

Everything we do serves the mission of our customer agencies and sustains the public's respect and trust in government.

September 1993



Governor's Employee Safety Awardees (l to r) Fiel Gomez, Hiram Ortega and Daphne Rhoe (far right), congratulated by Director John Lockwood.

Thirteenth Annual Governor's Employee Safety Awards

On Friday, July 9, 1993, 74 state employees from 24 different departments were honored at the Sacramento Community Center for their individual contributions to safety in the workplace. As in the past, the Office of Risk and Insurance Management was responsible for coordination of the ceremony which recognizes the collective achievements of individuals and agencies in reducing the number of occupational injuries and vehicular accidents.

In attendance for the Governor was Andrew Poat, Chief Deputy Cabinet Secretary, who awarded the certificates of commendation to the individuals for outstanding efforts to promote safety in the workplace. The recipients of the Governor's Employee Safety Awards demonstrated outstanding involvement in and

(cont. on page 3)

What's inside?

Sustained Superior Accomplishment Award Winners	pages 4-5
New Building Dedication	page 7
Office of Buildings and Grounds Employee Spotlight	page 11
Training and Upward Mobility Survey	pages 17-18
Race Track Grand Opening	page 20

Spotlight on the Executive Office

Did You Know That...

- ...Director John Lockwood is a sports trivia buff?
- ...Judy Balmain's nephew, Steve Gordon, plays center position for the New England Patriots?
- ...Sharon Loer and Sharon Bianco, who work side-by-side in Legislation, surprised each other and the rest of the Office by announcing their engagements on the same day (June 14, 1993)?
- ...Gray Pattillo speaks Russian, German and Spanish, and is now teaching himself to speak Greek and Japanese?
- ...Melonnee Pagano owns a DJ business and enjoys singing rhythm and blues and jazz?
- ...Darlene Ayers-Johnson is learning to fly an airplane?
- ...Chris Premo has traced his family history back to the 1300s?
- ...Jack Smith tinkers with old sports cars and loves to cook?
- ...Kathy Gales' sister was selected as the #1 nurse in the nation in 1993?
- ...Mary Taylor is a talented landscape artist and has received a number of awards for her paintings?
- ...Jay Tyburczy has won two local "C" Division handball tournaments?
- ...Kevin Schunke took a one-hour ride in an open-cockpit acrobatic biplane in August—along with John Lockwood?
- ...Mark Vollmer once ran 50 miles in 8 hours, 10 minutes, 17 seconds?
- ...Tomi Greene came to DGS directly from prison? (Okay, okay, she **worked** at Pelican Bay State Prison!)



State of California, Department of General Services

Pete Wilson, Governor; Sandra Smoley, Secretary, State and Consumer Services Agency; John Lockwood, Director, Department of General Services; James Morgan, Chief, Office of Administrative Services; Beth Townsend, Editor.

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DIRECTOR'S BULLETIN

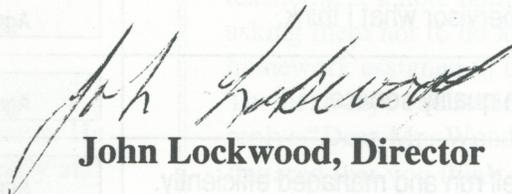
I would like to thank the more than 2,000 DGS employees who were able to respond to our Employee Survey last month. The high response rate (48 per cent) demonstrates your interest and concern.

The returns have been analyzed, and a summary of the the Department-wide results appears on the next page. I am also sending every DGS employee a copy of this summary.

By September 7, Office Chiefs will have received an analysis of the responses from their own offices, and I have instructed them to share this information with you.

We are using the survey results to assure that the DGS strategic plan will reflect your concerns.

Again, thank you for participating in the survey. It will help all of us build a better Department of General Services.



John Lockwood, Director

DGS EMPLOYEE SURVEY RESULTS

THANK YOU FOR YOUR HELP!

Here are the Departmentwide results of the Employee Survey sent out in August.

QUESTIONS	% AGREEMENT/DISAGREEMENT	
	0.0%	100.0%
1. I am made to feel an important part of this office.	Agree: 66.3%	Disagree: 33.7%
2. Employees are encouraged to find new and better ways to do things.	Agree: 64.7%	Disagree: 35.3%
3. Management communicates well with me on matters affecting me.	Agree: 54.3%	Disagree: 45.7%
4. The office uses a teamwork approach when delivering services.	Agree: 59.8%	Disagree: 40.2%
5. All in all, I am satisfied with my job.	Agree: 73.6%	Disagree: 26.4%
6. Promotions and assignments are based on skill and performance.	Agree: 45.2%	Disagree: 54.8%
7. I can express my concerns to management without fear of retaliation.	Agree: 60.3%	Disagree: 39.7%
8. Customers of our office are satisfied with our services.	Agree: 71.4%	Disagree: 28.6%
9. I feel proud to work for the Department of General Services.	Agree: 71.3%	Disagree: 28.7%
10. We maintain high standards for performance.	Agree: 70.0%	Disagree: 30.0%
11. I have confidence and trust in my supervisor.	Agree: 69.9%	Disagree: 30.1%
12. I have never personally experienced any age, race or sex discrimination on the job.	Agree: 64.6%	Disagree: 35.4%
13. I have adequate opportunities for career development and promotion.	Agree: 53.0%	Disagree: 47.0%
14. I receive adequate training to do my job.	Agree: 64.3%	Disagree: 35.7%
15. Poor job performance is dealt with effectively.	Agree: 40.2%	Disagree: 59.8%
16. I feel free to tell my supervisor what I think.	Agree: 71.8%	Disagree: 28.2%
17. My office provides high quality service.	Agree: 76.7%	Disagree: 23.3%
18. Overall, the office is well run and managed efficiently.	Agree: 56.3%	Disagree: 43.7%
19. My supervisor involves me in decisions that affect my work.	Agree: 66.8%	Disagree: 33.2%
20. The Department has a good image in State government.	Agree: 53.1%	Disagree: 46.9%

Safety Awards (cont. from cover)

improvement of safety programs. This year's accomplishments were in areas such as care for the disabled, chemical and hazardous substances handling, education, accident prevention, emergency preparedness, fire prevention, highway maintenance, law enforcement, and motor vehicle operation.

Three departmental awards for the most improved record in safe driving were also presented at the ceremony. The Departments of Industrial Relations, Housing and Community Development and the State Controller's Office were presented with plaques designated with this achievement.

Five plaques for reducing the costs of work-related injuries were also presented at the ceremony. The Departments of Transportation, Fish and Game, Finance, the State Personnel Board, and the State Coastal Conservancy received these departmental awards. Three Department of General Services employees were honored at the ceremony:

Fiel Gomez, Automotive Pool Attendant I Office of Fleet Administration

Fiel Gomez has made all employees aware of office or garage safety issues on a daily basis. Fiel conducts monthly safety meetings with the entire staff. At these meetings he covers the subjects of exposed wires, leaking hoses, worn out tools, and making sure all employees wear the proper safety attire for the job. He oversees the Hazardous Safety Program and uses the CAL-OSHA approved Safety Inspection guide on a monthly basis. In the past three years at the San Francisco State Garage there have not been any serious injuries or employee time off due to accidents. This is a result of Fiel's fast action and caring for the safety of all garage employees.

Hiram Ortega, Automobile Mechanic Office of Fleet Administration

Hiram Ortega is the Bay Area Safety Coordinator. He communicates information thoroughly and clearly at monthly safety meetings with San Francisco and Oakland employees. Hiram regularly inspects work areas and equipment for safety issues and checks that the equipment is properly maintained. He also ensures that records on training, inspections and correction

measures are properly maintained. Hiram has also established a hazards program for garage employees. He established and maintains an excellent, clean, safe and secure workplace for all employees.

Daphne Rhoe, Telecommunications Systems Manager I, Office of Telecommunications

Daphne Rhoe, Telecommunications Systems Manager I, established a monthly accident review process in an effort to control increasing workers' compensation costs and accidents. All accidents are reviewed with the employee's supervisors on a monthly basis. The meetings include the Department of General Services Return-To-Work Coordinator, representatives from State Compensation Insurance Fund, the Legal Office, and Telecommunications Division staff. During the meeting, how the accident was caused, what action can be taken to prevent similar accidents, and what should be done to return the employee back to work are discussed. Decisions are made regarding the employee's possible need for light duty, temporary assignment or if reasonable accommodation is necessary. Before the start of these meetings, cases would remain unresolved for lengthy periods with only minimal oversight and improvement. In the last two years, industrial accidents and vehicle accidents have declined. Workers' compensation costs have decreased from \$420,000 in the 1991/92 fiscal year to a projected \$160,000 in 1992/93. This savings and reduction in accidents is a direct result of all employees and supervisors being more aware of job safety due to Daphne's efforts.

Concerned that his students were not really learning the material, an algebra teacher sent a note home to parents, asking them not to do any of the homework assigned to their children. The next day, one student handed in a reply: "Dear Mr. Wood: We are flattered that you think we could."

1993 Sustained Superior Accomplishment Award Winners

On May 19, 1993, the Department of General Services honored 24 outstanding people for the 20th Annual Sustained Superior Accomplishment Awards. Director John Lockwood presented each awardee with a check and a framed certificate for their accomplishments. We salute these exceptional employees!

Joan Bettati, Associate Personnel Analyst,
Office of Administrative Services
(Not available for photo)



Jed Bourquin, Office Machine Service Technician (Electronic),
Office of Support Services



Vicky Rae Campbell, Associate Governmental Program Analyst, Office of Real Estate and Design Services

Michael C. Cohn,
Administrative Law Judge II (Specialist),
Office of Administrative Hearings
(Not available for photo)



Alan G. Corey, Senior Telecommunications Technician
Office of Telecommunications



Donald E. Davis,
Stationary Engineer,
Office of Buildings and Grounds



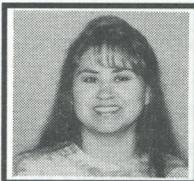
Joan DeCrescenzo,
Telecommunications Systems Analyst II,
Office of Telecommunications



Sharon DuBose,
Office Technician,
Office of Procurement



Laurie Duval, Associate Governmental Program Analyst,
Division of the State Architect



Sandra L. Hernandez,
Office Technician,
Office of Buildings and Grounds



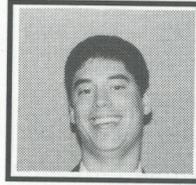
Helen Lam, Assistant Small Business Officer, Office of Small and Minority Business

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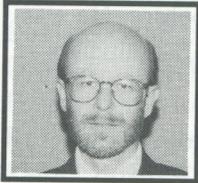
1993 Sustained Superior Accomplishment Award Winners



Gloria Letterman,
Office Technician,
Office of Buildings and Grounds



Keith Parker, Associate
Programmer Analyst (Specialist),
Office of Local Assistance



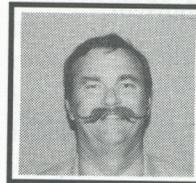
Ken Liljegen, Associate Space
Planner, Office of Real Estate and
Design Services



Michele Respers,
Word Processing Technician,
Office of Buildings and Grounds



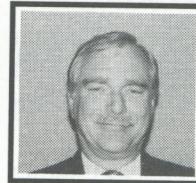
Yolie Martin,
Secretary,
Office of Fiscal Services



Dennis Shearer,
Construction Supervisor II,
Division of the State Architect



Georgia Marty,
Senior Accounting Clerk,
Office of Energy Assessments



Robert E. Sherwood,
Sergeant,
California State Police



Ree McLaughlan, Associate
Information Systems Analyst,
Office of Procurement



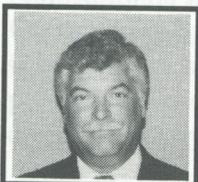
Ronnie Tateishi,
Printing Trades Specialist II,
Office of Support Services



Nancy Noguchi,
Accountant I (Specialist),
Office of Local Assistance



Fawn Utley,
Word Processing Technician,
Office of Fleet Administration



Leslie R. Outman,
Maintenance Mechanic,
Office of Telecommunications



New Appointments



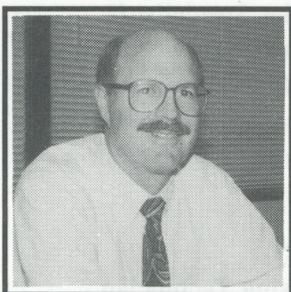
Richard Mayo

Richard Mayo recently joined the Real Estate and Building Division as a Regional Manager for Southern California. This is a new position reflecting an innovative orientation in our organization. His assignment in Los Angeles will give the Real Estate

and Building Division added presence in the local market to "make the deals" and get the building program underway.

Specifically, Rich will work on the Los Angeles consolidation in both downtown and suburban locations, on the four building program in San Bernardino and Riverside, on the replacement program for the Long Beach state office building and on consolidation opportunities in Orange and San Diego Counties.

Rich earned his master of business degree from the University of California, Los Angeles, and a master of economics degree from Oxford University. He also comes with a long and successful track record in the private sector including recent positions with prominent developers in Southern California. Rich also has government experience including redevelopment work in a number of Southern California communities.



Jeff Marschner

On July 26, 1993, the Office of Legal Services got a new Chief Counsel. Director John Lockwood announced the appointment of Jeff Marschner, who served most recently as General Counsel to the Fair Political Practices Commission. In addition, he has served as Deputy Attorney General and as

Chief Counsel, Deputy Director for Legal Affairs for the Department of Consumer Affairs. Please join us in welcoming Jeff Marschner to the Department of General Services.

Sandra Smoley, Secretary of the State and Consumer Services Agency, recently announced Ron Alvarado as the new Agency Undersecretary: "For those of you who do not know Ron, he is senior vice-president of the SARES Company, a commercial real estate, land use and planning firm. Previously, he was a special assistant to former President Reagan for intergovernmental affairs, working with federal, state and local agencies, and elected officials. I have had the opportunity of working with Ron before. He was my chief of staff when I served on the Sacramento County Board of Supervisors."

Space Planning Staff Welcomed



(l to r): Michael Gutierrez, Mary Stanley, Les Mark, Linda McMullen, David Yorston, Rosamond Bolden, Everett Whiteside, Jennifer Hixon, Ken Liljegren, and Susan Nelson.

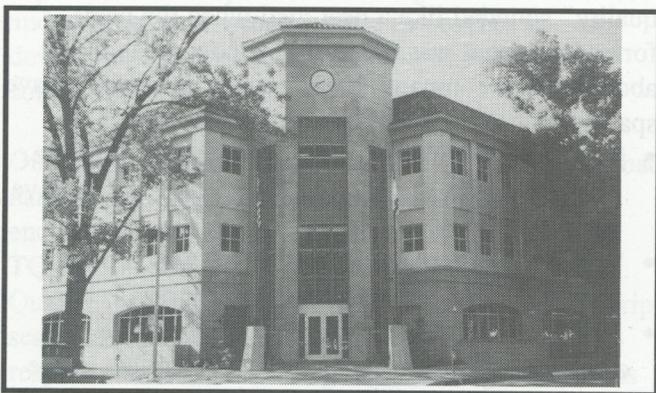
With much delight, Office Chief Rosamond Bolden and Assistant Chief Everett Whiteside welcomed eight "new" staff members on July 1, 1993, to the Office of Buildings and Grounds' (OB&G) newly established Facilities Planning Unit. Prior to July 1, this unit was a part of the Office of Real Estate and Design Services.

While the responsibilities of the unit will remain the same, providing space assignment assistance, design services and construction management services, the unit's reorganization will ensure greater coordination of activities in state-owned buildings managed and operated by OB&G.

New Building Dedication

State and Consumer Services Agency Secretary Sandy Smoley was joined by almost 200 state, local and community dignitaries on July 12, 1993, to dedicate the new Office of Buildings and Grounds Headquarters Building in Sacramento.

Agency Secretary Smoley was assisted in the dedication by Director John Lockwood, Rosamond Bolden, Chief of the Office of Buildings and Grounds, Developer Gary Ravel of Ravel United Property Services, General Contractors Gary and Jack Kimmel of Kimmel Construction, and Brian Van Camp, Board Chairman of the Capitol Area Development Authority.



The first new state office building in the Capitol area since 1983.

The building's Spanish Revival style is architecturally similar to the neighboring historic Westminster Presbyterian Church. The building occupies a quarter of a block and boasts 48,000 square feet of office, shop and warehouse space, spread among three floors. The building will house OB&G's Headquarters and Region I's administrative offices, the trades and crafts shops, and various Department of Transportation, District 3 offices. When fully occupied the building will house approximately 250 employees.

Construction began in March 1992 and was completed 11 months later--on time and within budget. It represents the first new state office building in the Capitol area since 1983. The opening of the building is expected to breathe new economic life and pedestrian activity into the area. OB&G moved in during February and March.

Hispanic Task Force Update

by Laurie Duval



Director John Lockwood (l) presented Joe Alvarez (r), with the Hispanic of the Year Recognition Award.

The Hispanic Task Force (HTF) held their second annual Cinco De Mayo Open House "Grand Fiesta" on May 5, 1993, in the Executive Conference Room in Sacramento. The highlight of this year's Open House was the Hispanic of the Year Recognition Award. This year's recipient was Joe Alvarez, a Warehouse Manager with the Telecommunications Division. The award was presented to Joe by Director John Lockwood. The Open House was attended by numerous employees who enjoyed a festive event filled with plenty of good food and live music provided by "Jazzmen-T and Brugman & Bucknor."

Other 1992/93 activities and accomplishments of the HTF included:

- drafted the Hispanic Employment Plan
- played a lead role in the revision of the Department's Upward Mobility Handbook
- held a Career Development/Upward Mobility noontime presentation for departmental employees
- prepared a summary report of the Department's Affirmative Action Program to determine where improvement is needed
- held outreach interviews with each office's Affirmative Action Coordinator to ascertain how the HTF can assist offices in meeting their affirmative action goals

If employees would like more information regarding the HTF, our activities, or are interested in becoming a member, please contact Cynthia Castillo in the Equal Employment Opportunity Office at (916) 323-6505, CALNET 8-473-6505.

10 Reasons Why Total Quality Is Less Than Total

In the last issue of OUTLOOK, Lawrence Holpp described three of the "10 Reasons Why Total Quality is Less Than Total." The first three reasons were: 1) New Program Syndrome, 2) Uncorrected Vision, and 3) What, More Training? Read on as Mr. Holpp describes three more points. . .

4. Poor Objectives

For some time now, management by objectives (MBO) has suffered bad press because it has been misused by people who take performance objectives and turn them into short-term, limited, quantifiable goals. This has the effect of encouraging functional groups within the organization to battle one another for resources and recognition, rather than working in concert for the long-term benefit of the customer or the organization.

Policy deployment (or quality function deployment) is a specific management method that can help link customer needs to daily activities within even the most layered organizations. This system breaks customer requirements into clearly defined projects, creates a trail of responsibility throughout the organization, and sets goals for everyone based on their ability to meet customers' needs.

Quality function deployment looks a lot like MBO, but the main point of it is to make sure everyone's objectives harmonize. Communication and involvement must run throughout the organization. A successful system meets these criteria:

- Projects are visible and well-represented. Everyone knows what other teams and departments are doing that may affect them. Management shows progress on projects by posting updates in common areas where teams meet.
- Management is involved. Rather than delegating projects as though they were goals for particular subordinates to meet, managers participate in the problem-solving process. They attend meetings in order to know what's going on. Managers representing different functions must also meet to keep each other informed about the progress of projects.
- The policy deployment process uses targets and indicators that are easily interpreted. If not,

communications among departments and levels will become a Tower of Babel. It helps to use a standard format. Some companies are using a "storyboard" format borrowed from Walt Disney. It uses graphs, pictures and common symbols to show the status of various projects.

- Those responsible for projects see them as important daily activities, not as extra work. Everyone must understand that quality-improvement projects are their jobs, not an overlay. The only way to accomplish this is by example: The leaders in the organization must care enough to reinforce quality-related activities.

5. Wandering Teams and Lost Supervisors

To some cross-functional teams that have no clear charter, TQI must seem like a bizarre management dream. "Generate workable ideas for improving quality" sounded like a neat goal when the team formed, but that was then—this is now. Wandering about many a company, these demoralized teams have spawned a host of problems. For instance:

- What to do about low team productivity after the "cherry-picking" ideas that lie on the surface have been harvested.
- What to do about "team burnout," which often occurs about two years into the program.
- How to judge team suggestions that require complex statistical measurements when few in the organization have any real familiarity with data analysis.
- How to address raised expectations on the part of employees for additional involvement and training.

Along with wandering teams, many supervisors and middle managers get lost in the shuffle. The momentum of quality improvement has swept by them. Their subordinates are working on foreign-sounding problems with tools and techniques that remain mysterious. Their traditional roles of authority have declined as functional groups approach greater levels of autonomy. They have been disenfranchised.

Yet, as with all changes, opportunities arise. Organizations are beginning to recognize that they face two distinct choices: Either they must develop a new role for supervisors and team leaders in managing the quality-improvement activities of various groups of people, or they must abandon the traditional role of supervisor entirely and move toward semiautonomous teams.

(cont. from page 8)

At Ibis, a producer of industrial enzymes in Kingstree, SC, teams have become largely autonomous. Former supervisors are now called "technical resources." They are expected to serve as trainers, researchers, facilitators and coaches to the teams they once managed. Likewise, in the massive new C-17 aircraft project that will employ nearly 10,000 people at Douglas Aircraft in Long Beach, CA, traditional supervisors will now act as brokers between assemblers, and technical and administrative support groups. Other organizations, such as Best Food Co.'s Skippy peanut butter plant in Little Rock, AR, have eliminated the supervisory role entirely and farmed out its duties to team members.

Another solution retains the traditional supervisor title, but expands the role. Enhancing the role of supervisors usually means training them in the skills and abilities they need to serve as coaches in developing their teams and leading the problem-solving process.

One of the reasons "quality circles" have gotten a bad name is that they create parallel structures that encourage both employees and management to see TQI as something disconnected from the real work. Quality meetings can turn into coffee klatches or gripe sessions. Making supervisors and managers responsible for maintaining and building their teams gives them a stake in the success of the process as well as a clearly defined role to play every day: coach and facilitator.

6. Loose Cannons

Two kinds of loose cannons are likely to clatter across the decks during a total quality campaign. The first are people who use quality as an excuse to establish fiefdoms. The second are people who remain in powerful positions but don't get with the program. Both types are dangerous—empire builders to the positive thrust of TQI, foot-draggers to the morale of their people.

Because it commands resources, TQI has political allure. Departments and staff in key areas grow, budgets increase, senior management spends time on quality-related activities, and opportunities for recognition and rewards abound. TQI can be fertile grounds indeed for political manipulators.

This is not necessarily bad. You do need champions, and calculated self-interest may motivate them to step

forward. But to control potential empire builders, make sure that the guidelines for judging the success of TQI are measurable and team-focused. Asking ambitious managers some of these questions should help channel their energies into positive directions:

- What data do you have to support your results?
- How many of your projects are cross-functional, involving and benefiting other departments?
- To what extent have you used successful ideas from other areas?
- What do your customers say about your improvement efforts?
- How committed are employees at the team level? What data do you have to prove it?

These questions assess how well managers are working with people inside and outside their departments. Even the most politically ambitious managers can contribute to TQI if they are able to work as team players.

The other loose cannons, managers who have found subtle anchors to drag, are in some ways ever more dangerous. These types stifle their employees' efforts. (Meanwhile, their people can see that others around them are making the transition to a different kind of organization with the support and encouragement of their managers.) Often these resisters have a long history with the company and have seen other big-deal programs come and go. Their best instincts tell them to wait and see before plunging in.

They can't be blamed for that. Nevertheless, the only thing that will motivate them—besides seeing that this latest parade is not going to pass on by—is a kick in the pants. They need to see their bosses getting with the program in word and deed. They need to have their job duties translated into quality-improvement terms so that the only way to fulfill them is to learn to develop and track quality indicators and use problem-solving processes.

Over time, many resisters will come around. Those who don't will have to be replaced. Some may retire. Others will have to transfer to assignments where they can't do the TQI effort any harm.

Look for points 7, 8, 9 and 10 from Dr. Holpp in the next issue of OUTLOOK: Nonstatistical Thinking, Electronic Management, Double-Crossed Functional Management, and 1, 2, 3...Change.

Meet the Office of Buildings & Grounds San Diego Crew

When the City of San Diego held a competition for recycling, Office of Buildings and Grounds' custodial staff took on the challenge. Pictured below is the staff from the State Building at 1350 Front Street and the award they received for their outstanding contribution toward waste reduction and recycling in the work place.



(l to r): Edward Galvan, Carolyn Berry, Jean Avakian, Maurice Jackson, Patsy Cromer, Calvin Jones, Timothy McRaven (front), Virginia Torres, Willy Ridley, and Manuel Oviedo (not pictured: Maria Muro and Steve Dunn).

San Diego engineering staff (pictured below reviewing blueprints) is responsible for 545,000 square feet of office space. Creatively dealing with their widespread geography, each engineer has the authority to recommend the selective use of outside vendors whose work is then inspected by them prior to payment. This approach, along with their computer generated maintenance program and a team dedication to quality service, helps them administer efficiently to 24 state-owned facilities in the southern region.



(l to r): Bill Prince, Dean Ryan, John Lair and Bert Quarles.

For the last year, groundskeepers have relied on one another to determine the maintenance needs for 1,681 square feet of grounds. Using pagers to communicate with each other on equipment and material needs, they represent OB&G creatively and responsibly. Cooperation and teamwork have been the key to their success.



(l to r): Ray Perrault, Fred Montgomery, Tim Tooles, Bill Buscher, Mac McClellan, Reggie Clark and Rudy Silvas (not pictured).

Pictured below are recent recipients of the San Diego employee of the month award. Each month supervisors and staff representatives meet to select a winner based on criteria such as attendance, attitude, work production, quality of work, flexibility and selflessness and personal appearance. Staff members like these take today's challenges in stride!



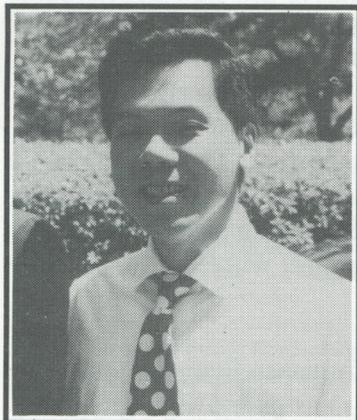
(l to r): Juanito Caceres, Henry Stewart, Virginia Torres, Fred Montgomery, Chesiko Bromberg, Building Manager John Evans, and Bill Carter.

Building Managers John Evans and Jeff Tucker board the Goodalls Express Bus for the 35-mile commute home. Transportation planning and commute management is an important responsibility of the building managers routine. Working closely with the Office of Fleet Administration to increase ridership, it is great to see this personal participation.



Building Managers John Evans (l) and Jeff Tucker (r) show their support for transportation planning and commute management.

Office of Buildings & Grounds Employee Spotlight



Gary Lee

Gary Lee works in the Office of Buildings & Grounds (OB&G) Headquarters and is responsible for the Office's personnel and legislative programs. In 1992 he volunteered to be the United California State Employees Campaign (UCSEC) Divisional Vice Chair

for the Real Estate and Building Division. As a result of his commitment and diligent efforts, the Division's campaign was one of the most successful ever.

Due to Gary's success as Divisional Vice Chair, Office Chief Rosamond Bolden nominated Gary to be a member of United Way's **The Next Generation Leadership Program**, whose goal is to recruit, train and inspire a growing pool of community volunteers prepared for challenging leadership roles within United Way and its family of community agencies. Individuals nominated to this program are seen as "rising stars" in business, government and community organizations with an interest in community services and the potential to become strong volunteer leaders in support of local human care services.

As part of the ten-month program Gary learned about the needs and issues facing Sacramento's not-for-profit community services. Hands-on activities in communications, agency review, board development, volunteer training, fund raising and more provided Gary with a full perspective on United Way's operations.

Gary also played an active role in the United Way's annual Volunteer Review process, where United Way donors visit and review local not-for-profit organizations that receive United Way funds. Gary volunteered over 30 hours of his time to review the agencies' budgets, hear speakers from the agencies and meet people who depend upon United Way

services. This yearly process ensures that the monies donated in part by Department of General Services employees to the UCSEC are used effectively and efficiently in the local community.

"I had a say about how donated dollars are distributed to help in my community," said Gary. "United Way is fulfilling a vital need in helping our citizens, and I'm so glad that the Department and OB&G gave me the time to see this for myself. Our community needs our support, and giving through United Way is one of the best ways to fulfill that need."

"I wish to commend Gary for his involvement with United Way," adds Rosamond. "He has established valuable contacts with many individuals and agencies in our community, and through his efforts, the Department has been well represented and reflected in a positive manner." Our congratulations to Gary for his efforts on behalf of our community and the Department!

United California State Employees Campaign

Your support of the 1993 United California State Employees Campaign (UCSEC) is important. Once a year, each state employee is allowed the opportunity to make a charitable gift through payroll deduction.

Many of the agencies receiving your support focus on prevention and intervention of the most serious and troubling issues facing our communities, i.e., drug and alcohol abuse, "at risk" youth and gangs, child abuse and neglect, research of various diseases and many others. By addressing many of these problems early, the toll on peoples' lives may be greatly reduced.

Your gift is important because more than one in three people will receive an agency service supported by UCSEC.

For further information, please contact one of these employee representatives: Chuck Walker, Departmental Chairperson, 387-4330; Susan Chan, Departmental Vice Chair, 322-8048; Lorraine Lema, Loaned Executive, 657-2295.

Together We Achieve More

by Jennifer Estes



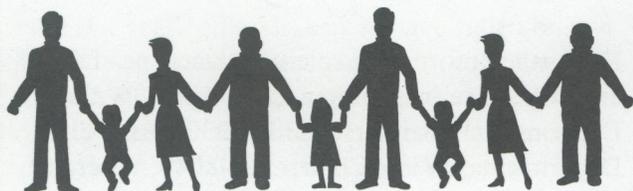
DGS Team Walkers ("Team" is the acronym for "Together we achieve more.").

This year's Department of General Services' (DGS) Team Walk for the March of Dimes, "Steps to Success," proved to be just that—a total success! With the various fund raisers over the last few months and the pledges collected from DGS Offices, we met our goal. DGS raised over \$12,000 and had a lot of fun in the process.

DGS has remained as one of Sacramento's top ten teams over the years. I am confident we have maintained that status this year too. Our sincere thanks to all of you who participated and gave your time, energy and contributions. It's because of you this event is such a success.

Again, thank you for your continued commitment to the March of Dimes Campaign for healthier babies. We'll see you next year!

The DGS team photo is available for \$5.00 from the March of Dimes Headquarters by contacting the DGS Team Captain, Doug Grandy, or Linda Jimenez, Office of Energy Assessments, 717 K Street, Suite 409, Sacramento, CA 95814, (916) 323-8777, CALNET 8-473-8777.



Performance Budgeting Project Gets Underway

Early this spring, the Department of Finance selected the Departments of General Services (DGS), Consumer Affairs, Parks and Recreation, and the Stephen Teale Data Center to participate in a pilot project on performance budgeting. The purpose of the project is to improve the delivery of government services through strategic planning and performance measurement. The pilot project will begin in Fiscal Year 1994-95.

To participate in the Performance Budgeting pilot project, each department must have a strategic plan. To help develop a strategic plan for DGS, we have formed a Strategic Planning Team consisting of the Director, Chief Deputy Director, Deputy Directors, State Architect, and the Chiefs of the State Police, Office of Information Services, and Office of Fiscal Services. Deputy Director Jack Smith is responsible for the DGS planning effort. The team has engaged the Warner Group, a consulting firm specializing in strategic business planning and strategic planning for information systems to assist the Department's planning team complete their work.

Randy King, Faith Goodland and Joan Skinner were the Warner Group staff assigned to assist DGS with strategic planning. Randy King is a partner in the firm with over 20 years experience in the design, selection and implementation of business and technology strategies for government agencies. Faith Goodland has a background in information systems design, planning and implementation. Joan Skinner is the senior manager with the Warner Group. She has conducted numerous strategic planning and organizational studies for a variety of state and local governments. DGS will adopt a department-wide plan by early September. Each Office will then be responsible for developing their own strategic plans consistent with the overall department-wide plan.

During development of the department-wide plan, the Warner Group consultants formed focus groups and conducted interviews with DGS customers and staff in other state agencies, as well as employees throughout the Department. To ensure that the DGS strategic plan is a success, the planning team will also solicit input from a broad section of DGS employees.

Editor's Note: The following DGS employees received letters of recognition from satisfied clients. Their desire to do the job well was greatly appreciated. In consideration of available space, instead of including excerpts from each letter, we will list the name of the employee, the office, and the name of the satisfied client.

Marj Barnes, Procurement	Michael Stoker, Escarzaga Trucking
Dave Bulmer, Gabe Andrade, Joe Simon, Buildings & Grounds	Maria Guzman-Kennedy, Dept. of Consumer Affairs
John Galaxidas, Real Estate & Design Services	Alan Oldall, Dept. of Finance
Colleen Kirtlan, Administrative Services	Mary Lyons, California Maritime Academy
Paul Davidson, Project Development & Management	Joan Reynolds, Dept. of Fish & Game
Joel, Pauline, Sally, Gail, Anna & Maryanne, Fleet Administration	Susanne Martin, Legislative Counsel Bureau
William Kauffman, Support Services	Karen Wyant, Board of Dental Examiners
Brian Fahs, State Architect	Linda Johnson, Dept. of Transportation
Carole Wright, Fiscal Services	Ron Lewis, Support Services
Mark MacRae, Telecommunications	Ron von Raycs, Calif. Highway Patrol
Michael Griffith & Patrice Norris, Information Services	Gary Swanson, Dept. of Social Services
Sherry Harm, Small & Minority Business	Mohammed Hasan, Hasan Consultants
Nancy Freitas, Buildings & Grounds	Daniel Fessler, Public Utilities Commission
Dave Wallace & Patty Harp, Procurement	Richard Hardemeyer, Dept. of Education
Johnnie Etheridge, Mac McCauley & Ralph Ligid, Buildings & Grounds	Maria Guzman-Kennedy, Dept. of Consumer Affairs
Jud Boies, State Architect	Kelvin Lee, Coalition for Adequate School Housing
Dorthaney Harrington, Support Services	Candace Diamond, Statewide Health Planning & Development
Carole Wright, Fiscal Services	Debra Hamilton, Legal Services
Tom Lee, Procurement	Bob Ferguson, Lorraine Simmons & Jan Yokoi, Dept. of Health Svcs.
Al Chin, Joan DeCrescenzo, Karen Williams, Pat Wilson, Debra Wisniewski, & Nuland Wong, Telecommunications	S. C. Howe, Employment Development Dept.
Timothy McRaven, Buildings & Grounds	Ingeborg Small, Health & Welfare Agency
Mike Courtney & Steve Durham, Project Development & Management	Jack Barr, Jr., Dept. of Motor Vehicles
Rick Slama, Fleet Administration	Henry Moody, Dept. of Health Services
Bill Shelton & Rhonda Wilson, Procurement	P. Michael Freeman, Los Angeles County Fire Dept.
P.K. Agarwal, Information Services	Diana Rude, Assembly, Calif. Legislature
Edward Galvan, Buildings & Grounds	John Evans, Buildings & Grounds
Mark Phigler, Telecommunications	Thomas Nagel, Employment Development Dept.
Ron Franceschi & Camille Daily, Procurement	Cindy Sanford, Dept. of Transportation
Renea Hatcher, Small & Minority Business	Thomas Zarembo, Findly Chemical Disposal, Inc.
Jeff Enzler, State Architect	John Dunlap, Sharrah Dunlap Sawyer, Inc.
Lydia Morton, Buildings & Grounds	Myonia Gibbs, Dept. of Fair Employment & Housing
Lolita Nava, Support Services	Andrew Sullivan, State Architect
Avis Abercrombie, Fleet Administration	Sue Gutierrez, Fleet Administration
Mike Mattoch, Project Development & Management	Donald Cady, Legal Services
Marilyn Ebert, Procurement	Terez Juarez, Dept. of Consumer Affairs
Ed Schwartz, John Kincanon & Vincent Lin, Telecommunications	Don Follett, California Highway Patrol
Agnes Lau, Information Services	Ree McLaughlan, Procurement
Guy Blair, Support Services	James Morgan, Administrative Services
Henry Stewart, Buildings & Grounds	Len Howell, Dept. of Motor Vehicles
Sherry Harm, Small & Minority Business	Michael Stumpf, The Very Last Word
Mahendra Mehta, State Architect	Robert Scott, American Modular Systems
Lynell Pool & Reggie Banks, Procurement	Don Ramsey, D&ER Enterprises
Carlos Toirac, Project Development & Management	Carlos Chavez-Andonegui, Architectural Design Matrix
Maria Cruz, Fleet Administration	Terrie Scott, Disability Insurance Examiner
Elena Chavarria, Buildings & Grounds	Frank Kinnison, Employment Development Dept.
Larry Mertens, Telecommunications	Anthony Borgia, Sacramento "Old Timers"
Marty Sengo, Procurement	James Gomez, Dept. of Corrections
William Kauffman, Support Services	Kathleen Lofstrom, Dept. of Corrections
Howard Sacks, State Architect	Glenn Hezmalhalch, State Architect
John Mason, Fleet Administration	Beth Rosen-Prinz, Dept. of Fair Employment & Housing
Ernie Rios, Buildings & Grounds	Howard Jackson, Dept. of Transportation
Roger Brown, Project Development & Management	James Green, Institute for Law & Policy Planning
Diana Garcia & Wally Roberts, Telecommunications	Darryl White, Grant High School
Mary Salontai, Procurement	Charles Kelson, Dept. of Justice
Ken Doose, Buildings & Grounds	Richard Bilas, California Energy Commission
Robert Potter, State Architect	Daniel Wood, Menifee Union School District
Carmen Lugo & Florita Cruz, Fleet Administration	Alan Solomon, Dept. of Justice
Darlene Hart, Support Services	Dan Germain, California Highway Patrol
Al Chin, Telecommunications	Burton Oliver, Board of Equalization
Mark Mitchell, Procurement	Robert Garcia, Employment Development Dept.
Gary Buller & Richard Rubalcava, Buildings & Grounds	Herman Showers, Fleet Administration
Gary Todd, State Architect	Brian McNamara, California Highway Patrol

Quality Teams In Action

The New Century Project is well underway in the Department of General Services. The term "customer service" has taken on a new meaning for many of us, as we become more aware of the importance of quality performance in our jobs. The letters you read in this article are a direct reflection of your own dedication and commitment to the objectives of this Project.

Staff of the Division of the State Architect were once again recognized for their superior performance...Bob Potter, Supervising Structural Engineer wrote: "I had the opportunity to observe the Plan Checking Team, Mehdi Rashti, Andreas Michael, John Guhl and Luis Pulido, performing a difficult back check and I was extremely impressed by their performance. They were as good as or better than teams I have observed in private practice. By 6:00 p.m. that evening, I observed the team still hard at work and in an excellent mood. It is my understanding that the design professionals were extremely impressed with this kind of performance by a state agency. Please thank the team for such an outstanding performance."

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Austin Eaton, Board of Control, expressed the Board's sincere appreciation to the Office of State Printing for their help in having the Victims of Crime Program poster printed and delivered within the necessary time frame. "We are aware that the timeline was short and may have required your rearranging your production schedule to have the job completed on time. It was essential for the Board to release the poster just prior to National Victims' Rights Week. Thanks to staff at the Office of State Printing, that goal was met and we believe the poster made an important and timely statement regarding the mission of the Program in meeting the needs of California's victims. We also appreciate the helpful and cooperative employees of your Planning Section who worked to coordinate our project as it moved from the planning and design stages through actual printing. Finally, we are pleased with the quality of the finished product."

Central Plant Flyers



Richard Clinton (l) and Dave Talley (r) with Richard's North American SNJ, built for the Navy during World War II.

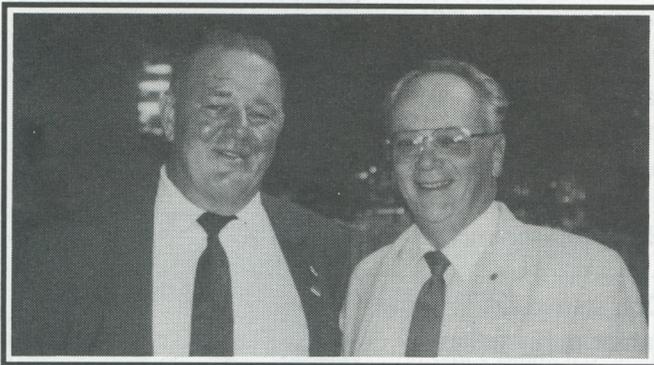
Two swing shift Engineers at the Office of Buildings and Grounds' Central Heating and Cooling Plant recently had their picture appear in "Pacific Flyer," a well known aviation magazine. Dave Talley and Richard Clinton have been restoring and flying classic airplanes for about eight years now. Friends for almost 20 years, Dave and Richard have worked together at various places since 1975. They have been working together at the Central Plant for approximately four years.

Regulars at air shows and fly-ins for the last several years, Dave and Richard found working swing shift gives them the time they need to work on their hobbies; restoring old airplanes, cars and motorcycles. Richard owns three airplanes of his own: a North American SNJ, a Fairchild PT-19, and an Aeronca L-16. Dave owns an Aeronca 7BLM and a Bowers Flybaby. The pair also recently purchased a Bellanca Viking that has been completely disassembled and is waiting to be restored.



Richard and Dave in formation over Yuba City.

Larry Guthrie Retires



Larry Guthrie (l) with his fellow worker and friend, Donald G. Clark (r).

Larry Guthrie, Principal Architect for the Division of the State Architect, retired on June 1, 1993. A party was held in his honor on July 15, 1993, at the Radisson Hotel in Sacramento. There were over 100 present and past coworkers, friends and family in attendance. Larry received retirement certificates from Director John Lockwood, and Secretary of State March Fong Eu. It was a fabulous celebration of Larry's long and distinguished career.

Larry began working for the State in 1953 as a Senior Drafting Aide for the Department of Public Works. During his tenure, he has also worked for the Department of Rehabilitation before finally coming to the Department of General Services. In 1991 Larry was assigned as Chief of Seismic Programs, and later was assigned to head the Special Programs Section.

Larry's interests and hobbies include being a railroad buff (he has enough old railroad "junk" to fill a garage), gardening and building things. Larry and Eleanor, his wife of 42 years, look forward to spending time together just "bumming around," and enjoying their family. All of us at General Services wish Larry a long and healthy retirement!

Retirements



Augustin M. Arreguin, Buildings & Grounds
Warren E. Baskin, Buildings & Grounds
W. Jud Boies, State Architect
Harold J. Boyd, State Architect
Donald G. Clark, State Architect
Tomas R. Duran, Buildings & Grounds
Bill Forrest, Telecommunications
Larry D. Guthrie, State Architect
Flaryzell Howard, Buildings & Grounds
Donald E. Male, State Printing
Lawrence A. Mertens, Telecommunications
Walt Palkman, Telecommunications
Roger P. Rehm, Buildings & Grounds
Gwendolyn Rittmann, Local Assistance
Dale T. Rittmann, State Architect
Stim Suzuki, Support Services

25 Year Service Awards

Linda R. Adams, State Printing
Robert E. Best Jr., State Police
Carl D. DeVerter, Procurement
Charles R. Flynt, Buildings & Grounds
Arlene M. Hiskey, Administrative Services
Birda Johnson, Buildings & Grounds
Albert G. Last, Telecommunications
James McClellan, Buildings & Grounds
Anna L. Pahl, Fleet Administration
Alfred C. Peters, Buildings & Grounds
Erlene J. Schlager, Procurement
Owen L. St. Clair, Telecommunications
Carole A. Wright, Fiscal Services
Maurice O. Yackel, Fiscal Services

What Do These Words Mean To You?

Vision · Constancy of Purpose · Customer Focus & Involvement · Personal Change · Continuous Improvement
· Departmental Involvement at all Levels · Paradigm Shifts · Empowerment...ALL EQUAL QUALITY

We Have The Power To Change

Governor's Task Force—Public, Private, Union Partnership · SACTQ · New Century Project · Departmental
Visions & Missions · Networking · Legislation

Stim Suzuki Says Goodbye



Stim Suzuki (r) receives a proclamation from Congressman Robert Matsui.

Stim Suzuki, Chief of the Office of Support Services, retired after 34 years of service to the State of California. Stim started his state career as a Buyer Trainee with the Department of Finance, Purchasing Division. A highlight of his Procurement career was the creation of the Statewide Logistics and Materials Management System (SLAMM).

In 1981, Stim was appointed Chief of the newly created Office of Small and Minority Business, where he served with distinction for nine years. During the last three years of his career as Chief of the Office of Support Services, Stim was responsible for a staff of 200 employees and an annual budget of \$20,000,000.

Over 125 friends, relatives and work associates attended his retirement celebration held at the Radisson Hotel in Sacramento. The special guest speaker was Congressman Robert Matsui. Congressman Matsui shared his admiration of Stim and complimented his many accomplishments serving state government and the community. The Congressman presented Stim with a proclamation entered into the Congressional Record of the 103rd Congress. Stim also received a Resolution from the Joint Rules Committee of the California Legislature.

Stim's retirement plans are to spend more time on the golf course, do some traveling with his wife Betty, and get more involved with community service activities. The Department extends to Stim sincere best wishes for a rewarding and gratifying retirement. He will be missed.

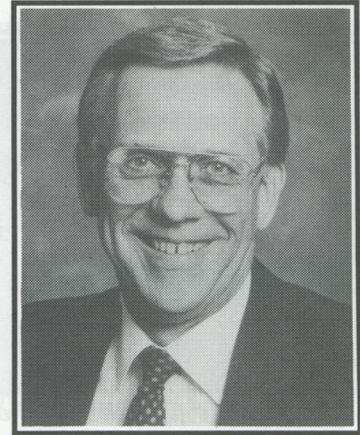
Don Male Moves On

Donald E. Male, State Printer, retired on July 7, 1993. Friends and family members attended a celebration in his honor on July 23, 1993, at the Radisson Hotel in Sacramento.

Don started his printing career in his father's business directly after graduation from the University of

California, Los Angeles. He was also plant manager for Alwest Forms-Sierra Office Systems, worked at NCR Corporation for 11 years, and was plant manager at Anchor Press in Sacramento prior to accepting the appointment of State Printer on October 31, 1983.

Don's retirement plan is to "not slow down till I'm 120 years old!" He and his wife will be busy managing their private businesses and enjoying their new grandchildren. All of us at the Department of General Services wish him the very best!



Donald E. Male

Training & Upward Mobility Survey



The Hispanic Task Force (HTF) sponsored Training and Upward Mobility Survey (pages 17-18) is designed to discover how we can help **all employees** of the Department of General Services, regardless of ethnicity, to work toward constant self-improvement through training and upward mobility. The survey is voluntary and for the employee's benefit. The personal data is optional, however, to make credible findings and recommendations, substantial employee participation is needed. When complete, please return the form to Carlos Toirac, Office of Project Development and Management, 400 R Street, Suite 5100, Sacramento, CA 95814 (IMS Code D-25). Thank you for your participation!

DGS Training Schedule

The DGS Training Section provides a variety of services, including: (1) classroom training (listed below), (2) special, on-site, customized training; (3) help to find training elsewhere to meet your needs; and (4) loaning videos, books, and equipment from our Training Lending Library. For more information on any of our services, call (916) 322-6058, CALNET 8-492-6058.

Affirmative Action (8:00 a.m.-4:00 p.m.)

Section 4: Sept. 8 (San Bernardino)
 Section 5: Sept. 21
 Section 6: Oct. 19
 Section 7: Nov. 16
 Section 8: Dec. 14

Career Goals: A Skills Analysis (8:00 a.m.-4:00 p.m.)

Section 2: Oct. 15
 Section 3: Dec. 9
 Section 4: Feb. 4
 Section 5: April 11
 Section 6: June 2

Completed Staff Work (Day 1: 8-4; Days 2 & 3 8-12) To Be Announced

Developing Your Leadership Skills (8:00 a.m.-4:00 p.m.)

Section 1: Jan. 11-13
 Section 2: Mar. 15-17
 Section 3: Apr. 12-14
 Section 4: June 7-9

Forum (8:00 a.m.-4:00 p.m.)

(Note: Completion of SDP Weeks A & B a prerequisite.)
 Section 1: Nov. 8-10
 Section 2: Mar. 8-10
 Section 3: May 24-26

Information Mapping (Fee Required) (M-F:8:00a.m.-4:30p.m.)

Classes will be scheduled according to number of 1090s received to fill a class. Minimum of 12 is required.

Investment In Excellence (8:00 a.m.-4:30 p.m.)

Section 1: Sept. 8-10 and Oct. 8
 Section 2: Dec. 8-10 and Jan. 7
 Section 3: Mar. 23-25 and Apr. 29
 Section 4: June 22-24 and July 22

Investment In Excellence Refresher (8:00 a.m.-4:30 p.m.)

Section 1: Oct. 27
 Section 2: Apr. 7

Management 1 (Sacto. only) (Fee Required)

(specific weekdays/times to be announced)

Management 2A (Sacto. only) (Fee Required)

(Note: Completion of Management 1 is a prerequisite.)
 (specific weekdays/times to be announced)

Management 2B (Sacto. only) (Fee Required)

(Note: Completion of Management 2A is a prerequisite.)
 (specific weekdays/times to be announced)

Management 2C (Sacto. only) (Fee Required)

(Note: Completion of Management 2B is a prerequisite.)
 (specific weekdays/times to be announced)

Management 2D (Sacto. only) (Fee Required)

(Note: Completion of Management 2C is a prerequisite.)
 (specific weekdays/times to be announced)

Fall: Aug. 16 - Dec. 16
 Spring: Jan. 18 - May 27

Managing Communication Thru Assertion (8:00a.m.-4:00p.m.)

Section 1: Nov. 3-4
 Section 2: Dec. 15-16
 Section 3: Feb. 9-10
 Section 4: Mar. 2-3

Managing & Surviving Stress (8:00 a.m.-4:00 p.m.)

Section 1: Oct. 6-7
 Section 2: Dec. 1-2
 Section 3: Feb. 2-3
 Section 4: May 10-11

New Employee Orientation (a.m.: 8-12; p.m.: 1-4:30)

Section 2: Nov. 5 (p.m.)
 Section 3: Dec. 9 (S.F.)
 Section 4: Feb. 15
 Section 5: May 5 (L.A.)
 Section 6: May 17

Sexual Harassment Prevention (8:00 a.m.-4:30 p.m.)

Section 7: Sept. 23
 Section 8: Sept. 28
 Section 9: Sept. 30
 Section 10: Oct. 14
 Section 11: Oct. 26
 Section 12: Oct. 28
 Section 22: Sept. 9 (San Bernardino)
 Section 13: Nov. 18
 Section 14: Nov. 23
 Section 15: Nov. 30
 Section 16: Dec. 7
 Section 17: Dec. 17
 Section 18: Dec. 21

Sharpening Your Interviewing Skills (day 1: 8-12, day 2: 8-4:30, days 3 & 4: 8-12)

Section 2: Oct. 26-29
 Section 3: Feb. 22-25
 Section 4: Feb. 22-25

Supervisory Development Program (8:00 a.m.-4:00 p.m.)

(Note: Completion of Week A is a prerequisite of Week B)

Section 1: (Week B): Nov. 15-16-17-18-19
 Section 2: (Week A): Sept. 13-14-15-16-17 (S.F.)
 (Week B): Dec. 6-7-8-9-10 (S.F.)
 Section 3: (Week A): Oct. 18-19-20-21-22
 (Week B): Jan. 24-25-26-27-28
 Section 4: (Week A): Feb. 14-15-16-17-18 (L.A.)
 (Week B): May 2-3-4-5-6 (L.A.)
 Section 5: (Week A): Mar. 28-29-30-31-Apr. 1
 (Week B): June 13-14-15-16-17
 Section 6: (Week A): Apr. 18-19-20-21-22
 (Week B): July 18-19-20-21-22

Time Management (8:00 a.m.-4:00 p.m.)

Section 2: Oct. 22
 Section 3: Jan 28

Tutor Training - To Be Announced

DISABLED EMPLOYEES: If you have an impairment requiring assistance during a training class, please contact the Training Section. An effort will be made to meet your specific needs.

Race Track Grand Opening



The main grandstand at the Del Mar Fairgrounds race track is equivalent in size to a 45-story building laying on its side.

Last year we featured an article on the successful completion by the Office of Project Development and Management (OPDM) of "Phase 1" of the Del Mar Grandstand Replacement Project. On July 28, 1993, the completion of the entire grandstand at the Del Mar Fairgrounds was celebrated as the entire facility was opened for a record opening-day crowd. Earlier that morning Governor Pete Wilson dedicated the eight million dollar project and honored the people who made it possible. The Governor's remarks acknowledged the uniqueness of this state project that was "...completed a year ahead of schedule, under the budget and costing no tax dollars..."



Paddock area at the Del Mar horse race track.

Honored for their roles in the completion of this project were the 22nd District Agricultural Association Board of Directors, the Race Track Leasing Commission, and the Del Mar Thoroughbred

Club that operates the horse racing program. Also recognized were the architect, Froehlich, Kow and Gong; the building contractor, Centex-Golden Construction Co.; and Project Manager Fred Hummel with OPDM. Singled out for special recognition were Morio Kow, the principle architect; Ron Rudolph, Centex-Golden Construction Manager; and Fred Hummel.

"Win, place or show" is usual horse racing vernacular but the Del Mar Grandstand is a "win, win and win" accomplishment. OPDM Project Director Tom Dole reports that in addition to being ahead of schedule and under budget, this project is completely devoid of construction claims. The project is a model of the art, as well as the science of project management creating an atmosphere of mutual responsibility and cooperation toward a common goal. The real winners are the public. This project is totally self-financed through the profits of the horse racing program, and it will pay for itself in a very few years.



Record "opening day" crowds at the Del Mar Fairgrounds race track.

The main grandstand created by this project is 835 feet long, six stories high, and encloses about a half million square feet of space. In area and scope, it is equivalent to a 45-story building laying on its side. However, it has much more complex systems and spaces. For example, there are kitchens on every level, as well as 36 separate food and drink concession stands dispensing everything from pizza and hotdogs to gourmet entrees. The interiors of the grandstand and extensive landscaping create a familiar and lived-in look to the new facility. It is all done in mission style architecture and is in other ways reminiscent of the grandstand originally built by Bing Crosby.