



2021

DGS
GENERAL SERVICES

YEAR IN REVIEW

DEPARTMENT *of* GENERAL SERVICES



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A Message *from* the Director

As we draw the curtains on 2021 and embark on a new year, the trials and unique experiences of the past two years come into sharper focus. It's been said that a person's true character isn't revealed until you've seen them in times of difficulty. Here at DGS, I've seen staff who rise in the face of challenges—using knowledge and tools to skillfully maneuver an uncertain path and create newer, more efficient ways of doing things. Observing this ingenuity play out repeatedly at DGS fills me with pride.

When I joined the department earlier this year, I knew it was a major undertaking—after all, DGS is an organization with more than 3,900 employees across the state, and we provide a vast collection of services relied upon by our stakeholders, other state agencies, and our fellow Californians. What I've seen demonstrated throughout 2021 is a department that takes its service role seriously. In my role, I am focused on bringing a human-centered leadership style, one that embraces collaboration, harnesses the expertise of our

leadership and acknowledges shortcomings so that we can learn from these to build back stronger. Our employees are resilient—we listen to feedback and adapt to changing circumstances to avoid interruptions in our deliverables.

This *2021 Year In Review* highlights some of the many innovations and new initiatives that took place at DGS over these past 12 months, many in response to the ongoing COVID-19 pandemic. We've continued forging the path toward a carbon-neutral California through sustainability initiatives, and we're hitting milestones (and winning awards) in our real estate projects. The *2021 Year In Review* includes impressive achievements throughout the department.

You'll also see the fulfillment of several multiyear goals that provide major enhancements in our operations. These innovations and enhancements translate to a better experience for our customers.

The resilience and agility of DGS staff gives me great confidence that we are leading with a human-centered focus and are poised to accomplish great things in the coming year, despite the inevitable obstacles we'll encounter. We continue to welcome collaboration with our partners and customers as we strive to deliver *excellence in the business of government*.

Sincerely,

ANA M. LASSO | DIRECTOR





A Message *from* the Chief Deputy Director

This year, as the coronavirus pandemic continued to alter our lives in nearly every imaginable way, we at DGS met the challenges of 2021 strengthened by all that we learned in 2020.

A quick glance through these pages gives an indication of the breadth of our department's service offerings. When I served as interim director prior to Director Lasso's appointment in March, I witnessed firsthand the incredible collaboration that takes place among the divisions at DGS—all part of an effort to optimize how we serve our customers.

That collaborative spirit extends beyond DGS, with our interdepartmental workgroups, training and outreach programs, and other resources designed to engage the state and local government agencies we serve and involve them in the decisions we make.

I'm proud to be part of an organization that does so much for Californians. I look forward to seeing what DGS can accomplish in the year to come.

Sincerely,

JENNIFER OSBORN | CHIEF DEPUTY 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.

With more than 3,900 employees and a budget in excess of \$2 billion, DGS serves the public by providing a variety of services to state agencies through procurement and acquisition solutions; real estate management and design; environmentally friendly transportation; professional printing, design and web services; administrative hearings; legal services; building standards; oversight of structural safety, fire/life safety and accessibility for the design and construction of K–12 public schools and community colleges; funding for school construction; and disability access.

Procurement Division

Real Estate Services Division (RES)

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

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)
- Office of Enterprise Development (OED)

Director's Office

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



DGS 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.



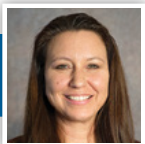
Data-Informed: We use and share data to make better decisions for ourselves and our customers.



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



2021 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 2021 the Procurement Division continued to serve our customers. Below are some of our most significant accomplishments.

- ★ **Developed eMarketplace and sustainability tool business requirements** — The Procurement Division (PD) partnered with a consultant to identify and document business requirements for a statewide eMarketplace and sustainability reporting tool for state procurements. The eMarketplace will ultimately provide California industries greater visibility into the state's business needs. State agencies can acquire the best goods and services available to serve customers along with a simplified selection of items for purchase orders

★ 2021 Strategic Plan Goal

and requisitions, saving time and ensuring accuracy. Further, sustainability reporting functionality will help DGS provide state agencies with information and assistance regarding environmentally preferable purchasing (EPP), including promoting EPP and developing strategies and training to implement it. The reporting tool will provide a solution for buyers to identify and track information on environmental and social impacts, such as greenhouse gas (GHG) emissions, global warming potential, energy and water consumption, life-cycle costs, and human health concerns related to goods and services procured.

- ★ **Created an emergency contract vendor registry** — In response to numerous massive wildfires, the onset of the COVID-19 pandemic, and other emergency events of recent years, the Procurement Division worked with DGS' Enterprise Technology Solutions to create an emergency registry for Small Business (SB) and Disabled Veteran Business Enterprise (DVBE) firms that wish to be considered for emergency contracts. The database increases visibility for registered SB/DVBE suppliers, and for state buyers who procure goods and services in response to emergencies, the registry simplifies finding those suppliers.
- † **Combined State Contracting Manual volumes 2, 3, and F and updated them to align with current procurement processes** — DGS is responsible for managing and maintaining the State Contracting Manual (SCM) volumes 2 and 3, and the volume on FI\$Cal. Maintaining three volumes is challenging and duplicative; having three volumes to consult increases the time spent by SCM users to seek and confirm information. Consolidating three volumes into one decreased the risk of errors, made content more uniform and consistent, reduced the time frame to deliver policy changes to our customers, and made it easier and faster for SCM users to access information.
- **ServiceNow California Multiple Awards Schedule portal went live** — The new ServiceNow California Multiple Awards Schedule (CMAS) portal went live on February 1, replacing the paper application process that required in-person or mail submittal.

★ 2021 Strategic Plan Goal

† 2020 or 2019 Strategic Plan Goal

The new online functionality allows suppliers to submit applications, supplement requests, and review quarterly usage reports; communicate with the CMAS analysts; and make payment via credit/debit card or e-check through the portal. The product and service codes were expanded from the initial 12 to 20, improving the marketing potential for the suppliers. The portal also features an “Ask a Question” ticketing system, allowing suppliers direct access to the CMAS Unit for assistance with functionality.

The CMAS portal has built-in field validations that decrease the potential for manual error, resulting in faster processing and triage time of CMAS supplier applications, supplements, and usage reports. In addition, an updated CMAS search portal was launched on October 14, enabling a dynamic search of the CMAS supplier portal for suppliers and codes. It also offers an export function that generates an Excel spreadsheet of the search parameters. Additional enhancements will be forthcoming throughout the next year.

- **Increased the portion of battery electric, plug-in hybrid, hybrid, and hydrogen-powered vehicles represented in the state’s fleet vehicle purchasing contract –**

Executive Order N-19-19 requires DGS to maximize the reduction of GHG emissions from the state fleet. PD continues to work toward building a more sustainable vehicle fleet for all California agencies by working with suppliers to increase the variety of zero-emission vehicles. By staying on the forefront of the changing market for sustainably powered vehicles, PD can include procurement options in the latest requests for proposals that will allow for greater versatility in meeting the various agencies’ unique needs while bolstering our sustainability mission.

- **Decreased consumption of meat and beef to help reduce GHG pollution by state agencies that maintain food service for inmates and staff at their facilities –**

Executive Order N-19-19 requires DGS to develop and implement sustainable purchasing policies across state

agencies that prioritize the purchase of environmentally preferable goods such as more sustainable food consistent with climate policies. The Procurement Engineering Unit worked with the California Department of Corrections and Rehabilitation (CDCR) to identify foods served in CDCR facilities that contribute to higher GHG emissions. PD assisted CDCR with the implementation of two meatless days per week in the general inmate population to reduce CDCR’s GHG by 14%.

- **Implemented electric highway sweepers contract –**

PD worked with Caltrans to establish a multiyear contract for the purchase of electric highway sweepers. This will help with GHG reduction and allow Caltrans to use this equipment in support of its Clean CA campaign. Caltrans has an initial plan to purchase 17 electric highway sweepers.

- **Developed Buy Clean California Act calculation**

methodology – PD has been tasked to develop a methodology for calculating the maximum global warming potential (GWP) for eligible materials in support of the Buy Clean California Act (BCCA) legislation. The BCCA targets the reduction of embodied carbon in specific construction materials. PD has developed the methodology and is collaborating with the California Air Resources Board for setting the maximum GWPs and capturing the data. Information to be collected will include BCCA construction materials used in a project, along with the materials’ associated GWP as reported in the environmental product declaration.

- **Deployed environmentally preferable purchasing training –**

DGS now offers state departments and agencies basic training classes on environmentally preferable purchasing (EPP). The training provides information on the tools and standards for EPP and supports the state’s efforts to reduce greenhouse gas emissions, plus mitigates the impacts of climate change by empowering and teaching state buyers methods to increase the share of department dollars spent on EPP.

- **Created purchasing standards for services**—DGS created 11 new purchasing standards for services to help state agencies buy environmentally preferable goods and services to go along with the existing purchasing standards for goods. The new purchasing standards include guidance for state buyers on the services that are most used by the state.
- **Granted automatic one-year certification extensions to certified Small and Disabled Veteran Businesses to mitigate COVID-19 impact**—The Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) extended over 6,200 expiring certifications between September 2020 and May 2021. This allowed the certified businesses to focus on economic recovery and allowed the state to continue to procure needed supplies and services without interruptions, thus sustaining the recovery and continued growth of the certified business community.
- **Created CalSAT, the California SB/DVBE Atlas Tool**—The Procurement Division launched CalSAT, a visual interactive mapping tool that overlays the certification and procurement information of Small Businesses/Disabled Veteran Business Enterprises (SBs/DVBEs) onto the CalEnviroScreen map of disadvantaged communities to assess the effectiveness of SB/DVBE certification and outreach programs statewide and in disadvantaged communities. CalSAT will be used to inform future certification and targeted outreach efforts, especially in the state's disadvantaged communities, and will provide certified or potential state vendors with insights on their competitors doing business with the state in the same markets.
- **Implemented Purchasing Authority Accreditation**—To increase autonomy and promote high-quality and responsible acquisitions for state agencies with delegated purchasing authority, the Procurement Division's Purchasing Authority Unit started developing the Purchasing Authority Accreditation process in 2015. Aimed at providing a checks-and-balances approach when delegating purchasing authority, this process would enable state agencies to continuously improve in the

procurement area. The implementation phase of this process started in mid-2017, with a vision toward increased transparency and clarity in pathways to comply with laws and policies. These attributes will ultimately improve customer service. December 2020 completed the first triennial schedule and the implementation phase of this project. Most state agencies have now completed the accreditation process with a few remaining agencies in the process of finalizing their accreditations. State agencies will now embark on the Purchasing Authority Accreditation maintenance phase, which will monitor state agencies that have been granted purchasing authority through accreditation. In addition, as of October 15, the Purchasing Authority Unit processed 48 purchasing authority change requests, which include items such as procurement and contracting officer and purchasing authority contact updates, purchasing authority increase requests, emergency purchase (non-natural disaster) authorizations, and procuring for secondary department requests.

- **Expanded Dispute Resolution Unit customer service**—In 2021, the Dispute Resolution Unit (DRU) and the Public Records Act (PRA) program managed an unusually high volume of digital public record requests, many of which were related to COVID-19 pandemic procurements. The PRA unit had received a total of 210 requests by October 15. These requests were voluminous and challenging on our system tools.

In response to the COVID-19 requests and system inefficiencies, the PRA team consulted with Enterprise Technology Solutions and developed a process by which content is produced directly from SharePoint and shared locally with DGS for review, editing, and approval. Additionally, we are now able to (via SharePoint) produce in one communication with external requestors a finished product of a public records request. This saves time, resources, and provides first contact resolution for the requestor.

The Non-Competitively Bid (NCB) program has seen a rise in the need to amend agreements due to delays in meeting deliverable requirements during the COVID-19 pandemic. The NCB unit

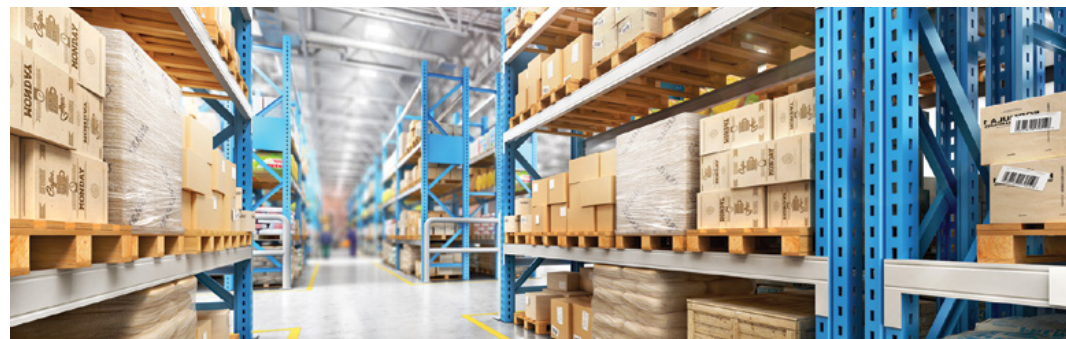
received a total of 315 requests as of October 15. This includes Limited to Brand (LTB) and Special Category Requests (SCR) as well. During the year DRU has partnered with the California Procurement and Contracting Academy (CalPCA) to perform more consistent training as it relates to NCB policy and procedures. One of the NCB unit's greatest accomplishments in 2021 was achieved through our analysis of submissions and reducing, validating, or correcting documentation that was either in error or excessive in cost. This level of analysis has resulted in a savings of \$64,772,076.08 from being awarded via NCB, LTB or SCR reviews.

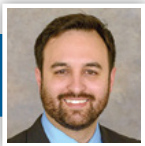
ePROCUREMENT AND BUSINESS INTELLIGENCE STRATEGIES SECTION ACCOMPLISHMENTS

- **Launched an updated custom UNSPSC list for statewide use** – California's customized United Nations Standard Products and Services Code (UNSPSC) list was streamlined from over 55,000 different codes to classify goods and services down to 13,000, and is now comprised of only goods and services procured by the state. This was done to streamline the selection process for both state buyers and bidders, bolstering the match potential between bidders and state buyers to ensure that the state of California can access the largest possible bidder pool to leverage its buying power.
- **Implemented six new public dashboards using State Contracts and Procurement Registry System data** – These new dashboards were designed to provide the general public a transparent view into state of California procurement practices by breaking up the State Contracts and Procurement Registry System (SCPRS) data into smaller, more consumable chunks using the most commonly requested Key Performance Indicators the team receives from external customers.
- **Provided FI\$Cal testing support for the testing phase of the new Contracting Activity Report functionality** – The eProcurement team staged over 300 different procurement transactions in the FI\$Cal system, in both the Purchase Order

module and in the SCPRS modules. This allowed the OSDS team the ability to test a full array of different transactions to ensure that the complex business rules associated with the Contracting Activity Report were working correctly.

- **Implemented procurement and contracting policy and procedures** – DGS' procurement team implemented Assembly Bill (AB) 323, a new requirement for DGS to collect and report statewide data on media contracts including elements such as platform, ethnicity, and amounts awarded. The team also implemented Senate Bill 588, AB 230, AB 1365, new requirements about contracting with DVBE entities intended to strengthen the state's DVBE Contractor/DVBE Subcontracting Consolidation Report form DGS PD 810D, and modified the Prime Contractor's Certification – DVBE Subcontractor process program.
- **Shifted all procurement training online** – CalPCA offers acquisition-related training to California state acquisition professionals, currently offered through two in-depth certificate programs and numerous specialized classes. In response to coronavirus challenges and business needs during 2020, CalPCA moved all training to online distance training. CalPCA now offers all classes as self-paced through its learning management system, or through live webinars. Since implementation, CalPCA had 6,600 new enrollments in 2021, for a total of 9,894 students. Student attendance for webinars averaged 150 participants, and purchasing professionals completed 10,915 courses.





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.

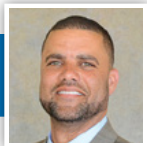
Some notable RES D accomplishments this past year included:

- ★ **Continued to help build affordable housing on excess state real property**—To expand utilization of excess state real property, RES D developed requests for proposals, evaluated responses, and selected at least five developers to construct affordable housing. This goal enhanced the efforts of local jurisdictions to meet their affordable housing goals in accordance with their Regional Housing Needs Allocation targets.
- ★ **Consolidated project- and program-level reporting**—RES D developed consolidated project- and program-level reports that efficiently and concisely display cost, schedule, contract, and funding project data. This goal enhanced accessibility and visibility of project and program data, allowing staff to be better informed of cost and schedule impacts to each client's projects and program.

★ 2021 Strategic Plan Goal

- **Continued the implementation of Executive Order N-06-19**—RES D issued a second master request for qualifications (RFQ) for multiple excess sites; released individual RFQs for excess sites in Los Angeles, San Diego, and Stockton; released three requests for proposals; and selected seven firms to develop affordable housing projects in seven excess sites.
- **Continued outreach and collaboration with departments seeking to adjust space utilization in response to increase in telework**—RES D developed leased space portfolio mapping tools and developed portfolio-wide space reduction strategies for 11 of DGS' largest client departments, comprising approximately 50% of the total office leased portfolio. To date, RES D's Real Estate Leasing and Planning Section has assisted or is assisting client departments with 49 efforts for space reduction, terminations, consolidations, or requests to reduce in place, providing for a current reduction of 655,930 square feet of state leased space.





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 recent years have presented challenges, we managed to make huge strides in our continual growth and development, specifically:

★ Rolled out an inventory management system –

FMD implemented a process that captures, organizes, analyzes and predicts future needs regarding building supplies, tools and equipment. This new system benefits FMD customers by enabling better management of our supplies and needs, ensuring more proactive maintenance, and allowing for quicker responses to tenant needs. This was the second year of a multiyear goal.

† Implemented service-level agreements – FMD began working across the state with tenants to develop service-level agreements (SLAs) and establish a clear understanding of

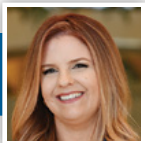
service delivery expectations in conjunction with building staff capabilities. Establishing the SLAs and related processes enables FMD and our tenants to communicate more effectively, manage resources more efficiently, and collaborate in a more cohesive fashion. FMD developed standardized SLA templates for all tenants after finalizing a 2020 pilot test involving a large state department. This was the continuation of a multiyear goal.

† Conducted building water usage assessments –

FMD collaborated with local utilities to survey selected facilities for water consumption issues and conservation opportunities. The results will be used to develop cost-benefit analyses and then prioritize water conservation projects. Cost-benefit data will be used to document existing water delivery/metering processes, consumption, proposed replacements, replacement costs, and potential water savings. Reducing water usage and waste will reduce costs, which translates to increased benefits to our tenants. Understanding how state facilities use water – and where water savings may be possible – is necessary to execute sustainability directives and ensure compliance with green and sustainable measures.

† Established a statewide building engineer training

program – FMD is beginning the process of providing additional training to develop a more informed, confident and proactive team of building engineers equipped to maintain our buildings at a higher standard. Completion of this training will provide significant cost savings to the state since fewer dollars will be paid to external service providers. Tenants will experience more timely repairs and completed maintenance projects. Training will be rolled out to all FMD regions, with data collected to capture and validate effectiveness metrics. Video training will also be recorded and connected to key machinery for future training references.

**LINDSEY ROWELL**

DEPUTY DIRECTOR (PREVIOUS), OFFICE OF SUSTAINABILITY

Office of Sustainability

The DGS Office of Sustainability (OS) is committed to reducing California's environmental footprint by reducing energy use in state facilities; producing clean energy; managing and storing energy; producing vehicle electrification infrastructure; reducing greenhouse gas emissions; and reducing water use.

OS develops and implements comprehensive clean climate change mitigation and adaptation strategies, manages crucial programs, and implements projects and programs for various state agencies and facilities. The office leads by example as it assesses, develops, and implements programs supporting state agencies in the areas of clean energy, battery storage, and microgrids; energy efficiency retrofits; and electric vehicle (EV) charging infrastructure development. In addition, the office develops sustainability policies and practices for all state agencies to support the state's aggressive environmental and carbon neutrality goals. OS leads and coordinates state agency reporting and implementation of sustainability policies. These policies include Zero Net Energy (ZNE), Leadership in Energy and Environment Design (LEED) certification, state building energy and water use reduction and benchmarking, and recycling. These efforts lead many state sustainability efforts and support DGS and other departments in greening state facilities.

- ★ **Installed 600 electric vehicle charging ports in 2021 to support the reduction of carbon emissions from transportation** — OS installed 600 charging ports across the state to serve both fleet and employee charging needs. By 2025, DGS will strive to install up to 6,000 charging ports to serve nearly 300 state facilities. As this new and emerging industry evolves and new technologies are introduced into the market, DGS will need to adapt to new technology options, vehicle-to-grid opportunities, market adoption rates and customer usage patterns. As a result of COVID-19, the Transportation Unit transitioned to virtual bid walks for EV charging installation projects to reduce exposure to staff and keep project schedules on track, while also reducing emissions from travel.
- ★ **Installed 8 megawatts of renewable energy systems in state facilities in 2021 to support the statewide goal of procuring 100% renewable energy** — OS installed 10.44 megawatts (MW) of solar power at various state facilities. This year's accomplishments keep us on pace to meet our cumulative target of 100 MW of renewables by the end of 2022. Additionally, the office has begun assessing potential battery storage and microgrid projects a year earlier than anticipated. The office is actively furthering its efforts to adapt to recent environmental events in California by contributing to statewide mitigation efforts. DGS is also pursuing options for both on-site and off-site renewables, critical to achieving carbon neutrality goals in less than 30 years. Currently, there are 18.7 MW of active projects in construction.
- ★ **Reduced carbon emissions from state facilities by implementing energy-saving retrofits that reduce energy use in buildings by 6 million kilowatt hours** — OS completed energy retrofit projects that saved over 6 million kilowatt hours (kWh) in state facilities for a total target savings of 20 megawatt hours through 2021. Energy efficiency is first in the loading order established in California's Energy Action Plan, and harvesting cost-effective efficiency remains the lowest

★ 2021 Strategic Plan Goal

2021 ACCOMPLISHMENTS

cost option to reduce energy use and carbon emissions from our state facilities. Projects were completed this year at various sites including the Department of Motor Vehicles headquarters, and at DGS multi-tenant office buildings in Mission Valley and San Diego. Highlighted measures include upgrades to complex commercial heating and cooling systems, controls and lighting upgrades. The energy saved from these projects could power over 800 homes.

- **Zero Net Energy policies, guidance and renewable energy procurement helped increase DGS' ZNE portfolio to 46% —** OS developed Zero Net Energy (ZNE) Policies in 2017 and continues to provide guidance to DGS and other state

agencies to evaluate and achieve ZNE on new and existing state buildings. Through the end of 2020, DGS has achieved ZNE on 46% of its building area, and three new ZNE buildings are being added to the DGS portfolio in 2021, which should increase this number to above 50%, meeting the 2025 ZNE target four years in advance. This was achieved through a combination of elements, including improved energy efficiency at existing DGS buildings; long-term purchases of 39 MW of off-site renewable energy through SMUD's SolarShares program; and three on-site renewable energy Power Purchase Agreements at DGS facilities.





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 2021, ISD continued to make great strides toward improving business processes and innovating ways to better serve its customers and the public.



EVAN SPEER
CHIEF (PREVIOUS), 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 2021 include:

- ★ **Implemented an automated vehicle maintenance and repair payment system**—DGS' Fleet Operations Unit implemented a new payment system for its Maintenance and Repair Unit using a newly acquired Statewide Fleet Card contract. Previously, the Fleet Operations Unit processed hundreds of manual invoices daily, which was both time-consuming and inefficient. The new system provides the ability to deploy a virtual payment card as soon as an invoice is

★ 2021 Strategic Plan Goal

2021 ACCOMPLISHMENTS

received and entered. This new payment solution significantly reduces the time it takes for maintenance and repair vendors to be paid and streamlines the invoice payment process.

★ **Transitioned 8,500 parkers to an automated parking data management and payment processing system—**

Customers of OFAM's Parking Administration Unit (PAU) at 23 parking facilities were managed through a manual paper application process and tracked on a spreadsheet. All interactions with the PAU—such as initial payments, cancelling parking access, and reporting issues—were done through in-person interaction or via phone or email requests. To provide a more efficient and customer-friendly process, the PAU developed a customer portal that automates all account and profile management functions. The PAU transitioned all its 8,500 parkers to the new system in 2021. This enabled customers to have 24/7 account access for changes, cancellations, payment processing and submission of information with security encryption. The parking portal reduces paper waste, decreases interaction time, improves the customer experience, and provides enhanced data security.

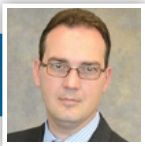
† **Maximized use of downtown Sacramento parking facilities—**

OFAM maximized utilization of downtown Sacramento parking facilities through efficient parking data management and expanded service hours. OFAM installed Parking Access Revenue Control System (PARCS) technology in two downtown Sacramento parking facilities, with four additional installations scheduled for early 2022. Moving forward, OFAM will use parking patterns and usage data acquired through PARCS to increase parking facility utilization by 33% at our facilities where public parking is available. By expanding hours of operation to the public, OFAM will increase revenue to address deferred and ongoing maintenance, which improves facility conditions and provides an improved customer experience for monthly and public parkers.

• **Provided safe, noncongregate shelter to vulnerable populations at risk of infection from COVID-19—**

OFAM supported the Governor's Office of Emergency Services, the California Department of Food and Agriculture, and the California Department of Social Services to quickly identify and secure hotel rooms throughout the state for use as noncongregate shelter by health care workers, emergency responders, agricultural workers, and asylum seekers crossing the southern border from Mexico into the United States. As a result of these efforts, over 50,000 individuals vulnerable to COVID-19 infection were provided a total of over 2.5 million room nights to self-isolate, protecting themselves and reducing the potential for further spread of the virus. Not only did OFAM's efforts help in the fight against the spread of COVID-19; they also helped provide a safe and welcoming environment to individuals working on the front lines of the pandemic, working in critical high-risk industries, or fleeing extreme hardship and danger.



**BRENT JAMISON**

STATE PRINTER (ACTING), 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, the Office of State Publishing (OSP) has provided critical and innovative printing and communications services to California state government operations. OSP's services include customized offset and digital printing services, including legislative bill printing, mass mailing services, fulfillment services, records storage services, and administering the interagency mail services program. OSP is committed to helping our customers meet their evolving demands for high-quality products and publishing services. In 2021, OSP worked to improve the cost-effectiveness and efficiency of its services, while responding to the continuing operational challenges posed by the COVID-19 pandemic.

- ✦ **Conducted a comprehensive audit and reconciliation of the State Records Center**—OSP completed a comprehensive audit of all holdings at all three State Records Center (SRC) facilities and evaluated SRC business practices. This effort included conducting a full records inventory and reconciliation, removing inactive records, and updating the billing system based on the audit results. This audit has allowed OSP to identify opportunities for increased efficiencies and improved space utilization and is a critical first step in OSP's effort to modernize business practices at the SRCs.

✦ 2021 Strategic Plan Goal



- **Maintained operations during the pandemic**—In 2021, OSP was successful in maintaining its operations during the COVID-19 pandemic. OSP is considered an essential government service and, as such, its print and design services are considered critical to operations and missions of California state agencies. OSP operates most of its facilities 24 hours a day, seven days a week over three daily shifts. Due to the nature of its work, the vast majority of OSP employees must be physically present to perform their duties and cannot telework (of more than 300 OSP employees, approximately 12 can regularly telework). Utilizing guidance from the California Department of Human Resources (CalHR) and the California Department of Public Health, OSP developed and implemented protocol to keep employees safe while maintaining operations. These procedures included symptom-screening and temperature-checking all employees and visitors upon entry to OSP facilities. As a result, OSP did not experience any interruptions to its operations in 2021, nor did it incur any known cases of employee-to-employee transmission.
- **Established a collaborative relationship with the California Prison Industry Authority**—Both OSP and the California Prison Industry Authority (CALPIA) offer printing services to California state agencies, but each operation excels at different products or quantities. In 2021, OSP and CALPIA finalized an agreement to establish a collaborative relationship to ensure that state agencies select the operation most effective for their printing needs. OSP and CALPIA also created the California State Government Printing Services website (<https://www.dgs.ca.gov/OSP/Resources/Page-Content/Office-of-State-Publishing-Resources-List-Folder/California-State-Government-Printing-Services>), which guides customers to the operation that can fulfill their needs for specific types of products.

DGS



MIA MARVELLI | EXECUTIVE DIRECTOR,
CALIFORNIA BUILDING STANDARDS COMMISSION

California Building Standards Commission

The California Building Standards Commission (CBSC) administers the rulemaking process for adoption and publication of the California Building Standards Code, Title 24 of the California Code of Regulations.

Significant accomplishments in 2021 included:

- **Provided an electronic payment process for cities and counties to submit their Building Standards Administration Special Revolving Fund fees**—CBSC receives more than 500 checks every calendar quarter for Building Standards Administration Special Revolving Fund (BSASRF) fee payments from more than 580 cities and counties. These are received via surface mail and manually processed. In 2021, CBSC completed its two-year goal of implementing an electronic payment process for cities and counties to submit their BSASRF fees. This electronic payment method streamlines processing, saving staff time and resources for both CBSC and the cities and counties utilizing this electronic payment method.
- **Administered the 2021 Triennial Code Adoption Cycle**—CBSC administered the code adoption process to develop the 2022 edition of Title 24 of the California Code of Regulations. Title 24 establishes the building code requirements for the safe design, construction, maintenance and alteration of all publicly and privately owned buildings in California. The code adoption

process started in 2020, when state agencies conducted workshops to develop draft building code changes. The formal process started in February 2021 with the agencies submitting 45 rulemaking packages containing multiple proposed code changes. Public Code Advisory Committee meetings were conducted, where committee members made recommendations on each proposed code change. Public comment periods concluded in November. The commission reviewed and adopted many of the proposed code changes during its December 2021 and January 2022 meetings. The code changes will be effective throughout California on January 1, 2023. Please visit the 2021 Triennial Rulemaking Cycle webpage (<https://www.dgs.ca.gov/BSC/Rulemaking/2021-Triennial-Code-Adoption-Cycle>) for information about these activities.

- **Transitioned to virtual public meetings** – In response to the COVID-19 stay-at-home orders and Governor Newsom's executive orders, CBSC transitioned all public meetings required to be held in person to a virtual meeting platform. This necessitated that CBSC acquire virtual meeting software that could provide an effective, safe, transparent and accessible experience for its public participants. Administrative staff embraced the change by swiftly learning, testing and providing training to CBSC committee and commission members to ensure the meetings ran effortlessly. In 2021, CBSC conducted 13 virtual public meetings.



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 2021, 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 2021 and spring 2022 statewide general obligation bond sales. With these funds, more than 1,891 new classrooms were built to house incoming students and more than 948 classrooms were modernized.

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

- ★ **Integrated grant agreement functionality into OPSC Online** – OPSC worked with DGS' Enterprise Technology Solutions to expand OPSC Online, which now enables school district stakeholders to instantly access the Grant Agreement via OPSC Online and electronically sign, transmit and receive a completed, signed copy. The Grant Agreements exist in OPSC Online and school districts have access anytime without having to print a hard copy.

★ **Created a School Facilities Program virtual training series —**

OPSC created content and conducted a training series with 15 distinct virtual outreach events to share program information and engage with school districts. Districts and other interested parties received information about how to apply for and successfully navigate the requirements associated with state funding. This information is valuable to all applicants, but particularly those who have less experience (district staffing changes occur frequently throughout the state). In the remote meeting environment, the content can be archived so that interested parties can access it in the future at their convenience. Remote delivery also broadens the audiences for these outreach events, as there are no travel costs. In total, the 15 events were attended by 900 people. OPSC posted the virtual trainings to its YouTube Channel, where they have been viewed more than 1,200 times.

• **Implemented the California State Preschool, Transitional Kindergarten, and Full-Day Kindergarten Program —**

The 2021–22 State Budget provided \$490 million to the existing Full-Day Kindergarten Facilities Grant Program. The budget also expanded the program to allow for the construction and retrofit of classrooms to house California State Preschool Program and Transitional Kindergarten students. OPSC worked with stakeholders to develop regulation changes for presentation to the State Allocation Board that include expanding the program to fund retrofits and new construction funding for facilities for the California State Preschool Program and Transitional Kindergarten facilities, to propose loading standards for those facilities, and to restart the program for the Full-Day Kindergarten Facilities Grant Program. Additionally, OPSC, in collaboration with DGS' Enterprise Technology Solutions, began work on an online application module within OPSC Online for paperless application submittal for this newly expanded program.



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 2021, 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 over 4 million Californians who have a disability and/or provide support for this community.

★ **Evaluated attorney compliance with Title III court filing mandates —**

California Civil Code Section 55.32 requires that attorneys filing an Americans with Disabilities Act (ADA) Title III complaint, prelitigation letter, or case outcome report submit the complaint to CCDA within five business days of filing. During 2021, CCDA engaged in a comprehensive research effort, evaluating data from 62 court systems (four federal districts and 58 California Superior Courts) to determine attorney compliance with this mandate. CCDA developed recommendations for reaching out to law firms that have filed ADA Title III claims, and prepared a letter to California-licensed attorneys for publication in the California State Bar newsletter discussing the mandate and providing links to CCDA's Service Now portal for filing.

With the successful completion of this goal, CCDA increased awareness and knowledge of the statute and the submission rates of ADA Title III cases.

- **Recirculated the Open-Air Dining and Curbside Pickup informational tool**—To meet the continuous needs of stakeholders, CCDA recirculated the Open-Air Dining and Curbside Pickup Disability Access Considerations informational tool. As businesses are increasingly making outdoor and curbside options into a more permanent operation throughout California, the potential for access barriers increases. This tool was offered for stakeholders in English, Spanish, traditional Chinese, and simplified Chinese. The tool was also published within the summer edition of the California Economic Development Journal.
- **Partnered with the DGS Office of Small Business and DVBE Services and the Contractors State License Board to survey more than 50,000 businesses and licensed contractors**—Over 59,000 construction-related physical access violations have been collected by CCDA over the last five years. Parking has consistently been the most common alleged access barrier. To take advantage of this educational opportunity, the commission launched the Accessible Parking Campaign. To generate stakeholder guidance with the development of the Accessible Parking Campaign, CCDA effectively surveyed more than 50,000 stakeholders through a questionnaire. CCDA recognizes the gracious partnerships of DGS' Office of Small Business and DVBE Services and the Contractors State License Board, which provided access to its listserv for this effort.



DGS



IDA CLAIR

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.

Despite unanticipated disruptions caused by the COVID-19 pandemic, DSA continued to maintain its proven success of ensuring the safety of public-school construction through stringent oversight and review. And despite the disruptions, DSA was still able to accomplish some of its 2021 Strategic Plan Goals. These accomplishments include:

- ★ **Released new resources on construction-related accessibility for public housing and for electric vehicle charging stations**—The "Guide to Public Housing Regulated by Chapter 11B of the California Building Code" was the first in a series of accessibility resources to be developed by DSA as part of the commitment to increase understanding and promote the consistent application of the accessibility provisions of the building code among the state's stakeholders. Next, DSA released an accessibility resources video on electric vehicle charging stations (EVCS). A third resource, a design guide for detectable warning surfaces, is planned for 2022. Use of these resources will benefit individuals with disabilities by helping design professionals, EVCS service providers, and local jurisdictions interpret and apply accessibility regulations in the built environment. These resources will also assist business and facility owners in the maintenance of regulated accessible features.

★ 2021 Strategic Plan Goal

2021 ACCOMPLISHMENTS

- † **Advanced DSA's Sustainability Education and Outreach Program**—DSA provides resources and information that will help school districts and community colleges comply with rapidly advancing legislation and policy in California that targets full decarbonization of the built environment by 2045. DSA contributed to more efficient school facilities through the Getting to Zero Over Time cohort, in which DSA and the New Buildings Institute partnered to work with representatives from 57 school districts to support them in their efforts to develop a road map to net-zero energy and zero carbon across their portfolio. DSA updated the California-specific criteria for the 2020 collaborative for high-performance school programs, which helps school districts demonstrate achievements in green building and energy efficiency design. DSA also hosted a webinar on the electrification of school kitchens, informing districts about cooking technology that increases energy efficiency and reduces greenhouse gas emissions so that California's school districts can make informed decisions on the type of kitchen equipment they will purchase that aligns with California's climate action goals.
- **Launched a new learning management system that will continue to grow to meet the needs of DSA staff and clients**—For the purpose of promoting consistency in the knowledge and application of the California Building Standards Code as well as providing sustainability outreach, the DSA Academy was transformed into an online, on-demand learning management system in August 2021. New courses will continue to be added as more DSA programs are incorporated.
- **Updated and improved the recertification training and examinations for school construction project inspectors certified by DSA**—DSA began utilizing new software to expedite administrative tasks previously completed manually. These innovative electronic methods allowed DSA to proctor the project inspector certification examinations that had been postponed and canceled in 2020 and early 2021 due to the COVID-19 pandemic. Additionally, the trainings were deployed

in the new DSA Academy learning management system, and the training's content and final examination were updated to include the new building code requirements.

- **Enhanced stakeholder collaboration utilizing the Public School Construction Collaborative**—The Public School Construction Collaborative began its work as a 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.
- **Lowered costs for California's public schools by reducing plan review fees**—DSA has the authority to make fee adjustments for plan review services in order to maintain a reasonable working balance in the Public School Planning, Design and Construction Review Revolving Fund. Conversely, if reserves in the fund exceed the amounts prescribed in statute, DSA will take action to reduce fees. In May 2021, fees paid by K-12 public schools and community colleges for structural plan review services were reduced by 10%. Given that California's public schools are publicly funded, any cost savings that DSA can offer are beneficial to the whole state.
- **Enabled more technical professionals to serve the disability community and business owners by reducing fees for the Certified Access Specialist certification program**—The Certified Access Specialist (CASP) program is designed to meet the public's need for experienced, trained and tested individuals who can inspect buildings and sites for compliance with applicable state and federal construction-related accessibility standards. In July 2021, revised regulations for the CASp program that included fee reductions went into effect, thereby making certification more affordable for

this voluntary program. By statute, each applicant for CASp certification pays an application fee, examination fee and certification fee at a level necessary to meet the operating costs of the program. DSA periodically reviews the fee schedule and adjusts the fees when necessary.



My business is accessible. Is yours?

HIRE A CASp. GET LEGAL BENEFITS.

IS YOUR BUSINESS ACCESS COMPLIANT UNDER FEDERAL ADA STANDARDS & CALIFORNIA LAW?
A Certified Access Specialist (CASp) can help determine if your facility is access compliant.

WITH A CASp INSPECTION, YOU GET ...

A review by a professional who knows which accessibility standards apply to your facility.	An action plan for changes needed for your facility to become compliant.	Legal benefits that may reduce your financial liability in a lawsuit.
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For more information and to find a CASp in your area, visit www.dgs.ca.gov/casp




DGS



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

Office of Administrative Hearings

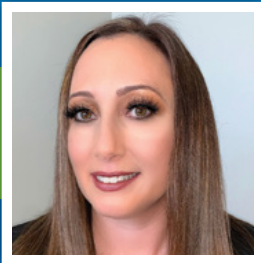
The Office of Administrative Hearings (OAH) serves as a neutral forum for fair and independent resolution of administrative matters for state and local government agencies. OAH is divided into three statewide divisions: The General Jurisdiction Division, the Special Education Division, and the Administration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

In 2021, OAH focused its efforts on bringing greater efficiencies to the services we provide to all parties by implementing virtual hearings, mediations and other events. We strive to deliver the highest quality administrative hearing services in a secure, cost-effective manner. To this end, in 2021, OAH completed the following:

- ★ **Procured and implemented a system to conduct hearings and other events virtually**—OAH procured and implemented the hardware and software necessary to conduct virtual hearings and related events in all regional offices and to provide electronic access to parties when necessary. OAH developed and implemented all necessary training for Administrative Law Judges and staff, and provided assistance and instructions for the parties appearing before us. Full implementation of virtual hearings allows OAH to focus on providing timely due process to the parties appearing at our hearings, mediations and other administrative events without jeopardizing the health of any participant.

★ 2021 Strategic Plan Goal

2021 ACCOMPLISHMENTS



KATHERINE MINNICH
DEPUTY DIRECTOR, ADMINISTRATION DIVISION

Administration Division

The Administration Division had a productive and successful year in 2021. Despite numerous challenges, staff has consistently delivered administration services to internal and external customers while embodying resiliency, dedication and teamwork.



GARY RENSLO | CHIEF INFORMATION OFFICER,
ENTERPRISE TECHNOLOGY SOLUTIONS

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 2021, ETS supported several projects to streamline internal DGS operations:

- ✦ **Implemented a data warehouse to improve decision-making through data analytics** — Established a data warehouse that delivered numerous benefits for DGS, including improved data quality and simplified access to information for making informed business decisions. The data warehouse converts, standardizes, and archives data from multiple sources into a centralized location. This is the first year of a two-year goal.
- ✦ **Conducted feasibility analysis for technology platform transformation** — Conducted a feasibility analysis for the transformation of the DGS human resources and project accounting technology platforms. Moving to modern consolidated technology reduced complexity and risk, increased alignment with best practices, and requires less

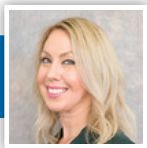
support. The feasibility analysis included business and technical requirements, system interdependencies, and a plan for selecting technology that meets business needs. This is the second year of a two-year goal.

- † **Established a privacy program for DGS** — ETS continued to mature the privacy program for DGS in 2021, reducing the potential for privacy breaches, litigation and reputational harm. The program also provided more efficient and secure operations in support of excellence in the business of government while maintaining the trust of the state entities we serve and the citizens that depend on such services. To accomplish this, ETS continued to document details of personally identifiable information (PII) used by DGS; documented a process to review services provided by third-party contractors with access to PII; identified any gaps in compliance with privacy laws; enacted policies; ensured training was developed and delivered to DGS employees and contractors; and continued privacy program rollout to DGS program areas. This is the second year of a three-year goal.
- **Implemented the DGS Cornerstone OnDemand learning suite** — Implemented the Cornerstone OnDemand enterprise learning management system (LMS) in collaboration with DGS' Office of Enterprise Development. This system replaced the legacy LMS in support of approximately 3,900 DGS employees, 2,500 external learners, and 25,000 state employees. Cornerstone OnDemand provides an enterprise training platform that offers DGS staff, state employees and public learners the ability to register for online trainings, review curricula and other learning materials, and complete virtual lead courses, exams, and certifications. Further, the system also provides an online payment system to process training fees.
- **Implemented Veracode** — ETS implemented Veracode, a Software as a Service (SaaS) solution that improves the security of all our custom-developed applications. With Veracode, we can analyze applications while they are in development to ensure no security vulnerabilities exist. Additionally, Veracode can perform

regular scans of existing web applications to ensure they are still secure, and if new vulnerabilities are found, it provides comprehensive guidance to rapidly resolve them in order to reduce the risk of a breach across DGS' web applications.

- **Migrated 25 on-premise applications to the cloud environment** — Identified and migrated 25 on-premise DGS-hosted applications to the Microsoft Azure cloud environment. This significantly benefits business users by providing them a Platform as a Service (PaaS) solution that improves computing, scalability, and fail-over capabilities for their business needs. Identifying and moving these applications quickly enabled cloud-hosted benefits: issues with teleworking staff connecting to DGS servers were resolved, and all parties benefit from the minimum upkeep on environments offered by Azure.





JACQUELINE CAMPION
CHIEF, OFFICE OF FISCAL SERVICES

Office of Fiscal Services

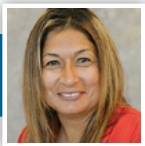
The Office of Fiscal Services (OFS) coordinates and develops the DGS rate (price-setting) process, and coordinates and directs all accounting, budgeting and fiscal reporting activities for the department and client state agencies.

★ **Developed a centralized invoice processing platform –**

OFS utilized an external web-based portal to enable DGS suppliers to submit invoices electronically. This improved timeliness of invoice processing by automating multiple process steps, sending notifications, and escalating invoices that are not processed promptly. Additionally, OFS created dashboards and reports to track the status of invoices that have been submitted. These updates and improvements streamlined the supplier invoice workflow, reduced overall processing time, and increased transparency and access to real-time data.

- **Provided contracted fiscal services to six new accounting clients and four new budgeting clients –** OFS successfully onboarded six new clients for accounting services, including the California African American Museum, Delta Protection Commission, Native American Heritage Commission, and California Arts Council, as well as two newly established departments: the California Privacy Protection Agency and the Office of Energy Infrastructure Safety. Four of these clients have also been onboarded for budgeting services, including the Native American Heritage Commission, Delta Protection Commission, California Privacy Protection Agency, and Office of Energy Infrastructure Safety.

- **Provided accounting strike team assistance to four state agencies –** OFS established the Accounting Strike Team in 2020–21 to provide accounting assistance on a temporary basis to departments that were struggling to perform accounting functions independently and required temporary assistance to get caught up and become self-sufficient. In the past year, the Accounting Strike Team provided accounting services to four state agencies, including CalHR, Delta Protection Commission, Native American Heritage Commission, and California Arts Council.
- **Negotiated amendments to Budget Bill language to streamline processes and provide flexibility –** Collaborated with the Department of Finance to amend Budget Bill provisional language to ensure that the California Commission on Disability Access is able to fully utilize revenues intended to support its programs.
- **Launched new dashboard to display revenue data from FI\$Cal –** Partnered with ETS to enhance existing dashboards to reflect new FI\$Cal functionalities. OFS also launched a new revenue dashboard to provide greater transparency and timeliness for service-providing programs to track their progress toward their statutorily mandated cost recovery.
- **Successfully negotiated the approval of 10 Budget Change Proposals –** DGS priorities are reflected in the approved 2020–21 Budget, which provided funding to support several DGS program activities, including deferred maintenance on fire alarm systems, opening new environmentally innovative state office buildings, increasing electric vehicle charging infrastructure, and statewide emergency response activities, among other items.



ESTELA GONZALES
CHIEF, OFFICE OF HUMAN RESOURCES

Office of Human Resources

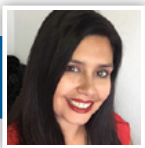
The Office of Human Resources (OHR) provides services in the areas of recruitment, hiring, statewide telework policy, benefits and pay transactions, upward mobility, reasonable accommodation, labor relations, and constructive intervention.

- ✦ **Transitioned the Request for Personnel Action tracker to a new platform**—In collaboration with Enterprise Technology Solutions, transitioned the Request for Personnel Action (RPA) tracker to a new platform, Service Now, in order to efficiently manage and accurately report RPAs. This new solution offers a dashboard that is user-friendly, secure and transparent, enhancing the ability for OHR and our customers to know the status of RPAs.
- ✦ **Enhanced and formalized the Upward Mobility Program**—OHR identified, developed and incorporated tools, resources, processes and information to assist eligible employees with advancing their careers into technical, professional and administrative classifications.
- ✦ **Implemented the Connect Mentorship Program**—Implemented the Connect Mentorship Program to bring together individuals within the organization to build positive and meaningful professional connections. A formalized application and matching process was developed, as were tools and resources to help participants navigate the mentoring relationship.

✦ 2021 Strategic Plan Goal

- **Updated seven Personnel Operations Manual sections**—The revisions to OHR's Personnel Operations Manual (POM) have modernized policies and streamlined processes. The implementation of these policies and procedures provides a road map for day-to-day operations, ensures compliance with laws and regulations, and offers guidance and support.
- **Published the Statewide Telework Policy**—OHR, in collaboration with statewide and multidepartmental leadership, developed and implemented the Statewide Telework Policy, which provides guidance and training to departments statewide to implement compliant internal telework policies and programs. The statewide telework officer/DGS telework coordinator ensures that state departments and DGS receive updated information, regulations, policies, procedures and necessary guidance and tools to ensure telework is an integral part of state business.





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; CAL-Card administration; and Ziggurat business services, including auditorium reservations, parking reservations, cubicle reconfiguration, mail delivery, mobile phone services, commuter services, security, and document reproduction.

★ Established client agency procurement services —

OBAS established a client agency acquisition support program for six client agencies that also subscribe to one or more of DGS' other administrative support services. Adding acquisition services to the existing catalog of administrative support services allows DGS to recognize numerous organizational efficiencies in how financial transactions are processed for client agencies. Previous processes and procedures were modified and the purchasing portal was updated to allow client agencies to enter requests as though they were internal DGS divisions or offices. Client agencies benefit from the knowledge

and expertise of DGS-trained buyers whose day-to-day focus is procurement on behalf of the state, and these agencies can reduce their own staff time expended on procurement.

- ★ **Reduced service order processing time** — OBAS assessed and revised the procedural desk manual to incorporate selected process improvements, templates and other tools to process these one-time, low-risk, low-dollar contracts. OBAS continues to develop measures to generate better statements of work, which will streamline subsequent steps and improve overall service order quality. Significant progress was made to identify ongoing services that are requested through the service order process and move those services to long-term contracts, thus improving turnaround times for key services. As we continue to navigate through the COVID-19 pandemic, this strategic goal will be extended into 2022 in order to achieve our target to complete 95% of one-time, non-information technology service orders within seven calendar days.
- † **Utilized electronic signatures for public works and architectural and engineering contracts** — OBAS developed a solution to execute public works and architectural and engineering (A&E) contracts electronically. This included signing all standard contract documents electronically and stamping and/or signing contract plans and specifications electronically. OBAS also applied process improvements to existing workflows with the goal to develop a more transparent, efficient and sustainable contracting process. Reducing the contract execution process by providing the option and ability to sign electronically provides cost savings and accelerates the start of work on public works and A&E contracts.



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.

- ✱ **Streamlined the Equipment Maintenance Management Insurance Program** – ORIM streamlined the process used to secure coverage for equipment under the Equipment Maintenance Management Insurance Program (EMMP). In the past five years, the EMMP has experienced significant growth, with 53 client agencies and over 46,000 pieces of equipment enrolled in the program. Using Lean Six Sigma, ORIM evaluated current program processes and procedures to identify bottlenecks, redundancies, and non-value-added actions to improve the enrollment process for new equipment and renewals. These efforts reduced enrollment errors and inventory discrepancies while expediting coverage and enhancing customer satisfaction.
- ✱ **Launched the replacement of the risk management information system** – Through partnership with DGS'

✱ 2021 Strategic Plan Goal

Enterprise Technology Solutions, Procurement Division, and Office of Business and Acquisition Services, ORIM analyzed its current business needs and anticipated future business and security risks to draft project specifications/requirements and initiate the replacement of its current risk management information system (RMIS). Over a two-year period, ORIM will evaluate available RMIS and select and implement a solution to meet ORIM's business needs. Through implementation of a new RMIS, ORIM will enhance data security and the quality of its services to stakeholders, which include the public and other state departments. The replacement RMIS will also provide increased information security, protect claimant privacy, improve stakeholders' ability to serve themselves, and improve process efficiencies within ORIM. This was the first year of a multiyear goal.

- ✱ **Refreshed the Defensive Driver program** – Refreshed DGS' Defensive Driver program by rethinking it with a modern, structured approach to provide effective resources that foster safe driving practices. ORIM finalized this multiyear goal by updating its existing statewide Defensive Driver training courses and enhancing state driver resources. Enhanced driver resources assist agencies with employee safety by improving driver skills, which reduces risk and mitigates losses. Additionally, updated courses focus on driver type, reducing course length for employees and offering cost savings to agencies from reduced time spent in training. This is the second year of a two-year goal.
- **Continued support for emergency response efforts** – ORIM experienced another busy year supporting statewide emergency response efforts. ORIM led DGS support for the 2021 wildfires and continued its role leading DGS support for COVID-19. These efforts required 24-hour shifts, seven days a week at the State Operations Center at the Governor's Office of Emergency Services. Additionally, ORIM partnered with various DGS divisions to coordinate and prepare multiple federal reimbursement requests for expenses totaling over \$2 billion.

✱ 2021 Strategic Plan Goal

- **Introduced centralized health and safety information –**

The COVID-19 crisis changed the working environment for DGS staff, necessitating that many employees shift to telework. This shift has caused a greater demand for online and virtual evacuation training, online access to emergency plans and procedures, and streamlined communication. In response, ORIM identified and implemented a solution for employees at the Ziggurat building that provides online evacuation training, virtual drills, Ziggurat floor plans and the DGS Emergency Action Plan. This solution allows staff who are intermittently in the building to prepare for a building emergency, and provides centralized emergency information specific to the Ziggurat.



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.

- ✦ **Modernized the DGS online employee manual –**

OED completed this two-year effort through collaboration with all DGS divisions by updating content of the online employee manual and migrating the manual to a new SharePoint online content management tool. This team effort simplified access to the content and streamlined maintenance of the content.

- ✦ **Expanded the DGS Pathways Learning Management System –**

OED completed the transition from DGS' legacy training databases into a new learning management system (LMS), conducted trainings for all staff, and imported historical data from the legacy systems for reporting capabilities. Pathways LMS enables DGS to discontinue dependence on multiple outdated legacy training reporting systems and provides

a tool that offers training to all employees, regardless of location. The LMS streamlines training registration, reporting and tracking, which helps with employee development, compliance tracking, and enables access to training for all DGS employees.

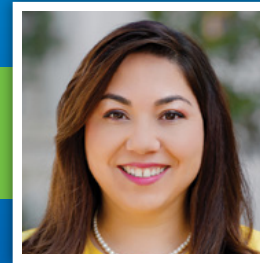
- **Improved the DGS Organizational Health Survey –**

New demographic questions were added regarding gender, education, and income. Several quantitative questions were added to explore formal and informal team communications at DGS. The additional demographic questions can yield meaningful comparative results for different social groups and enable benchmarking with publicly available survey data. The quantitative questions can be compared to the external industrial standards, which will help DGS improve its efficiency and job satisfaction in the future.

- **Introduced the DGS Managers Forum –** The Managers Forum is a quarterly online training and collaboration environment. The training component (combining instruction and small-group discussion) can count toward fulfilling the requirements of Government Code Section 19995.4, which mandates that managers and supervisors receive 20 hours of supervisory training every two years. This forum provided training and relationship-building opportunities to managers during the pandemic. Five hundred thirty-three managers attended one or more sessions, with an average of 197 managers attending each 90- to 120-minute session.



DGS



ANA M. LASSO
DIRECTOR, DEPARTMENT OF GENERAL SERVICES

Executive Office

The DGS Executive Office coordinates many of the department's external and internal committees and workgroups; organizes leadership training for executive management teams; and provides support for the director and chief deputy director.



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 2021, OAS focused its efforts on key areas and goals for implementing a web-based collaborative platform to increase the effectiveness and efficiency of its operations.

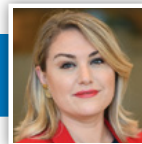
✱ **Designed a new SharePoint site for OAS functions –**

OAS developed and implemented an internal SharePoint site to replace administrative functions for the office that were once paper-driven with a new, paperless platform. The implementation of this new site also allows 24/7 access from any location by staff and management, which greatly improves our efficiency. The functional SharePoint site was developed in-house and is maintained by OAS staff.

✱ **Developed a training program for OAS SharePoint functions –**

OAS created both written training manuals and video tutorials for its new SharePoint functions. OAS' internal SharePoint site encompasses multiple users and ranges from management to administrative staff functions. Having different tools available for training purposes allows staff to choose their method of learning the new SharePoint functions in the most timely and efficient manner.

✱ 2021 Strategic Plan Goal



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 2021 are summarized below:

✱ **Issued timely bid protest decisions** – OLS met and continues to meet its Strategic Plan Goal of issuing bid protest hearing decisions within 30 days of receipt of all pleadings, as required by 2 CCR (California Code of Regulations) Section 1195.5. This success resulted from a robust calendaring system that built in a deadline for the hearing officer attorneys to provide the proposed decision to management, and management following up on the progress of the decision and confirming on the due date that the decision was timely issued.

† **Facilitated preservation of state agency trademark rights** – OLS' Intellectual Property (IP) Program aims to assist agencies in producing a statewide inventory of trademarks that may be protectable through formal registration with the U.S. Patent and Trademark Office (USPTO). DGS and all state agencies benefit by identifying and cataloging their potentially registerable trademarks. Subsequent trademark registration with the USPTO creates a financial disincentive (legal fees) for anyone using registered trademarks and gives state agencies a legal recourse for improper use of their registered trademarks.

✱ 2021 Strategic Plan Goal

† 2020 or 2019 Strategic Plan Goal

OLS' IP Program accomplished this goal by making a presentation at the Government Operations Agency Chief Counsels' meeting and the Governor's Office All Agency Chief Counsels' meeting, where information was provided on what constitutes a trademark and the benefits of registration with either the California Secretary of State or the USPTO. Subsequently, the IP Program reached out to state agencies that had registered trademarks and added the trademarks into the OLS IP database. Additionally, the IP Program assisted state agencies that wished to have their trademarks registered with the California Secretary of State or the USPTO by helping draft portions of the trademark application and answering questions regarding the application process. OLS will continue its efforts to build a robust state IP program by inventorying registered trademarks; assisting state agencies as well as internal DGS divisions in assessing their trademark registration needs; and advising them on the registration process.

- **Onboarded staff in a telework environment**—OLS had extensive staffing changes in 2021, resulting in the hiring and onboarding of seven new attorneys in a 100% telework environment. We navigated these uncharted waters successfully by establishing a mentorship program that connected our new hires with more experienced OLS attorneys, utilizing video-meeting platforms for all interactions with the new staff, and having our management team accessible and proactively attentive.
- **Increased contract review services**—OLS processed 4,508 contracts through September, an increase of 305 over last year for the same time period. Eighty-two protests have been submitted to OLS and of those, 38 were denied, three were upheld and 41 were dismissed on various grounds. This year, OLS saw an increase of nine protests for the same time period. OLS also processed, to date, 82 non-competitive bids, an increase of five over last year.

DGS



JUAN VASQUEZ

CHIEF, EQUAL EMPLOYMENT OPPORTUNITY OFFICE

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. EEO 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.

- ★ **Developed an action plan to mitigate demographic underutilizations in the DGS workforce**—In this multiyear goal, the EEO Office reviewed the demographic composition of the DGS workforce, identifying disparities within DGS divisions and offices, and providing recommendations and proposed action plans for each division and office with identified disparities. In the first year, the EEO Office collaborated with DGS' newly formed diversity and inclusion workgroup, along with one DGS division or office, to create an action plan to help reduce the disparities in the demographic makeup of that division or office. Also, in the first year of this goal, the EEO

★ 2021 Strategic Plan Goal

Office collaborated with DGS' Office of Human Resources to train DGS hiring managers on EEO policies and the effects of unconscious bias on hiring decisions. The training helps hiring managers recognize what factors may unconsciously influence their hiring practices and ensures that all applicants receive equal employment opportunity during the hiring process. This was the first year of a three-year goal.



DGS

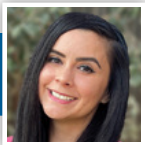


MATT BENDER
DEPUTY DIRECTOR, OFFICE OF LEGISLATIVE AFFAIRS

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 first year of the 2021–22 legislative session, OLA monitored and tracked more than 700 bills related to DGS' jurisdiction or expertise and provided final recommendations on 14 bills that reached the governor's desk. The governor signed several bills to enact changes proposed by DGS, including bills to preserve the ability to hold virtual administrative hearings, to authorize a pilot program for the progressive design-build method of project delivery, to add flexibility to DGS' leasing authority for affordable housing developments on state land, to clarify the authority to transfer state real property to the California State University, and to authorize the sale of four surplus state properties. The governor also signed a bill to strengthen accountability measures related to Small Business and Disabled Veteran Business Enterprise (DVBE) subcontracting on state contracts. Additionally, OLA conducted legislative outreach for implementation of Executive Order N-06-19 related to affordable housing development on state-owned land.



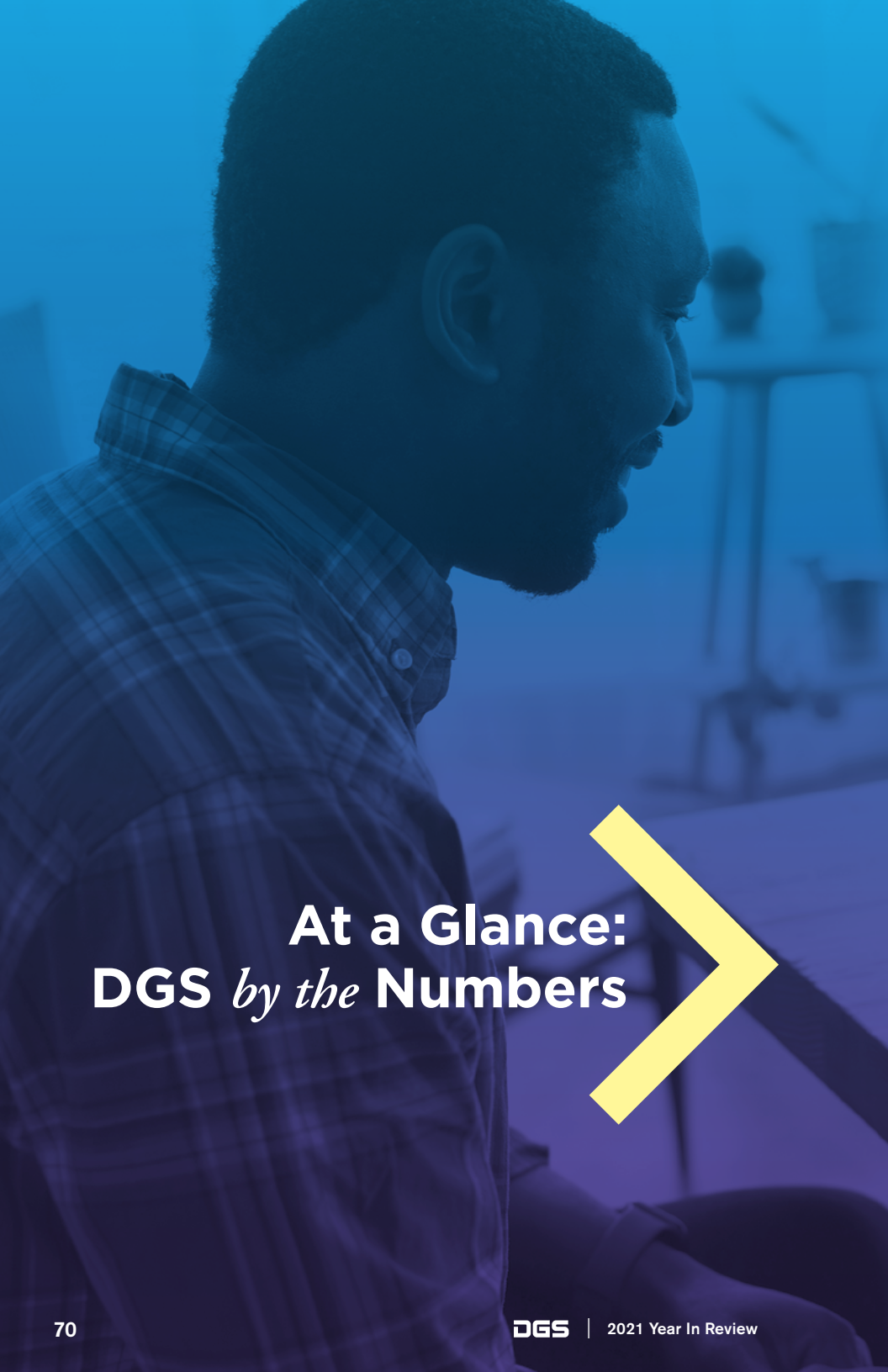
Office of Public Affairs

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.

- **Produced a variety of videos to serve DGS employees and the public during the pandemic**—OPA produced several videos during 2021, including one documenting COVID-19 response from divisions throughout the department; another about the rapid setup and mobilization of the Valencia COVID-19 testing lab; and an instructional video designed for employees returning to the workplace after a long absence due to pandemic-related office closures.
- **Assisted the DGS Values Team in producing content to help improve employee engagement**—OPA produced the video for the first-ever virtual DGS Values Award ceremony, which included on-camera appearances from DGS and Values Team leadership and highlighted the winners chosen for 2020. Throughout 2021, OPA also played a major role in the distribution of monthly all-staff emails that draw attention to various cultural heritage celebrations as part of an effort toward greater employee engagement and respect for principles of diversity, equity and inclusion.





At a Glance: DGS *by the* Numbers

2,316

School facilities projects certified by the Division of the State Architect.

462,000

Gallons of gas saved by DGS employees teleworking.

327,290

Hours of commute time saved by DGS employees teleworking.

410,280

Metric tons of CO₂ emissions avoided by DGS employees teleworking.



DGS 2021 Awards *and* Special Recognition

- **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 Digital Services, Data Management, Analytics and Visualization for the department's work on the DGS Telework Dashboard. The Telework Dashboard provides metrics that allow the department to understand the effectiveness of the telework program and potential benefits to staff and the state. Further, the dashboard is designed to be leveraged by other entities. The nomination was reviewed and selected by experienced state chief administrators and subject-matter experts from the private sector based on innovation, ability to transfer or replicate the initiative to other states and local governments, and efficiencies created. This is the fourth year in a row that DGS has received this award from NASCA; in 2020 DGS was honored for “identifying and assessing hotel/motel properties for Project Homekey” in the Infrastructure category; 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 director received the “Mujer Cambiando el Mundo” Award** – The Regional Hispanic Institute celebrates women leaders for their outstanding contributions in the fields of community leadership, education, business, government, culture and economic development and awarded DGS Director Ana M. Lasso the prestigious “Mujer Cambiando el Mundo” (Woman Changing the World) award in 2021. Recipients of this award come from a variety of backgrounds and disciplines and are recognized for their impact, influence and inspiration to the organizations and communities in which they serve.
- **CBSC received the CALBO Industry Achievement Award** – The staff of the California Building Standards Commission (CBSC) was presented with the Industry Achievement Award by the membership of the California Building Officials (CALBO). CBSC's commissioner Rajesh Patel presented the award at a blended in-person and virtual meeting of CALBO.

The award is given to organizations that demonstrate a significant contribution to CALBO's mission of building a stronger and safer California.

- **RESD Deputy Director Jason Kenney awarded the 2021 Distinguished Leadership Award**— The Design-Build Institute of America (DBIA) awarded Deputy Director of the Real Estate Services Division Jason Kenney with its 2021 Distinguished Leadership Award. The award recognizes individuals who have demonstrated exemplary leadership in advancing design-build and best practices, ultimately enhancing the nation's ability to achieve superior project outcomes.
- **DGS earned the Electronic Product Environmental Assessment Tool Purchaser Award**— The Green Electronics Council has granted the state of California a 2021 Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award in recognition of the procurement of sustainable IT products. The state of California earned five stars (one star for each of the product categories in which EPEAT eligibility requirements were met: Computers and Displays, Imaging Equipment, Mobile Phones, Televisions, and Servers) for the IT products we acquired. Choosing EPEAT-certified products translates into considerable environmental benefits.
- **Office of Fleet and Asset Management recognized by the National Conference of State Fleet Administrators with the Environmental Leadership award**— As a result of statewide fleet sustainability policies issued and initiatives led by the Office of Fleet and Asset Management (OFAM), the National Conference of State Fleet Administrators (NCSFA) awarded the state of California with its Environmental Leadership Award. This award is given to an NCSFA member who has demonstrated sustained contributions to the advancement and use of alternative fuels in the alternative fuel vehicle (AFV) fleet community and who has contributed to the overall quality of their fleet and the nation's AFV goals. OFAM has issued multiple statewide zero-emission vehicle (ZEV) adoption and petroleum fuel-reduction policies, which

have led to the adoption of thousands of ZEVs in the state fleet and the offset of millions of gallons of petroleum fuel. These policies have been recognized, both nationally and internationally, as industry-leading and have been used as benchmark templates by other government entities throughout the nation.

- **Supplier Diversity Program Manager Danetta Jackson received the Western Regional Minority Supplier Development Council Igniter Award**— Danetta Jackson, Supplier Diversity Program Manager within DGS' Procurement Division, received the 2021 Igniter Award from the Western Regional Minority Supplier Development Council (WRMSDC). The award recognizes individuals for demonstrating unbridled passion in modeling diversity and inclusion and impacting minority business development for sustainable success. The WRMSDC has worked collaboratively with DGS' Office of Small Business and Disabled Veteran Business Enterprise Services under Ms. Jackson's leadership to assist businesses with certification and access to procurement opportunities through outreach, education and advocacy efforts, as well as with special projects.
- **Business Outreach Liaison Wayne Gross received the "Skin in the Game" Award**— The Southwest Veterans' Business Resource Center presented its "Skin in the Game" Award to Wayne Gross, Business Outreach Liaison with DGS' Procurement Division. The award recognizes individuals for their commitment to championing ongoing veteran entrepreneurship.
- **Chief Information Officer Gary Renslo recognized by California Virtual Public Sector CIO Academy**— DGS' Chief Information Officer (CIO) Gary Renslo, who oversees Enterprise Technology Solutions, received a CIO Academy Award during the 2021 California Virtual Public Sector CIO Academy. He was recognized as the California Public Sector CIO of the Year for his leadership and collaborative solutions.

- **FMD employee FannieLyn Rodriguez awarded The Governor's State Employee Medal of Valor**—FannieLyn Rodriguez of the Facilities Management Division was honored with the prestigious State Employee Medal of Valor Award, which was announced in December 2021 by CalHR in a virtual awards ceremony. FannieLyn is a custodian in our Capitol Historic Region, which comprises the State Capitol building, the Legislative Office building, and several other high-profile buildings in downtown Sacramento. In August 2018, FannieLyn was on her way to work for an evening shift at the State Capitol when she witnessed a man stab another man at 11th and O Streets. FannieLyn, who is also a licensed certified nursing assistant, immediately took action by removing her DGS work shirt to wrap around the victim's arm and staunch the bleeding until paramedics could arrive. Because the assailant had not yet been apprehended by law enforcement, FannieLyn put herself at considerable risk by stopping to help the victim, who survived. The Medal of Valor represents the highest honor that can be bestowed on a California public servant.

FannieLyn Rodriguez, State Employee Medal of Valor Award





GAVIN NEWSOM

Governor

YOLANDA RICHARDSON

Secretary, Government
Operations Agency

ANA M. LASSO

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