

# 2024

**DGS**  
GENERAL SERVICES

# YEAR IN REVIEW

DEPARTMENT *of* GENERAL SERVICES





# Table of Contents

- 2  
**A Message from the Director**
- 4  
**Messages from the Chief Deputy Directors**
- 6  
**About the Department**
- 10  
**DGS Strategic Plan**
- 12  
**2024 Accomplishments**
- 74  
**At a Glance: DGS by the Numbers**
- 82  
**DGS 2024 Awards and Special Recognition**

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## *A message from* **The Director**



**As dawn breaks on a new year, we recognize the potential it affords to continue the work we do and positively impact the lives of all Californians.**

Throughout 2024, DGS had a vast range of projects progress through various stages of completion, from groundbreaking to ribbon-cutting, each designed to meet the changing needs of both fellow state departments and Californians at large.

As recent history has shown, we must all be ready to shift gears in accordance with unexpected developments that can occur, both internally and externally. Thankfully, DGS employees are adaptable in spades, no matter the work environment.

As my fourth year at DGS ends, I am grateful and inspired by everything the department has accomplished—from the opening of the May Lee State Office Complex to celebrating 50 years of the Office of Small Business and DVBE Services—and excited at the prospect of all that we can achieve with 2025 on the horizon.

Our department's human-centered strategies help set an example for other state departments and illustrate our vision: Excellence in the Business of Government.

With so many accomplishments across the department, I encourage you to celebrate in our shared successes within the pages of this *Year in Review* as we continue to work toward a better California for all.

Sincerely,

**ANA M. LASSO** | DIRECTOR





*A message from*  
**The Chief Deputy  
 Director**

As a trusted partner to other government agencies, small businesses, and communities across California, I am grateful each year to take a step back and point the spotlight on all that DGS has achieved.

DGS' work throughout 2024 reiterates the department's commitment to innovating and refining its processes to meet the needs of our stakeholders.

Throughout DGS, our staff worked tirelessly to create new and more efficient systems to better serve our customers. We launched a new Small Business and Disabled Veteran Business Enterprise certification training program to provide insights into bidding, winning contracts, and improving readiness in state procurement. We also spearheaded a multidepartment effort to develop and implement statewide guidelines and training related to GenAI in state purchases of goods and services.

Each project mentioned in this *2024 Year in Review* helps to weave a complete tapestry of the successes and achievements reached by DGS in the last 12 months. I'm grateful for each of the individual contributions that helped us reach this point, and I can't wait to see what we'll accomplish in 2025.

Sincerely,

**JENNIFER OSBORN** | CHIEF DEPUTY DIRECTOR



*A message from*  
**The Chief Deputy  
 Director**

DGS exists to help its customers execute their goals. While this endeavor can take on many forms, it is the ethos of who we are and what we do as a department.

DGS has an integral role in ensuring California has safe, compliant schools for its families and modern workspaces for state agencies while working to reduce the Golden State's carbon footprint.

In this *2024 Year in Review*, we see just some of the many activities and initiatives we worked on this year.

Our real estate, architecture and design professionals continued to oversee numerous large-scale construction and renovation projects, including the opening of the May Lee State Office Complex on Richards Boulevard—the state's largest-ever, continuously constructed office complex!

We completed a comprehensive reinventory of the state's property, which helped us find excess sites that could be transformed for affordable housing purposes. We also nearly doubled the number of project inspector exams we offer each year. These and so many other collective DGS achievements are spotlighted in this *Year in Review*, which we present with gratitude to the many DGS employees who made them possible.

Sincerely,

**JASON KENNEY** | CHIEF DEPUTY DIRECTOR





# About the Department





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

We are one of 13 entities under the California Government Operations Agency. We are made up of more than 25 offices and divisions.

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 4,400 employees and a budget of \$1.3 billion, DGS serves the public by providing a variety of services to state agencies through procurement and acquisition solutions; real estate management and design; environmentally friendly transportation; professional printing, design and web services; administrative hearings; legal services; building standards; oversight of structural safety, fire/life safety and accessibility for the design and construction of K–12 public schools and community colleges; funding for school construction; and disability access.

### **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)**

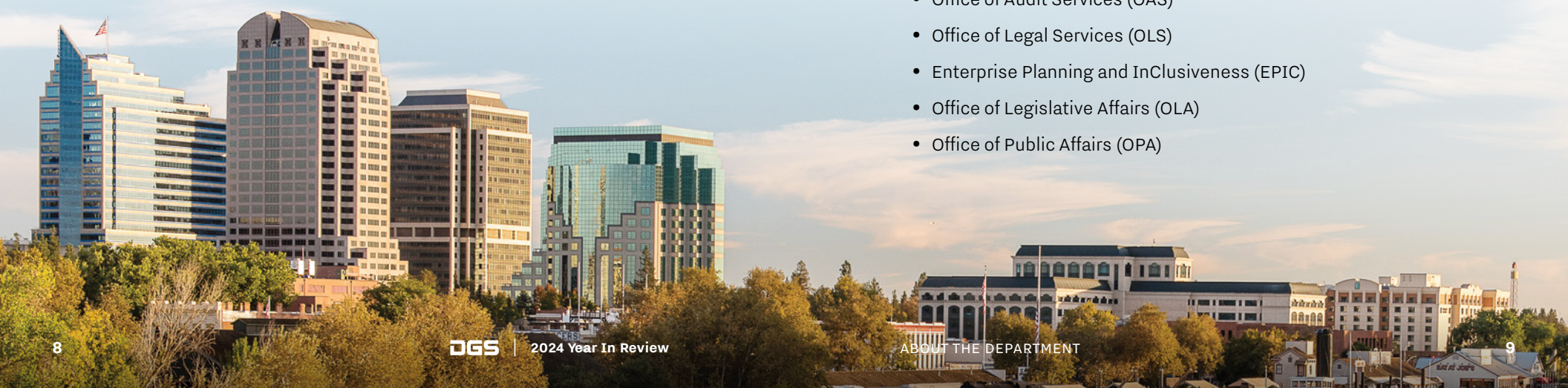
#### **Office of Administrative Hearings**

#### **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)
- Office of Training and Administrative Standards (OTAS)

#### **Director's Office**

- Office of Audit Services (OAS)
- Office of Legal Services (OLS)
- Enterprise Planning and InClusiveness (EPIC)
- 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.

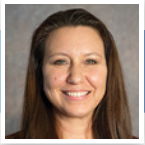


**Effective:** We continuously develop ourselves so we can better serve our customers.





# 2024 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 2024, 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.

### OFFICE OF SMALL BUSINESS AND DISABLED VETERAN BUSINESS ENTERPRISE SERVICES

- **Developed the first Small Business and Disabled Veteran Business Enterprises cohort-based training program, a DGS 2024 strategic goal**—In December 2024, the SB/DVBE training Program in OSDS sent a call for SB/DVBE nominations

to DGS strategic partners' chambers of commerce for the eight-week SB/DVBE cohort-based certificate training program. The program is designed to provide in-depth and practical insights into bidding successfully, winning contracts, and improving SB/DVBE performance readiness in state procurement. The SB/DVBE cohort-based training program will allow OSDS to longitudinally track and assess program efficacy and the success rate of trainees in various stages of state contracting. The cohort-based training is designed for certified businesses with limited or no contracting experience with the state who can deliver year-round goods and services to meet state government procurement needs.

- **Celebrated the 50<sup>th</sup> anniversary of the Office of Small Business And Disabled Veteran Business Enterprise Services**—In October 2024, the Office of Small Business And Disabled Veteran Business Enterprise Services (OSDS) hosted a celebratory outreach event that featured expert panels, certification and outreach clinics and exhibits dedicated to Small Businesses (SBs) and Disabled Veteran Business Enterprises (DVBEs). OSDS offered opportunities to learn about the DGS programs and meet the state SB/DVBE advocates and strategic partners. In December 2024, OSDS hosted a celebratory event dedicated to the DGS strategic partners and the DGS SB Advisory Council, as well as former Procurement Division and OSDS leadership who have led and supported the SB/DVBE programs and communities over the past decades. The OSDS 50<sup>th</sup> Anniversary Celebration video of OSDS milestones, testimonials and remarks was presented during the event.





- **Launched the “Contact to Contract” SB/DVBE outreach tracking system**—The SB/DVBE Outreach Program, in partnership with the California Department of Technology’s (CDT’s) Technology Modernization Fund and DGS Enterprise Technology Solutions (ETS), implemented a new customer service management system in ServiceNow to track small, diverse, and disabled veteran-owned businesses assisted through outreach activities from initial contact to awarded contracts. The system streamlines outreach event management functions, improves the effectiveness of analysis and reporting, and enables program enhancements. It also offers a better understanding of where businesses struggle to bid on and succeed in state contracting so the SB/DVBE program can provide more specialized assistance to those businesses.
- **Implemented innovative policy that reduced the SB/DVBE certification applications backlog**—The SB/DVBE Certification Program implemented a policy innovation pilot for application processing that reduced the application backlog by 98%. This pilot improved the SB/DVBE program’s quality and efficiency while preserving its integrity, and resulted in a 59% decrease in phone calls and emails as well as improved customer satisfaction, while enabling SB/DVBE applicants to timely pursue state contracting opportunities.
- **Completed the 2024 SB/DVBE Program Economic Impact Study**—In June 2024, the SB/DVBE Outreach Program contracted with a certified Small Business to conduct a study to determine the economic impact of the SB/DVBE programs on state and local economies, illustrating why it is critical for state departments to meet the state’s SB and DVBE participation goals, and showing the substantial positive effects on the state’s economy of SB and DVBE inclusion in state and reciprocity partner procurements. The study found that every \$100 spent by the state with a certified SB/DVBE resulted in \$196 for their community, compared with only \$188 for noncertified businesses.

- **Adjusted the Small Business Program Gross Annual Receipts size standards to reflect changes in the 2023 California Consumer Price Index**—The SB/DVBE Certification Program increased the SB program Gross Annual Receipts (GAR) size standards based on the 2023 biennial review and escalation (as required by law) as follows: Small Business certification GAR increased from \$16 million to \$18 million, Microbusiness designation GAR increased from \$5 million to \$6 million, and Small Business for the Purpose of Public Works (SB-PW) certification GAR increased from \$38 million to \$43 million.

## STATEWIDE SUPPLIER DIVERSITY PROGRAM

- **Launched the Statewide Procurement and Contracting Disparity Study, a DGS 2024 strategic goal**—Mandated by Assembly Bill 2019, this study examines state contracting practices to assess equal access for minority-, women-, LGBTQ-, and certified small and disabled veteran-owned businesses. The contracted consultants successfully kicked off this project in July 2024 with a clear plan, objectives and strategies to meet the scope of work, deliverables and timeline.
- **Increased the diversity data collection response rate in Cal eProcure by 45%**—The Statewide Supplier Diversity Program (SSDP) implemented various outreach strategies that raised the diversity data response rate in Cal eProcure from 8,800 in January 2024 to nearly 13,000 as of September 2024. By encouraging suppliers to provide diversity information, we are better able to understand the demographics of our suppliers and identify areas for improving outreach and education efforts across different cities, counties and industries.
- **Raised awareness of small business certification and state contracting opportunities**—SSDP partnered with the Office of Public Affairs to produce a small business success story video featuring Vantage ID, a minority woman-owned firm specializing in barcode technology. Since becoming certified in 2021, Vantage ID has contracted \$1.25 million with the state.



SSDP highlights certified small and diverse businesses on its website to inspire others interested in doing business with the state. These success stories showcase the business owners, share their experiences with state contracting, and offer tips for success.

- **Established and hosted the inaugural Statewide Supplier Diversity Symposium**—DGS, in collaboration with the California Statewide Coalition on Diversity Initiatives (including the Department of Insurance, Department of Health Care Access and Information, Department of Transportation, California Office of the Small Business Advocate, and the California Public Utilities Commission), hosted this annual event to enhance the economic impact of California’s small and diverse businesses. The symposium broadened access to business resources and procurement opportunities through collaboration, and featured insights on contracting with state and federal governments, the utilities sector, and the insurance and health care industries.

## ENGINEERING BRANCH

- **Created and published an Environmentally Preferable Purchasing best practices manual**—The Environmentally Preferable Purchasing (EPP) manual is a reference for California buyers to identify EPP criteria for solicitations. It recommends ecolabels, EPP standards, and best practices for a wide variety of products purchased by the state. The manual is located at: [www.dgs.ca.gov/PD/Resources/Find-EPP-Goods-and-Services](http://www.dgs.ca.gov/PD/Resources/Find-EPP-Goods-and-Services).

## ACQUISITIONS BRANCH

- **California Multiple Award Schedules**—The California Multiple Award Schedules (CMAS) unit received 1,288 applications from vendors through October 11, 2024. Of those, 643 were from new vendors and 645 were supplements to current agreements. A total of 555 agreements were issued,

391 of which were for IT Goods and Services. The unit also issued 536 supplements, of which 325 were for IT Goods and Services. Certified SBs/DVBES received 259 new agreements and 197 supplements.

Certified SBs make up 44% of the 2,537 active CMAS agreements.

At the time of this printing, state agency spend using CMAS agreements totaled \$45,330,707.92.

## PHARMACEUTICAL ACQUISITIONS SECTION

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

- **Saved the state \$196 million through pharmaceutical pricing agreements**—These savings, based on the wholesale acquisition cost for participating entities, were primarily for high-cost medications for the rolling 12-month period ending September 2024.
- **Saw a 323% increase in cost savings**—The Statewide Pharmaceutical Program saw a 323% increase in high-cost pharmaceutical savings for counties participating in the pricing program, comparing the first quarter of 2022 and the first quarter of 2024.
- **Shipped approximately 1.6 million units of Narcan nasal spray packages**—The Statewide Pharmaceutical Program shipped 1.6 million units of Narcan nasal spray across the state in the last 12 months to combat opioid overdose-related deaths throughout California. Narcan nasal spray units were purchased by the Department of Health Care Services through the DGS Narcan pricing agreement, which was distributed to 6,329 agencies throughout California.

## OFFICE OF STATEWIDE EMERGENCY RESOURCE SUPPORT

The Office of Statewide Emergency Resource Support (SERS) provides oversight and emergency contracting assistance, and ensures compliance with state procurement laws and state and federal disaster policies. SERS provides emergency state contracting support to the California Governor's Office of Emergency Services (Cal OES), allied response agencies, and local jurisdictions where allowable.

SERS' most noteworthy accomplishments for 2024 include:

- **Executed contract support for fire recovery and watershed protection**—The team effectively responded to multiple governor-declared emergencies to support the State Operations Center. They developed and administered contracts with vendors statewide for critical services and commodities on behalf of the governor's office, ensuring timely and efficient support of the agencies' response efforts. The emergency contracting team successfully managed resourcing in commodities and services in response to the 2024 Park Fire and Borel Fire, spanning across three counties.
- **Awarded statewide contracts for enterprise technology**—The Contracts Management Section has awarded 35 statewide contracts for enterprise technology. These contracts cover 29 original equipment manufacturers (OEMs) such as IBM, Cisco and Oracle. State departments and local governmental agencies can now purchase enterprise technology equipment, software, and services through these contracts to maintain the efficiency of their internal network systems. The contracts have a three-year term starting from October 1, 2024, with two additional one-year options. Contractors can offer and sell products from the OEM catalogs that align with their awarded categories, such as data center networking, servers and routers.
- **Software License Program awarded agreements**—The Software License Program (SLP) awarded 212 agreements

and reached \$509 million in spend for state and local use at the time of this printing. These awards included 12 new software publishers, for a total of 186 publishers, and a total of 764 reseller agreements. SLP currently has 42 DVBE reseller agreements, 72 SB/DVBE reseller agreements, and 226 SB reseller agreements.

- **GS \$MART financed \$66 million across eight transactions year-to-date**—The Golden State Financial Marketplace (GS \$Mart) loan program has financed \$66 million across eight transactions year-to-date. It is estimated the program will finance \$25 million in additional deals by the end of 2024. GS \$Mart has seen an increased interest in the program assisting departments needing to make essential purchases due to the state's current budget constraints.
- **Awarded Master Service Agreements**—The Master Agreements Unit 1 (MAU1) awarded a Master Service Agreement (MSA) for Uniform and Mat Rental and Cleaning Services. Additional MSAs that will be awarded before the end of 2024 include Community Outreach and Education Services and California Integrated Travel Project General Transit Feed Specification—Real-time Services. MAU1 released a solicitation for Temporary Health Care Staffing Services.
- **Reached over \$880 million 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.
- **Issued generative artificial intelligence request for innovative ideas**—In furtherance of Executive Order N-12-23, the Procurement Division collaborated with the Government Operations Agency, Department of Technology and multiple state agencies to issue five Requests for Innovative Ideas (RFI<sup>2</sup>) soliciting generative artificial intelligence (GenAI) solutions to address state agency problem statements. This effort will assist

the state in evaluating proposed GenAI tools and services, to further the state's goals of safe, ethical, and responsible implementations, and to inform decisions on the use of GenAI, consistent with state guidelines.

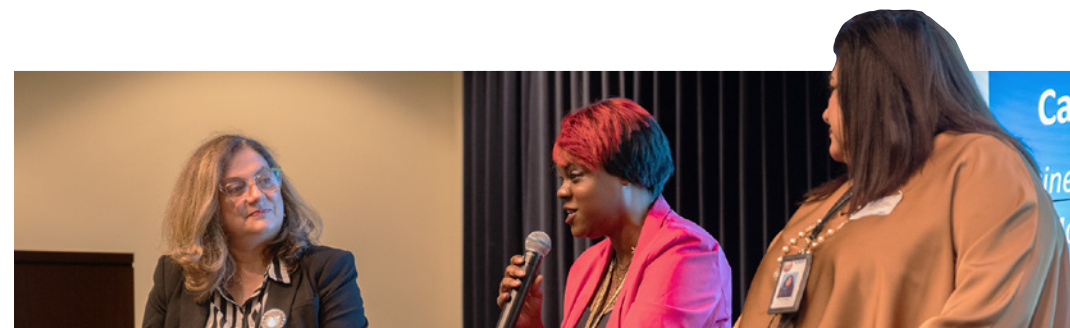
## POLICY, TRAINING, AND CUSTOMER SERVICE BRANCH

- **Implemented mandate from Executive Order N-12-23 to issue GenAI guidelines**—Executive Order N-12-23, item 3a, addresses risk and appropriate use of GenAI in state operations.
- **Purchased software to meet the strategic goal of eMarketplace implementation**—The Procurement Division, in partnership with the Financial Information System for California (FI\$Cal), is procuring and implementing the Ivalua software as a service to provide an online eCommerce marketplace (eMarketplace). This is part of a continued effort to modernize procurement operations statewide and strengthen the relationship between California and its contracted suppliers, including SBs/DVBEs. The eMarketplace solution will be a cost-friendly and modernized system implementing electronic catalogs that are viewable online, which will give California industries greater visibility into the state's business. State agencies' buyers will have the ability to acquire the best goods and services available to serve customers along with a simplified selection of items for purchase orders and requisitions, saving time and ensuring accuracy. Features of the system would also include reporting functionality, which will help DGS provide state agencies with sustainability information and assistance regarding EPP. The completion of the software procurement signals the kickoff of the design and build stage for the first phase of the implementation process.
- **Improved Non-Competitive Bid Unit process to reduce processing time frames for IT procurement**—The Non-Competitive Bid (NCB) Unit improved internal processes to assess IT-related procurement authority for DGS, determine prior CDT project involvement and compliance with state IT

policies, and reduce processing time frames from 121 days to 51 days (116% decrease). The unit also completed a new Unit Desk and Operations Manual. State departments will benefit from improved NCB processing time frames, which will lead to more expedient procurement time frames. Upon completion, the NCB customer will have decreased wait and processing times for NCB submission outcomes and approvals.

- **Increased approvals for Purchasing Authority Increase Requests**—The Purchasing Authority Unit (PAU) collaborated with One-time Acquisitions (OTA) to identify 19 individual transactions to be delegated back to state departments and completed internally to aid with OTA's year-end workload. The delegated transactions had low-risk dollar thresholds, which enabled the departments to complete the transactions internally more quickly than OTA, due to OTA's unprecedented workload. Additionally, the PAU established criteria for and implemented overall increases from Tier 2 to Tier 3 for four departments.
- **Updated the Information Technology General Provisions/Terms and Conditions for IT purchases**—The state's Information Technology General Provisions are being updated pursuant to Public Contract Code Section 12101.2. The Procurement Division within DGS, in collaboration with CDT, is soliciting input from various stakeholder groups to prenegotiate the state's repetitively used terms and conditions. The overall goals for all procurements are to accomplish business goals, reduce legal liability and protect assets, and reduce the time it takes to execute a contract. State departments will benefit through reduced legal liability and asset protection, and a reduction in the time it takes to execute a contract.

• 2024–25 Strategic Plan Goal







## Real Estate Services Division

The Real Estate Services Division (RESD) 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 RESD accomplishments this past year included:

- **Completed a comprehensive reinventory of state-owned property**—The reinventory was completed to determine which housing-suitable sites were also excess and could be repurposed for affordable housing. This process included jointly developing an automated screening tool with the Department of Housing and Community Development that uses Geographic Information System (GIS) layers and data to rapidly screen sites for competitiveness with tax credit financing. This process appears to be unique in California, and could be utilized by local jurisdictions to assess their own real property portfolios.
- **Celebrated Sugar Pine Village grand opening**—DGS and the city of South Lake Tahoe joined Related California and development partner Saint Joseph Community Land Trust for the grand opening of Phase 1A of the Sugar Pine Village affordable housing project on state-owned land. Sugar Pine Village, consisting of almost 10 acres, was part of Governor Newsom's Executive Order N-06-19 to build housing on state-owned excess land. This first phase delivers 68 of the total 248

affordable units in the development and marks a significant milestone in addressing the city's urgent need for workforce housing. It was the first competitively awarded project under the executive order and the first to commence construction.

- **Completed the design and construction of the May Lee State Office Complex**—The May Lee State Office Complex (MLSOC) is on a 17.3-acre site in Sacramento that was previously home to the old State Printing Plant. The MLSOC is the state's largest single-phase office complex project to date and is comprised of office space and amenities totaling approximately 1,250,000 gross square feet. The project features a seven-story parking garage, central utility plant, 300-person auditorium, 25-room training center, child care facility for 120 children, coffee shop, large dining hall, two retail spaces, fitness center, and a secure indoor bike storage room. Designed and built to achieve a LEED Gold Certification and the state's very first Sustainable SITES certification, the complex is the largest all-electric, zero-net energy, zero-net carbon complex in the country. The project exceeded all contract and labor goals, achieving 7% of contract spend with Disabled Veteran Business Enterprises (DVBES) and 28% with Small Businesses (SBs), as well as 25% apprentice hours, and 30% targeted worker hours. The Construction Inspection and Management Branch staff completed 30,250 inspections for this project. The four-year design-build construction project was completed \$30 million under budget and three weeks ahead of schedule, saving the state an additional \$20 million in bond interest.
- **Completed the design and construction of a new Safe Stay Community of sleeping cabins on Stockton Boulevard in Sacramento**—The new Safe Stay Community will provide individual sleeping cabins along with wraparound services of meals, showers, laundry facilities, and other services to help the residents find ways to transition from homelessness to permanent housing.

- **Received trailer bill approval to allow the use of Job Order Contracting as a delivery method for public works construction projects**—Job Order Contracting (JOC) will allow construction contractors to provide proposals, referred to as Job Orders, to deliver construction projects for DGS and our client agencies. JOC will allow DGS’ Project Management and Development Branch (PMDB) to deliver projects in a more expeditious manner and will provide an additional delivery method for PMDB that is anticipated to be highly successful for tenant improvements, reroofing, carpet, paint, sitework and many other projects.



## Facilities Management Division

The Facilities Management Division (FMD) takes care of our state assets, ensures a healthy working environment for our tenants and staff, and strives to deliver excellent customer service. FMD’s long-term vision is to increase our ability to address deferred and preventive maintenance in our buildings while setting the bar for industry standards as they relate to project management, custodial services, trades services and building management.

In 2024, FMD made progress toward developing our valued staff members and provided a healthy working environment for our tenants and staff.

- **Implemented the Custodian to Office Administration Apprenticeship Program**—Last year, FMD launched the Custodian to Office Administration Apprenticeship Program with 20 participants from different locations throughout the state. As of November 2024, four apprentices were promoted to either office technician, personnel specialist or office assistant. FMD’s success could not have been possible without the support of the apprentices’ supervisors, mentors, Bakersfield College and our Service Employees International Union partners. FMD is committed to excellence, and as such,

is committed to providing custodians with the opportunity to obtain the skills needed to succeed in administrative occupations.

- **Opened the May Lee State Office Complex**—In May 2024, the May Lee State Office Complex held its grand opening. As one of California’s largest government buildings, this DGS-owned, -managed, and -maintained complex will provide space to approximately 4,600 employees from seven state agencies when fully occupied by the California Department of Tax and Fee Administration, California Department of Housing and Community Development, Civil Rights Department, Department of Financial Protection and Innovation, California Department of Real Estate, California Department of Health Care Access and Information, and California Commission on Teacher Credentialing. The complex is being managed and maintained by 143 FMD employees and was named after California’s longest-serving state employee, May Lee, who was also an FMD staff member.
- **Implemented FMD’s Environmental Health and Safety website**—Furthering FMD’s commitment toward providing the latest resources and information to ensure safe and compliant operations for all building managers, Environmental Health and Safety created a new SharePoint site: “For Building Managers,” providing a crucial step toward enhancing our team’s success, as it centralizes essential resources, streamlines communication, and fosters a collaborative environment where everyone can access the information they need to ensure safe and compliant operations.

DGS

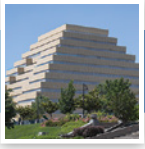


**BRENT JAMISON** | DEPUTY DIRECTOR,  
INTERAGENCY SUPPORT DIVISION

## 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 2024, ISD continued to make great strides toward improving business processes and innovating ways to better serve its customers and the public.





## 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 in 2024 include:

- **Executed a new contract for a travel management services provider**—OFAM's Statewide Travel Program (STP) transitioned to a new travel management services provider in April 2024. The travel management services contract provides several benefits to state agencies, including reduced travel costs, a streamlined booking process, data tools and analytics, and other solutions to increase efficiency and control within the agency's travel program.

- **Reached 95% completion of the installation of telematics on the DGS lease fleet**—OFAM's Fleet Operations Unit has achieved 95% completion of telematics installations in its fleet of approximately 4,500 leased vehicles. As mandated by State Administrative Manual Section 4122, all state agencies must have telematics installed and operational on their fleet assets. Benefits include enhanced employee safety/driving behavior; potential cost savings; and improved oversight of fleet performance, fuel and electricity usage. Once fully implemented, Fleet Operations will begin collecting and analyzing data to conduct a cost savings and efficiency analysis to realize the full potential of telematics.
- **Parking Administration supported the opening of the May Lee State Office Complex**—OFAM's Parking Administration Unit coordinated the memorandum of understanding between DGS and all seven tenants of the building. Parking allocations were distributed for a phased-in move approach accommodating a total of 1,339 monthly parkers. In addition, the daily parking program serves over 250 parkers per day. Parking also manages the 90 electric vehicle chargers located in the facility.
- **State Surplus Fleet Asset Auction expanded its auction yard locations**—OFAM's State Surplus Fleet Asset Auction program awarded a single vendor auction contract in July 2024. Prior to the new contract, the state utilized two separate auction services: one for Northern California, and one for Southern California. To provide standardized and more convenient fleet auction services to state agencies, OFAM developed and executed a contract for a single auctioneer who offered more auction yard locations throughout the state. The State Surplus Fleet Asset Auction now offers three locations for state agencies: Sacramento (Northern California), Cutler (Central California) and Fontana (Southern California).

• 2024–25 Strategic Plan Goal

- **Exceeded purchasing goal for state light-duty fleet zero-emission vehicles**—To promote the state’s environmental sustainability efforts and to meet executive and legislative zero-emission vehicle (ZEV) purchasing mandates, OFAM has employed strict enforcement and constant promotion of ZEV purchasing with fleet-owning departments. In fiscal year 2023–24, OFAM reviewed and approved the purchase of 225 ZEVs, supporting state departments to successfully meet and exceed the annual light-duty, non-Public Safety Special Performance (PSSP) ZEV purchasing requirements outlined in both Executive Order B-16-12 and the 2016 ZEV Action Plan.



## 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 2024, OSP launched an effort to achieve economies of scale by initiating focused activities to increase productivity and improve efficiencies throughout the operation, with the goal of reducing the cost to our customers while increasing the value of our services.

OSP’s most noteworthy accomplishments in 2024 include:

- **Procured a new color digital press**—OSP procured a new Ricoh C9500 color digital press to replace outdated equipment and enable faster production with more inline finishing capabilities. The new C9500 press enables OSP to continue to provide our customers with high-quality, full-color products such as business cards, booklets, flyers, brochures, postcards and more. This acquisition demonstrates OSP’s commitment to investing in advanced technology to improve its operations and provide cutting-edge products and services to our customers.
- **Launched quarterly business reviews with customers to assess performance, strengthen customer relationships, and plan for the future**—OSP kicked off the initial meeting with customers by hosting an OSP tour and meet-and-greet.

The goal of quarterly business reviews is to facilitate regularly scheduled collaborative and focused discussions to better align OSP strategy to support our customers' strategic objectives. OSP is utilizing the feedback received from the customer engagement sessions to improve its processes and services, ensuring that it continues to meet the evolving needs of our customers.

- **Initiated print management information system relaunch**—OSP initiated a relaunch of the Monarch Print Management Information System. This initiative was pivotal in addressing implementation challenges experienced in 2023, allowing OSP to tackle bugs and implement essential fixes while improving workflows. The relaunch empowered staff to standardize processes across various programs, enhancing the ability to collect and analyze data effectively. This proactive approach not only optimized operations but also reflects OSP's dedication to continuous improvement.
- **Established new strategic leadership team**—With a new State Printer and Assistant State Printer, OSP is set to focus on refining its operations and enhancing its service to California's state agencies. Managing a nearly \$80 million budget and overseeing critical projects like the Secretary of State's Voter Information Guide, the team will need to prioritize technological advancements and fiscal efficiency. As they step into their roles, the new leadership is poised to tackle the challenges of the future while ensuring continuity in OSP's essential services.

DGS



**STOYAN BUMBALOV** | EXECUTIVE DIRECTOR,  
CALIFORNIA BUILDING STANDARDS COMMISSION

## 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).

CBSC's most noteworthy accomplishments for 2024 include:

- **Onboarded new executive director**—In early 2024, the commission members interviewed candidates for CBSC's vacant executive director position and subsequently appointed Stoyan Bumbalov as executive director on May 1, 2024. Stoyan brings years of experience in code development to this position and will provide stable guidance for the commission and staff in future activities.
- **Revised CBSC's strategic plan**—CBSC updated the commission's strategic plan to further reflect the commission's commitment to diversity, equity, inclusion and accessibility (DEI&A). These DEI&A objectives guide CBSC's daily activities and remind staff and the public that our actions impact every person in California. The updates to the strategic plan were reviewed and approved by the full commission on October 17, 2024.
- **Updated electric vehicle charging standards for new and existing nonresidential buildings**—CBSC coordinated with the California Air Resources Board, California Energy Commission, Division of the State Architect, and Department

• 2024–25 Strategic Plan Goal

2024 ACCOMPLISHMENTS



of Housing and Community Development to update electric vehicle charging standards for new and existing nonresidential buildings. This included holding three precycle workshops with industry stakeholders and interested parties to draft updates to and expand on existing electric vehicle charging regulations, submitting the proposed changes to CBSC's Green Building Code Advisory Committee for expert review and input, publishing the proposed revisions for a 45-day period of public review and comments, and presenting the final proposal to the full commission for approval and adoption during the December public meeting.

- **Continued CALGreen Carbon Reduction Collaborative activities**—The CALGreen Carbon Reduction Collaborative (CCRC) was responsible for drafting the embodied carbon reduction measures adopted into CALGreen during the last code adoption cycle. In 2024, the CCRC—led by CBSC in collaboration with the Division of the State Architect, the American Institute of Architects of California, and the Energy Codes & Standards Team—developed and promoted the [CALGreenInfo.com](https://www.calgreeninfo.com) website that is a central location for resources to help local enforcement agencies, designers and builders comply with CALGreen regulations.



## 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 funds available to qualifying school districts. The office implements and administers the \$54.5 billion program.

In 2024, OPSC successfully processed approximately \$1.5 billion in funding applications for New Construction and Modernization SFP projects. These projects received cash proceeds from the state's General Fund. With these funds, more than 900 new classrooms were built to house incoming students and more than 11,000 classrooms were modernized.

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

- **Began implementation of Proposition 2, the Kindergarten Through Grade 12 Schools and Local Community College Public Education Facilities Modernization, Repair, and Safety Bond Act of 2024**—A majority of California voters approved Proposition 2 (Act) in the November 2024 election, providing \$8.5 billion in additional bond authority for the SFP and enacting numerous program changes. Less than 30 days following voter approval, OPSC staff took immediate steps to

begin implementing the Act by presenting a policy item at the December State Allocation Board (Board) meeting for initial implementation of the most time-sensitive aspects of the Act. In part, the Board approved policies that enable school districts addressing imminent health and safety issues to apply for and receive funding without delays. OPSC will continue to implement the Act's program changes and expansions throughout 2025.

- **Awarded California Preschool, Transitional Kindergarten, and Full-Day Kindergarten Facilities Grant Program funds—** In 2024, OPSC completed the allocation of \$690 million in grant funding for 206 projects in 166 school districts. The funding resulted in 823 new classrooms and 35 retrofitted classrooms to house full-day programs for the youngest schoolchildren throughout the state.
- **Assisted public schools on military installations—** Following years of working with multiple school districts, OPSC staff presented appeals from six school districts to the State Allocation Board in 2024 to facilitate their receipt of approximately \$32.8 million in state funding, which will be used to access approximately \$379.1 million in federal funding. In previous years, OPSC staff assisted in providing \$78.9 million in SFP to public schools on military installations, which was used to access over \$365 million in federal funding. The Department of Defense established the Public Schools on Military Installations Grant Program in 2010 to administer federal appropriations designated for the construction, renovation, repair or expansion of elementary and secondary public schools on military installations to address capacity needs or facility condition deficiencies.
- **Completed OPSC Online enhancements—** In 2023, OPSC completed the full transition of legacy applications programmed in outdated technology into OPSC Online. In 2024, OPSC additionally migrated all web-based applications and consolidated them into OPSC Online, which now serves as the central interface for all OPSC-administered programs.

\* 2024–25 Strategic Plan Goal



## California Commission on Disability Access

The mission of the California Commission on Disability Access (CCDA) is to increase disability access across California through dialogue and collaboration with stakeholders including but not limited to the business and disability communities, and all levels of government.

CCDA's most noteworthy accomplishments for 2024 include:

- **Published separate Accessible Parking Toolkits for the business and construction industry—** CCDA worked with two diverse stakeholder workgroups over a two-year period to create parking toolkits geared toward business owners and the construction industry. The goal of the toolkits is to educate those industries on the importance of ensuring accessibility of parking lots and exterior paths of travel.
- **Conducted three listening forums for the business and disability communities—** CCDA partnered with municipalities and representatives of local disability and business communities in San Jose, Monterey and Orange County to conduct listening forums in 2024. Each forum consisted of a training component on business accessibility followed by a panel discussion. The goal of the forums was to build relationships between municipalities and the disability and business communities to strengthen each community's capacity to increase accessibility to local businesses.



**IDA CLAIR**  
STATE ARCHITECT, DIVISION OF THE STATE ARCHITECT

## Division of the State Architect

The Division of the State Architect (DSA) provides design and construction oversight for 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.

DSA remains committed to enhancing service efficiency for its clients. In early 2024, the organization evaluated its service delivery framework and restructured units across regional offices and headquarters, optimizing staff talent and resource allocation while enabling stronger support for plan review, construction oversight, and certification. Key 2024 accomplishments include:

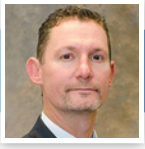
- **Restructured administrative services and implemented operational enhancements**—DSA evaluated its support systems for professional staff and clients and created two specialized teams in the Administrative Services Unit: the Business and Field Services Unit and the Plan Review Services Unit. The restructuring enables staff to more effectively manage critical tasks such as coordinating preapplication project meetings, accelerating construction document processing, resolving plan review and construction delays, and handling field inspection documentation.

DSA also established the Certification, Education and Performance Metrics Unit to oversee the alignment of DSA's certification programs (Project Inspector, Lab Acceptance, and Certified Access Specialist), expanding educational resources on the DSA Academy platform.

- **Secured fleet vehicle acquisition program**—DSA secured a fleet vehicle program for district structural engineers, eliminating rental logistics and reducing time spent on travel reimbursement processes. This initiative has improved efficiency in both fieldwork and construction documentation review.
- **Strengthened emergency preparedness**—DSA architects and engineers participated in regional emergency simulations (Northern and Southern California) to refine response protocols for safety assessment professionals during natural disasters. These efforts enhance our capacity to help public schools resume operations swiftly after state-declared emergencies, accelerating community recovery.
- **Modernized certification program**—Enhanced the Project Inspector, Lab Acceptance, and Certified Access Specialist Programs by introducing local testing options, transitioning to computer-based exams, increasing exam frequency, and adding training resources through the DSA Academy.







## 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 consists of three statewide divisions working collaboratively to accomplish our mission and goals: the General Jurisdiction Division, the Special Education Division, and the Administration Division.

In 2024, OAH focused its efforts on procuring consultant services that would assist in identifying and procuring a new case management system to replace the current system, Practice Manager, and in identifying and procuring technology to optimize hybrid proceedings. In addition, OAH implemented an interim IT solution for each of our five offices while working on our virtual hybrid hearings project. This interim solution allowed OAH to provide safe and cost-effective administrative hearing services while simultaneously working with contracted consultants to identify the appropriate technology and access necessary to effectively deliver the highest quality in-person, hybrid and virtual hearings and mediations. To this end, in 2024, all three OAH divisions worked collaboratively to complete the following:

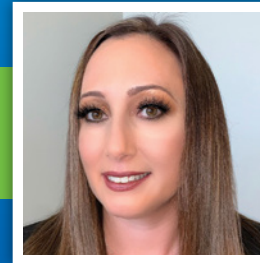
- \* **Procured IT consultant services to identify a case management system**—OAH completed the first phase of this strategic goal, which involved hiring a consultant and the documentation of existing business processes and essential workflow. OAH and the consultant have begun the second phase, which involves conducting market research to identify a modern, replacement case management system that suits OAH’s evolving technology and public access needs. All three OAH divisions have worked collaboratively to complete the documentation of essential business processes and workflow. OAH has also begun the process necessary to secure funding for the purchase of a new case management system, which is anticipated to happen in fiscal year 2025–26.
- Procured courtroom IT consultant services**—OAH secured IT consultant services with proven extensive courtroom modernization experience to identify and create courtrooms capable of holding high-quality hybrid hearings and mediations, with simultaneous in-person and virtual access by participants, in a safe and compliant manner. All three OAH divisions continue to work diligently with the consultants to clearly identify all appropriate hardware and software, which will be procured in a phased approach within the next two years.
- Completed procurement and assembly of IT mobile carts/ kiosks in OAH courtrooms**—OAH worked with its consultants to document existing infrastructure and identify necessary hardware and software for more modern courtrooms and an interim solution to the final hybrid courtroom that OAH intends to create. OAH identified and procured the necessary hardware for each office to utilize and maintain a mobile technology cart that allows for hybrid proceedings on an interim basis. These mobile carts allow OAH to provide hybrid administrative hearings and mediations in its courtrooms in a safe and compliant manner, with simultaneous in-person and virtual access to participants.

\* 2024–25 Strategic Plan Goal

- **Implemented Wi-Fi in OAH offices**— OAH has five offices throughout California. Installation of public Wi-Fi is a necessary component of ensuring public access to the technology needed for high-quality hybrid proceedings at OAH offices. Following OAH’s successful implementation of Wi-Fi in our Sacramento headquarters office in 2023, OAH has implemented Wi-Fi in three of its additional offices. OAH is currently working to implement Wi-Fi services in its fifth and final office.



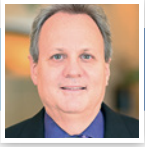
DGS



**KATHERINE MINNICH**  
DEPUTY DIRECTOR, ADMINISTRATION  
DIVISION

## Administration Division

The Administration Division had a productive and successful year in 2024. Despite numerous challenges, staff have consistently delivered administration services to internal and external customers while embodying resiliency, dedication and teamwork.



## Enterprise Technology Solutions

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

ETS' achievements in 2024 include:

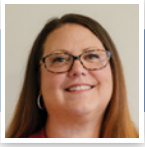
- **Migrated 42 buildings to software defined wide area networks**—To reduce high internet circuit costs, ETS completed the migration of 42 buildings to a more cost-effective and efficient type of network called software defined wide area networks (SD-WAN). This project began in 2020 as a multiyear migration effort and resulted in significant savings each year and accumulative ongoing savings of \$625,000/year starting in fiscal year 2023–24. SD-WAN allows us to manage our remote office networks more easily and flexibly leverage lower-cost internet connections. As DGS increasingly relies on cloud applications, SD-WAN optimizes the performance of these services by providing customers direct, efficient connections to cloud data centers.
- **Designed and implemented microsegmentation strategy**—Enhanced DGS' security posture by limiting server-to-server threats through security policies; improving visibility and

control over network traffic; and better compliance with regulatory requirements. This solution aligns DGS with the Zero Trust and Cal-Secure initiatives, which aim to increase cyber resiliency among California state agencies.

- **Decommissioning legacy applications**—ETS consolidated and re-engineered existing functionality of legacy Visual Basic 6 and web-based applications to modernize and migrate the Office of Public School Construction's OPSC Online platform. This eliminated security risks, increased business process efficiency and productivity, increased collaboration between OPSC administration and school districts, and improved user adaption and user experience of the OPSC Online platform.
- **Improved security rating from California Military Department**—DGS' security assessment rating from the California Military Department's biannual assessment increased by 22%. Additionally, we received an excellent rating on the protection of DGS' network. DGS is devoted to providing its customers with a secure and stable environment. This assessment rating increase demonstrates the department's commitment and success in strengthening the security posture of the department's complex and evolving technology infrastructure.







## 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.

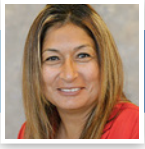
- Implemented FI\$Cal enhancements and completion of fiscal year-end financial statements**—Contracted Fiscal Services (CFS) implemented a new FI\$Cal interface process for the State Controller’s Office (SCO) Half Sheets (payroll accounts receivable). CFS’ 43 client agencies went live with this functionality and we have successfully transitioned these clients to the new FI\$Cal interface process for SCO Half Sheets. In addition, CFS implemented a FI\$Cal enhancement to simplify the claim schedule reclass process. All paper claim schedules are now recorded via regular voucher for all CFS client agencies, thus reducing the need for multiple transactions and manually updating 1099 reporting information. Furthermore, CFS commenced work along with FI\$Cal, SCO and the State Treasurer’s Office to initiate developing a bond accounting module in FI\$Cal. CFS continued its track record of completing the 2023–24 year-end financial statements on time for 49 client agencies in FI\$Cal, along with two non-FI\$Cal agencies.
- Submitted budget resources to support DGS programs**—OFS submitted 26 Budget Change Proposals to the Department of Finance (DOF) for fiscal year 2024–25. Of those 26 submitted,

18 were approved by DOF and enacted by the Legislature, resulting in \$1.370 billion and 4,495.6 positions being allocated to DGS in the state budget process.

- Developed and implemented an improved system for DGS’ payroll warrant release process**—In partnership with DGS’ Office of Human Resources (OHR), OFS achieved its strategic goal of transitioning DGS’ payroll warrant release process from a manual paper-based system to an electronic system of routing and storing required information and instruction for timely and appropriate release of payroll warrants to DGS employees. OFS continuously collaborates with OHR to fully optimize the process by identifying and eliminating unnecessary complexities (multiyear strategic goal completed in 2024).

★ 2024–25 Strategic Plan Goal





**ESTELA GONZALES**  
CHIEF, OFFICE OF HUMAN RESOURCES

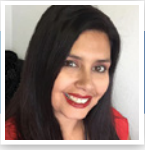
## Office of Human Resources

The Office of Human Resources (OHR) provides services in the areas of recruitment, hiring, benefits and pay transactions, reasonable accommodation, worker's compensation, labor relations, and constructive intervention.

- **Assisted employees through medical management processes**—OHR's Return to Work Unit processed 697 Family Medical Leave Act requests, 102 new workers' compensation claims, and 182 reasonable accommodation requests.
- **Reduced grievances**—The Labor Relations Unit reported an 80% reduction in DGS employee grievances. Grievances are complaints filed against the department that allege violating or not adhering to the various bargaining unit contracts. Lowering the number of grievances the department receives protects the department from further costly litigation.
- **Developed two modules of training for managers and supervisors**—The Constructive Intervention Unit reported approximately 165 managers and supervisors were trained on corrective actions. In addition, approximately 30 managers and supervisors were provided training on "How to Write Effective Performance and Probation Reports." This training has assisted in leadership development and assisted in fulfilling the training requirements as outlined in Government Code Section 19995.4(b).
- **Received and reviewed approximately 2,175 telework agreements for DGS employees**—The DGS telework

responsibility transitioned to the Business Services Unit in January 2024. This transition centralized the management of telework, improving efficiency and support for a hybrid workforce.

- **Processed over 2,000 transactions**—The Personnel Transactions Unit manually processed over 2,000 transactions including special salary increase, footwear allowance, workforce stability stipends, longevity pay, and general salary increases. While maintaining daily transaction workloads, a task force with the necessary skills was created to key these transactions, resulting in timely payment of salary. This approach reduced the number of inquiries, escalations and grievances filed by DGS employees.
- **Migrated more than 60 DGS-administered exams from the antiquated legacy system to the Examination and Certification Online System**—This was a significant and crucial step in meeting CalHR's statewide mandate for all state human resources exam units to transition their departments' exams to the Examination and Certification Online System (ECOS) and retire the legacy system. This effort required the DGS Exams Unit to delete each exam from the legacy system, establish new exam controls, and re-key them in ECOS while minimizing disruption to operations. This statewide effort led to a faster and more efficient process for administering exams and creating employment lists in real time, enabling DGS to have a robust list from which to make hires.
- **Introduced and hosted new monthly series of "How to Get a State Job" workshops**—OHR launched a new monthly series of workshops aimed at helping candidates navigate the state's hiring process. These workshops have been attended by over 150 new participants each month. DGS recruiters participated in 33 career events—both virtually and in person—and personally engaged with 1,302 potential candidates. Additionally, the team worked together to develop strategic plans for their recruitment efforts to expand candidate pools. By providing recruitment services and conducting outreach efforts, OHR is attracting qualified candidates for employment and continuing to promote DGS as the employer of choice.



**RACHEL GRANT KILEY**  
CHIEF, OFFICE OF BUSINESS AND ACQUISITION SERVICES

## Office of Business and Acquisition Services

The Office of Business and Acquisition Services (OBAS) provides DGS divisions and offices support in goods and services procurement, including contract processing from solicitation to contract execution, support for the statewide Natural Gas Services Program, and CAL-Card administration. In addition, OBAS provides Ziggurat business services, including auditorium reservations, cubicle moves, mail delivery, mobile phones, commuter services, security, DGS statewide health and safety, and document reproduction. The Natural Gas Team administers a statewide program to procure natural gas for several state and local entities.

OBAS' most noteworthy accomplishments for 2024 include:

### PROCUREMENT

- **Completed Non-IT Services contracting audit to maintain efficiencies in contract execution**—The audit demonstrated consistency and integrity in procurement processes, resulting in zero audit findings, and was the second of two audits

mandated by DGS' Office of Legal Services (OLS) to increase OBAS delegation for Non-IT Service contracts. The successful completion of this audit preserves the exemption from OLS approval for new contracts up to \$150,000 and reduces overall contract processing times.

- **Exceeded the 25% Small Business goal and 3% Disabled Veteran Business Enterprise contracting goal**—OBAS' Procurement Services Section led by example by supporting California certified Small Businesses (SBs) with 40.81% (or \$298,131,863) total SB spend, reflecting a \$40 million increase in commitment to SBs from the prior fiscal year. OBAS also supported California Disabled Veteran Business Enterprises (DVBEs) with 9.97% (or \$72,834,468) total DVBE spend, reflecting an increase of \$22 million in commitment to DVBEs from the prior fiscal year.

### BUSINESS SERVICES

- **Assisted in the preparation and reopening of the Ziggurat Café**—OBAS' Business Services Team worked with building management, Real Estate Services Division leasing, and several vendors to ensure proper functionality and safety of the kitchen equipment. The café reopened in August 2024, supporting the increased number of employees and guests inside the building.
- **Coordinated the DGS Continuity Operations Plan updates**—OBAS' Health and Safety team received Continuity Planning training from the Federal Emergency Management Agency and the Governor's Office of Emergency Services to ensure the plans developed by each of DGS' program areas include directions in the event of an emergency so that DGS may continue to operate and provide much-needed resources to state government. The purpose of this project was to update and test continuity of government plans for all essential functions. This will culminate in early 2025 with an updated and tested plan for the department.



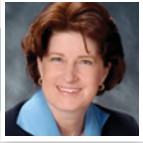
## NATURAL GAS SERVICES

- ⊕ **Increased effectiveness and oversight of natural gas costs with the Natural Gas Services THERMS project**—Natural Gas Services (NGS), in partnership with DGS' Enterprise Technology Solutions, is in year two of a multiyear goal to improve response time to customers and increase transparency and access to real-time data.

In 2024, the first milestone was met to migrate all NGS customer information from the legacy database, making it accessible by each customer to input their monthly estimates and annual projections to promote timely and accurate data. This new system supports continuity of program through data consolidation and integration of commodity and public agency service contracts as well as participant records to increase transparency and accuracy of program transactions. It also effectively manages natural gas purchases and contracts throughout the entire delivery life cycle for its customers statewide.

- ⊕ 2024–25 Strategic Plan Goal





**KATHLEEN WEBB**  
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 contract insurance language and risk consulting services; insurance procurement and administration; third-party contract insurance review and training; administration of the Motor Vehicle Insurance Account; motor vehicle and general liability claims management; subrogation; government claims management; and customer outreach and training services.

Led by the state's chief risk officer, ORIM strives to identify exposures to loss, anticipate operational and financial risks, and evaluate viable strategies to mitigate loss, ensuring the continuity of operations and financial protection of state assets. Achievements in 2024 include:

- **Implemented Assembly Bill 1756**—This bill expands access to the Government Claims Program (GCP) remedy by allowing qualified claimants to pay reduced filing fees.

- **Developed an application form and procedures for the public**—The new application form and procedures are used to calculate and apply for reduced fees, while protecting the privacy of applicants' financial data.

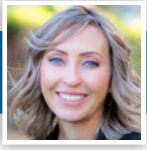
### INSURANCE SERVICES

- **Awarded new insurance broker agreements**—The new agreements guide and facilitate the procurement of property, liability, and benefits insurance products for the state.
- **Developed and implemented new marketing strategies**—The new strategies are used for the state's Extended Warranty Insurance Program (EWIP).

The EWIP currently covers over 33,000 state assets and assists 63 state departments while generating an average of over \$3,000,000 in annual savings for the state's equipment repair spend.







## Office of Training and Administrative Standards

The Office of Training and Administrative Standards (OTAS) provides services in the areas of statewide and department policy, employee-related training, Form 700 compliance, management of the State Forms Program, employee Merit Award Program, and centralized records management support.

In 2024, OTAS focused on rebuilding and strengthening compliance while providing opportunities for DGS employees by implementing several key initiatives:

- **Created the Nourishing Greatness Leadership Series**— DGS University (DGSU) coordinated a series of lunchtime training opportunities for executives, managers and supervisors. Courses have included topics such as Cultivating Workplace Civility, Active Employee Engagement, Recognizing Employee Contributions, and more. This Nourishing Greatness Leadership Series promotes leadership activities and supports state mandated 20-hour biennial Continuing Leadership Education training.
- **Kicked off Tidbit Tuesdays**—In an effort to meet employees' needs based on a CalHR survey, DGSU initiated short biweekly "how-to" microlearning sessions that provide tips and tricks that assist employees in job-based trainings and day-to-day tasks.

- **Created a training coordinator onboarding toolkit**— DGSU created an interactive onboarding toolkit for new training coordinators. The intent is to welcome training coordinators to their new role, provide information about training coordinator responsibilities, train them on Pathways navigation and compliance tracking, and share how DGSU communicates training opportunities. New training coordinators are assigned this toolkit when they come into their role.
- **Automated Administrative Orders and a compliance dashboard**—Policies shape our organization by establishing workplace expectations and offering job performance guidance. Leveraging automation, DGS' Policy Unit, supported by DGS' Enterprise Technology Solutions, introduced three new policies in 2024. To ensure that employees read and acknowledge the policies, the process uses ServiceNow to issue and document policy acknowledgments, while an analytics dashboard tracks all employee acknowledgments in one place.
- **Automated Forms Management representative contact information process**—OTAS implemented an automated system to streamline the collection, updating and tracking of Forms Management representative contact information. By automating the collection process, the new system ensures that current contact details are consistently maintained. This automation allows for immediate updates, ensuring accurate representation of responsible contacts, which leads to effective communication with the State Forms Management program. Through this initiative, OTAS has significantly reduced manual data entry, improved data accuracy, and enhanced responsiveness in maintaining up-to-date contact information for all Forms Management representatives.







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 directors.



**ANDY WON**  
DEPUTY DIRECTOR, OFFICE OF AUDIT SERVICES

## Office of Audit Services

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

OAS' most noteworthy accomplishment for 2024 is:

- **Ensured compliance with applicable state laws, policies and procedures, and any exemptions provided by DGS—**  
OAS is revising its audit guides and tools and meeting with each of the DGS programs that oversee the numerous statewide business management functions and services delegated to other state departments and agencies. This goal will be completed in 2025.



**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. Additionally, OLS advises the DGS divisions on legal issues arising out of various program areas. OLS also provides ongoing advice to DGS' Executive Office, Office of Human Resources, and program management on employment law matters, and prosecutes and defends personnel actions.

A most notable accomplishment of 2024 is summarized below:

- **Reviewed a high volume of Non-IT Services contracts, bid protest decisions and Non-Competitive Bids—**  
OLS reviewed 4,705 Non-IT Services contracts through September, with over 831 processed in June alone. OLS also issued 110 bid protest decisions, and reviewed and analyzed 70 requests to proceed with a Non-Competitive Bid in the contractor selection process.



## Enterprise Planning and InClusiveness Division

The Enterprise Planning and InClusiveness Division, or EPIC, encapsulates functions across the department under one authority to better serve and shape the workforce of DGS. EPIC handles the department's Strategic Plan, organizational health, Equal Employment Opportunity (EEO), and the department's efforts regarding Diversity, Equity, Inclusion and Access (DEI&A).

The deputy director of EPIC acts as the DGS EEO officer and is responsible for the creation of policies and procedures relating to the DGS Disability Advisory Committee and the DEI&A workgroup.

In 2024, EPIC's first year of existence, accomplishments included:

- **Revised the DEI&A Workgroup**—EPIC assembled volunteers, including a combination of 14 supervisory and rank-and-file staff, in April 2024. The DEI&A Workgroup meets once a month for 45 minutes with DGS' Office of Human Resources and is currently working on identifying different areas that require an equity lens.
- **Released the Organizational Health and Culture Survey to all DGS staff in October 2024**—The survey results will be shared with each division in January 2025 via a virtual presentation.
- **Processed and closed 56 EEO cases in 2024**—The Equal Employment Opportunity Office processed and closed 56 cases in 2024, which is an increase from the prior year. The increase in case processing occurred despite the unit experiencing a 50% vacancy since the summer of 2024.







**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 Environmental Design (LEED) certification, energy benchmarking, and recycling policy development to support DGS and other departments in greening state facilities.

- **Continued to expand the state’s use of on-site renewable power, microgrids and battery storage**—The Office of Sustainability Clean Energy Unit’s projects have generated over 1.7 billion kilowatt hours (kWh) to date from the program’s portfolio of solar and wind energy projects that total 100 megawatts (MW) of clean energy capacity at state-owned facilities. These projects have saved state agencies and California taxpayers over \$90 million to date in electricity costs and are expected to achieve well over \$100 million in additional

savings over their lifetime. In 2024, the Office of Sustainability launched a microgrid development program by onboarding two engineering firms to perform assessment, feasibility, design, and engineering services related to microgrid deployment at state facilities. This program has more than 10 assessments underway that will join the pipeline of renewable energy projects. In 2025, the Clean Energy Unit will establish a pool of Energy Service Providers to evaluate surplus or underused state-owned properties to determine if they can be used for large-scale renewable energy and storage installations. The pilot project will be McCain Valley, a 400+-acre property in the San Diego area capable of receiving between 50–80 MW of generation and 30+ MW of storage. The McCain Valley project will be released in a Request for Proposals in 2025.

- **Supported the state’s clean transportation and “lead by example” goals by expanding EV charging infrastructure at state facilities**—In 2024, the Office of Sustainability’s Clean Transportation Unit installed 472 charging ports to serve fleet and/or employee charging needs and delivered to state departments 33 mobile, solar-powered EV Arc charging stations that provide two Level 2 chargers, as well as emergency power panels for use in power outages. These installations will contribute to achieving statewide greenhouse gas emission reduction targets and “lead by example” goals, and will support the state’s zero-emission vehicle fleet as well as state employee charging. The passage of Senate Bill 1203 requires the decarbonization of all state operations by 2035, which includes transportation. The Office of Sustainability will continue installing EV charging infrastructure to meet the state’s climate goals.
- **Completed energy retrofits to achieve energy savings and decrease the state’s carbon footprint**—The energy efficiency projects completed in 2024 will save over 15 million kWh annually—equivalent to powering over 1,500 homes. Upgrades to equipment resulted in savings of 400 thousand therms (a unit of measurement for the amount of heat energy contained within the gas) of natural gas. Annual utility cost savings resulting from these projects is approximately \$4 million.

- **Embarked on decarbonization and electrification projects**—The Office of Sustainability is implementing Senate Bill 1203 by coordinating a study of the costs associated with electrifying the state’s building portfolio. The Energy Savings Program is now incorporating electrification into energy efficiency projects to eliminate the use of gas as a primary heat source. This aligns with the state’s long-term decarbonization and electrification goals legislated through Senate Bill 1203.
- **Reduced statewide energy use through Demand Response**—The Office of Sustainability contracted, for the first time, with a demand response aggregator to curtail electricity use during peak periods. Already, 15 state agencies are enrolled and participating.



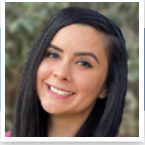
## Office of Legislative Affairs

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 2023–24 legislative session, OLA monitored and tracked more than 120 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 bills authorizing DGS to use Job Order Contracting and expanding the State Architect’s ability to propose building standards, providing greater accessibility.







**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.

- \* **Launched a social media pilot program aimed at specific stakeholders**—DGS has a “one DGS” strategy whereby all social media is posted to the department’s main account; however, OPA developed a pilot program—starting with the California Commission on Disability Access (CCDA)—to test social media accounts for specific programs within the department. OPA maintains overall account oversight, but content is created by the programs to better target customers’ needs. The CCDA pilot program will help determine whether stakeholder engagement is higher with CCDA having their own account, and OPA will evaluate data to help determine which potential offices would benefit from being part of the pilot in the future.

\* 2024–25 Strategic Plan Goal







## At a Glance: DGS *by the Numbers*

### OFFICE OF TRAINING AND ADMINISTRATIVE STANDARDS

**1,200**

Number of courses mapped to link CalHR competencies to DGS' course offerings to provide employees access to core skills and abilities that promote job training, enhance employee morale and support job retention

**80**

Number of policies updated in the State Administrative Manual

### ENTERPRISE TECHNOLOGY SOLUTIONS

**30**

Projects completed

**375**

Enhancement requests delivered

**54,608**

Service Desk tickets completed

**394**

IT Goods and Services reviews and approvals

### CALIFORNIA BUILDING STANDARDS COMMISSION

**15**

Years since CALGreen was first published—this year marks the 15-year anniversary of the 2009 inaugural publication of the California Green Building Standards Code (Part 11 of Title 24), also known as CALGreen

**3**

Public precycle workshops to discuss and draft updated electric vehicle charging regulations for the next edition of Title 24

**8**

State agencies that submitted packages to amend Title 24 this cycle

**43**

Rulemaking packages in the 2024 Triennial Code Adoption Cycle

**6**

Code Advisory Committee (a panel of experts who review proposed code changes) public meetings to provide input on 43 rulemaking packages submitted by eight state agencies

**10**

Presentations to stakeholders regarding new mandatory embodied carbon reduction building standards and other new and updated regulations in CALGreen

**OFFICE OF FLEET AND ASSET MANAGEMENT**

**394**

Total number of government entities/agencies participating in the Statewide Travel Program

**225**

Number of zero-emission vehicles approved for state fleet purchases in fiscal year 2023–24

**77**

Number of state agencies that lease vehicles from DGS' Fleet Operations Unit

**OFFICE OF STATE PUBLISHING**

**10**

Number of languages in which the Office of State Publishing (OSP) printed Voter Information Guides

**20 million+**

Number of registered voters who received Voter Information Guides printed, produced and overseen by OSP

**10,387**

Number of print and mass mail jobs OSP produced

**OFFICE OF RISK AND INSURANCE MANAGEMENT**

**2,744\***

Total claims processed by the Office of Risk and Insurance Management (ORIM)

*\*More than one claimant can be assigned to a single claim number*

**4,347**

Total claimants, including 1,559 for catastrophes (in 2024, these included floods and toxic air from fires)

**2,743**

Claims closed—including those that are rejected, outside the Government Claims Program’s (GCP’s) jurisdiction, withdrawn by the claimant, or redirected to the Motor Vehicle Liability Insurance program for handling

**179**

Claims settled (paid)

**\$7,036,207\*\***

Total settlement amount

*\*\*GCP reviews claims and determines whether they should be settled by analyzing records from the claimants and input from departments with knowledge of the underlying incidents. While the GCP determines if claims should be settled and the appropriate settlement amounts, the department deemed liable for the claim pays the settlement.*

**3,252**

New motor vehicle accident claims received (incidents, auto liability and subrogation)

**3,610**

Claims against the state that were resolved/closed (incidents, auto liability and subrogation), which includes 1,889 tort liability claims (includes claims submitted in prior years)

**\$1,833,679**

Subrogation (money recovered) collected from other parties for damages caused to state property

**ENTERPRISE PLANNING AND INCLUSIVENESS**

**35**

Current number of participants in Upward Mobility Program

**4**

Number of on-site employee events the Enterprise Planning and InClusiveness (EPIC) Team hosted in 2024, including Black History Month, Juneteenth, Mental Health Awareness Month, and Hispanic Heritage Month

**DIVISION OF THE STATE ARCHITECT**

**3,987**

Projects received

**\$9.8 million**

Average project costs received per month

**12**

Average days for plan review completion

**2,210**

Projects certified

**16,386**

Start of certification of uncertified legacy projects 2013

**4,650**

Legacy uncertified projects 2023



**4,403**

Legacy uncertified projects 2024

**OFFICE OF SMALL BUSINESS AND DISABLED VETERAN  
BUSINESS ENTERPRISE SERVICES**

**258**

Number of in-person, hybrid and virtual outreach events conducted by OSDS

**85**

Number of outreach partners in 59 underserved communities including Asian-Indian, Black, Hispanic, LGBTQ, Native American, Pacific-Asian, and women-owned businesses

**51**

Number of state departments/agencies assisted by OSDS in their efforts to meet the Small Business (SB)/ Disabled Veteran Business Enterprises (DVBE) participation goals

**20,548**

Number of certified SBs, of which 18,059 are designated as Microbusiness

**2,190**

Number of certified DVBEs

**5,302**

Number of certified Small Business for the Purpose of Public Works

**8,360**

Number of SB/DVBE help desk email inquiries

**523**

Number of one-on-one consultations with SBs/DVBEs

**OFFICE OF HUMAN RESOURCES**

**963**

Requests for Personnel Action processed throughout various stages of the hiring process, from intake through final review of hiring requests and approvals to programs in 2024

**1,327**

Minimum qualification and eligibility determinations completed for appointments in 2024

**500**

Number of recruitment inbox inquiries regarding job postings to which the Office of Human Resources (OHR) responded





**NASPO**  
National Association of  
State Procurement Officials

**2024 Procurement  
Impact Award**

*Presented to:*  
**State of California**

## **DGS 2024 Awards *and* Special Recognition**

- **DGS' Enterprise Technology Solutions received VMware's Innovation Award for pioneering the adoption of VMware Cloud Foundation/Hybrid Amazon Web Services in 2024**— This award was presented to DGS for the early adoption of the VMware Cloud Foundation platform and for leveraging the VMware Cloud on Amazon Web Services (AWS). This common platform provides a standard solution enterprise-wide and enables DGS to support Zero Trust, disaster recovery and ransomware protection. By adopting a full software-defined data center approach, DGS has created operational efficiencies that will drive down the total cost of IT.
- **California Building Standards Commission's Enrique M. Rodriguez received Green Technology's Pioneer Award**— Green Technology ([www.green-technology.org](http://www.green-technology.org)) is a nonprofit organization based in California that provides forums and other resources for public- and private-sector sustainability stakeholders and decision-makers. Its goal is to facilitate the implementation of building and transportation solutions efficiently and effectively through sharing information peer to peer, agency to agency, and between private-sector solution providers and stakeholders. On May 9, the 2024 Pioneer Award was presented to California Building Standards Commission (CBSC) Associate Construction Analyst Enrique M. Rodriguez for his contribution to expanded electric vehicle charging requirements in the 2022 CALGreen Supplement, including a new compliance pathway that gives property owners and builders an additional option to comply with the code.
- **CBSC received the U.S. Green Building Council's Policy Leadership Award**— The board of the U.S. Green Building Council (USGBC) ([www.usgbc.org](http://www.usgbc.org)) of California and the California Green Building Conference committee presented the 2024 Policy Leadership Award to CALGreen (represented by CBSC) and the American Institute of Architects-California (AIA-CA). This award recognizes the collaborative leadership efforts of CBSC, the Division of the State Architect, and AIA-CA to create embodied carbon reduction building standards in CALGreen. USGBC is the developer and administrator of



the LEED (Leadership in Energy and Environmental Design) building certification program, and its California division has a mission to transform the state’s built environment into a more sustainable, resilient and equitable place for all.

- **DGS’ Small Business/Disabled Veteran Business Enterprise outreach team received the “Skin in the Game” Award from the Southwest Veterans’ Business Resource Center**—The team of Joann Patty, Teresa Macias-Ruiz, Mariela Whyte, Darwin Manuel, Megan Wisniewski, Josh Kress, Allisa Carr, Matt Zweier, and Diane Lydon was honored with the “Skin in the Game” award from the Southwest Veterans’ Business Resource Center at the 13<sup>th</sup> Small Business and Veteran Trade Show.
- **Statewide Supplier Diversity Program Chief Danetta Jackson received the Exceptional Woman of Color Award for Management and Professions**—Danetta Jackson was honored with the 2024 Exceptional Woman of Color Award from Sac Cultural Hub Magazine for her decades of work empowering Sacramento small businesses in government contracting.
- **DGS’ Procurement Division received the inaugural 2024 National Association of State Procurement Officials Procurement Impact Award**—This award was presented at the National Association of State Procurement Officials (NASPO) Annual Conference in recognition of the state’s Generative Artificial Intelligence initiatives that resulted in collaborative efforts between state procurement offices and state departments.
- **DGS’ Real Estate Services Division was awarded 2024 Sacramento Business Journal Project of the Year**—This award was in recognition of the May Lee State Office Complex at 651 Bannon Street in Sacramento.
- **DGS’ Real Estate Services Division received the 2024 Sustainable Facilities Forum Leadership Award**—The May Lee State Office Complex in Sacramento was recognized for its myriad sustainability features.





- **DGS received the 2024 Tahoe Regional Planning Agency Best in Basin Award**—This award showcases projects around Lake Tahoe that demonstrate exceptional planning, implementation, and compatibility with Tahoe’s natural environment and communities. This award is for the California Tahoe Conservancy Upper Truckee River and Marsh Restoration Project.
- **DGS earned the 2024 Gold Level Certification: Green Lease Leader, designated by the U.S. Department of Energy Better Buildings Alliance**—This certification is designed to break down barriers to higher-performing buildings by including energy efficiency and sustainability in lease clauses and corporate guidelines to provide a beacon to the real estate industry.
- **DGS received the EPEAT Purchaser Award**—The Green Electronics Council has granted the state of California the 2024 Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award for its leadership in the procurement of sustainable electronics products. Choosing EPEAT-certified products translates into considerable environmental benefits.

- **DGS received the 2024 Game Changer of the Year Award and Recognition from the Asian Business Association of Orange County**—This award recognized DGS for its dedicated efforts to support businesses and the Asian Pacific American community. At the same event, DGS received certificates of recognition from three members of the U.S. Congress (U.S. Representatives Lou Correa, Young Kim and Katie Porter), and five California legislators (state Senators Thomas J. Umberg and Dave Min, and Assembly Members Avelino Valencia, Cottie Petrie-Norris, and Sharon Quirk-Silva).
- **DGS’ Small Business/Disabled Veteran Business Enterprise outreach team received the “Skin in the Game” Award from the Southwest Veterans’ Business Resource Center**—The team of Joann Patty, Teresa Macias-Ruiz, Mariela Whyte, Darwin Manuel, Megan Wisniewski, Josh Kress, Allisa Carr, Matt Zweier, and Diane Lydon was honored with the “Skin in the Game” award from the Southwest Veterans’ Business Resource Center at the 13<sup>th</sup> Small Business and Veteran Trade Show.



# MAY LEE



**May Lee was the oldest and longest-serving state employee in California state history. She worked for the state of California for 79 years, serving under 10 California governors from Earl Warren to Gavin Newsom. She passed away in 2023 shortly before her 103rd birthday.**

May Lee started her career in accounting as a teenager: bookkeeping for her family's orchard and farming business in Northern California. In 1943, she became the first Chinese American hired by the Department of Finance when she joined as an accountant. She moved to the Department of General Services (DGS) when it was created in 1963. Lee retired in 1990 but stayed on as a part-time financial analyst for DGS until her death in 2023, just shy of her 103rd birthday. Over the course of her career, Lee was recognized numerous times for her contributions and dedication to public service. At age 99, and showing no signs of slowing down, she was honored by Governor Gavin Newsom for being the longest serving state employee.

Lee is credited with having saved the state millions of dollars through cost-cutting and revenue-generating measures, tracking down accounting errors, and writing several sections of the California Government Code. In the late 1940s, she also played a role in helping to change Article 19 of the California State Constitution, which had banned Asian Americans from working in government.

May Lee was highly regarded for her extensive institutional knowledge and sharp wit, and beloved for her outgoing and compassionate nature. Lee's message to all was: "Be positive. There is good in everybody."

## Memorial plaque at the May Lee State Office Complex



**GAVIN NEWSOM**  
Governor

**AMY TONG**  
Secretary, Government  
Operations Agency

**ANA M. LASSO**  
Director

Department of  
General Services

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