



2022

DGS
GENERAL SERVICES

YEAR IN REVIEW

DEPARTMENT *of* GENERAL SERVICES





Table of Contents

2

A Message from the Director

4

A Message from the Chief Deputy Director

6

About the Department

10

DGS Strategic Plan

12

2022 Accomplishments

72

At a Glance: DGS by the Numbers

76

DGS 2022 Awards and Special Recognition

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A Message *from* the Director



The year 2022 here at DGS is one I will remember with these words: adaptability and innovation.

In many ways, our department has returned to a sense of normalcy that was missing in recent years. As you'll see in the accomplishments outlined in this *2022 Year In Review*, we've continued our momentum on long-planned projects, making adjustments when necessary and always keeping in mind our core values.

In other ways, there's no denying that the workplace for nearly every American has undergone a profound transformation. And we're proud of our ability to adapt and embrace change while continuing the innovative spirit that makes DGS a leader not only in this state, but across the nation.

During 2022, DGS ramped up the identification of excess state sites to address California's affordable housing shortage, breaking ground on the first project and moving forward on several more. Our real estate professionals collected numerous awards recognizing excellence in sustainable design, efficient design-build methodology, and project oversight for three recently completed major construction projects.

Our sustainability goals extend across many divisions, with the expansion of environmentally preferable purchasing standards and training for state procurement professionals; implementation of energy conservation plans and energy retrofits for state-owned buildings; continued growth of electric vehicle charging infrastructure and on-site solar power at state facilities; and collaboration with vital stakeholders to incorporate decarbonization and embodied carbon goals into California's building standards.

We are constantly soliciting feedback from our partners and stakeholders to help us improve—leading through human-centered strategies and utilizing what we've learned to strengthen our position as we look ahead to plan projects and initiatives for the coming years.

There are so many triumphs to celebrate within the pages of this *2022 Year In Review*, and I invite you to share in our success—because our achievements are in support of a better, stronger and more sustainable California *for all*.

Sincerely,

ANA M. LASSO | DIRECTOR



A Message *from* the Chief Deputy Director

A trusted partner. At DGS, this is a role we're honored to hold as we provide day-to-day services to other government agencies, small businesses, industry stakeholders, the communities in which we operate, and the citizens of California.

In 2022, our department created new systems and efficiencies to meet the evolving needs of our many partners. In every corner of DGS, we're clearing roadblocks and smoothing the way for business to move forward for all our stakeholders.

We're increasing outreach to invite our state and local government partners to save money by taking advantage of our large contracts for pharmaceuticals, IT services and more. We're working to make state contracts even more accessible to small businesses, and we're taking measures to increase diversity among state suppliers.

In light of the increase in telework, we're reducing the footprint of occupied office space and finding new ways to utilize parking facilities no longer at capacity. And we're broadening efforts to engage state and industry partners so we can more efficiently adopt green policies in building standards, school design and construction, and procurement.

I hope this *2022 Year in Review* gives you a glimpse of all that DGS is doing to strengthen California's economy and maximize opportunities for success.

Sincerely,

JENNIFER OSBORN | CHIEF DEPUTY DIRECTOR



DGS CALIFORNIA DEPARTMENT OF GENERAL SERVICES

California Black Chamber of Commerce
ECONOMIC BUSINESS SUMMIT
& ROUNDTABLE 2022

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 4,100 employees and a budget of \$1.37 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 (RESD)

Facilities Management Division (FMD)

Office of Sustainability

Interagency Support Division (ISD)

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

Division of the State Architect (DSA)

Office of Administrative Hearings

Administration Division

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

Director's Office

- Office of Audit Services (OAS)
- Office of Legal Services (OLS)
- Equal Employment Opportunity (EEO) Office
- 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.

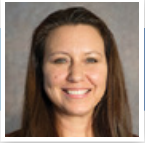


Effective: We continuously develop ourselves so we can better serve our customers.



2022 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 2022 the Procurement Division continued to serve our customers by regularly seeking feedback on ways to increase efficiencies and communications around processes, completing several high-profile procurement projects and ensuring critical state contracts continue to meet customer needs. Below are some of our most significant accomplishments.

- ✦ **Reduced billing inefficiencies by changing the methodology** – The Procurement Division has been billing monthly on a transactional basis with a percentage fee, and historically over-collected millions of dollars. Changing the methodology by assessing a percent-to-total of cost recovery

✦ 2022 Strategic Plan Goal

fees based on a three-year average billable spend and billing on a quarterly basis will drastically reduce overpayments, offer consistency, and streamline billing.

- ✦ **Began development of training for certified small diverse businesses and Disabled Veteran Business Enterprises specific to procurement** – The Procurement Division is developing a new comprehensive training and technical assistance program that offers Small Businesses (SBs), Disabled Veteran Business Enterprises (DVBES) and diverse suppliers specific information about how to successfully bid, be awarded and perform on a contract. To support this effort, the Procurement Division's Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS) created a new SB/DVBE training unit that will develop, implement, and carry on the in-depth technical assistance and training on all aspects of state procurement to small businesses as well as diverse and disabled veteran-owned businesses. This ongoing training program will level the playing field for certified small diverse and disabled veteran-owned businesses and further support diversity and inclusiveness in state contracting.
- ✦ **Continued updating the state's IT model terms and conditions to simplify use and maximize efficiency in state IT procurement processes** – DGS is responsible for developing and maintaining the state's information technology (IT) model contract terms and conditions for use by state departments in IT procurements. The Procurement Division is collaborating with state department and IT industry stakeholders to revise the current terms and conditions, incorporating current IT practices and streamlining requirements for ease of use. The project is expected to be completed in early 2023.
- ✦ **Updated Target Area Contract Preference Act program requirements** – The Target Area Contract Preference Act (TACPA) economic stimulus preference program was established to stimulate business investment in distressed areas of the state and create job opportunities for Californians for improving the economic vitality of their communities.

✦ 2022 Strategic Plan Goal

In 2022, the Procurement Division implemented Assembly Bill 1574 (Committee on Jobs, Economic Development, and the Economy, Chapter 756, Statutes of 2022) by revising and publishing policy in the State Contracting Manual. CalPCA, the state procurement and contracting academy, implemented new mandatory training for state contract professionals to implement TACPA pursuant to Executive Order (EO) N-16-22.

In 2022, DGS processed 25 applications from suppliers for use of the TACPA preference. TACPA work continues through 2023 as the team continues to improve the program through outreach, coupled with revisiting related regulations and forms used in the preference application process.

- **Implemented economic sanctions against Russia –**
In 2022, the Procurement Division implemented EO N-6-22 (Economic Sanctions Against Russia) in collaboration with DGS' Office of Legal Services and the California Department of Technology by issuing guidance to state buyers as directed by the EO.
- **Gathered and prepared the state's second Marketing and Outreach Advertising Material Purchase Report –**
The Procurement Division collected and posted statewide data required by the annual Marketing and Outreach Advertising Materials Purchase Report. Public Contract Code mandates that DGS post this annual report starting July 1, 2021, through July 1, 2023. The Procurement Division created a public-facing dashboard that enables viewing the specific transaction related to the 27 responding departments. The data is searchable by department, reported communities, supplier, and the type of advertising/marketing campaigns reported (e.g., construction, infrastructure, nature conservation and recycling). The Procurement Division posted this discrete data set on the California Open Data portal at data.ca.gov to enable data mining and additional analysis.

The Procurement Division has awarded several innovative contracts that directly impact the lives of private citizens in California and save tax dollars:

- **Awarded debit card and contract center services –**
In collaboration with the Franchise Tax Board and Department of Technology, the Procurement Division conducted a challenge-based procurement to establish a contract that will process and mail payments by way of debit cards to California residents on behalf of the state of California. These payments are intended to provide relief to Californians from the impacts of high gas prices and other growing costs due to inflation.
- **DGS Procurement Division pharmaceutical pricing agreements resulted in a savings of \$373 million –** These savings on wholesale acquisition cost for participating entities is primarily for high-cost medications for the rolling 12-month period ending September 2022.
- **Five counties took advantage of participation in the Statewide Pharmaceutical Program –** For the period from January to June 2022, the Statewide Pharmaceutical Program's benefits on high-cost prescription medications resulted in savings of \$2 million for counties in the state.
- **Reached over \$1 billion state and local government spend on Cooperative Agreements –** The Procurement Division collaborated with multiple other states and the National Association of State Procurement Officials (NASPO) to administer over 100 cooperative agreements offering flexible purchasing options for state and local agencies.
- **Awarded Technology, Digital and Data Consulting Information Technology Master Service Agreements –** DGS awarded 330 Technology, Digital and Data Consulting Master Service Agreements (MSAs), which offer 42 various labor classifications in four different tiers based on project dollar value. Currently there are 185 certified Small Business contractors and 16 certified Disabled Veteran Business Enterprise contractors. These contracts offer state and local government entities a streamlined procurement process for securing information technology services.



- **Completed next steps toward implementation of eMarketplace** – In 2022, the Procurement Division completed business requirement gathering for the state’s upcoming eMarketplace, an electronic catalog that will support statewide buyers with an Amazon-like shopping experience when using established Leveraged Procurement Agreements. Over the last 12 months, the Procurement Division has been working on requirements related to the Department of Technology’s IT project delegation approval.
- **Increased the Small Business certification size standards** – OSDS is statutorily required to conduct a biennial review of the gross annual receipts (GARs) size standards for the state of California Small Business certification program using the California Consumer Price Index and other standards as necessary to reflect unique variations or characteristics of different industries. Based on the 2021 biennial review, the GARs standards for the SB certification program were adjusted as follows: Microbusiness (Micro) remained at \$5 million, SB increased from \$15 million to \$16 million, and Small Business for the Purpose of Public Works increased from \$36 million to \$37 million and will further increase to \$38 million in 2023.
- **Revised the Small Business and Disabled Veteran Business Enterprise Services regulations** – OSDS revised the SB and DVBE Regulations, California Code of Regulations Sections 1896, et seq., to incorporate chaptered legislation between 2019–2021, Assembly Bill 1574, Senate Bill 588, Assembly Bill 230, and Assembly Bill 1365. The revisions include but are not limited to added language to expand the pool of SBs and Micros in state contracting; allowing departments the option of setting contract-specific SB participation goals; and adding stricter requirements for payments committed and made to DVBE subcontractors.
- **Supported departments’ continuous efforts to expand their pools of SB, Micro and DVBE bidders in state contracts** – The Procurement Division developed policy to support implementation of Assembly Bill 1574 requiring awarding departments to regularly seek out and identify

certified SBs and Micros that either have not previously done business with the state or are not regularly used in state contracts. The policy includes a list of available tools and best practices available for departments to incorporate when developing and adopting their own policy and procedures. This new policy, along with existing statutory requirements, are designed to facilitate and encourage SB, Micro and DVBE participation.

- **Continued to support and promote diversity and inclusiveness in state contracting** – OSDS created an SB/DVBE Statewide Advocacy Support unit to support the state SB/DVBE advocates with direct assistance, onboarding, mentorship, and ongoing training to help state departments meet their SB/DVBE participation goals, expand their pool of SB/DVBE and diverse bidders, enhance their support to the SB/DVBE community and increase diversity and inclusivity in state contracting.
- **Established the Statewide Supplier Diversity Program** – The Procurement Division established the Statewide Supplier Diversity Program, an executive program manager position and staffing resources to implement data-driven policy strategies aimed at improving equity and achieving greater diversity in the state's supplier base. The program developed a website with a dedicated customer mailbox and a Microsoft bookings appointment scheduling tool, and conducted 24 one-on-one appointments with diverse small businesses resulting in one contracting success story of a minority woman-owned certified small business. Moving forward, the program will focus on strategies to include a state contracting and procurement disparity study to determine the scale of diversity in the state's pool of current and potential vendors.
- **Added voluntary Supplier Diversity Data Collection Survey in Cal eProcure** – In April 2022, the Procurement Division launched a new voluntary data collection for all new businesses registering with the state and for current registered businesses (bidders, vendors/suppliers, and certified firms) within their

profiles on Cal eProcure. The purpose of the diversity data collection is to allow the state to gain a better understanding of business owner demographics related to ethnicity, race, gender identity, and sexual orientation. As data becomes more robust, this information will be used to determine where outreach and support are needed among various communities to support greater diversity in state contracting. As of December 2022, 4,500 businesses have entered their diversity information. The Supplier Diversity Data Collection (bit.ly/3GiXNew) in Cal eProcure is available on DGS' website.

- **Partnered with the Governor's Office of Business and Economic Development and other entities to host a virtual Small Business Resource Compass Event** – The Resource Compass event was a virtual collaborative event attracting over 200 emerging small diverse businesses. The event provided economic recovery resources on state-funded grant opportunities, information on how to prepare for and pursue government contracts, and a virtual tour of web resources.
- **Coordinated and facilitated business matchmaking sessions at the California Black Chamber of Commerce Economic Business Summit** – Sixteen state departments and over 60 minority-owned small businesses participated in a business matchmaking session at the California Black Chamber of Commerce Economic Business Summit on September 30. The event provided an opportunity for minority businesses to meet one-on-one with state department advocates to create cooperative connections and business opportunities that mutually benefit the certified business as well as the state department making purchases.
- **Established global warming potential limits for the Buy Clean California Act** – On January 1, the Procurement Division established the maximum acceptable global warming potential (GWP) limits for specific construction materials in support of the Buy Clean California Act (BCCA). Under the BCCA, specific construction materials used in public works projects must have a GWP that does not exceed these limits. The BCCA targets the use of lower embodied carbon materials and went into effect July 1.

- **Developed and released additional environmentally preferable purchasing training** – DGS now offers state departments and agencies three environmentally preferable purchasing (EPP) training modules. The EPP basic training provides basic information for buyers and requisitioners to include EPP in their purchases. The EPP intermediate training elaborates on EPP topics and covers additional sustainable procurement topics. The executive module focuses on high-level EPP topics to assist in promoting sustainable procurement throughout the entire purchasing process. The three modules support the state's efforts to reduce greenhouse gas emissions while mitigating the impacts of climate change by empowering and teaching procurement staff methods to increase the share of department dollars spent on EPP.
- **Strengthened the sustainable purchasing criteria in the modular system furniture or open office panel systems statewide contracts** – Modular system furniture (MSF) refers to cubicle furnishings such as panels, drawers, shelves, cabinets and task lights. These furnishings can be configured into a

variety of workstations depending on the state's needs. The state has spent about \$80 million on MSF over six years on contract. The state is committed to increasing the sustainability features of this commodity. The MSF contract established in 2022 includes environmentally preferable criteria such as the American National Standards Institute/Business and Institution Furniture Manufacturer's Association (ANSI/BIFMA) Sustainability Standards, cradle-to-cradle product standards, indoor air quality ecolabels that limit volatile organic compounds, forestry sustainability chain-of-custody certifications, light efficiency requirements, and recycled content requirements. EPP criteria is based on sustainability principles such as promoting human health, sustainable sourcing of materials, and natural materials conservation.

- **Increased the proportion of vehicles in 2022 to include over 30 options of alternative fuel, battery-electric, hybrid, plug-in, and zero-emission vehicles** – A solicitation for medium- and heavy-duty electric and hydrogen vehicles was developed in late 2022 (to be released in early 2023) that



will provide additional sustainable options. These contracts support Executive Orders N-19-19 and N-79-20 that direct DGS to transition its state fleet to zero-emission vehicles and to maximize the reduction of greenhouse gas emissions from the state fleet.

PURCHASING AUTHORITY

The Purchasing Authority Unit (PAU) grants purchasing authority through the accreditation process and monitors compliance of acquisitions conducted under the purchasing authority granted. The PAU processed 20 accreditations in 2022.

CalPCA COURSES FOR PROCUREMENT PROFESSIONALS

The CalPCA offers acquisition-related training to California state acquisition professionals, currently offered through two in-depth

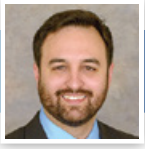
certificate programs and numerous specialized classes. CalPCA now offers all classes as self-paced through its learning management system or via live webinars. Since implementation, CalPCA currently has 11,577 learners and procurement professionals have completed 9,111 courses. CalPCA offered four new courses in 2022 and is currently in production for three more.

CALIFORNIA MULTIPLE AWARD SCHEDULE UNIT

The California Multiple Award Schedule (CMAS) program is established to assist state departments, local government entities and SB/DVBE vendors with a streamlined procurement process for securing goods and services needed to further state operations. CMAS is on track to award over 1,400 new and supplement agreements this year.

California Small Businesses hold 49% of all CMAS agreements, and 5% are held by Disabled Veteran Business Enterprises.





JASON KENNEY
DEPUTY DIRECTOR, REAL ESTATE SERVICES DIVISION

Real Estate Services Division

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

Some notable RES D accomplishments this past year included:

AFFORDABLE HOUSING DEVELOPMENT

- ✦ **Continued to build framework to maintain momentum on affordable housing projects**—In 2022, RES D selected nine more firms to develop affordable housing projects on excess sites, issued a third master request for qualifications (RFQ) for five additional excess sites (to be awarded in 2023), released a standalone solicitation for a housing project at the Yountville Veterans Home, and solicited for the adaptive reuse of two state office buildings in Sacramento (the EDD Headquarters Building and the State Personnel Board Building). In October, DGS celebrated the groundbreaking for a project in South Lake Tahoe, the largest affordable housing project in history for that city.
- ✦ **Created map allowing the public to view potential development sites for additional housing**—RES D, in partnership with DGS' Enterprise Technology Solutions and the Department of Housing and Community Development

✦ 2022 Strategic Plan Goal

(HCD), has created the *Housing and Local Land Development Opportunities Map* for public use. Over the last year RES D compiled over 38,000 records into this geographic information systems (GIS) map that displays potential development sites identified in local housing elements (housing plans) adopted on or after January 1, 2021, and local surplus and excess sites identified in housing element annual progress reports. This new map also overlays key datasets, including the HCD/Tax Credit Allocation Committee Opportunity Maps, Cal EnviroScreen 4.0, and fire hazard data to assist redevelopment and targeting properties more conducive to being awarded state subsidies.

HYBRID/TELEWORK SUPPORT

- ✦ **Worked with state departments to plan for adjusted office space needs in light of telework, and saved millions by reducing unneeded office space leases**—In 2022, RES D continued to work with state departments to navigate into a hybrid environment. In addition to instituting mandatory telework reviews for all new space requests (new construction and leases), DGS has established a two-model approach to office space in the future in an effort to set standards, proactively plan, and provide guidance to departments. Additionally, to date, RES D has assisted or is assisting 39 client departments in space reductions, terminations and consolidations across 128 participating leases. This effort will result in 1,145,208 square feet of state leased space eliminated, with a monthly rent savings of \$2,876,748, and an annual rent savings of \$34,520,976.

DESIGN/CONSTRUCTION EXCELLENCE

- **Pioneered first guaranteed maximum price negotiation for renovation projects in state government history**—In 2022, DGS successfully negotiated the guaranteed maximum prices for the first three Progressive Design Build renovation projects in state government history. This delivery methodology, new

✦ 2022 Strategic Plan Goal

to the industry and successfully initially piloted by DGS in the construction of the Capitol Swing Space Building, will deliver these projects faster and more cost-effectively than any other comparable state renovation project.

- **Updated project tracking system to enable real-time reporting** – In conjunction with DGS' Enterprise Technology Solutions, and in completion of a strategic goal, RESD implemented ServiceNow's IT Business Management module to replace the division's current design project schedule tracking systems. As a result, the division's design staff now have direct access to projects' detailed schedules, integrated with labor financial data in real-time dashboards and reporting.



• 2022 Strategic Plan Goal



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:

- **Implemented early stages of the statewide engineer/maintenance training program** – FMD operations staff began receiving in-depth training to develop a more informed, confident, and proactive maintenance staff. The plan is to ultimately equip building staff with the ability to maintain our properties without hiring outside contractors. Completion of this training will provide significant cost savings to the state since fewer dollars will be paid to external service providers. It will benefit our tenants by ensuring that they receive more timely repairs and operational assistance while dramatically increasing preventive maintenance completion rates.

• 2022 Strategic Plan Goal

• **Completed rollout of service-level agreements with tenants to create more collaborative relationships with clear expectations**—FMD has created a standard of documents and processes to use for establishing and tracking the current and proposed levels of services FMD is providing to tenants.

The implementation of these service-level agreements ensures that the assets entrusted to DGS are well-maintained to a uniform standard; ensures the health and productivity of the work environment by setting clear expectations; and ensures that the DGS customer service program is strong. This is the continuation of a multiyear goal.

• **Created a statewide guidance and best practices document for cost-effective electricity use**—A statewide standard for electricity use, published as a guidance and best practices document, was created in consultation with electricity providers and will be updated annually, as peak-rate periods are subject to change. By being mindful of the higher electricity costs associated with the latest peak-period times, FMD buildings can adjust electricity use patterns to operate in a more cost-effective manner.

• **Created energy conservation plan for select DGS-owned buildings**—The state has been challenged with helping to reduce electricity usage during peak demand time frames. In response to the statewide electricity shortage over Labor Day week, FMD created and implemented a “warm shutdown” energy reduction plan for 30 selected high-rise buildings located throughout the state. This plan was created as a proactive response to warnings from the California Independent System Operator and utility companies across the state, with the focus on shutting down building lighting systems and raising HVAC temperature set points during critical times of the day while organizing tenant cooperation. The results allowed FMD to help the state dramatically reduce energy usage during peak demand hours, track estimated savings, and better understand building operational strengths and weaknesses. The implementation of this plan allowed FMD to save an average of 9.7 megawatts of electricity each day during the week. We are

• 2022 Strategic Plan Goal

using this information to pursue short- and long-term repairs that will better prepare the division to respond to any future energy management concerns.

• **Continued to build out a responsive project management team to better manage critical long-term investments**—Specifically, we are partnering with the Project Management and Development Branch (PMDB), which is part of DGS' Real Estate Services Division, to hire and co-manage assigned project directors and associate construction analysts to ramp up our ability to advertise, contract for and complete project construction services for large systematic investments throughout our portfolio (e.g., elevators, HVAC, direct digital control systems, roof repairs, fire and life safety system replacements).





MATT HENIGAN
DEPUTY DIRECTOR, OFFICE OF SUSTAINABILITY

Office of Sustainability

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

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

- ✦ **Supported the state's carbon emission reduction goals by expanding electric vehicle charging infrastructure statewide** – In 2022, the Office of Sustainability installed 525 charging ports to serve both fleet and employee charging needs. These installations will contribute to achieving statewide greenhouse gas emission reduction targets. By 2025, our office will have installed nearly 6,000 charging ports at state facilities. We reserved over \$1.5 million of incentives, design and construction work from utilities and California

✦ 2022 Strategic Plan Goal

Energy Commission-funded charger programs. As this new and emerging industry evolves and new technologies are introduced in the market, DGS will adapt to new technology options, vehicle-to-grid opportunities, market adoption rates and customer usage patterns. DGS' Office of Sustainability received a BEAM Global Inc. "HERO Award" for our commitment to sustainable EV charging and providing the state fleet and state employees the ability to "drive on sunshine." Transportation accounts for 40% of the greenhouse gas emissions in the state. Executive Order B-48-18 established a goal of 5 million EVs on California roads by 2030. Executive Order N-79-20 recognizes the criticality of aggressively addressing this emission source and calls for prohibiting the sale of new gas- and diesel-powered light-duty vehicles by 2035, a goal that has been adopted by the California Air Resources Board. It will be essential to build sufficient infrastructure to meet the demands of the anticipated increase in EVs on California's roads.

- ✦ **Continued to expand the state's use of on-site solar power** – In 2022, the Office of Sustainability had approximately 25 megawatts (MW) of renewable power generating capacity under construction and expects approximately 8 MW will complete construction and be operational in 2022. Delays attributable to supply chain issues are expected to push the remainder into 2023. In 2022 the Office of Sustainability created a new program to evaluate the viability of microgrids to provide renewable power while increasing the resiliency of state facilities. Two state facilities are already engaged with exploring installation of a microgrid. The Clean and Renewable Energy Unit has reached agreement to evaluate the potential for solar energy at approximately 200 new project sites across the state that increase the availability and reliability of broadband services. The Office of Sustainability provided other services to state agencies, including reviewing production of previously installed solar systems, optimizing utility billing tariffs, and providing education so that agencies can better supervise ongoing operations of solar photovoltaic systems. Since 2007, the Office of Sustainability has installed approximately 80 MW of renewable

✦ 2022 Strategic Plan Goal

power at facilities for more than 15 different state agencies. The Office of Sustainability has a cumulative target of 100 MW of renewables by the end of 2023, and is on pace to meet this goal.

- ✦ **Completed energy retrofits to achieve energy savings and decrease the state's carbon footprint**—Office of Sustainability energy efficiency projects completed in 2022 will save over 10 million kilowatt hours (kWh) every year—equivalent to powering over 1,000 homes. Annual utility cost savings resulting from these projects is approximately \$2 million a year. Energy retrofits completed in 2022 changed more than 15,000 light fixtures to more efficient lamps with dimming and occupancy controls. The Office of Sustainability changed more than 300 plumbing fixtures to save over 2 million gallons of water annually.



✦ 2022 Strategic Plan Goal

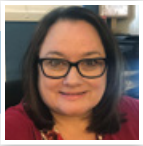
DGS



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 2022, ISD continued to make great strides toward improving business processes and innovating ways to better serve its customers and the public.



TASHA WILSON
CHIEF, OFFICE OF FLEET AND ASSET MANAGEMENT

Office of Fleet and Asset Management

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

OFAM's most noteworthy accomplishments for 2022 include:

- * **OFAM's Statewide Travel Program released Management Memo 21-07 regarding airline reservation requirements** – OFAM's Statewide Travel Program (STP) issued Management Memo (MM) 21-07 requiring all state agencies to follow airfare purchasing and use requirements to ensure employees are booking the most economical airline fares possible. Requirements include booking airfares, where available, that are nonrefundable. STP provides state agencies with monthly and semiannual reporting that identifies the number and associated cost of airfare bookings that do not conform to this policy. Since

* 2022 Strategic Plan Goal

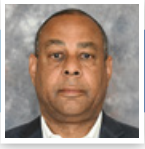
the implementation of MM 21-07 in August 2021, refundable airfares have significantly decreased from an average of 64% to an average of 10%. As a direct result, cumulative airfare cost savings is roughly \$2.2 million.

- * **OFAM's Parking Administration Unit finalized an agreement with the city of Sacramento for a new parking control system** – OFAM's Parking Administration Unit (PAU) finalized a collaborative agreement with the city of Sacramento to leverage the city's Parking Access Revenue Control System (PARCS). Procurement of PARCS was a multiyear effort that required cooperation and coordination with multiple DGS offices including Procurement, Office of Business and Acquisition Services, Office of Legal Services, and Enterprise Technology Solutions. PARCS permits OFAM to better manage parking facilities in the Sacramento area and provide better services to state employees. PARCS will provide OFAM with real-time occupancy data, assist in maximizing daily and after-hours parking, increase flexibility for special event parking opportunities, allow the ability to remotely control parking operations, provide system consistency across lots, and enhance data analysis and reporting capability. PARCS allows PAU to increase parking facility use and better utilize parking facilities for after-hours events in the downtown area to maximize revenue for the state.
- * **Parking Administration Unit implemented alternative methods of utilizing parking facilities that are below capacity due to increase in telework** – DGS PAU increased parking facility utilization by expanding daily/flexible parking opportunities to accommodate new workforce schedules, as many state operations adopt hybrid (office + telework) scheduling. PAU has established daily/flexible parking rates at two additional parking facilities in 2022 with six additional locations being evaluated for daily parking in 2023. Expansion of daily/flexible parking rates allows more parkers to utilize facilities and offers better options for employees with teleworking and hybrid schedules.

* 2022 Strategic Plan Goal

- **Launched a Low Carbon Fuel Standard Credits Program and completed a contract to sell credits on the open market**—OFAM completed an agreement with the Office of Sustainability to secure statewide revenue from Low Carbon Fuel Standard (LCFS) credits. LCFS credits are issued by the California Air Resources Board (CARB) for the displacement (offset) of high carbon-emitting fuel types. Also, PAU executed a contract to sell earned LCFS credits through a broker. DGS is now able to leverage the contract to sell LCFS credits for all statewide electric vehicle supply equipment (EVSE) infrastructure projects. This revenue can then be reinvested in additional EVSE infrastructure projects to help offset installation costs. As a direct result, OFAM generated \$99,462 in additional revenues during calendar year 2022.
- **OFAM's Fleet Operations Unit amended the current WEX fleet fuel card agreement to add optional services for state departments**—OFAM amended the current fleet fuel card agreement with WEX Inc. to add optional services that will allow departments to make data-driven decisions and increase purchasing functionality. Services include WEXPay, a service that allows departments to make out-of-network purchases at merchants that do not accept the WEX fleet card, but where traditional MasterCard credit card payments are accepted; ClearView, a service that allows departments to view complex fleet card transaction data in a simple, easy-to-follow dashboard, eliminating time-consuming data collection and manipulation; and Private Site, a service that allows the use of the fleet fuel card to activate pumps at participating entities' on-site bulk fuel tanks to track private site fueling. These enhancements will allow departments to better manage their fleet assets, provide greater flexibility and make improved data-driven decisions.





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 171 years, OSP has provided critical services to California state government operations. OSP remains committed to our customers and their evolving demands for high-quality products and publishing services. In 2022, OSP made some notable strides to become more cost-effective.

- ✦ **Created new inventory storage and management operational processes to adapt to supply chain unpredictability** – Over the past few years OSP has experienced a shift in the way critical operational consumables are ordered, stored and inventoried. In previous years, OSP was able to use a “just in time” (JIT) delivery-based inventory process to support its operations. Recent (pre-pandemic) paper industry consolidations, along with supply chain disruptions caused by the COVID-19 pandemic, have resulted in significant impacts to the paper industry worldwide. This has made the continued use of JIT impractical. To ensure that OSP is adequately supported for the essential government work we perform for our customers, OSP has moved away from the JIT system and developed new inventory storage and management operational processes.
- ✦ **Developed additional storage capability both internally and externally** – OSP executed a multiyear lease on an approximately 85,000-square-foot facility to provide additional

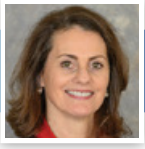
✦ 2022 Strategic Plan Goal

space to store required raw materials for the Voter Information Guide and other critical products for our state agency customers.

Current paper market volatility has also necessitated that OSP speculatively procure newsprint on the open market as it becomes available. This speculative purchasing has created unpredictability in the quantity and timing of deliveries. To allow OSP the flexibility to purchase paper as available, OSP executed a contract with its paper supplier to store purchased paper on a short-term basis, in the supplier's warehouse until it can be received by OSP for storage or use.

- ✦ **Continued integration of the new management information system** – Delays due to the COVID-19 pandemic impacted the implementation timeline of the new Monarch Print Management Information System (MIS). The final system configuration changes are currently underway and OSP anticipates a “go live” date before the end of 2022. This new MIS will create improved workflows, which will result in increased operational efficiencies in inventory management processes and reduced bottlenecks in the estimating phase of the order life cycle.





California Building Standards Commission

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

Significant accomplishments in 2022 included:

- * **Took a collaborative approach to building decarbonization in California**—CBSC and the Division of the State Architect (DSA) worked with the Department of Housing and Community Development, California Air Resources Board, California Energy Commission, California Building Officials, American Institute of Architects California, and other industry partners to address an incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen), Part 11 of Title 24. Spearheaded by Executive Director Mia Marvelli, DSA and CBSC staff, the workgroup—named the CALGreen Carbon Reduction Collaborative (CCRC)—held four workshops and drafted new regulations that will be vetted through the rulemaking process beginning in spring 2023 and presented to the commission for approval and adoption in July 2023. Draft regulations can be viewed on CBSC's Rulemaking webpage (bit.ly/3VmJ8I5). When adopted, these regulations will help California move toward its goal of reducing carbon emissions from buildings.

- Successfully published the 2022 edition of Title 24 on July 1**—This new edition of Title 24—which goes into effect on January 1, 2023—contains updated Wildland Urban Interface (WUI) regulations to further protect buildings in areas susceptible to wildfire, and increased electric vehicle charging station requirements for new construction and specific additions and alterations. A new edition of Title 24 is adopted and published every three years to keep abreast of industry advancements and improvements in techniques that create safe and sustainable buildings in California.
- Issued new and updated publications**—In conjunction with the publication of Title 24 this year, a new resource was developed to assist code users with identifying California code changes in the new 2022 edition of Title 24. This publication, *Summary of California Code Changes*, is available as a downloadable PDF or as webpages that can be viewed via CBSC's website (bit.ly/3WsOgHs). Additionally, six other CBSC publications related to the development and use of Title 24 were updated to coincide with the new edition. These publications are intended to help the public and regulated community, building and enforcement officials, and state agency representatives to participate in and understand the building standards development process, and to properly use and apply the regulations within Title 24.
- Produced guidance for local building departments**—After the publication of Title 24, many local jurisdictions adopt the code and then amend it to add more restrictive requirements for their local conditions. This procedure can be complicated and challenging, so CBSC Executive Director Mia Marvelli worked with International Code Council Board of Directors member Stuart Tom, P.E., CBO, FIAE, to develop an educational video explaining the process. The video was completed and posted in July. Viewers of the video will have a clear and informed path for developing their local amendments and successfully submitting them to the appropriate state agency so they can be enforced at the local level.



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 \$47 billion voter-approved bond program. Additionally, OPSC processes California Preschool, Transitional Kindergarten and Full-Day Kindergarten Program Facilities Grant Program (FDK) construction applications using \$1.24 billion in state general fund proceeds.

In 2022, OPSC successfully processed \$1.5 billion in funding applications for New Construction, Modernization, Career Technical Education Facilities, and Charter School Facility Program projects. These projects will receive cash proceeds from fall 2022 and spring 2023 statewide general obligation bond sales, as well as the state's General Fund. With these funds, more than 1,700 new classrooms were built to house incoming students and nearly 7,300 classrooms were modernized. Additionally, OPSC processed \$142.8 million under the Charter School Facilities Program to construct new or rehabilitate existing charter school facilities for 13 projects and processed \$225 million for the California Preschool, Transitional Kindergarten and

Full-Day Kindergarten Facilities Grant Program for 72 projects to construct new facilities or to retrofit existing facilities to house full-day programs.

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

- ✦ **Enhanced service to stakeholders by creating more outreach and training events in collaboration with other state departments**—OPSC and DSA collaborated with the California Department of Education to conduct joint state agency outreach and training events that provided assistance in all areas of the plan review and approval, funding application and approval, and construction and funding closeout processes that are required for state-funded programs. More than 1,250 people attended the three webinars held in 2022.
- ✦ **Integrated the California Preschool, Transitional Kindergarten and Full-Day Kindergarten Facilities Grant Program into OPSC Online**—The program was created in 2018 using \$100 million from the state General Fund. Anticipated to be a one-time program, OPSC received, processed, and tracked funding applications manually. With the influx of \$1.14 billion in additional funding, OPSC worked with the DGS Enterprise Technology Solutions (ETS) team to enhance OPSC Online by integrating this program into the online application system. This allows stakeholders to submit—and OPSC to process—program applications entirely without paper.
- **Integrated the Financial Hardship Application Process into OPSC Online**—OPSC worked with the ETS team to enhance OPSC Online by integrating the Financial Hardship application process into the online applications. This enables financial hardship applications to be processed completely without paper. Both the SFP and FDK programs allow school districts to request that the state assist in covering the school district's required matching share on projects. More notable, this is the final component of the SFP and FDK application process to be included in OPSC Online.

✦ 2022 Strategic Plan Goal

2022 ACCOMPLISHMENTS

- **Implemented the Regional K–16 Education Collaboratives Grant Program**—The 2021 Budget Act provided \$250 million to DGS to establish and administer a competitive grant program to support regional K–16 education collaboratives that create streamlined pathways from high school to postsecondary education and into the workforce. This program is a key component of a statewide strategy for cultivating regional economies, strengthening education-to-career pathways, and ensuring that education, vocational, and workforce programs join forces to provide broader access to education and employment opportunities for all.

OPSC implemented the program in early 2022 and awarded grants to nine collaboratives in May and August 2022. In total, \$163.2 million was awarded to nine regional collaboratives. Additionally, \$1 million was awarded to four new regional collaboratives in November 2022 as planning grants. The funding will enable these collaboratives to submit a final application by fall of 2023.

Summaries of each grant can be found at k16collaborative.org.



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 2022, CCDA moved forward in its efforts to provide much-needed information, education, outreach, and training targeted at making the state accessible for all its citizens, including more than 4 million Californians who have a disability and/or provide support for this community.

- **Completed migration of historical records into a case filing portal**—CCDA has developed an electronic database collecting alleged violations of Title III case filings in state and federal court. CCDA completed migration of 29,000 Title III historical records from 2013 to 2019 into the portal. This allows CCDA to provide a complete picture of our research findings to internal and external stakeholders.
- **Launched Accessible Parking Campaign to educate the public on the foremost alleged disability access violation in California**—Beginning during the COVID-19 pandemic, many parking spaces were used for outdoor dining and curbside pickup, exacerbating an access barrier. In 2021, CCDA launched an Accessible Parking Campaign.

• 2022 Strategic Plan Goal

In 2022, CCDA convened two workgroups, Construction Industry and ADA Coordinators/Business Owners and Operators, to create a toolkit addressing accessible parking. The goal of the toolkit is to ensure industries understand their obligations to create or maintain accessible parking for people with disabilities as they access businesses. The first draft was completed in September 2022, with the final draft expected to be completed for review by the Division of the State Architect by the end of the 2022 calendar year. The project will then move into a robust outreach phase.

- **Welcomed new CCDA leadership** – The commission appointed April Dawson as the new executive director in August 2022. Former Executive Director Angela Jemcott departed the agency in February after guiding CCDA for many years. Executive Director Dawson brings to CCDA a background in running community-based organizations for people with disabilities.



Division of the State Architect

The Division of the State Architect (DSA) provides design and construction oversight for K–12 schools, community colleges, and various other state-owned and leased facilities. DSA also develops accessibility regulations utilized in various public and private buildings throughout the state of California, and structural safety and green building codes and standards for public schools and community colleges.

In 2022, DSA continued to ensure the safety of public schools through stringent oversight and review. As a trusted partner, DSA focused its efforts on further cultivating collaboration with both internal and external clients and stakeholders. These outreach efforts include:

- **Advanced collaborative stakeholder engagement toward building decarbonization in California** – As the entity that establishes green building standards for California’s public schools and community colleges, DSA worked with the California Building Standards Commission, California Department of Housing and Community Development, California Air Resources Board, California Energy Commission, California Building Officials Association, American Institute of Architects California, and other industry partners to address an

• 2022 Strategic Plan Goal

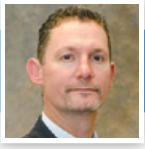
incremental and methodical process for building decarbonization and embodied carbon goals in the California Green Building Standards Code (CALGreen).

- **Fostered greater understanding of the school construction process by providing joint agency workshops**— DSA, in partnership with the Office of Public School Construction (OPSC) and the California Department of Education (CDE), developed outreach and training that provided public school district clients and architecture and engineering design professionals engagement with government agency leadership. This joint approach also facilitated immediate collaboration and communication with partner agency leadership to provide greater understanding of the public school planning, funding, plan review, and construction certification process. In 2022, CDE, DSA and OPSC conducted three virtual joint agency workshops that addressed topics such as natural disaster planning, grant funding for educational facilities, and design of sustainable outdoor spaces. DSA created an interagency school construction resources webpage to ensure that its audience maintained access to information on past and upcoming outreach.
- **Utilized consultative outreach to facilitate the rulemaking process**— DSA convened workshops to solicit input and generate effective decisions in support of future regulations in CALGreen, Plumbing Code and the California Building Code. DSA's efforts championed regulations for educational facilities addressing electric vehicle charging stations, decarbonization, and all-gender restrooms.
- **Promoted sustainability through education and outreach**— DSA showcased school districts' efforts to plan for and prioritize sustainability in public school facilities in California. DSA launched the California Sustainable Schools Showcase on its website to exhibit innovative ideas that successfully captured both sustainability and energy efficiency through building programming, design, and implementation of cutting-edge technology systems in both new construction and existing buildings.

• 2022 Strategic Plan Goal

- **Implemented data-informed decisions through engagement with stakeholders to facilitate structural safety improvements in school building modernizations and encourage building reuse**— DSA created the Existing Buildings Task Force— comprised of representative stakeholders with representation from school district facility development, community college facility development, architects, and engineers— to mitigate the effect construction cost escalation has on school building modernizations, as building code regulations require full seismic upgrade of facilities when facility improvements exceed 50% of the building valuation. This stakeholder engagement has produced effective communication between DSA and its clients, has resulted in amendments to DSA policy, and continues to assist DSA in studying potential building code amendments.





Office of Administrative Hearings

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

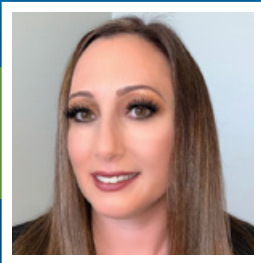
In 2022, OAH focused its efforts on bringing greater technological advances into the services we provide to both internal and external parties. We strive to deliver the highest quality administrative hearing services in a safe, secure, cost-effective manner. To this end, in 2022, OAH completed the following:

- * **Procured IT hardware and software necessary to provide participants simultaneous in-person and virtual access to hearings and mediations** – OAH identified and procured all necessary hardware and software to create a courtroom capable of holding hybrid hearings and mediations, with simultaneous in-person and virtual access by the participants, in a safe and accessible manner.
- Implemented statewide calendaring process** – The Special Education Division enhanced its calendaring process to leverage its ability to conduct videoconference mediations and hearings on short notice.

* 2022 Strategic Plan Goal

- Implemented a dual filing fee structure** – This new filing fee structure will help the General Jurisdiction Division to encourage virtual hearings and events.
- Worked with the Government Operations Agency to identify needed statutory changes** – The statutory changes in the Administrative Procedure Act will assist to facilitate virtual proceedings, which were enacted by the Legislature and signed into law by the governor.
- Worked with the Department of Developmental Services to draft statutory changes to the hearing process for recipients of numerous developmental benefits from regional centers** – This process helped establish an advisory committee of stakeholders to provide input to the processes and procedures, which were enacted by the Legislature and signed into law by the governor.





KATHERINE MINNICH
DEPUTY DIRECTOR, ADMINISTRATION DIVISION

Administration Division

The Administration Division had a productive and successful year in 2022. Despite numerous challenges, staff has consistently delivered administration services to internal and external customers while embodying resiliency, dedication and teamwork.



GARY RENSLÓ | 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 2022, ETS supported several projects to streamline internal DGS operations:

- ✦ **Implemented a data warehouse to improve decision-making through data analytics** – ETS established a data warehouse that delivers 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 that provides DGS programs the ability to access their data through a single site for reporting and dashboarding. This was the second year of a two-year goal.
- ✦ **Established a privacy program for DGS** – ETS continued to mature the privacy program for DGS in 2022–23, reducing the potential for privacy breaches, litigation and reputational harm. The privacy program provides more efficient and

✦ 2022 Strategic Plan Goal

secure operations in support of excellence in the business of government while maintaining the trust of state entities we serve and the citizens that depend on such services. The Privacy Office also initiated the Data Privacy Champion training program in 2022. Data Privacy Champions serve as trusted stewards of the department, promoting privacy awareness while acting as liaisons between their own program area and the Privacy Office regarding any new privacy developments and initiatives. This was the third year of a three-year goal.

- **Developed strategy and design for complete migration to the cloud** – In support of office relocation and consolidation, ETS developed a strategy, design and plan to migrate DGS applications and file storage to the cloud and remove dependency on the Ziggurat. The team also migrated two more applications to the cloud. To prepare for applications that are not a good fit for cloud migration, ETS migrated 278 virtual servers supporting over 75 DGS systems to a Hyper-converged Infrastructure (HCI) technology, which combines virtual server, network, and storage to streamline operations and support. These efforts help realize the state’s overall transition to telework by allowing employees and customers to utilize services from anywhere, thereby improving security and service availability, saving on power and cooling costs, and removing the dependency on a physical building. This was the second year of a four-year goal.
- **Streamlined the information technology goods and services request process** – ETS automated the approval process of information technology (IT) goods and services. This benefits all DGS offices procuring IT goods and services by completing the approval process within 14 calendar days and providing a simple interface to submit requests and view the status of existing requests. Since going live in April 2022, the average turnaround time on approvals has been 10 days. The reduction in time allows programs to receive their IT goods and services more quickly.

• 2022 Strategic Plan Goal

- **Rolled out Microsoft Teams softphones** – The ETS team replaced the existing Avaya on-premises phone system with Microsoft Teams softphones for approximately 2,000 users across the Ziggurat, Government Operations Agency and 13 other offices. This new solution provides access to work telephone numbers regardless of where staff are located. Softphones are provided at a lower per-user cost with no hardware to maintain, support or replace. ETS estimates that long-term savings are 55% per user, which equates to approximately \$200,000 per year.





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.

- ✦ **Enhanced and improved the customer experience with the online Invoice Payment Portal** – As a multiyear strategic goal slated for completion in 2023, OFS has undertaken enhancements and improvements to the online Invoice Payment Portal. This strategic goal is 90% complete as of October 2022. OFS has worked collaboratively with ETS to design a dashboard that interfaces with ServiceNow to allow internal users greater visibility and control over tracking and approving invoices to improve accountability and expedite services. DGS Accounting has provided internal and external customers with online access to additional invoice details, including nondirect billing invoices for the Architecture Revolving Fund. This provides greater ease of record-keeping, reconciliation and auditing to improve transparency and efficiency for over 8,000 customers of DGS.
- ✦ **Took initial steps toward automation of DGS' payroll distribution process** – Another multiyear strategic goal, led by OFS working together with ETS and the Office of Human Resources, is to modernize and automate the payroll distribution process. This project leverages interoffice partnerships to shift away from outdated paper carbon copies and make greater use of cloud-based, online technology that allows for faster and more secure transmittal of data so that customers receive timely

✦ 2022 Strategic Plan Goal

and accurate information and pay. We are in the early stages of this project and hope to roll out solutions in 2023.

- ✦ **Enhanced internal accountability through standardization of the staff onboarding process and office training plans** – The OFS team completed a strategic goal of updating, revitalizing and standardizing the onboarding process for staff across all three branches of OFS so that when new staff are welcomed to the OFS team in Budgets and Planning, DGS Accounting, or Contracted Fiscal Services, they are consistently, equitably equipped with the tools and information necessary to thrive in their new jobs and contribute to a culture of continuous improvement. Additionally, OFS rolled out standardized training plans and a plethora of resources on SharePoint for both staff and managers to ensure that managers and supervisors are also equitably equipped with the resources they need to encourage innovation, spark creativity and ensure accountability.
- **Completed successful negotiation of budget resources to support DGS programs** – OFS submitted 25 Budget Change Proposals (BCPs) to the Department of Finance (DOF) for fiscal year 2022–23. Of those 25 submitted, 23 were approved by DOF and enacted by the Legislature, resulting in \$1.497 billion and 4,173 positions being allocated to DGS in the state budget process.
- **Continued to provide “excellence in the business of government” through the Contracted Fiscal Services Program** – DGS' Contracted Fiscal Services (CFS) Program provides budgeting and accounting services to other state agencies that do not have the staff or expertise necessary to perform budget and/or accounting functions to achieve statewide efficiencies. DGS continually receives requests from the Department of Finance and the Government Operations Agency, as well as prospective client agencies themselves, to take on new client agencies. Some examples of OFS-CFS' continued excellence in customer service include successful completion of the budget-building process for 28 budgeting clients, and closing out the 2021–22 fiscal year with submittal of timely year-end financial reports and statements to the State Controller's Office for over 50 accounting clients.

✦ 2022 Strategic Plan Goal



Office of Human Resources

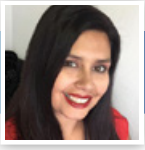
The Office of Human Resources (OHR) provides services in the areas of recruitment; hiring; benefits and pay transactions; employee training and development; and constructive intervention.

- ✦ **Developed an all-inclusive request/ticketing system to enable online submission of Requests for Personnel Action**—A new ticketing system allows Requests for Personnel Action (RPAs) to be routed and tracked, which allows for status updates. The system will also provide a clear path for processing to facilitate timely completion of personnel changes.
- ✦ **Continued implementation of virtual onboarding process with focus on teleworking employees**—In 2022–23, we continued to develop the onboarding process to assist staff who are bringing in new employees virtually while teleworking. We outlined common scenarios and developed solutions for custom requirements that will distribute necessary forms and information to appropriate units
- **Transitioned onboarding documents to Adobe Sign**—To increase automation and develop innovative tools, OHR, in collaboration with ETS, developed a process in Adobe Sign to allow forms to be completed and signed digitally by new employees, supervisors and Personnel Transaction Unit staff. This new solution offers a user-friendly and transparent process for OHR and customers and reduces paper usage.

✦ 2022 Strategic Plan Goal

- **Launched the electronic document retention solution for RPA packages, eRPA, to 21 contracted client agencies, boards, and commissions**—The eRPA process helped to streamline document retention and ensure compliance with regulations.
- **Created a new, user-friendly, and streamlined duty statement template and standard for use across DGS programs and 21 contracted client agencies, boards and commissions**—The duty statement template ensures proper allocation of positions and meets the department's need for a personnel management tool for evaluation, training, recruitment, communication and defense.





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

- **Processed 4,451 new procurements**—One exceptional procurement in 2022 included a media buy contract for the newly created California Privacy and Protection Agency valued at \$8 million that was processed expeditiously at the end of the fiscal year to avoid losing access to the funds.
- **Improved resources for both OBAS and our customers**—Improvements include the Requestor's Guide, a scope of work repository, the updated Policies and Procedures Manual, the highly anticipated CAL-Card Procedures Manual, and adding CAL-Card support to our catalog of ServiceNow items. The CAL-Card items are especially valuable to the 225 decentralized CAL-Card holders across the department.



MICHAEL THOMAS
ACTING 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/delivery risk management; claims handling; statewide safety training; and emergency management.

ORIM prepares for unplanned disruption by anticipating hazard outcomes and assessing contingencies for continued state operations. Some of our achievements include the following:

- **Established an effective and efficient insurance policy term to reach coverage goals at a reasonable price**—ORIM completed an insurance program evaluation to determine a road map to provide the best insurance coverage for state functions.
- **Established an interim risk management database to maintain operations during the procurement and implementation of a permanent Risk Management Information System**—In partnership with DGS' Enterprise Technology Solutions (ETS), ORIM developed and transferred claims data from an unsupported Risk Management Information System (RMIS) to a SharePoint-based solution to maintain

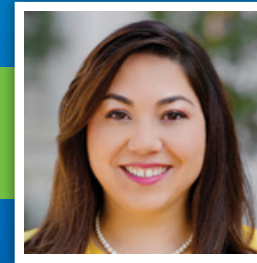
• 2022 Strategic Plan Goal

delivery of critical functions. ORIM has continued its partnership with ETS, the Procurement Division, and the Office of Business and Acquisition Services to select and implement a long-term RMIS that meets the business needs of ORIM's Motor Vehicle Insurance Account, the Government Claims Program, and the Office of Human Resources' Return to Work Unit. Through implementation of the replacement RMIS, ORIM enhances the quality of its services to stakeholders.

- **Began implementation of a new natural gas management system**—Working closely with ETS, ORIM has developed requirements for an integrated database and reporting tool for the capture and analysis of broad data sources maintained by Natural Gas Services. The project formally launched in November 2022, with a completion schedule of 18 months. The new system will improve efficiency and accuracy by automating repetitive processes, reducing manual entries, and providing two-way upload/download of frequently requested and required reports.
- **Maintained 365 days of uninterrupted service in 2021**—Natural Gas Services transported over 234 million therms (one therm is equal to 100 cubic feet of natural gas) to 187 customers and more than 400 facilities statewide while experiencing 108 Operational Flow Order days on the transmission system.
- **Delivered low and negative carbon intensity renewable natural gas**—ORIM prevented 22,000 metric tons of new atmospheric carbon from renewable natural gas delivered to transportation end users. Overall, the avoided greenhouse gas emissions from the program are equivalent to 53,711,673 trash bags of waste recycled instead of landfilled, and carbon sequestered by 20,517,824 tree seedlings grown for 10 years.

• 2022 Strategic Plan Goal

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 2022, OAS focused its efforts on key areas and goals for providing enhanced information and assistance to other state agencies and stakeholders.

- ✦ **Developed a paperless audit working paper platform through DGS' SharePoint site**—This platform provides an innovative approach to sustainable audit documentation and reporting.



✦ 2022 Strategic Plan Goal



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

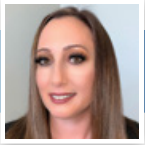
Office of Legal Services

The Office of Legal Services (OLS) provides leadership and guidance to state departments and agencies as well as DGS' internal divisions and offices regarding the state's contracting laws and policies, and advises the DGS divisions on legal issues arising out of various program areas. OLS also provides ongoing advice to the DGS executive office, Office of Human Resources, and program management on employment law matters, and prosecutes and defends personnel actions.

Some of the most notable accomplishments of 2022 are summarized below:

- ✦ **Prepared comprehensive updates to the State Contracting Manual Volume 1 and hosted statewide State Advisory Contracting Network meeting**—These measures helped to introduce the changes to state agency contracting staff.
- ✦ **Neared completion of paperless system to streamline contract submission and OLS review**—Completed 85% of tasks necessary to implement a new ServiceNow platform that will streamline department and agency contract submission and DGS OLS reviews, allowing a shift from a primarily paper system to an entirely electronic environment.

✦ 2022 Strategic Plan Goal



KATHERINE MINNICH
ACTING 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.

- **Provided leadership and guidance regarding disability employment issues**—The EEO Office monitors the department's compliance in having an active Disability Advisory Committee (DAC) and provides guidance on disability employment issues including but not limited to underrepresentation of persons with disabilities. This year the EEO Office participated with the DAC to deliver disability awareness lunch hour workshops from advocacy groups and community-based organizations. One such group was Stop Stigma Sacramento, whose speakers shared their personal lived experiences with mental illness, how it has impacted them at

home and in the workforce, and their stories of hope. Also, the EEO Office coordinated with the Department of Rehabilitation to deliver a training to the EEO Office and the Office of Human Resources regarding the State Internship Program and recruiting people with intellectual/developmental disabilities to become eligible for state service.

- **Recommended appropriate action and assistance to programs regarding language access**—The EEO Office's language survey coordinator conducts a biennial language survey submitted to CalHR on behalf of the department. As a result of the survey, the language survey coordinator identified a need for a specific unit to have a bilingual position. Acting in a consultative role, the EEO Office assisted departmental management in the hiring of a bilingual analyst to provide language access to members of the public that speak languages other than English.
- **Advised on employee complaints, grievances, and training related to discrimination and other EEO matters**—This year the EEO Office provided over 70 effective and timely complaint resolutions. The EEO Office participated in delivering the department's hiring manager training and educated managers on EEO requirements in recruitment and interviews. The EEO Office began to meet monthly with the Office of Human Resources' Constructive Intervention Unit to foster working relationships within the organization. These meetings enabled team members in our two units to be represented, give perspectives, seek input, feel included, and provide communication on overlapping projects.



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 second year of the 2021–22 legislative session, OLA monitored and tracked more than 100 bills related to DGS' jurisdiction or expertise and provided final recommendations on 34 bills that reached the governor's desk. The governor signed bills to enact changes proposed by DGS, including a bill to modernize the procurement process for light-duty electric and hybrid vehicles. The governor also signed bills to codify the 25% Small Business goal for state contracts, to promote diversity in state contracting and to make permanent DGS' efforts to develop affordable housing on state property. OLA continued to conduct outreach to legislative offices on those efforts.



MONICA HASSAN
DEPUTY DIRECTOR, OFFICE OF PUBLIC AFFAIRS

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.

- **Developed and launched *Hello DGS*, a bimonthly news magazine-style show to enhance communication and employee engagement among DGS employees** — In February, OPA launched the first episode of *Hello DGS*, a professionally produced news magazine-style show that brings DGS employees 15–20 minutes of important updates, departmental accomplishments and initiatives, and fun stories about what fellow employees and executives do when they're not working. *Hello DGS* was developed as a tool to enhance communication and engagement now that many employees are working from separate locations.



At a Glance: DGS *by the* Numbers

OFFICE OF BUSINESS AND ACQUISITION SERVICES

4,451

Total number of procurements for DGS offices and divisions completed by the Office of Business and Acquisition Services (OBAS)

\$712,948,916.00

OBAS' total procurement spend

26.45%

Percentage of total procurement dollars OBAS spent on Small Business and Microbusiness firms (\$188,579,804.00)

4.51%

Percentage of total procurement dollars OBAS spent on Disabled Veteran Business Enterprises (\$32,134,131)

72

Number of newly certified OBAS contract administrators

ENTERPRISE TECHNOLOGY SOLUTIONS

22

Number of projects completed by Enterprise Technology Solutions (ETS)

434

Number of ServiceNow enhancements to the system by ETS

19

Number of DGS locations migrated to software-defined wide area network

5

Number of DGS locations that received upgraded bandwidth

OFFICE OF HUMAN RESOURCES

40

DGS-eligible employees accepted into Upward Mobility Program

33

Pairings of mentors and mentees in the second cohort of the Mentorship Program

DIVISION OF THE STATE ARCHITECT

2,242

Number of school facilities projects certified by the Division of the State Architect

OFFICE OF STATE PUBLISHING

29,110,000

Number of Voter Information Guides printed in two election cycles this year

3

Number of election cycles for which OSP printed Voter Information Guides in a 12-month period

OFFICE OF LEGAL SERVICES

5,027

Number of non-IT services contracts reviewed by DGS' Office of Legal Services (OLS) through September, with over 1,093 processed in June alone

99

Number of bid protest decisions issued by OLS among three hearing officers

80+

Number of real estate projects for which OLS provided legal assistance, including acquisitions, due diligence, and special projects

PROCUREMENT DIVISION

42

Number of DGS' certification reciprocity partners comprising local governments, utility companies, transit and school districts, and the University of California system – all of which accept the state Small Business/Disabled Veteran Business Enterprise certification for their contracting opportunities

27

Number of strategic partnerships with diverse business organizations and chambers of commerce leveraging resources and training to assist new and certified small diverse and disabled veteran-owned businesses in contracting with the state

74%

Percentage of certified Small Businesses and Disabled Veteran Business Enterprises that are Microbusinesses (of the 16,791 total)



ANASCA

2022 Innovation in
State Government Award:
Digital Services, Data Management,
Analytics & Visualization

State of California

FI\$Cal Purchase Order
Payment History Search

DGS 2022 Awards *and* Special Recognition

- **Office of Administrative Hearings received Government Technology's Best of California Award for the Best Application Serving the Public in 2022** – This award was given at the California Digital Government Summit in recognition of OAH's procurement and implementation of state-of-the-art virtual evidence software.
- **Office of Business and Acquisition Services' Kathryn Hill was awarded Advocate of the Year, Silver Award at the State Agency Recognition Awards** – Ms. Hill is OBAS' Small Business and Disabled Veteran Business Enterprise Advocate. The bronze, silver and gold Advocate of the Year Awards recognized three SB/DVBE advocates throughout the state of California for exemplary work and success through outreach efforts, performance measurements and notable improvements.
- **The FI\$Cal Purchase Order Payment History Project won the Best of California Award for Best IT Collaboration as well as the National Association of State Chief Administrators Award for Digital Services, Data Management, Analytics and Visualization** – This innovative financial management solution allows the public and state departments to quickly obtain procurement-related payment information. It exemplifies values of transparency in government operations and offers time-saving and cost-saving benefits to all users. Through collaboration between FI\$Cal and DGS, the power of information technology was harnessed to offer a data-sharing solution from 175+ state offices that meets regulatory and compliance obligations of the state while offering 24/7 service to the public, including private contractors. The rapid adoption and use of this tool since its launch in April 2022 has already generated significant benefits and demonstrates the great promise of strategic collaborations between state offices to better serve the public.
- **State Architect Ida Clair received Sustainable Facilities Forum Pioneer Award** – Green Technology honored State Architect Ida Clair with the Sustainable Facilities Forum 2022 Pioneer Award, which recognizes efforts to develop innovation in the area of sustainability and pave the way for others to follow.

- **State Architect Ida Clair received the Leader in Environmental Stewardship Award** – The Construction Management Association of America distinguished the State Architect with the Leadership in Environmental Stewardship Award 2022: an honor that recognizes outstanding leadership in innovation and best practices in guiding sustainability and environmental stewardship.
- **Division of the State Architect and New Building Institute’s collaboration in the 2021 Getting to Zero Over Time Cohort was published** – The Division of the State Architect’s collaboration with the New Building Institute (NBI) in the 2021 Getting to Zero Over Time Cohort was documented in the launch of NBI’s *Decarbonization Roadmap Guide for Schools Building Decision Makers* – a national publication that will help school districts with their building decarbonization efforts to target net-zero carbon construction by 2045.
- **California Building Standards Commission Executive Director Mia Marvelli was awarded Certificate of Appreciation from the County Building Officials Association of California** – The association recognized Ms. Marvelli for her presentation at their Annual Business Meeting and Conference.
- **Real Estate Services Division celebrated numerous awards for new buildings** – In 2022, four of RESD’s largest and most public projects were repeatedly recognized for industry awards in a variety of categories. Not including awards for which the projects were named honorable mentions or finalists, the Clifford L. Allenby Building and the P Street Office Building (“New Natural Resources Building”) each won nine industry awards, and the Mary D. Nichols Campus, Southern California Headquarters for the California Air Resources Board won seven.
- **Procurement Division received Top Partner Award from California Black Chamber of Commerce** – DGS was recognized for its contribution to the chamber’s inaugural Economic Business Summit and Roundtable, where Procurement Division staff facilitated matchmaking sessions between state buyers and Small Businesses as well as Disabled

Veteran Business Enterprises. DGS is proud to support the state’s business economic recovery and greater diversity and equity in the state’s supplier base.

CLIFFORD L. ALLENBY BUILDING

- **2020–21 Sacramento Business Journal, Best Real Estate Projects, Best Office**
- **American Institute of Architects (AIA) Central Valley Design Awards, Regional Recognition Award**
- **International Interior Design Association (IIDA) Northern Pacific INawards, Best in Workplace and Best in Show**
- **2022 Design-Build Institute of America (DBIA) Western Pacific Region Design-Build Awards, Award of Merit**
- **2021 Construction Management Association of America, NorCal Project Achievement Award**
- **2022 DBIA National Project Team Awards, Award of Merit**
- **2022 Engineering News-Record California, Regional Best Projects, Award of Merit – Northern California Best Government/Public Building**
- **2022 AIA California Design Awards, Special Commendation**
- **Interior Design Magazine, Best of Year Awards**

NEW NATURAL RESOURCES BUILDING (P STREET)

- **2021 Sacramento Business Journal, Best Real Estate Projects, Sustainability**
- **2021 American Society of Civil Engineers Sacramento Section Outstanding Architectural Engineering Project**
- **2022 Engineering News-Record (ENR) California, Best Regional Project Northern California Best Government/Public Building**

- 2022 ENR California, Project of the Year
- 2022 International Partnering Institute (IPI) Project of the Year Award, Building and Infrastructure over \$250M, Ruby Level
- 2022 IPI Sue Dyer Innovation Awards, “Big Room”
- 2022 Design-Build Institute of America (DBIA) Western Pacific Region, Project of the Year
- 2022 DBIA Western Pacific Region, Design Excellence Award
- 2022 DBIA Western Pacific Region, The Lean in Design-Build Excellence Award

CALIFORNIA AIR RESOURCES BOARD SOUTHERN CALIFORNIA HEADQUARTERS

- 2022 Construction Management Association of America, Southern California Chapter – City/County/State (More than \$100 Million)
- 2022 Design-Build Institute of America (DBIA) National Merit Award
- 2022 DBIA Western Pacific Region – Merit Award, Federal, State, County Municipal Submission Category
- **Engineering News-Record (three awards):**
 - » Excellence in Sustainability Award – Southern California
 - » Excellence in Safety Award – Southern California
 - » Award of Merit – Best Government/Public Building
- **Sustainable Facilities Forum (May 25, 2022):**
 - » State Building Award, California Air Resources Board, Mary D. Nichols Campus, Southern California Headquarters

- **Sustainable Innovation Awards by the U.S. Green Building Council – Los Angeles Chapter (USGBC-LA) (November 2022)**
 - » Project of the Year Award for Sustainable Practices, The California Air Resources Board, Mary D. Nichols Campus
- **Procurement Division, Office of Small Business and Disabled Veteran Business Enterprise Services Branch Chief Anda Draghici and Business Outreach Liaison Wayne Gross received the “Skin in the Game” Award –** The Southwest Veterans’ Business Resource Center presented the two “Skin in the Game” Awards at the 11th Small Business and Veteran Summit in Moreno Valley in recognition of the awardees’ individual commitments to championing ongoing veteran entrepreneurship.
- **The Procurement Division was recognized for its outstanding commitment to small business contracting by the Los Angeles Area Chamber of Commerce Foundation with its Certificate of Recognition –** The chamber named DGS’ Procurement Division for its outstanding commitment of access to opportunity and the most contract awards to OneLA Inclusive Procurement Small Businesses, 2020–2022.
- **The state of California was recognized in 2022 as an EPEAT Purchaser Award winner from the Global Electronics Council –** This award celebrates leaders in sustainable electronics procurement. The nonprofit Global Electronics Council manages the EPEAT ecolabel, which allows DGS to efficiently address the life cycle impacts of the electronics we purchase, such as computers, displays, printers, cell phones, servers and televisions. In 2021 the state purchased 116,363 EPEAT certified products, providing energy savings equivalent to the annual electricity consumption of 5,277 average U.S. households, and avoided greenhouse gas emissions equivalent to taking 2,852 average U.S. passenger cars off the road for a year. Choosing EPEAT certified energy-efficient products resulted in cost savings of \$3.1 million.



GAVIN NEWSOM
Governor

AMY TONG
Secretary, Government
Operations Agency

ANA M. LASSO
Director

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