

ROBINSON: "We are people serving people"

The new director of the Department of General Services is Lawrence Roswell Robinson, Jr., a former private industry executive who jogs before work every morning. Robinson, 50, replaces Charles E. Dixon who resigned to accept a position with the Federal National Mortgage Association in Washington, D.C.

A Nebraskan by birth who has lived in Modesto most of his life, Robinson is married and the father of three grown children. He has been in the vegetable seed-breeding business all of his life and most recently was director of International Development for the Niagara Chemical Division of the FMC Corporation.

In Modesto he served two terms on the City Council and two years as vice mayor. He is still a member of the Regional Exports Expansion Council which is an appointive position made by the U.S. Secretary of Commerce. Until recently he was a director of the California Council for International Trade.

Appointed Director of General Services four months ago by Governor Ronald Reagan, Robinson already has earned a reputation both inside and outside the department for his friendliness, informality and genuine concern for people as individuals.

Following are excerpts from an interview with Director Robinson:

Q: What do you hope to accomplish during your term as director?

A: "I don't think there is any one single thing. I like to believe that the department might be a little bit better as a result of my touching base here for a short time. Perhaps, I am proud enough to believe that it can be.

"I would hope that our clients in state gov-



Lawrence R. Robinson, Jr.

ernment and the people who pay our bill, the taxpayers, might find out that members of the Department of General Services family are anxious to do an effective job of service whenever the opportunity is available."

Q: Recently you sent out a memo on client relations which stated, "We are people serving people, rather than an organization serving or-

ganizations." What did you mean by that comment?

A: "Well, organizations are really nothing. They are simply the sum total of the people who make them a functioning unit, which we then call an organization. And so, an organization cannot relate to an organization, can it? An organization is a nonentity; it doesn't have life. What we are really saying is people serve people. People within one organizational structure serve the people within another organizational structure."

Q: You have placed a good deal of emphasis on client relations. Why?

A: "I like to think of all the state agencies who buy services from us as our clients and that we are here to give them the very best service possible. One of the ways in which we can give the best possible service is to see our job as the client sees the job that we are doing for him.

"I believe that in order to do that you have to talk to the people you are serving; you have to understand what their needs are.

"Our goal must be to provide service to our clients at a quality that is equally as good or better than that of the private sector and others. To do this, we are developing precise measuring devices to determine the effectiveness of our services.

"If clients see the job our department is doing in any unfavorable light, we must find out why they see it that way, and remedy it. If we are performing a satisfactory job, then the department should be congratulated.

"Without effective client relations any business would lose its operational effectiveness—even the Department of General Services."



Agriculture, General Services work together on pay-as-you-go program for District Fairs

The stage has been set for what may turn out to be an entirely new approach to the utilization of state real estate. It came about this way.

The Department of Agriculture is charged with the overall operation of 76 fairs throughout the State. Fifty are known as district fairs, while 24 are county fairs and two are limited to the citrus fruit industry.

Historically, the fairs were developed for the purpose of promoting and publicizing the State's impressive agricultural wealth; most originated many years ago and were located in agricultural centers. Time has changed things, however, resulting in an unusual situation: California's phenomenal growth and new emphasis on the machine now places many of the fairs in highly industrialized urban areas.

This led to a study of the matter by the Commission on California State Government, Organization and Economy (Little Hoover Commission) and the recommendation to the Department of Agriculture that the fairs could serve the State more positively if their facilities were utilized for displaying California's impressive industrial progress as well as that of agriculture. An important part of the recommendation was that an attempt should also be made to put the fairs on a more self-sustaining basis.

Thus entered General Services, for self-sustaining meant Agriculture had little choice but to explore ways and means to better utilize some of the more valuable land held by many of the fairs as a source of new revenue . . . and General Services real property specialists have just such expertise to do the job.

Director of Agriculture Jerry Fielder asked General Services' assistance in developing the best approach to their problem. Specifically, what

was wanted was an economic evaluation of the benefits to be derived under both the sale and the lease of selected properties, citing the advantages and disadvantages of doing one or the other.

As a pilot effort, the Property Acquisition Division, working closely with Agriculture's Division of Fairs and Expositions, made an economic analysis of a 2.5-acre site proposed for sale or lease

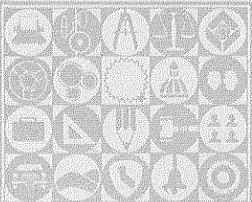
"This new and progressive approach to getting the most use out of the State's resources is a good example of teamwork between an alert program-oriented organization such as Agriculture and the business-oriented staff of General Services—together they should produce considerable added revenue for the State"—Lawrence R. Robinson, Jr., Director of General Services.

at the Great Western Exhibit Center (48th District Agricultural Association) in the highly industrialized City of Commerce, just six miles southeast of downtown Los Angeles. The completed report, while describing various alternatives available to Agriculture, indicates the development of a large motel with such satellite operations as a restaurant and service station to be the most attractive possibility for this particular location.

The initial work is being followed by the study of a potential recreational-shopping center development in conjunction with the Orange County Fair.

* * *

Got an acre or two of prime real estate laying fallow, anybody? Let General Services take a look. It may mean the extra dollars you are looking for. We're here to help.



IN YOUR SERVICE

COMPROLLER

A fully automated accounts receivable system for the Service Revolving Fund has been implemented. The system, which permits the department to process its great volume of receivable accounts more expeditiously, will result in considerable savings and increased service to client agencies. Work is proceeding on automation of General Fund accounts receivable with anticipated implementation sometime during fiscal 1972-73.

PROCUREMENT

The Office of Procurement recently completed an extensive test program of xerographic toners and received bids (for the first time) for a year's supply of the material. Brands qualified to bid the product were limited to Xerox, Hunt and Nashua, with the contract going to Nashua for their low bid of \$13.42 per case (total contract price—\$108,218) for all types of toners required by the State. This is a boon to state agencies, for a high of as much as \$23.20 had been paid for the product in the past. It is again proof that the department's policy of competitive bidding is the only way to go.

* * *

The standard state specification for carpeting, developed by the procurement office two years ago, continues to pay dividends. Used to purchase 10,506 yards of carpeting for San Jose State College, a low bid of \$75,000 was received. Six other bids ranged to a high of \$86,054. The school had budgeted \$125,000 for the project.

ARCHITECTURE AND CONSTRUCTION

The state architect and deputy state architect were members of a task force established to review the functional needs and design of Division of Highways maintenance stations. The task force also consisted of two employees of the highways division and a private architect. The result of this review will be the construction of more orderly, efficiently planned and economically built stations in the future. A reduction in construction cost of between 5 and 15 percent is anticipated.

INSURANCE OFFICE

The Insurance Officer met with the Department of Veterans Affairs and representatives of Hartford Insurance Company to review the first six months' experience with the department's new home loan insurance program. The department and the company are very satisfied with administration of the program to date. The Hartford people were most complimentary about the professional way the program is being administered by the State.

TRANSPORTATION

Through arrangement with the Data Processing Services Office, the Transportation Division has been able to revise its schedule for processing pool car dispatch tickets. The change allows agencies an additional day for submitting travel logs for cars assigned to them by the month; a \$5 administrative assessment is charged for overdue logs.

MANAGEMENT ASSISTANCE

The Management Assistance Division recently completed and formally reported the results of its study of the Department of Consumer Affairs' accounting system that was requested by the director of that department. Their report identified the causes of problems experienced by the department and made specific recommendations toward resolving them. Accounting for the activities of this department is particularly complex because it operates from approximately 40 different funds and appropriations.

Baker is named to direct new client services program

Director of General Services Lawrence Robinson, implementing his policy of quality client service, has assigned Jack T. Baker the responsibility for directing the department's new client services program.

"The Department of General Services," Robinson said, "is obligated to provide services to other departments within state government with efficiency and economy.

"I believe this responsibility can best be performed when done in a manner that elicits the enthusiastic support of those we serve. Towards this end, we need to know of situations that lead to less than satisfactory service. The client services program is designed to accomplish this."

Baker, General Services planning director since last January, has outlined plans that involve the entire department in an all-out effort to improve the quality of service now being provided.

"Our client services program is a commitment on the part of the Department of General Services and its employees to work closely with our clients in an effort to identify problem areas and find ways for correcting them," Baker said.

"As the first step, we have established a client relations office with responsibility for refinement and coordination of the overall program. This office will also initiate a training program aimed at encouraging employees within the department to give prompt, accurate and courteous service to clients.

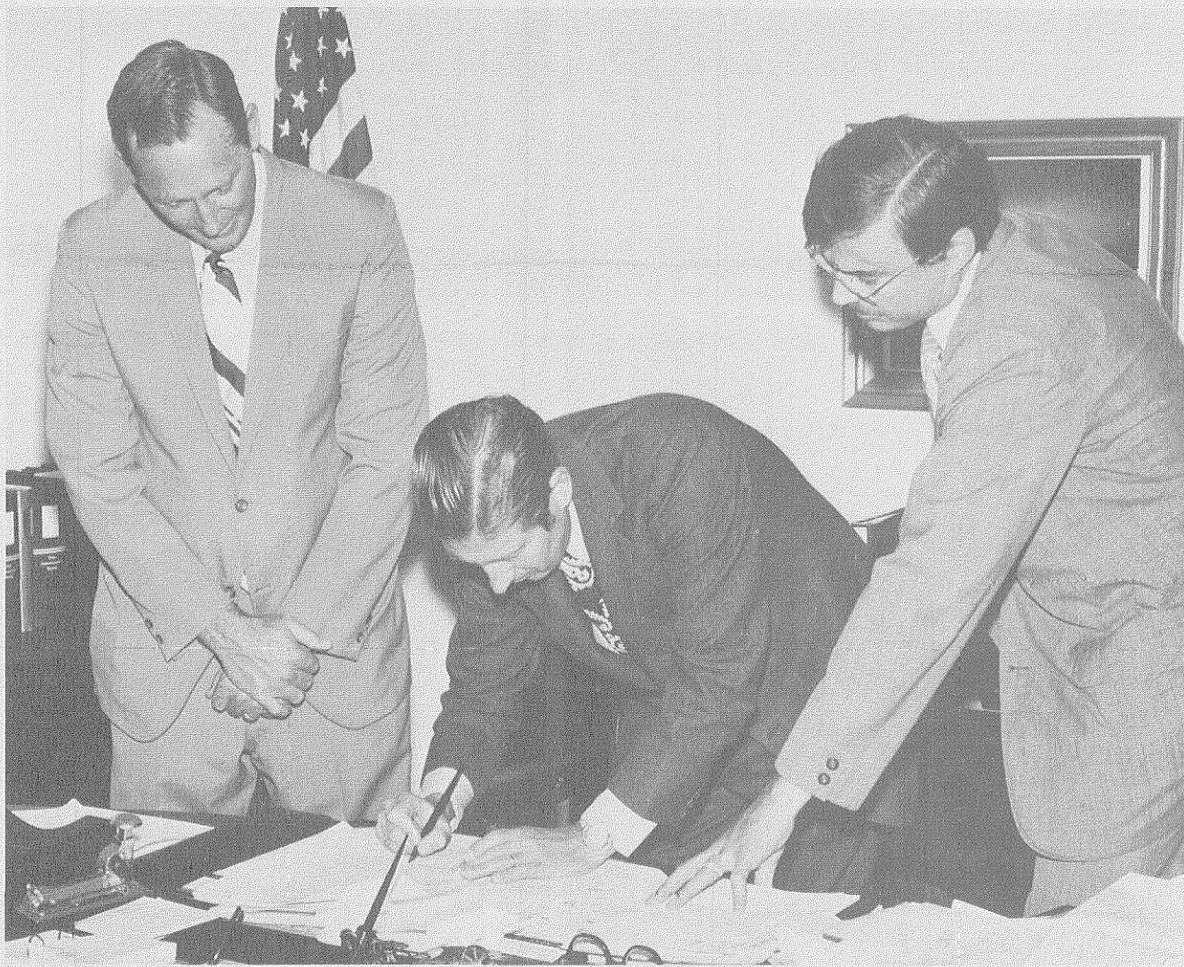
"Next, we have implemented a program that obligates every division chief and member of the executive staff to spend at least one day a month with his clients.



Jack T. Baker

"Finally, we will conduct client opinion surveys within the various agencies we serve. With the results, teams, composed of executive staff members and division chiefs within whose areas of responsibility complaints fall, will be assigned to work with the clients in finding solutions to all problems presented.

"The program, we feel, is a real challenge to each of us in the department. Certainly, because of it, we shall identify more closely with our clients in understanding their problems and recognizing their day-to-day needs," Baker concluded.



CALIFORNIANS ARE RECREATIONALLY RICHER today by the addition of a mile of prime coastal land to the 3½-mile long San Onofre Bluffs State Beach in northern San Diego County.

Director of General Services Lawrence Robinson approves the lease that transfers the property to the state by the federal government for 50 years at \$1 per year. Ray Hunter, left, deputy director, Department of Parks and Recreation, and F. C. Buchter, parks and recreation departmental counsel, also signed the contract that ends many years of negotiations for the 4½-mile stretch of Camp Pendleton beachfront.

The agreement also turns over to the state 2,380 acres of upland area that the parks and recreation department plans to develop for overnight camping by 1974.

FOCUS

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