with the EMSA Nurse Strike Force hiring events in Richmond and San Jose. In the months following these hiring events, OHR continued to review hiring request packages and key the appointments of each first responder to ensure those in the field were compensated timely for their hard work.

OFFICE OF LEGAL SERVICES

- **Participated in negotiations for Verily testing contracts –** The Office of Legal Services (OLS) provided legal advice and participated in negotiations to assist Cal OES' execution of the Verily COVID-19 testing contract. This contract included fair wage language recommended by the California Labor and Workforce Development Agency.
- **Instrumental in major PPE masks contract –** OLS staff, in conjunction with other DGS staff and Cal OES legal staff, were instrumental in the development and negotiation of contract terms with the supplier of critical PPE.
- **Negotiated inspection contract for PPE purchased and inspected abroad –** OLS provided Cal OES with legal support to help develop and negotiate the contract terms for the firm conducting inspection of the PPE mask contract operations abroad.
- **Successfully migrated to electronic system within days of COVID-19 shelter orders –** Within days of the statewide COVID-19 shelter orders, OLS successfully migrated to a fully electronic contract submission, review and approval system, including acceptance of electronic signatures. This enables

DGS and all state agencies that submit contracts to DGS for review to maximize telework consistent with shelter-in-place requirements.

- **Guided state agencies with contracting for COVID-19 –** OLS Assistant Chief Counsel provided state agencies with guidance in a webinar on contracting challenges and solutions in response to COVID-19.
- **Helped implement an emergency contract that allowed health care providers to stay in hotels while treating COVID-19 patients –** OLS Senior Counsel worked with internal clients and the DGS CalTravelStore to create and implement an emergency contract for a hotel registration system that allows health care providers to easily register and stay in hotels at state expense while treating patients during the COVID-19 pandemic.

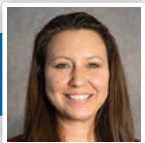
DGS CONNECT

- **Provided more than 450 meals to local homeless persons –** The DGS Connect team raised funds to provide more than 450 much-needed meals to those who are housed in motels to prevent the spread of COVID-19 under Project Roomkey. DGS Connect also raised more than \$1,000 for the Sacramento Food Bank and Family Services (SFBFS) and hosted a clothing drive to support the SFBFS' emergency response efforts.





2020 Accomplishments



ANGELA SHELL
DEPUTY DIRECTOR, PROCUREMENT DIVISION

Procurement Division

The Procurement Division oversees policies and procedures used by all state agencies in their purchasing and contracting activities. The Procurement Division develops innovative procurement solutions including statewide contracts, purchasing portals, and end-user training; and promotes Small Business and Disabled Veteran Business Enterprise participation in state contracting, enabling state agencies to acquire the goods and services needed to serve the people of California.

The deputy director of the Procurement Division acts as the state's chief procurement officer. In 2020 the Procurement Division continued to serve our customers by implementing new methods to train state buyers and to streamline processes. Below are some of our most significant accomplishments.

- ✦ **Completed the first Procurement Innovation Sprint on behalf of CAL FIRE** — In 2019, the California Department of Forestry and Fire Protection (CAL FIRE) worked with DGS' Procurement Division to develop a Request for Innovative Ideas (referred to as RFI2) in accordance with Executive Order N-04-19, to publicly issue a problem statement and seek ideas for early prevention, detection or forecast of wildfires. In collaboration with the California Department of Technology and CAL FIRE, DGS will develop a final contract for full-scale

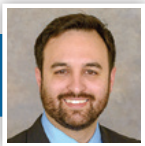
implementation of the solution(s) to CAL FIRE's problem statement and will develop guidance and policy for future use of the RFI2 process. The chosen solution(s) will reduce the threat of loss of human life, real and personal property, infrastructure, and damage to the natural resources and watersheds of California caused by wildfires. This represents the completion of a multiyear goal.

- **Created Leveraged Procurement Payment Portal** — In collaboration with DGS Enterprise Technology Services (ETS), the Procurement Division created a payment portal that allows suppliers to make electronic payments to pay administrative fees, eliminating the need to mail paper checks.
- **Established new contract for license plate readers** — DGS procurement staff established a new statewide contract for automated license plate readers for the California Highway Patrol in June. This contract provides a state-of-the-art automatic license plate recognition system that will enhance officer safety and significantly improve operations.
- **Expanded the state's cloud FedRAMP moderate contracts** — To expand the state's ability to leverage the technology industry's secure cloud infrastructure at contract prices, the Procurement Division awarded new statewide contracts for cloud services in November. The cloud services are limited to Federal Risk and Authorization Management Program (FedRAMP) moderate Infrastructure as a Service (IaaS) and/or Platform as a Service (PaaS). The new cloud service providers include Google (IaaS and PaaS), Oracle (IaaS and PaaS), MIS (IaaS and PaaS), and OROCK (PaaS only).
- **Awarded statewide contract for zero-emission buses** — In support of local transit agencies, the Procurement Division awarded a statewide contract for zero-emission buses in August. These agencies can choose from eight different bus models as they transition to meet the California Air Resources Board's Innovative Clean Transit program requirement of all zero-emission fleets by 2040.

- **Realized high-cost prescription drug savings for state** – As pharmaceutical costs continue to climb, DGS statewide pharmaceutical pricing agreements improved prescription drug spend savings from fiscal year 2018–19 to 2019–20 based on a Wholesale Acquisition Cost (WAC) of 63% in 2019–20, compared to a WAC of 58% in 2018–19, and savings of Suggested Wholesale Price (SWP) of 77% in 2019–20 compared to SWP of 75% in 2018–19. This represents tens of millions of dollars in savings to the state.
- **Published Global Warming Potential Standard for construction materials** – This year DGS published its Global Warming Potential Standard for construction materials (structural steel, glass plate, insulated wool board and rebar). This provides uniform guidance to state department buyers charged with purchasing such materials in accordance with California law.
- **Developed and launched three-part webinar series to promote small business participation** – DGS' Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) has developed a new three-part webinar series, "How to Do Business with California State Government," that has been very popular during COVID-19. This series was designed to guide certified and noncertified businesses through the registration and certification process, teach best practices on Cal eProcure, and provide further information and resources on state contracting. This webinar series has been a vital training tool to aid in the success of certified Small Businesses (SBs) and Disabled Veteran Business Enterprises (DVBES). Since March, OSDS has participated in 55 such webinars to support SBs/DVBES during COVID-19.
- **Implemented a system-generated email notification from awarding departments to certified SB/DVBE subcontractors listed on contracts and purchase orders** – With this notification, OSDS addressed a long-standing business community concern and DVBE audit recommendation that departments notify certified subcontractors listed on state contracts. The notification

will provide helpful information about the contracts and the prime contractor, include a link to the SB/DVBE Advocate directory, and an email to OSDS for firms to submit complaints of noncompliance or fraud allegations regarding SB/DVBE participation on state contracts. This SB/DVBE subcontractor notification was issued via DGS Broadcast Bulletin No. F-03-20, titled "Certified SB/DVBE Subcontractor Listing Notification in FI\$Cal."



**JASON KENNEY**

DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

Real Estate Services Division

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

Some notable RES D accomplishments this past year included:

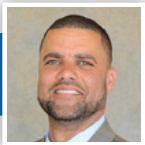
- ✦ **Initiated the Richards Boulevard Campus project** – RES D awarded and executed a contract with a design-builder for the construction of the Richards Boulevard Campus project, which will be the single largest project in the department's history. The Richards Boulevard Campus will feature 1.2 million square feet of new office space housed in four new buildings, along with a parking structure. The project will include retail space on the first floor and an on-campus child care center. The Richards Boulevard Campus will be a zero net energy, zero net carbon campus.
- ✦ **Developed an architectural and engineering weekly scheduling tool** – RES D developed and implemented a software tool that allows users to enter project design (architectural and engineering) schedules and integrates this information with project financial information into one centralized location for improved planning, resource management, and reporting. The use of this tool led to improved

✦ Strategic Plan Goal Completed

project design scheduling and greater awareness of project cost as it relates to percentage completed. In 2020, RES D initiated the project, conducted a product assessment and developed a proposed solution. This was the first year of a multiyear strategic goal.

- ✦ **Identified state parcels to shelter the homeless** – In support of Executive Order N-23-20, RES D identified state properties that may be viable for temporary use as homeless shelter sites. RES D produced an electronic listing of the properties and supported state agencies by working with local governments to negotiate the use of these state properties. This work was part of a multiyear strategic goal.
- ✦ **Completed four strategic goals from prior years** – RES D completed three goals it initiated in the 2017 Strategic Plan. RES D coordinated with client departments to consolidate state-owned space and multiple leases into more efficient lease space in Southern California. RES D also streamlined its processes so that 75% of all architecture and engineering (A&E) contracts are now executed within 4.5 months from the date of advertisement. RES D developed and defined the program needs for the Capitol Annex in coordination with the Legislature. In collaboration with DGS' Facilities Management Division, RES D completed its 2016 Strategic Plan goal to complete \$30 million in state building improvements, including \$10 million for priority Americans with Disabilities Act improvement projects.
- **Helped build affordable housing on excess state real property** – To implement Executive Order N-06-19 and expedite the development of affordable housing for California residents, RES D developed requests for proposals, evaluated responses, and selected two vendors to develop affordable housing on specified pieces of excess state property. This work was part of a multiyear strategic goal.

✦ Strategic Plan Goal Completed



Facilities Management Division

The Facilities Management Division (FMD) is dedicated to taking care of our state assets and ensuring a healthy working environment for tenants and staff while delivering strong customer service.

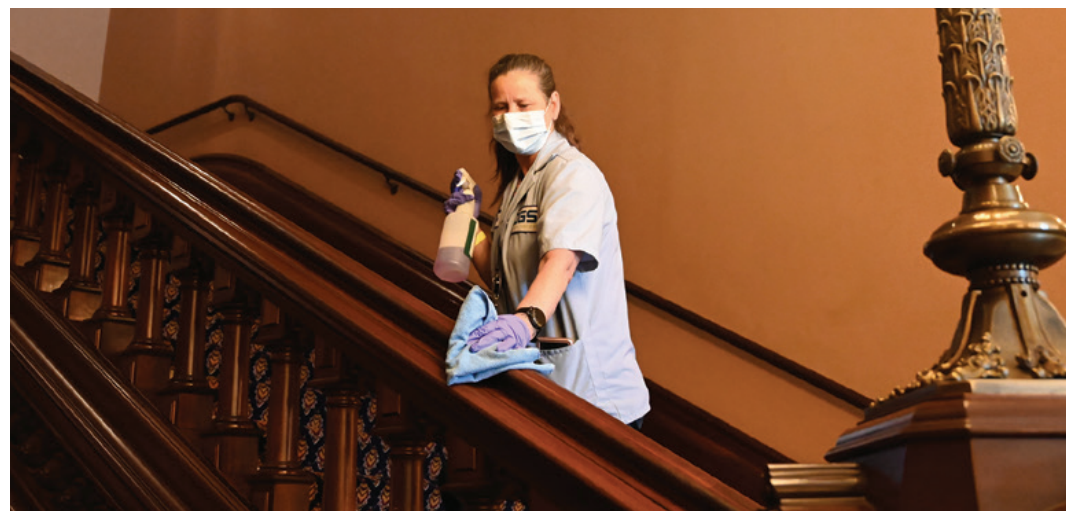
FMD is strategically positioned to proactively address deferred and preventive maintenance in DGS-owned buildings while striving to set the bar high for industry standards related to project management, custodial/trades services, and building repairs/management.

Although the last two years have presented challenges, we managed to make huge strides in our continual growth and development; specifically:

- **Began rolling out an inventory management system –**

FMD is in the process of creating substantive inventory management tools to capture, organize, analyze and predict future needs regarding building supplies, tools and equipment. This new system will benefit FMD customers by enabling better management of our inventories, as well as more proactive maintenance and speedier responses to tenant needs. In 2020, FMD awarded a contract to develop and implement the software tool and commence work with the vendor to accommodate FMD's requirements. This was the first year of a multiyear goal.

- **Began implementing service-level agreements –**
FMD worked with tenants to develop service-level agreement (SLA) forms and establish a clear understanding of service delivery expectations in conjunction with building staff capabilities. Establishing the SLAs and related processes enabled FMD and our tenants to communicate more effectively, manage resources more efficiently, and collaborate on a more consistent basis. FMD developed standardized SLA templates for all tenants that have been used in a pilot test with a large state department. This work was part of a multiyear strategic goal.
- **Took advantage of low building occupancy to catch up on key repairs –** With a large majority of state employees teleworking and with buildings nearly empty, FMD staff have taken the opportunity to serve the public and maintain even higher standards in building maintenance, HVAC monitoring, and custodial services. Upgrades have been made to many of our buildings, including external lighting and building façade maintenance. Cooling towers and air flows have also been modified to increase efficiency and air quality, especially during peak fire season. Precautionary signage has been added to all buildings served by FMD, and Plexiglas barriers have been installed in FMD offices statewide as an extra layer of protection between FMD staff, tenants, and members of the public.





NANCY ANDER
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

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

The Office of Sustainability develops and implements climate change mitigation and adaptation strategies and programs for state buildings. The office strives to lead by example and implements programs in the areas of clean renewable energy development, energy efficiency retrofits, and electric vehicle (EV) charging infrastructure development. Additionally, the office develops sustainability policies and practices for all state facilities to support the state's aggressive climate goals. Policies and practices the office oversees or supports include a zero net energy policy, Leadership in Energy and Environmental Design (LEED) certification, state buildings benchmarking, and recycling policy development to support DGS and other departments in greening state facilities.

- ✱ **Supported the reduction of carbon emissions from the transportation sector by installing 600 electric vehicle charging ports in 2020**—By the end of 2020, DGS will have installed over 1,700 EV charging ports at 134 state facility locations. Some of these installations were financed by leveraging external funding, increasing the cost-effectiveness of the program. By 2025, DGS is targeting installation of nearly 6,000 charging ports to accommodate the workplace and fleet

✱ Strategic Plan Goal Completed

charging needs of the state's zero-emission vehicle (ZEV) fleet. As this new and emerging industry evolves and new technologies are introduced into the market such as medium- and heavy-duty ZEVs, DGS will adapt to new technologies, vehicle-to-grid opportunities, market adoption rates, and customer usage patterns.

- ✱ **Installed 8 megawatts of solar-generated energy for state facilities**—To date, the Office of Sustainability has installed 79 megawatts (MW) of renewable energy systems—including both solar systems and wind turbines—onsite at state facilities. Our goal is to install a total of 100 MW of renewable energy by 2022. In order to address events in California induced by climate change, such as unprecedented wildfires, the state is establishing aggressive policy directions to reduce greenhouse gas emissions. Senate Bill 100 (De León, Chapter 312, Statutes of 2018) establishes the most far-reaching renewable energy goals for California to date. DGS is pursuing both onsite and offsite renewable options, critical to achieving carbon neutrality goals. Executive Order N-19-19 leverages the department's management and ownership of buildings and vehicles to minimize the state's carbon footprint.
- ✱ **Implemented energy-saving retrofits to reduce energy use in buildings by 7.5 million kilowatt hours**—Since 2017, the Office of Sustainability has saved 20 million kilowatt hours (MkWh) through energy retrofits in state facilities, already reaching its 2021 goal. This year's accomplishments include improving the energy efficiency and lowering utility costs at the Yountville Veterans Home and special school facilities for the Department of Education. 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 for our state facilities.

✱ Strategic Plan Goal Completed



BRENT JAMISON | DEPUTY DIRECTOR,
INTERAGENCY SUPPORT DIVISION

Interagency Support Division

The Interagency Support Division (ISD) consists of the Office of Fleet and Asset Management, Office of State Publishing, California Building Standards Commission, Office of Public School Construction, and the California Commission on Disability Access. Throughout 2020, ISD continued to make great strides toward improving business processes and innovating ways to better serve its customers and the public.



EVAN SPEER
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

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. OFAM provides a fleet of monthly leased vehicles 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.

OFAM's most noteworthy accomplishments for 2020 include:

- ★ **Implementation of new Service Now customer portal** – On September 14, the Fleet Operations Unit went live with its new Service Now customer portal. This new portal allows DGS lease customers and maintenance and repair vendors to submit invoices and license plate requests, update driver information and submit fleet questions. This portal has allowed Fleet Operations to centralize all inquiries, track response times and capture metrics to ensure timely and transparent responses to customers. Additionally, this portal will allow the Fleet

★ Strategic Plan Goal Completed

2020 ACCOMPLISHMENTS

Operations Unit to better educate customers on fleet policies, procedures and best practices through Service Now articles.

- **Surpassed transit storage strategic goal**—The Transit Storage Unit's 2020 strategic goal was to reach 80% of storage capacity by the end of the year in order to maximize cost-effectiveness, since its storage capacity was previously only 50%. Transit Storage reached the 80% goal by the end of May and in fact was so successful it had to reconfigure its warehouse space midyear to accommodate storage needs for state agencies to house COVID-19 supplies. Transit Storage accommodated over 100,000 cubic feet of warehouse space for COVID-19 response purposes. As a result, the warehouse reached 130% capacity of its old configuration by July.
- **Played key role in providing mass care and shelter for wildfire survivors**—In late August, OFAM was tasked with working with the Mass Care Shelter Task Force to secure safe, noncongregate lodging options for wildfire survivors, so as to prevent the spread of COVID-19 among the evacuee population. OFAM quickly sourced hundreds of hotels and set up a 24-hour request and reservation process for counties to secure lodging for their evacuee populations. As of October 15, OFAM had provided emergency noncongregate shelter to over 11,000 evacuees from 15 different counties.
- **Implementation of online parking portal**—This web-based automated portal provides the Parking Administration Unit's 8,500 customers with remote access for document completion, payment processing and information collection through a secure online platform. The parking portal reduces paper waste, increases workflow efficiency, improves the customer experience and provides data security. The new system provides greater reporting capabilities and also allows the Parking Administration Unit to maximize parking facility usage and conduct online auditing. Implementation of this system will not only help improve operations, it will provide a much more efficient and responsive customer experience to its parkers.

- **Completed fire, life, and safety repair and maintenance project**—The Parking Administration Unit completed \$2.6 million in maintenance and repairs, previously identified in a comprehensive infrastructure study, at six Sacramento-area parking facilities. These efforts resolved safety issues, improved function and access, and provided updates to failing equipment. The work included sealing and repair of concrete structures, lighting improvements, stairwell repairs, grille gate replacement, repaving and striping. Completion of deferred maintenance prolongs the life of DGS parking structures and ensures safe, clean parking facilities for state employees.
- **Issued medium- and heavy-duty zero-emission vehicle first purchasing policy**—Building upon the state's highly successful adoption of light-duty zero-emission vehicles (ZEVs), OFAM expanded its "ZEV First" purchasing policy to include medium- and heavy-duty vehicles. The medium- and heavy-duty ZEV policy was issued in April via Management Memo 20-04, and became effective July 1. The policy mandates the purchase of ZEVs for medium- and heavy-duty vehicle class categories where there are ZEVs available on contract that can meet the agency's operational needs. This policy will promote emerging technologies, help guide the market as more medium- and heavy-duty ZEVs become available, and push the state fleet to continue to lead by example in our sustainability goals by replacing heavily polluting medium- and heavy-duty vehicles with ZEVs.
- **Issued and implemented policy to donate computers to foster youth**—On April 13, OFAM issued Management Memo 20-03, which encourages state agencies to donate surplus IT equipment (laptops, computers and printers) to foster youth via K-12 schools and colleges/universities. Foster youth comprise one of the most economically disadvantaged demographics within the state and many do not have reliable access to mobile computing devices; only 10% of foster youth have laptops or computers, compared to over 85% of all other students. With schools' transition to distance learning as a result of COVID-19, the need for reliable computing devices among foster youth

and students from disadvantaged communities has increased substantially. Since the release of this policy, OFAM has processed donations of over 6,000 surplus electronic items to schools and authorized nonprofit agencies to refurbish and distribute to foster youth and youth from disadvantaged communities.



DGS



JERRY HILL
STATE PRINTER, OFFICE OF STATE PUBLISHING

Office of State Publishing

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

For more than 170 years, OSP has provided critical services to California state government operations. OSP remains committed to our customers and their evolving demands for high-quality products and publishing services. In 2020, OSP made some notable strides to become more cost-effective.

- **Onboarded \$1.5 million in additional print work**— As part of an ongoing effort to build economies, OSP onboarded an additional \$1.5 million in print work for state agencies and departments. OSP identified print work that could more efficiently and cost-effectively be performed by OSP and worked extensively with each customer department to seamlessly transition the project to OSP. Building OSP's economies improves the efficiency and utilization of OSP's operations and provides a significant economic benefit to the state.





MIA MARVELLI | EXECUTIVE DIRECTOR,
CALIFORNIA BUILDING STANDARDS COMMISSION

California Building Standards Commission

The California Building Standards Commission (CBSC) administers the rulemaking process, including adoption and publication of the California Building Standards Code (<https://www.dgs.ca.gov/BSC/Codes>).

Significant accomplishments in 2020 included:

- ✱ **Developed a pilot program to test an electronic payment process for cities and counties to submit their fees —**
CBSC receives more than 500 checks every calendar year for Building Standards Administration Special Revolving Fund fee payments from more than 580 cities and counties. These are shipped via surface mail and manually processed. An electronic payment method will streamline fee processing by saving staff time and resources—for both CBSC and the cities and counties that submit the payments. In 2020, CBSC collaborated with DGS' Enterprise Technology Solutions office to conduct project planning, analysis, and development in preparation for pilot testing with several jurisdictions in late 2020. This constituted the first year of a two-year goal.
- **Conducted annual rulemaking training via virtual format —**
CBSC staff provided online rulemaking training to the state proposing and adopting agencies. CBSC held its first virtual rulemaking training on October 28, ahead of the 2021 Triennial Code Adoption Cycle. Benefits of a virtual format include the

reduction in travel costs for CBSC staff and stakeholder agencies; less time and resources needed to print, assemble and distribute meeting materials; and the ability to record meetings for future viewing. Lastly, these rulemaking training events disseminate an enormous amount of detailed and complex material for review by the proposing agencies. Having electronic access to refresher courses will help to improve the quality and completeness of the rulemaking packages submitted to CBSC.

- **Implemented Executive Order B-52-18 by supporting wood products innovation —** In conjunction with the Office of the State Fire Marshal, the Division of the State Architect, the Department of Housing and Community Development and the Office of Statewide Health Planning and Development, CBSC proposed adoption of the ICC's Tall Wood regulations into the California Building Standards Code as state amendments during the 2019 Intervening Code Adoption Cycle, thereby making the Tall Wood regulations available within California for use on July 1, 2021 — approximately 1.5 years earlier than the established effective date for the next edition of the 2022 California Building Standards Code, California Code of Regulations (Title 24).



✱ Strategic Plan Goal Completed



LISA SILVERMAN | EXECUTIVE OFFICER, OFFICE OF
PUBLIC SCHOOL CONSTRUCTION

Office of Public School Construction

The Office of Public School Construction (OPSC) facilitates the processing of School Facility Program (SFP) construction applications to make voter-approved state bond matching funds available to qualifying school districts. The office implements and administers the \$42 billion voter-approved bond program.

In 2020, OPSC successfully processed \$1.5 billion under Proposition 51 for New Construction, Modernization, Career Technical Education Facilities, and Charter School Facility Program projects. These projects will receive cash proceeds from fall 2020 and spring 2021 statewide general obligation bond sales. With these funds, more than 1,374 new classrooms were built to house incoming students; more than 1,450 classrooms were modernized; and 178 facilities will be built or modernized for the purpose of delivering the career technical education curriculum necessary for students to pursue meaningful jobs after high school.

OPSC's mission is to enrich the lives of California's schoolchildren as stewards of the taxpayers' commitment to education.

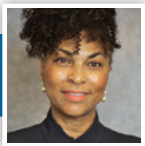
- ★ **Awarded \$287 million to applicants of the Career Technical Education Facilities Grant Program** — To provide funds that will allow school districts to embark on construction projects for specialized facilities that will prepare students for careers,

★ Strategic Plan Goal Completed

OPSC exceeded its goal to award \$250 million and processed \$287 million in Career Technical Education Facilities Program applications for approval before the State Allocation Board. Demand for this program's funding exceeded funds available in the filing round.

- ★ **Improved the Facility Hardship and Seismic Mitigation programs** — In an effort to provide additional clarity and overall improvement for Facility Hardship and Seismic Mitigation Program requirements, OPSC changed the existing program regulations. Changes included increased organization of existing program regulations as well as program changes to streamline these health and safety projects and ensure program funds are allocated in line with statutory requirements.
- **Launched updates to OPSC Online that mark the last step to a paperless process for School Facility Program** — Our newest release of OPSC Online was released in early July with new capabilities that include New Construction, Modernization, Facility Hardship, Seismic Mitigation Program and the Charter School Facilities Program. The result is a completely paperless process for the School Facility Program! The existing components were enhanced, and new functionality includes: (1) updated school district user-specific dashboard to track eligibility and funding applications in real time; (2) the ability to track each version of a submitted application and compare resulting grants derived from each version side-by-side; (3) a Grants Calculator to view potential project funding based on scenarios; and (4) an improved wizard navigation and self-service of school district profiles including user management, user profile, and school site information.

★ Strategic Plan Goal Completed



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.

During 2020, CCDA moved forward in its efforts to provide much-needed information, education, outreach and training targeted at making the state accessible for all its citizens, including more than 4 million Californians who have a disability and/or provide support for this community.

✦ Implemented phase 3 of the Electronic Data Collection

Project: Increased electronic submissions to 40%—

CCDA developed the Electronic Data Collection Project to make its review of prelitigation letters, complaints, and case resolution reports for construction-related accessibility claims more efficient and environmentally friendly, and to promote better data analysis. In 2020, CCDA entered the third and final phase of this project by completing a comprehensive marketing strategy to increase electronic submission to at least 40% of the total materials submitted. This is the completion of a multiyear goal.

✦ Developed educational tools for small businesses to promote and facilitate disability access compliance—

In support of CCDA's legislative mandate to prioritize the

development and dissemination of educational materials and information, CCDA created two educational tools for small businesses to promote and facilitate disability access compliance. CCDA created a comprehensive disability access toolkit and short-form informational sheets—including versions in alternative formats—promoting tools available on the CCDA website. This benefits the business community and local government agencies by helping them achieve disability access at places of public accommodation.



✦ Strategic Plan Goal Completed



IDA CLAIR

ACTING STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

Division of the State Architect

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

While DSA continued to maintain its proven success of ensuring the safety of public school construction through stringent oversight and review, significant strides were made in 2020. These accomplishments include:

- ✱ **Enhanced stakeholder collaboration by establishing the Public School Construction Collaborative**—DSA established this representative stakeholder consultative body that offers feedback to DSA on regulatory and policy matters, provides a means for stakeholders to raise concerns to DSA, and ensures optimum success of objectives proposed by DSA that affect stakeholders. The Public School Construction Collaborative is patterned after the Access Code Collaborative, a consultative group with which DSA has had great success. DSA convened the Public School Construction Collaborative as an operational body after establishing a charter, soliciting members, and holding an orientation session.
- ✱ **Established a sustainability team and an education and outreach program for decreasing energy and water consumption in schools, increasing the sustainability of the educational environment**—DSA contributed to more efficient school facilities through careful review and increased education and consultation with school districts. This not only

✱ Strategic Plan Goal Completed

reduced lifetime energy costs, but also improved the learning environment for staff and students through improved indoor air quality, natural daylight and thermal comfort. Our long-term goal is to have at least 50% of school districts voluntarily implement a sustainability component to their project profile by the end of 2021. In 2020, we performed data collection, wrote a task force report, conducted educational outreach, and proposed regulatory or statutory amendment proposals.

- ✱ **Implemented new online system for accepting payments by credit card**—DSA furthered the governor's goals for sustainability when it began offering clients the option to make payments by credit card or electronic check online. Accepting these new online payment options was the natural next step for DSA's plan review services after making the move from reviewing paper plan sets to electronic plan sets. Clients such as school districts, design professionals, and access specialists can submit fees online, eliminating the time and travel to deliver in-person payments or transit delays of mailed payments. This secure and convenient payment option reduces paper usage and carbon emissions while allowing for easy payment tracking.
- ✱ **Reduced energy and water consumption**—DSA completed this 2018 strategic goal to develop energy and water efficiency policies and services focused on existing building commissioning requirements.
- **Assisted in the Puerto Rico disaster recovery response**—In January, DSA assisted in California's disaster recovery response in Puerto Rico after the territory experienced a string of earthquakes. Governor Gavin Newsom deployed a group of 31 disaster specialists to the island to help with rebuilding and recovering from the disaster. Among the group were five DSA engineers. California's mission included emergency and debris management, planning, and crisis counseling, with DSA providing engineering and safety assessments. At the end of four weeks, DSA staff had inspected approximately 1,400 structures.

✱ Strategic Plan Goal Completed

- **Began transitioning classes and examinations online –** DSA showed its commitment to meeting the needs of schools and stakeholders while complying with the health and safety precautions of the COVID-19 pandemic by providing classes and examinations online. In July, DSA announced the first of several courses available online, and in October, launched the first online examination. More will follow in 2021.

The online classes were designed to provide learners with the flexibility to complete courses at times and locations that fit their schedule. Course delivery methods included live and on-demand webinars. For the examination, the online environment allowed location flexibility, as well as multiple test dates and times, and virtual proctoring to ensure the integrity of the examination.



Office of Administrative Hearings

The Office of Administrative Hearings (OAH) serves as a neutral forum for fair and independent resolution of administrative matters for state and local government agencies. OAH is divided into three statewide divisions: The General Jurisdiction Division, the Special Education Division, and the Administrative Division.



In 2020, OAH focused its efforts on bringing greater efficiencies to the services we provide to both internal and external parties. We strive to deliver the highest quality administrative services in a secure, cost-effective manner. To this end, in 2020, OAH completed the following:

- **Entered the next phase of case management system procurement by contracting with a consultant to map workflow and develop functional requirements —**

OAH worked with DGS' Enterprise Technology Solutions office to identify and contract with a consultant, the National Center for State Courts. With the consultant's help over the next two years, we will map all our relevant workflows and documented functional requirements, including all data points for analytics. Implementation of the case management system will increase efficiencies in case processing and management, improve access to workload data for data-informed decision-making, and increase e-filing capabilities. This work was part of a multiyear strategic goal.

- **Implemented plain language standards —** With representatives from each OAH division, we developed plain language standards for written communications. In 2021, we will arrange for training and help ensure all of OAH's communications (including decisions and orders) are written in accessible, plain language. Ensuring decisions, orders, and other written communications are compliant with accessibility standards and align with cognitive accessibility guidelines will benefit all OAH parties and the general public who research OAH decisions and orders.



DGS



ANDREW STURMFELS | DEPUTY DIRECTOR,
ADMINISTRATION DIVISION

Administration Division

The Administration Division had a busy and successful year. The division made substantial progress toward meeting its vision of being a statewide leader in delivering administrative services.

- ✱ **Provided framework, policy and resources to maximize benefits of statewide telework** – DGS revised the telework policy to deliver a framework for the development of effective arrangements between departments, managers and their employees, yielding both quantitative and qualitative benefits for all parties. DGS developed a telework website, guidance, tools, and training to assist all parties in developing and managing successful telework arrangements, as well as a dashboard showing telework metrics achieved at state and department levels to demonstrate the many benefits telework produces.
- ✱ **Modernized the Statewide Forms Program** – This initiative to modernize the Statewide Forms Program will benefit all state agencies as well as other public entities conducting business with the state. As a part of this effort, the Administration Division has updated the Forms Management section of the State Administrative Manual (SAM) to align with today's business practices and technology advances. Additionally, the Forms Management Center (FMC) has developed a new policy permitting the use of electronic signatures (e-signatures) on state forms. The FMC has developed and implemented the new Statewide Forms Directory that replaced the decade-old directory; the new directory provides a foundation for upcoming automated workflows in state business.

✱ Strategic Plan Goal Completed



Enterprise Technology Solutions

Enterprise Technology Solutions (ETS) provides technology services critical to DGS operations, including systems and enterprise tool development; network connectivity; desktop support; security; technology implementation and strategic planning; and compliance with state information technology policies.

In 2020, ETS supported several projects to streamline internal DGS operations:

- ✱ **Established a privacy program for DGS** – DGS established a privacy program to reduce the chance of privacy breaches, litigation and reputational harm. Specifically, Enterprise Technology Solutions (ETS) identified personally identifiable information (PII) used by DGS, documented a process to review services provided by all third-party contractors with access to PII, identified gaps in compliance with privacy laws, enacted policies, delivered training to DGS employees and contractors, and completed privacy program rollout to five DGS program areas. This was the first year of a multiyear goal.
- ✱ **Streamlined the information technology goods and services request process** – ETS streamlined the process used to request information technology (IT) goods and services within DGS. ETS used Lean Six Sigma to identify bottlenecks and improve turnaround time while maintaining compliance and purchasing

✱ Strategic Plan Goal Completed

delegation. This effort reduced the number of approvals required to request IT goods and services by 40%, reduced the average time for approvals by 25%, and identified opportunities for automation. This was the first year of a multiyear goal.

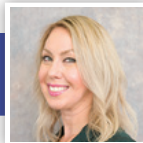
- **Implemented the California Automated Travel Expense Reimbursement System (CalATERS)**—ETS, in collaboration with DGS' Office of Fiscal Services (OFS) and the Office of Administrative Hearings, launched the CalATERS pilot phase to automate our travel expense claim process. OFS staff helped implement a departmentwide rollout schedule; developed communication tools and employee training materials; analyzed gaps between current and potential processes; tested to validate that various systems functioned as expected and met business needs; trained front-end users; and configured DGS-specific accounting values in CalATERS to ensure proper recording and reporting of travel expenses. With the implementation of CalATERS, DGS staff now can electronically submit and approve travel expense claims with an automatic data interface with the State Controller's Office, so payments can be issued through direct deposit. This significantly reduces processing and payment times.
- **Implemented Adobe Sign**—ETS delivered the new Adobe Sign solution, which replaced the legacy electronic signature routing system. The Adobe Sign solution delivers a more intuitive end-user experience and allows for more integration with existing DGS systems. Additionally, it provides significantly reduced transaction costs while maintaining compliance with DGS' electronic signature policy. Documents requiring a signature can be easily routed to internal staff or a public entity for electronic signature.
- **Automated workflows**—ETS has developed over 450 automated workflows within Service Now to streamline DGS business operations, including: (1) Business Services Section—Streamlined daily business operations; (2) COVID-19 Absenteeism Reporting; (3) Delegation of Authority (DOA) letters—New end-to-end workflow to request, maintain, and store DOA letters online; (4) Forms Management—Automated

the process to request and track changes on state and departmental forms; and (5) Office of Fleet and Asset Management—More than 20 of the program's essential business functions can now be executed fully online.

- **Developed and implemented custom project management software for the Real Estate Services Division**—ETS developed software known as Vision, in partnership with the Real Estate Leasing and Planning Section (RELPS, which is part of the Real Estate Services Division at DGS), to manage their lease projects and improve accessibility, security, and supportability. Web-based Vision allows real estate agents and planners to access their projects and data from anywhere—delivering personalized dashboards, the ability to collaborate through task assignments, ad hoc reporting, and project tracking with reportable milestones. The solution leverages DGS' existing SharePoint Online functionality to store over 300,000 documents and improve speed and access to essential information.
- **Implemented online payment processing**—ETS implemented online payment processing for six DGS programs: Division of the State Architect, Office of Fiscal Services, Procurement Division, Office of Risk and Insurance Management, California Building Standards Commission and Office of Administrative Hearings. The enterprise solution allows customers to make convenient online payments utilizing credit cards, debit cards and e-check payment methods. Online payment provides for faster processing and delivery of services while reducing inaccuracies encountered with paper check handling. Further, the solution provides the ability to perform custom searches, manage transactions and run administrative reports.



★ Strategic Plan Goal Completed



(From left)

Lydia Cheng-Hui | Accounting Officer, Contracted Fiscal Services

Fee Chang | Accounting Officer, Accounting and Financial Services

Jacqueline Campion | Budget Officer, Budgets and Planning Services

Office of Fiscal Services

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

- ✳ **Modernized the DGS budget**—A working group that includes DGS and the Department of Finance, the State Controller's Office (SCO), and FI\$Cal has been established. The working group reviews and analyzes the current budget display in Hyperion, coding and functionality in PeopleSoft, authority in the annual Budget Act, and other information using related operating components.
- **Implemented the Architecture Revolving Fund Request Form page in collaboration with FI\$Cal**—As part of SCO's March 2020 Release, the Architecture Revolving Fund (ARF) Request Form Page was created to facilitate processing of the newly interfaced TC-41 transactions. All fund transfers to the ARF now interface to FI\$Cal, which records all transactions for DGS and client agencies. This was important in order to keep FI\$Cal synchronized with the SCO legacy system. It also gives client agencies the ability to review all transfers and run informational reports in FI\$Cal.

✳ Strategic Plan Goal Completed



Office of Human Resources

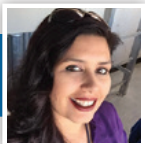
The Office of Human Resources (OHR) provides services in the areas of recruitment; hiring; benefits and pay transactions; employee training and development; and constructive intervention.

✳ **Standardized DGS' new hire onboarding program**—

In an effort to create a cohesive culture and positive onboarding experience for new hires, OHR standardized the onboarding process. This more formalized onboarding approach will help attract and retain high-caliber staff, increase the efficiency of the recruiting process, and help newly hired employees become productive sooner. Addressing challenges and inconsistencies between the various DGS divisions and business lines also reduced the overall effort expended to onboard new staff. In 2020, we developed an online site and toolkits to assist new employees, managers and OHR staff with onboarding. This was the first year of a multiyear goal.

✳ Strategic Plan Goal Completed





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); CAL-Card administration; and Ziggurat business services, including auditorium reservations, cubicle moves, mail delivery, mobile phones, commuter services, security and document reproduction.

- ★ **Achieved increased delegated authority for non-IT service contracts**—OBAS' contracting program was awarded a non-IT service contract delegation increase from \$50,000 to \$150,000. In order to achieve this delegation increase, OBAS was audited by the Office of Audit Services (OAS) to determine compliance with the state's contracting laws, policies and procedures. This delegation increase will greatly benefit DGS programs by significantly reducing the time it takes to execute non-IT service contracts.

★ Strategic Plan Goal Completed

- ★ **Reduced non-IT commodity purchasing time**—OBAS receives requests for various goods and services throughout DGS. With the volume of requests increasing, the turnaround time to purchase has also increased. Accordingly, OBAS leveraged its Lean Six Sigma Green Belt training to implement process improvements that have reduced the number of processing days from an average of 27 days down to fewer than 13 days. This major accomplishment benefits all DGS programs and builds trust by providing a dashboard with data that is updated daily.

★ Strategic Plan Goal Completed





VIRGINIA BOLMAN
CHIEF, OFFICE OF RISK AND INSURANCE MANAGEMENT

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 handling; statewide safety training; and emergency management.

ORIM experienced a very busy year in 2020. The office supported the statewide COVID-19 emergency, requiring 24-hour shift coverage at the State Operations Center at the Governor's Office of Emergency Services. Additional accomplishments are highlighted below.

- ★ **Optimized the government claims process**—ORIM re-engineered the government claims process to reduce or eliminate operational waste, decrease average claim processing times and increase statutory compliance. The current average processing time has been reduced from 32 to fewer than 20 days, measured by the period between claim presentation and claim closure. Improved and streamlined processes allow the Government Claims Program to offer an effective and expeditious administrative remedy to the public, stakeholders and state departments while mitigating the state's legal liabilities.

★ Strategic Plan Goal Completed

- ★ **Launched refresh of the Defensive Driver program**—

ORIM refreshed DGS' Defensive Driver program by rethinking it with a modern, structured approach. Over a two-year period, ORIM is updating its existing statewide Defensive Driver training courses to focus on driver type and reduce the course length for employees, thereby reducing costs to agencies. In addition, ORIM is enhancing state driver resources by exploring other states' efforts to address employee safety and driving policies, with the goal to implement identified best practices to improve driver skills, which reduces their risk and mitigates losses. In 2020, ORIM evaluated existing safe driver resources and loss data to assess effectiveness and determined resource improvements. This was the first year of a multiyear goal.

- **Obtained insurance premiums refunds for the Department of Rehabilitation's Business Enterprises Program**—

ORIM negotiated a refund of insurance premiums with the Business Enterprise Program (BEP) insurance carrier, resulting in a \$57,011 refund. This was related to a reduction in the BEP vendor's reduced café and roadside rest stop annual sales as a result of the mandatory closures of businesses statewide during the COVID-19 pandemic.

- **Increased equipment maintenance management insurance program savings**—

Compared to 2019, ORIM increased equipment maintenance savings by 7.3%. As a result, the state's savings on equipment maintenance spend increased from \$4,655,621 in 2019 to \$4,997,481 in 2020.

- **Increased reliance on renewable natural gas and avoided greenhouse gas emissions**—

ORIM's Natural Gas Services (NGS) Program increased renewable natural gas availability and deliveries for stationary consumption and electricity generation, in addition to fleet use. For 2020, NGS avoided greenhouse gas emissions equivalent to 76 million miles driven and prevented CO₂ emissions equivalent to 3.5 million gallons of gasoline.

★ Strategic Plan Goal Completed

Executive Office

DGS



DANIEL C. KIM
DIRECTOR, DEPARTMENT OF GENERAL SERVICES



ANITA KUNG
SPECIAL ASSISTANT, EXECUTIVE OFFICE

The special assistant to the director coordinates many of the department's external and internal committees and workgroups including the DGS Organizational Health Team, leadership training for executive and management teams, and interdepartmental workgroups.





ANDY WON
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

Office of Audit Services

The Office of Audit Services (OAS) conducts audits of other state agencies to determine compliance with requirements contained in delegations or exemptions granted by DGS. Our audits include a review of the business management functions and services under the purview of DGS.

In 2020, OAS focused its efforts on key areas and goals for providing enhanced information and assistance to other state agencies and stakeholders.

- ✦ **Developed a searchable database for archived audit working papers**—OAS developed and maintained an electronic database for archived audit working papers. The development and implementation of this database helps maintain an accurate record-keeping system, creates a means to establish an effective record retention schedule, and enables file planning. This is a functional database that was developed in-house and is maintained by OAS staff.
- ✦ **Developed a database for OAS' permanent internal files**—OAS created a searchable database to provide fast and accurate access to documents in each audit file. This database provides critical support for audit planning and investigations and enables additional functionality, such as maintaining record retention schedules.

✦ Strategic Plan Goal Completed



JENNIFER BOLLINGER | 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.

Some of the most notable accomplishments of 2020 are summarized below:

- **Reviewed thousands of contracts, bid protests and non-competitively bid contracts**—OLS received 6,017 contracts from agencies statewide to review for compliance with the State Contracting Manual, Volume 1. Of those contracts, 1,971 (or 32.7%) were received in the last three months of the fiscal year. OLS heard and decided 100 bid protests, and reviewed 80 non-competitively bid contracts.
- **Created contract manual for California State University and University of California Regents**—In partnership with the California State Universities and University of California Regents, OLS drafted a comprehensive user manual for preparing contracts between the state and the universities. The manual explains the unique contracting requirements of Education Code Section 67345, et seq., and how it should be applied in the context of state contracting needs.
- **Assisted Blockchain Working Group in creating report to the Legislature**—DGS served as general counsel to the Blockchain Working Group created by Assembly Bill 2658 (Calderon, Chapter 875, Statutes of 2018). On July 1, the

Blockchain Working Group provided a report to the Legislature on the use of blockchain technology, discussing the potential uses, risks, and benefits of blockchain technology by state government and California-based businesses.



Office of Enterprise Development

The Office of Enterprise Development (OED) assists DGS divisions and offices with long-term planning; facilitates the creation of the department's strategic plan; oversees customer survey development and analysis; provides consultative data analysis and oversees delivery of departmentwide training initiatives. Our purpose is to help all DGS programs succeed, thereby improving the value that they deliver for their customers. To more accurately reflect the scope of projects it undertakes, in 2020, OED changed its name from the Office of Strategic Planning, Policy and Research.

In 2020, OED made advancements that directly benefit our customers outside of DGS. We also began expanding our services for DGS programs by increasing our capabilities for organizational development, including change management and process improvement. We will continue building on these gains in 2021.

- ★ **Implemented a new DGS customer survey program** – OED worked with General Services Workgroup (GSW) members to define and implement a customer survey program that collects input from our external customers to inform decisions

★ Strategic Plan Goal Completed

on how DGS services are provided. The customer survey program targets specific respondents with tailored questions to increase the value of participation by customers and enhance our ability to act on data collected. GSW input helped determine survey priorities and OED completed several customer surveys, including planning, survey development, data collection, analysis and final report.

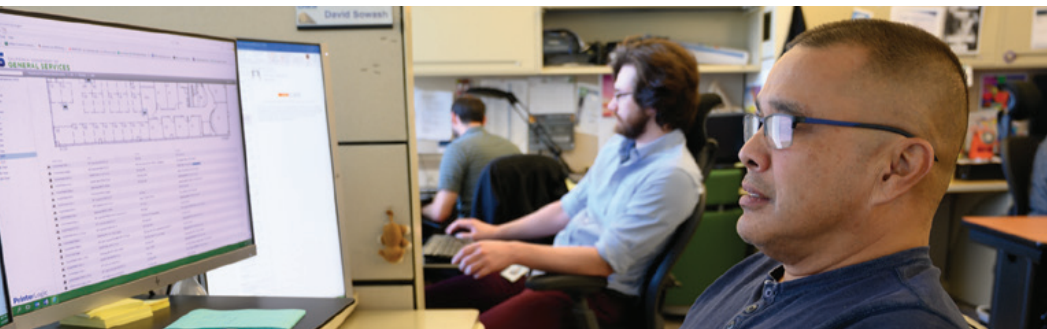
✦ **Enhanced State Administrative Manual usability —**

OED worked closely with DGS' Enterprise Technology Solutions team to develop an online State Administrative Manual (SAM). This effort transitioned the SAM from its origins as a physical document that was made available online, to a resource designed for users in the digital age. The new tool was rolled out for all SAM users in 2020 and is located on DGS' public website. The new online format ensures that content is compliant with the Americans with Disabilities Act; makes prior versions of SAM sections easily accessible; and includes search and print capabilities to allow SAM users to reference policy information according to their preferences.

• **Expanded the availability of remote learning**

opportunities — As the coronavirus stay-at-home orders upended the traditional office environment, in-person training for DGS employees came to an abrupt halt. Prior to the coronavirus, OED had begun introducing more remote training opportunities for DGS staff. We were able to accelerate our efforts and make more than 20 of our most important training courses available for remote learners.

✦ Strategic Plan Goal Completed



Equal Employment Opportunity Office

The Equal Employment Opportunity (EEO) Office is responsible for overseeing DGS' compliance with various federal and state civil rights laws and implementing regulations and executive orders pertaining to employment and services by DGS. The EEO Office uses monitoring systems to achieve its mission to provide a discrimination-free environment in all aspects of employment for employees, applicants and customers. We intend to prevent harassment and discriminatory conduct rather than simply reacting or responding to such behavior.

✦ **Utilized Discrimination Complaint Tracking System to improve EEO workflow and investigation process —**

The EEO Office employed the Discrimination Complaint Tracking System (DCTS) to improve, streamline, and standardize its investigative process for all discrimination, harassment, and retaliation complaints by maintaining an organized record of all EEO complaints, related documents, and investigation outcomes. The usage of DCTS promoted efficiency not only in the overall EEO investigation process but also in data analysis. That is, the EEO Office can provide information and advice to specific divisions and programs about the number and type of

✦ Strategic Plan Goal Completed

complaints filed with the EEO Office by the employees of the corresponding division or program, and the steps the program can take to prevent discrimination, harassment, and retaliation in the workplace. In addition, the EEO Office has utilized DCTS data to follow up with programs about the corrective actions taken in response to substantiated EEO complaints. The EEO Office believes that responding to DGS policy violations with timely corrective actions and taking necessary steps to prevent further policy violations may serve to not only boost employee morale and productivity, but also decrease legal liability for DGS.

- **Standardized the Limited Examination Appointment Program process** — The Limited Examination Appointment Program (LEAP) provides an alternative to the traditional civil service examination and appointment process to facilitate the hiring of persons with disabilities in the state civil service. The EEO Office collaborated with DGS' Office of Human Resources to revise DGS' Personnel Operations Manual (POM) for LEAP to ensure that LEAP candidates and their supervisors have access to an updated and reliable source of information. The revised POM standardizes the LEAP process by providing a step-by-step guide that clearly defines the roles and responsibilities of the LEAP candidates and their supervisors. Additionally, the EEO Office enhanced transparency and fairness in the LEAP process by thoroughly tracking candidates' status, providing necessary tools and information to supervisors, and informing candidates about what to expect during the Job Examination Period to ensure the LEAP candidates' smooth transition to permanent state civil service status.
- **Designed a new SharePoint intranet website with improved navigation** — The EEO Office designed a new SharePoint intranet site to consolidate and organize EEO resources into one location. This increased efficiency in EEO workflow and fostered effective communication with all DGS staff. The user-centric internal EEO website is intended to improve the efficiency with which the EEO Office serves DGS employees by providing early access to all EEO resources, including policies, processes and forms.

DGS



MATT BENDER | ACTING DEPUTY DIRECTOR,
OFFICE OF LEGISLATIVE AFFAIRS

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 reports to the Legislature.

In the second year of the 2019–20 legislative session, OLA monitored and tracked more than 500 bills related to DGS' jurisdiction or expertise and provided final recommendations on 10 bills that reached the governor's desk. The governor signed bills to establish a framework for the state's stockpile of personal protective equipment, strengthen enforcement of Disabled Veteran Business Enterprise program requirements, and authorize the sale of a former youth correctional center to the city of Norwalk for housing development. OLA also conducted legislative outreach for implementation of Executive Order N-23-20 related to homelessness, and provided coordination for legislative hearings on the state's response to COVID-19.





Office of Public Affairs

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

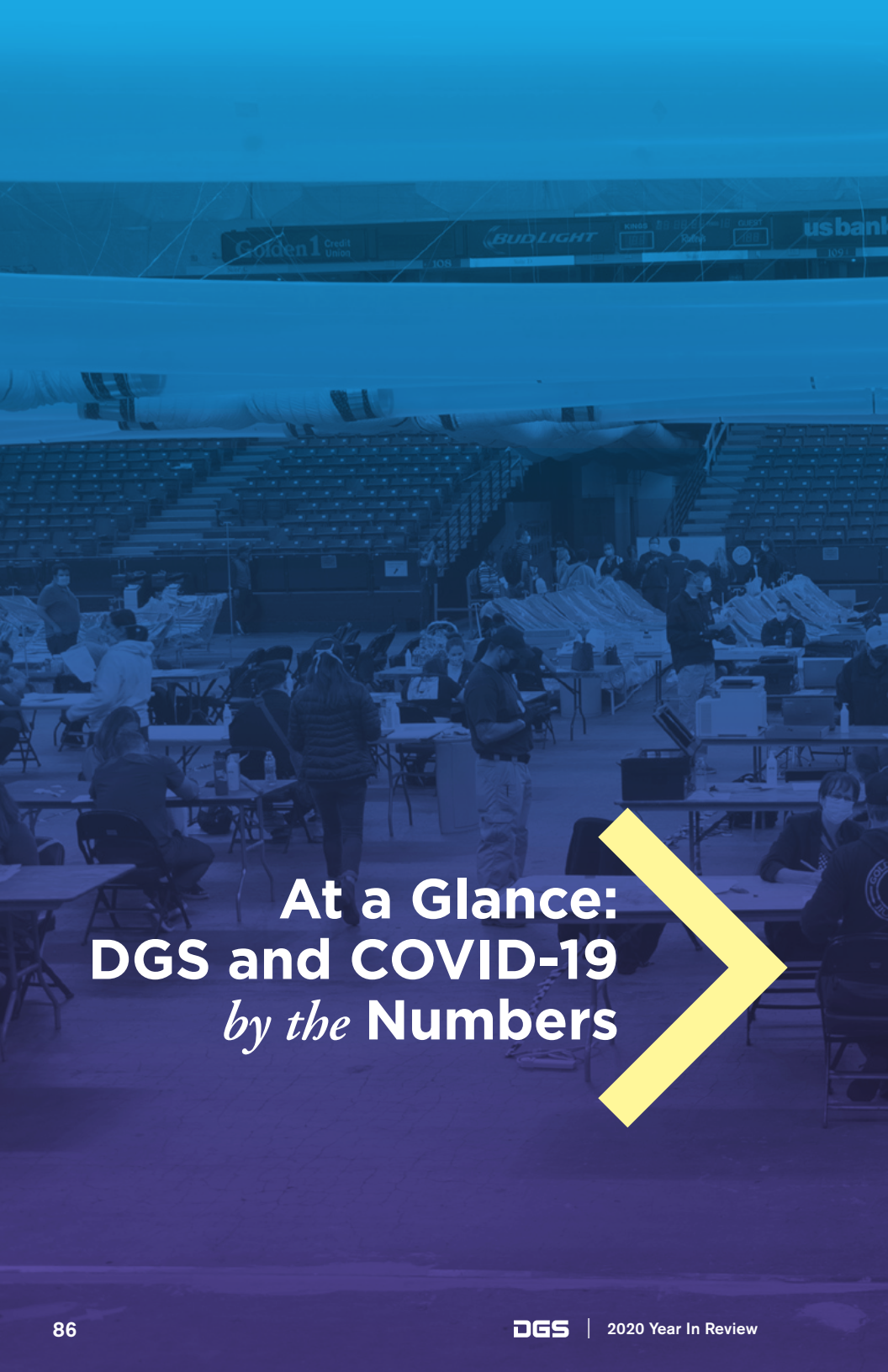
OPA works hard to elevate the remarkable accomplishments of each division and office within the department by creating news releases, updating the internal and external websites, blogging on Newswire and posting on social media.

- ✦ **Created a DGS media library** — OPA created a centralized location for all DGS multimedia and made it accessible to all DGS staff. By creating one location for all DGS-owned photographs and videos, divisions and offices within the department are able to access the multimedia needed and no longer need to go through OPA in order to find approved, fair-use photos and videos to use for their publications and projects. This saves time and allows divisions and programs to remove OPA as an intermediary between them and the Office of State Publishing (OSP) and/or graphic designers.
- ✦ **Established public affairs policies** — OPA created policies related to public affairs tasks for all departmental staff. By creating clear policies, divisions and offices within the department know what is required of them and what procedures to follow for tasks relating to public affairs; for example, what to do if contacted by a member of the news

✦ Strategic Plan Goal Completed

media. Divisions and programs can find the policy for each activity they undertake that falls under the purview of public affairs, reducing the need for corrections and allowing for a seamless, efficient and consistent process.





At a Glance: DGS and COVID-19 *by the Numbers*

342,000

Gallons of gas saved by DGS employees teleworking.

247,000

Hours of commute time saved by DGS employees teleworking.

3,039

Metric tons of CO₂ emissions avoided by DGS employees teleworking.

25,000

Hotel rooms secured for Project Roomkey.

8

Number of weeks it took for DGS to build new COVID-19 Testing Laboratory.

266

Number of wraparound services and medical supplies contracts DGS awarded.

1,035

Number of travel trailers delivered to house homeless to mitigate spread of COVID-19.

\$2 Billion+

Amount of PPE and medical supplies purchased.

1.4 Million

Number of room nights provided through Hotels for Health Care Workers program.

The image shows three DGS General Services award plaques on a table. The plaques are made of clear acrylic and feature the DGS logo and text. One plaque is for Janet Ota, another for Andre Ota, and the third is for the DGS Values Award. A large yellow arrow points from the text 'DGS 2020 Awards and Special Recognition' towards the right page.

DGS 2020 Awards *and* Special Recognition

- **Earned the Better Buildings Alliance 2020 Gold Green Lease Leader Award**—The U.S. Department of Energy's Better Buildings Alliance acknowledged RESD's excellence in creating and executing green leases, having awarded the Silver Green Lease Leader award to RESD in 2017. Building upon the recognition of creating a lease that was green, RESD achieved Gold status in 2020 for executing green leases. This recognition certifies that "California DGS is blazing a trail to energy efficiency, deploying smart strategies to share the capital costs and savings of energy efficiency improvements in our portfolio."
- **DGS received the "Innovation in State Government" Award**—The National Association of State Chief Administrators (NASCA) honored DGS with its "Innovation in State Government" Award for Infrastructure. The award recognizes the department's role in identifying and assessing hotel/motel properties for Project Homekey to house homeless individuals in noncongregate housing to mitigate the spread of COVID-19. This is the third year in a row that DGS has received this award from NASCA; in 2019 DGS was honored for its "e-Signature for Acquisitions" project in the General Services category, and in 2018 received the award in the Infrastructure category for the Office of Administrative Hearings' "Secure e-File" project.
- **DGS earned EPEAT Purchaser Awards**—The state of California was recognized as a Five-Star Award Winner for the 2020 Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Awards for the department's efforts in promoting environmentally preferable purchasing.

GAVIN NEWSOM

Governor

**YOLANDA
RICHARDSON**

Secretary, Government
Operations Agency

DANIEL C. KIM

Director

**Department of
General Services**

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DGS
GENERAL SERVICES



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