

Side-by-Side



California Department of General Services

a newsletter for employees by employees

Issue #5 • August 1996

EINER CHRISTENSEN WRAPS UP 56 YEARS IN PUBLIC SERVICE

Einer Christensen retired the first time in 1963. His second professional curtain call came two weeks ago when he attended his DGS retirement lunch.

Between the two, Christensen sandwiched an extraordinary 32-year career at the Department of General Services, including 19 as personnel director.

"As far as I know, I'm the oldest manager in state service," said Christensen. He is 78.

He first retired as a colonel in the US Air Force after a 24-year stint that included service on the flight crew of President Truman's four-engine DC-6, the *Independence*.

"President Truman was a midwesterner, a regular fellow. He was easy to talk to and not pretentious," Christensen said. "A lot of times when we were flying, he would come up to the cockpit. If we were flying over the midwest, he could look down and tell us where we were, because he knew how the railroad tracks came into those towns."

Christensen has a unique view of the history of the



The photograph behind Einer Christensen in his DGS office is of the airplane Independence, President Truman's airplane.

post-World War II era and the personalities that shaped it. "We flew Truman to Wake Island to meet with McArthur," one of several meetings between the president and the egocentric general.

McArthur and Truman jockeyed in the air over Wake to determine who would wait for whom on

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THE REAL ESTATE AND BUILDING DIVISION

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NEW NAME, NEW CHIEF FOR ADMINISTRATIVE SERVICES

Debra Boulter, with a long and varied career at Caltrans, recently joined DGS as the chief of the Office of Human Resources. Boulter has reorganized the DGS office, the most visible change being renaming it. The office formerly was known as the Office of Administrative Services.

Boulter replaces former office chief Jim Morgan, who retired.

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Debra Boulter



To increase the efficiency and effectiveness of state government by providing high quality business and support services to state and public agencies consistent with state law and regulations and in a manner that results in a high degree of client satisfaction.

DIRECTOR'S

Message...



Peter G. Stamison,
Director

As DGS moves from a process/control organization to one driven by results and customer focus, our culture changes to accommodate the new paradigm.

We can take credit for making significant progress toward this goal. Everywhere I go in the department, employees are making changes to create a more efficient, focused DGS.

Customers have volunteered to me that the new, more helpful attitude at DGS is most refreshing. There was a time when "customer-friendly DGS" may have been a contradiction in terms. But no longer.

As we continue to improve and change, I want to stress a fundamental principle: We must be proactive with our customers. If, as a service provider, we give customers anything they want, right or wrong, we may be doing them a disservice.

We have a vast store of knowledge in DGS. In our interactions with customers, we must take the next step. Rather than simply *listening* to what they think they want, we need to *communicate* with them. It is important

we impart our knowledge so that their needs are best served and their deadlines efficiently met at a price they can afford.

We can help our customers learn about new innovations, streamlined processes and business opportunities. This is value-added information. They will be better served and our talents and resources better utilized. Our customers will reward us with repeat business.

Cultivating these customer relationships, offering suggestions and learning their business needs is paramount to our success. DGS has expertise in so many areas. It will benefit all of us as employees, taxpayers and citizens to share it effectively. Some recent examples come to mind, illustrating how we have made the extra effort in providing exceptional customer services.

In the Office of Fleet Administration, a decision was made to offer a *choice* of rental car agencies, rather than a single agency, for employees traveling on state business. State business

travelers appreciate this added convenience. It is cost-effective, efficient and hassle free. The new system virtually eliminated complaints.

The Office of Risk and Insurance Management identified a customer need for its claims adjusting services. It contacted outside public agencies and designed a program to adjust insurance claims for the state university system and the county of Sacramento. ORIM identified its core competencies and aggressively moved forward to share that knowledge with others. These new customers are delighted with the new DGS.

There are many other examples to choose from, but in each case, DGS found a better way for the customers. Their acceptance of our advice, knowledge and suggestions is all part of the service brought about by developing a meaningful dialogue with our customers and knowing their business needs almost as well as they know them.

A handwritten signature in black ink that reads "Peter G. Stamison".

PETER G. STAMISON
Director



SMALL BUSINESS ADVISORY COUNCIL FORMED

DGS has formed a Small Business Council to provide a link between the state procurement process and the small firms that supply the state with more than \$200 million yearly in goods and services.

Deputy Director Darlene Ayers-Johnson, who has private sector experience as a small businesswoman, is chairing the council. "By learning about the problems small businesses face, we can simplify the contracting process," Ayers-Johnson said. "We at DGS want to be responsive."

The council, made up of 13 highly experienced business owners, was selected from among nearly 100 that were queried about their interest in serving as members.

DGS Deputy Directors Chuck Grady, Eugene Spindler and Fred Hummel and Jeff Marschner, chief counsel, Office of Legal Services, also are serving on the council.

At the recent kickoff meeting, small and minority business provisions in state law were discussed. Meetings will be scheduled quarterly. Susan Georgis of the Office of Procurement will serve as executive administrator of the council.

EINER CHRISTENSEN

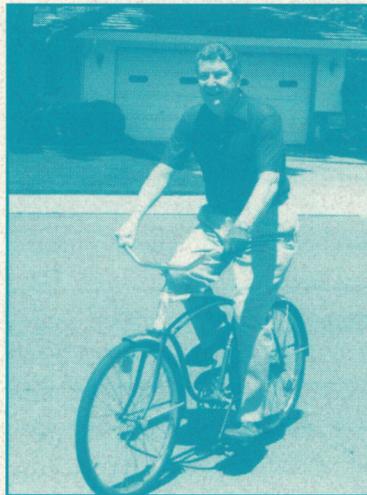
(Continued From Page 1)

the tarmac to greet the other, Christensen said. Truman won.

Christensen also served with the North American Treaty Organization (NATO) in Naples, Italy.

After his distinguished air force career, Christensen and his wife, Doris, visited her aunt in Sacramento and he interviewed at the Division of the State Architect. He had been trained as a mechanical engineer at Drexel University in Philadelphia before he joined the air force.

The architect's office hired him, and Christensen spent six years there before joining the DGS personnel office and serving various roles in personnel and train-



Christensen rides his bicycle to keep in shape.

ing. He was appointed personnel manager in 1977.

He saw several fundamental changes in the office in his 19 years as manager. "It was a paper-directed operation then, and it has changed to a computer-based operation."

Hiring was done in the earlier years via "a lot of

written exams. Now, we're more job oriented, selecting people with the right potential. This has offered us an opportunity to streamline the process and focus on critical job requirements," he said.

Christensen also participated in the shift from central control at the State Personnel Board to delegated responsibility at the individual departments.

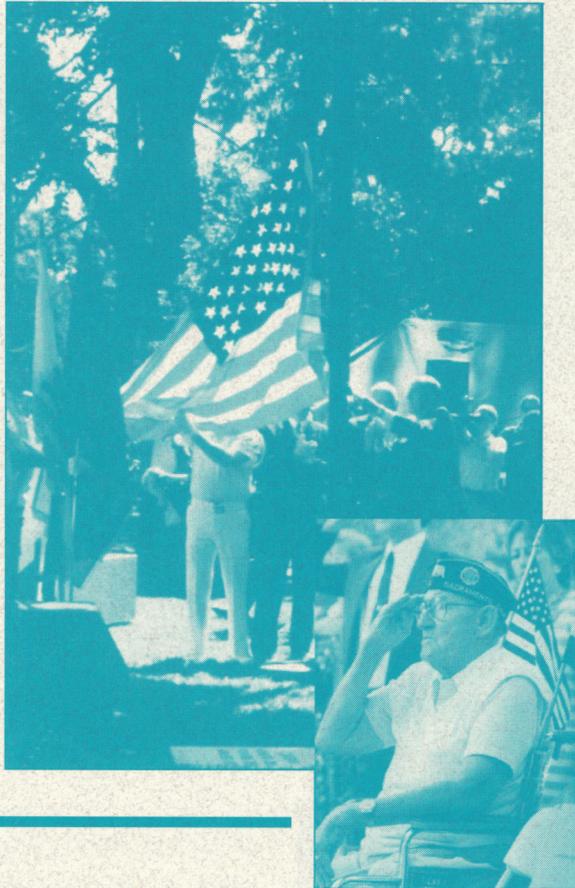
Finally, the personnel process has opened up. "We have a more participatory structure, with employees participating in the decision-making," he said.

Christensen said he and Doris plan travel to Canada, Australia, Philadelphia and Denmark, and take up golf again, a sport he curtailed after surgery several years ago.



GENERAL SERVICES INVOLVED IN MEMORIAL PROPOSAL

Governor Pete Wilson hoists the American flag at a recent groundbreaking marking the site of a proposed Veterans' Memorial in Capitol Park. World War II Veteran Frank Maslowski salutes. Several DGS offices are providing services for the memorial project. Supporters are raising the funds to construct the memorial.



NEW CHIEF

(Continued From Page 1)

She began at Caltrans as a student assistant in 1973 and was appointed to a junior staff analyst position in 1974. She held increasingly responsible positions in various human resources and procurement-related offices. Her career at Caltrans included jobs as head of examining and recruitment, procurement and services and, most recently, as chief of personnel operations.

As Caltrans personnel chief, she coordinated reorganization of the office. In the procurement role, she improved the administration of service contracts. In the area of examining and re-

cruiting, she improved the planning and communication process to handle the rapid rise and fall of Caltrans' personnel needs.

The newly titled and reorganized DGS office has been divided into three sections: (1) Employment Services, which includes testing, hiring and recruitment (2) Client Services, comprising labor relations, workers compensation, payroll, classification and benefits and (3) Development Services, which includes training, the Employee Assistance Program, merit awards and adverse actions.

Lynn Catania has been named manager of Employment Services under Boulter,

and Les Wickey as head of Client Services. A manager is being selected for the Development Services branch.

"Organizing the office by function allows us to focus on streamlining the processes," Boulter said. "We are also revising our cost centers to allow us to identify the overhead costs associated with each function."

Boulter is married and the couple has two children. She and her husband, Mike, are very involved with their children's baseball, swim team and soccer. Boulter enjoys skiing, reading and playing tennis in her spare time.





Joan Osuna recently was named chief information officer for DGS and Jim Hanacek, assistant chief information officer.

These two information technology experts were selected to staff the department's newly created executive-level technology section.

Osuna came to DGS in 1993 after 19 years at the Employment Development Department. Her last post at EDD was head of the Information Technology Section, managing major technology systems. She also held posts in budget, finance and human resources at the department.

Hanacek has spent the majority of his 16 years at DGS consulting on information technology. He has designed information systems plans for DGS offices and other state agencies and worked in application development and LAN support. Most recently, he served two years as head of the Training Office.

"We want to ensure we are making the right technology investments at DGS, and that the decisions we are making are serving our business needs," Osuna said.

CIO TACKLES INFO TECH PLANNING STUDY

DGS is making major investments in broad, integrated technology systems. For example, Buildings and Grounds is operating a new facilities management system, Fleet is purchasing a fleet management system, OSMB has placed its State Contracts Register online and the Printing Plant is installing a print management system. Other offices are equally active in making major technology upgrades.

"From an organizational standpoint, individual offices will continue to have decentralized technology operations," Osuna said. What she and her staff will offer is overall technology planning, network planning and project oversight.

"This is a positive step. We want to do it right when it comes to information

technology," she said. Osuna will rely heavily on industry experts for advice as she moves forward. "It is almost impossible for us in state service to be experts on all aspects."

"The need for strategic planning is greater than ever before," Hanacek said. "With the mission-critical applications being considered, investments in technology are becoming larger and larger. We want to get the most for DGS' \$18 million yearly investment."

Osuna has commissioned DGS' Program Review and Evaluation Section (PRES) to conduct a study defining what types of data need to be gathered department wide. This information will drive the department's strategic technology plan and wide area network system.

KEEP THOSE CHECKS COMING

DGS Director Stamison hands over a \$74,000 check facsimile to Col. Jay Vargas, director of the Department of Veteran's Affairs. The check represents savings generated by DGS' Office of Risk and Insurance Management by capping commissions on insurance policies provided by brokers to the veteran's agency.



SPOTLIGHT ON...



Palm trees provide landscaping for the California Veterans Home at Barstow as the construction project nears completion.

BARSTOW VETERANS HOME IS OPEN FOR RESIDENTS

It took 100 years, but California veterans now have a second retirement home, this one in Southern California.

Northern Californians are likely to be familiar with the original veterans' home built in the last century, a sprawling facility on a hillside amongst the Napa Valley vineyards at Yountville.

The facility's southern cousin, located in Barstow, was dedicated May 18 by Gov. Wilson.

DGS has a personal interest in the Barstow Veterans Home. Tom Dole of OPDM was the project director, managing the design and construction for the Department of Veterans Affairs.

"It took three years from start to finish. In my experience, that was record time

for a project of this size and complexity," said Dole. An architect, Dole began state service 39 years ago as a student aide at the then-Division of Architecture, Department of Public Works.

The veteran's home was a complex project. With a budget of \$31.8 million, the facility features four residential living areas with space for 220 veterans and a three-section skilled nursing facility for 180. Veterans can eat their meals in the central dining hall, get treatment for mild illnesses at the clinic and attend chapel, all on site.

The OPDM team won praise from Veterans Affairs Director Col. Jay Vargas. "Much to their credit, OPDM successfully completed construction of the Veterans Home of California, Barstow on time and within

budget," Vargas said.

An atmosphere of teamwork and support were the key to the smooth flow of the project, Dole said. "I found when I began making notes about the project, the word *enable* came up a lot. We had the ideal client, Veterans Affairs, that trusted us to manage the project effectively. We had the ideal departmental and office management that hires people for their professional talents and then allows its employees to use those talents."

OPDM's unique environmental planning group enabled the project to succeed by handling habitat issues, including that of the desert tortoise. "They knew how to work with other agencies to reach agreements on environmental issues," Dole said.

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SPOTLIGHT

Continued

CAPITOL AREA PLAN CALLS FOR MAJOR OFFICE CONSTRUCTION

When the California state budget and its enabling bills were signed by Gov. Wilson in mid-July, a provision was included that will change the face of downtown Sacramento.

Two DGS offices were given the go-ahead to proceed with an Environmental Impact Report (EIR) for two million square feet of office space to be built to the east and south-east of Capitol Park. With the budget action, a year of intensive planning work paid off for experts from the offices of Project Development and Management (OPDM) and Real Estate and Design Services (OREDS).

The budget action is the latest development in the long history of the Capitol Area Plan, which was created nearly 20 years ago to provide an orderly process for development of the blocks surrounding the Capitol. The plan called for offices, businesses, and residences to be built on 42 blocks of state prop-

erty acquired in the 1960s.

Gov. Wilson in 1991 issued an executive order instructing DGS to study the state's 20-year office needs and prepare plans for consolidation of offices from leased to state-owned space. The consolidation effort was launched to correct the fragmentation of state offices, with DGS at 18 locations, Employment Development Department at 24 locations, and Education at seven locations, among others. Five building consolidations in Sacramento have been completed so far, including four in the downtown area: Secretary of State/Archives, Library and Courts, Board of Equalization, and Department of Justice.

Last year, the State and Consumer Services Agency requested the prestigious, non-profit Urban Land Institute (ULI) to study the state's building policies in Sacramento. ULI recommended the state give immediate priority to development of land it already owns around Capitol Park.

OPDM and OREDS, under the direction of DGS Deputy Director Eugene Spindler, spent a year working on a development strategy, based on ULI's recommendations. The strategy includes five projects in the downtown area and five projects outside the downtown area.

To accommodate four of the downtown projects on state-owned land surrounding Capitol Park, an update to the Capitol Area Plan is required. Preparation of a new master plan for the Capitol Area moved the process to the next step: the EIR, funded with \$310,000 in the budget trailer bill. The EIR will analyze the effect of the additional two million square feet of office space and 725 residential units proposed in the new master plan.

The plan's first phase, a complex of low- and mid-rise buildings at the east end of Capitol Mall between 15th and 17th streets and L and N streets. This area was targeted because the state owns the land, it is convenient to the new Sacramento Convention Center, and because the infrastructure is in place.



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OILY ANIMALS TO BE TREATED AT NEW CENTER

SPOTLIGHT

Continued

Wild birds and mammals injured by oil spills will be studied and receive treatment at a research center being built by the state at Santa Cruz.

DGS' Office of Project Development and Management (OPDM) is managing the design and construction of the Oiled Wildlife Veterinary Care and Research Center, which is scheduled to be completed in the summer of 1997. Project director is OPDM's Chris Wicks.

The construction phase of the 18,000 square-foot Department of Fish and Game facility was kicked off recently and is expected to cost \$5.3 million.

The center is the nation's first facility dedicated to the problems of oiled wildlife,

brought to worldwide prominence with Alaska's *Exxon Valdez* oil spill in 1989. California's primary location for emergency response, veterinary research and service programs will be the new center.

During a major spill event, the center will accommodate 125 sea otters and 100 marine birds, plus 100 emergency workers.

"This is a one-of-a-kind facility. There's nothing like it in the world," Wicks said.

A staff of six full-time veterinary, research and administrative personnel will be the ongoing tenants of the structure. The center will be equipped as the primary facility for conducting autopsies and storing evidence involving marine animals.



VETERANS HOME IN BARSTOW

Continued From Page 6

Finally, the wholehearted community support in Barstow enabled the veterans home to move smoothly. Barstow aggressively competed for the home, which provided construction jobs and will bring residents and long-term employment to the town.

The project was so suc-

cessful that a crowd of cities competed for the second of the four homes planned to be constructed in the next few years. Chula Vista in San Diego County won the second round and the design at Barstow will be the prototype for the subsequent homes.

"I am delighted to report that our winning team, managed by OPDM's (Office Chief) Margaret Hudson, will oversee construction of the next Southern California

veterans home planned for Chula Vista, which is currently under design," Vargas said.

Dole, who also spent 11 years at OREDS and 10 years building a new city in Saudi Arabia with Bechtel Corp., returned to state service when OPDM was formed 10 years ago. "I don't know if any office the caliber of OPDM exists anywhere else in government," Dole said.



49ERS' RONNIE LOTT APPEARS IN CAL-CARD LINEUP



CAL-CARD DREAM TEAM

Speakers at the recent CAL-Card forum included, front row, from left, Deputy Director, Procurement, Chuck Grady; State and Consumer Services Secretary Joanne Kozberg; Director Peter Stamison. Back row, Visa USA Vice President Walter Conway (government marketing) and former San Francisco 49er Ronnie Lott, keynote speaker.

CAL-Card got a boost from former 49ers' defensive back Ronnie Lott at a recent forum to introduce new agencies to its streamlined small purchase VISA card program.

Lott stressed the boost CAL-Card gives to small local businesses for state and local government purchases under \$15,000. CAL-Card insures vendors will be paid within 48 to 72 hours through the state's contract with Rocky Mountain Bank-Card System.

"If you have ever run a small business, you know that cash is king," Lott said. "If your cash flow is poor, you will be dust tomorrow."

Agencies which attended the morning forum learned about the successes of the CAL-Card from one of the program's biggest fans, Caltrans Director James W. van Loben Sels.

Van Loben Sels said his department began the CAL-Card pilot program with 84 cardholders in 1992 and has 1,200 today. Monthly transactions in 1992 totaled \$14,000, compared to \$1.8 million in 1996.

CAPITOL PLAN

Continued From Page 8

Another more visible reason for selection of the east end is the significant blight in the area. The state purchased the property years ago and now the buildings are old and deteriorating.

The plan contemplates consolidation of facilities for the Department of Health Services, the Department of Education and DGS as part of the first phase of development.

The next 10 months will be busy ones for staff at OPDM and OREDS. They will be producing the voluminous EIR and shepherding

the plan through a hearing process. By budget time next year, specific project planning should begin with the departments identified to occupy the new buildings.

At the same time that the state is moving forward with office plans, the Capitol Area Development Authority (CADA), the administrator of the housing and retail structures, is planning new housing units for sale or rent. CADA has also received approval to renovate the Capitol Vue Motel.

"The plan's strong point is its good business sense. The state needs offices it can

operate efficiently and inexpensively. It makes good sense to locate offices on land we already own," Spindler said.

"Logical development of the Capitol Area serves the business purpose of providing efficient, consolidated offices for state agencies while correcting blight and improving the environment surrounding the state's Capitol building and park. It also preserves the area's special character of mixed use development interspersed with historic buildings, and the restored Capitol as its centerpiece," Spindler said.



MORE INFORMATION POSTED ON DSA'S WEB PAGE



In the realm of Internet communication, the Division of the State Architect (DSA) took action early. DSA has maintained a collection of Web pages for nearly three years, becoming one of the first units in state government to jump into the Internet arena.

DSA has built on its head start and currently has a menu of offerings for Internet customers, according to Network Administrator Joseph Sogge.

New additions to DSA's Web pages include (1) a list of all DSA-managed construction projects currently out for bid, (2) a list of general contractors who have purchased plans and speci-

cations. This list gives sub-contractors access to firms they might combine with as a sub or supplier, (3) preliminary bid tabulations, and (4) final bid tabulations.

The information will assist private contractors in tracking the state's construction projects.

The added information augments the DSA's established home page offerings, which include information on DSA's organizational structure, an interactive telephone and Internet mail directory, the State Historical Building Code, and links to the California State Contracts Register on the Internet, where bid advertisements are published.

More Internet material is

in the works on an experimental basis. Sogge said within an estimated 90 days, DSA will test a structures inventory system which will publish data on many of the state-owned buildings. "We won't know exactly what data will be useful to Internet users until we evaluate responses," he said.

In the area of public school plan checking, DSA is scheduled to post on the Internet in the next 90 days the Office of Regulation Services' policies on public school construction and access compliance. DSA's Internet address is <http://www.dsa.ca.gov>

91 STATE WORKERS GET AWARDS — TWO ARE FROM DGS

Two DGS employees were among the 91 workers from agencies throughout California state government who received Governor's Safety Awards at a recent ceremony at the Sacramento Convention Center.

Vera-Lee Kaiser and Irene K. Higurashi, both serving in Electrician I positions and both from Office of Buildings and Grounds, were singled out for their outstanding contribution to employee safety during the last year.

The awards ceremony is organized by DGS' Office of Risk and Insurance Management (ORIM) to encourage safety awareness and cut injuries and lost-time accidents. ORIM employees David Hall and Eileen Harvey served as this year's coordinators.

Employees from every corner of the state are invited to Sacramento for the event, which includes a reception at DGS headquarters for recipients and their guests prior to the formal ceremony. Repre-

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Buildings and Grounds electricians Vera-Lee Kaiser (center right) and Irene Higurashi were the DGS employees honored at the recent Governor's Safety Awards Ceremony. DGS Director Peter Stamison (left) and ORIM Chief Ralph Maurer were on hand to greet the recipients.





PRINTING PLANT MOVES TO NONMANDATED SERVICE

A major change in the way state agencies obtain printing services took place July 1 when the Office of State Printing (OSP) became nonmandated. Agencies now may select OSP or any commercial printer they choose, with no required exemptions or prior approval.

"This new direction in government printing will benefit all agencies by streamlining the printing procurement process, increasing agency control over its printing resources and improving competitiveness between government and commercial printers," said State Printer Celeste Cron.

Under the new system, agencies have a menu of options available to get their

projects printed:

*Use OSP's knowledgeable, reliable, one-stop shopping, via face-to-face, pickup and delivery service, digital and electronic transfer, which will print, mail and handle Internet publishing, all from one convenient location. OSP will continue to handle for its printing jobs the distribution of copies of documents to libraries as required under the Library Distribution Act. Sales tax is paid only on the paper stock used.

*Take advantage of OSP's Printing Procurement Section, which will handle the bidding process through its network of over 300 qualified outside vendors. The section will handle bid solicitation, bid award, preparing

proper documentation and arranging for invoice payment.

*Process printing procurement through their internal business services officer.

Agencies which assume the responsibility for printing contracting must obtain three bids, one of which should be OSP, on any orders over \$1,000. Sales tax must be paid on printing that is contracted out.

Some agencies have their own copy and reproduction centers, and these may be operated now without the annual delegation approval.

Standard state forms will continue to be produced at OSP to ensure coordination of form revision and printing. Many forms are revised frequently and a central source is needed to monitor them.

A new development in state printing occurring alongside nonmandated services is the use of paid advertisements in state publications. Under performance budgeting, OSP is the only printing source if paid ads are used.



Pete Wilson
Governor

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1325 J Street, Suite 1910
Sacramento, CA 95814-2928
(916) 445-9788
FAX: (916) 323-6567

Secretary
State & Consumer Services Agency:
Joanne Corday Kozberg

Director:
Peter G. Stamison

Managing Editor:
Jerri Dale

Editor:
Anne Richards



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91 STATE WORKERS

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senting Gov. Wilson at the event was Debbie Olsen, head of constituent affairs. DGS Director Peter G. Stamison served as master of ceremonies. Recipients were offered special tours of the Capitol in the afternoon.

Higurashi was instrumental in forming and currently participates in the Building Safety Committee at the Junipero Serra State Office Building, 107 S. Broadway, Los Angeles. She keeps records, updates the Injury and Illness Prevention Plan, and schedules and plans regular safety meetings. She also makes regular building inspections, identifying hazards and working with supervisors to abate them.

Kaiser, who works at the Department of Motor Vehicles Building in Sacramento, heard an employee screaming while she was doing maintenance on a pneumatic tube system. The employee's hand had been pulled into a V-belt and was being cut and crushed by the motor pulley. She immediately shut off the motor and cut the belt, freeing his hand. Kaiser held his arm up to stem the flow of blood until the ambulance arrived.

THE REAL ESTATE & BUILDING DIVISION

CAMARILLO DEVELOPMENTAL CENTER STUDIED FOR NEW USE

Camarillo State Hospital and Developmental Center, a Southern California institution for many decades, is scheduled to be closed.

An active community task force with members from local and state government, the private sector, disabled client groups and educational institutions has been organized to find alternate uses for the 700-acre facility. A report is due to Gov. Wilson by Nov. 1.

The 15-member task force, led by the State and Consumer Services Agency, will research possible uses and issue a request for proposal to solicit detailed plans. The task force, chaired by Secretary Joanne Kozberg, first will conduct a thorough survey of the land and buildings on the site.

Local, state and citizen groups followed a similar plan of action following the closure of Stockton Developmental Center. Ultimately, California State University Stanislaus was selected as the future owner of the Stockton campus.

Among the task force members are Sen. Cathie Wright, R-Simi Valley and Assm. Nao Takasugi, R-Oxnard, who represent the Camarillo area where the facility is located. The Office of Real Estate and Design Services is providing staff work on the study.

The hospital is being closed because more mentally and developmentally impaired people are being cared for and treated in local community facilities.



SAN FRANCISCO ARMORY IS SOLD

The Office of Real Estate and Design Services recently closed the sale of San Francisco's Mission Street Armory, a massive red brick structure that has been for sale for 14 years. At least six proposed sales on the 82-year-old armory had fallen through before July's purchase by a San Francisco partnership.



SIGNS FOR THE BLIND

OB&G Building Maintenance Worker Jimmy McLemore received an Assembly Commendation from Assembly Rules Committee Analyst Elizabeth Weber for his work converting Assembly signs so that they contain Braille and raised letters to help the blind and visually impaired. The framed commendation was signed by Assembly Speaker Curt Pringle.

