



OUTLOOK

JULY — AUGUST 1976

i need you
please



United California State Employees Campaign

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Four New Division Chiefs . . .

General Services seems to be in a constant state of change these days. This issue we have four new division chiefs to report. While there is no guarantee that further changes will never take place, we've been told that no other major shifts are expected in the near future.

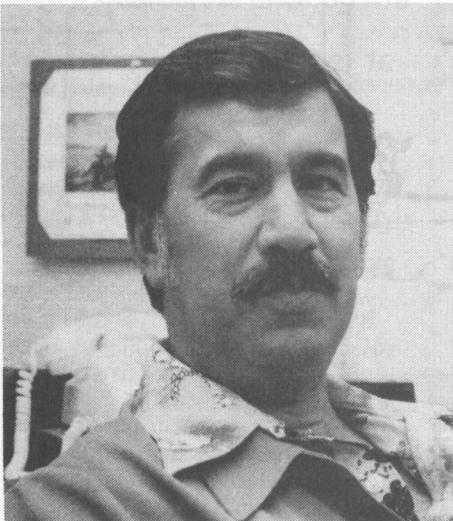
The retirement of Ed Dunk from Space Management Division left an opening at the top spot there. Deputy Director Greg Lipscomb asked Real Estate Services Chief Paul Savona to step in and Paul — after some soul-searching — agreed. This of course, left an opening at Real Estate. Selected to fill that vacancy is Robert McCue. Currently assistant Chief Right of Way Agent at Caltrans. Loren Smith moves up to the top spot in Long Range Facilities Planning, replacing Ed Miller, while a familiar face — that of Bob Woodall — becomes the new Chief of General Services' "newest" division.

PAUL SAVONA Space Management

A former shoe salesman who claims "They still recognize me in St. Louis," Paul Savona has apparently leaped from the proverbial frying pan into you-know-what.

As chief of Real Estate Services and manager of the Capitol Plan Area, Paul has had his share of hot times. But as the new head of Space Management — an area whose clients have to rank as the most demanding in the State — he may long for the relative quiet of former days. It was precisely this challenge, however, that ultimately persuaded Paul to accept the assignment.

Paul's background includes a wide



range of experience in almost every aspect of real estate. Starting with the Division of Highways in 1958, some of his accomplishments reflect this variety.

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BOB McCUE Real Estate Services

Deputy Director Greg Lipscomb has announced the appointment of Robert K. McCue as Chief Land Agent in charge of the department's Real Estate Services Division.

In making the announcement Lipscomb stated, "Nowhere could we find a more thoroughly qualified individual for the position ... he is one of the top professionals in the country in the field of property acquisition."

Bob McCue brings to the position over 26 years of government experience as a right of way agent and an equally long active involvement in the American Right of Way Association (AR/WA). He began his career in 1950 with the Division of



Highways. In 1970 he was made Assistant Chief Right of Way Agent for Caltrans.

Bob has had extensive experience in the training of right of way professionals. He was the instructor at the Caltrans sponsored Right of Way Academy and has conducted numerous seminars and classes through the AR/WA. He stated, "I already know many of the people there, (referring to Real Estate Services), it's a good solid crew; they're real professionals." Many of Real Estate Services land agents belong to the AR/WA, or have participated in some of Bob's classes.

Bob is currently President-Elect of the 11,000 member AR/WA. He was elected to the post at the 22nd Annual Educational Seminar of the international professional organization. He is the first governmental employee in 10 years to be elected to that position. He will assume the office of President for the AR/WA next June.

Bob stated that, "Membership in

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MIKE SMITH Long Range Facilities Planning

He's a new division chief. That puts him at the top of departmental management. But as far as Mike Smith is concerned his new job just offers increased challenges. "Before I was responsible for a segment of the operation. Now this opportunity will allow me to work with all the staff to see that the Long Range Facilities Planning Office meets its goals."

Meeting the goals of, "... developing a reliable and accurate data base upon which an overall plan for development of State office facilities may be founded," is the challenge that got him to accept the job.

"Since planning is tainted as a nebulous concept, Agencies are generally busy dealing with problems of the moment, and it's difficult to get their attention on what's 5 or 10 years down the road. We must convince them that planning is an effective tool, and that proper use of planning can eliminate or minimize problems in their future ... so in 5 years they won't have to deal with the kinds of office hassles they now have." People observing the energy he is putting into the job feel that he will meet with success in this endeavor.

Mike is a native of Livermore, and he was raised in Sacramento. He graduated from the University of California at Berkeley in 1963. He first joined State Service in 1966 and his career in General Services began as a Management Analyst for Marvin Blanchard. Mike has spent the last four years with Long Range Facilities Planning Office. His leisure hours are consumed with the same dynamic energy he is focusing upon his new job. He involves himself in backpacking, tennis,

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And A New Division



Bob Woodall's appointment as division chief of the recreated Records Management Division should come as no surprise to those who have been around Department of General Services for any length of time. In 1961 a report, co-authored by the then records management analyst, Woodall, titled "A Program of Paperwork Management for the State of California", sparked the State paperwork management program. Bob's involvement in the program since the issuance of that report has been almost constant.

Bob began his state service at the state printing plant in 1942. He served in Europe and the Pacific during World War II. Upon his return, he resumed his job at the plant, but his binding machine career there was short lived. He soon secured appointment as Assistant Archivist in the Secretary of State's Office. In 1958, Bob joined the Department of Finance as a management analyst. It was while at Finance that he put together the aforementioned paperwork report.

Being Division Chief is not something new for Bob. In 1966 he was appointed Chief of Record Services in the infant Department of General Services. Bob recalls that one of the first accomplishments of the new division was the separation of the Records centers from the State Archives. The centralization of the records keeping and records management functions that the new division created enabled the task of managing state paper effectively to be started in earnest.

Bob sees the re-instatement of Records Services to division status as an indication of the support the administration has for effective paperwork management. As Bob puts it, "We've been making headway. When the record centers first opened we had but 70,000 cu. ft. of records in there, and now we have over 250,000 in Sacramento alone. This means we've been able to get these records out of expensive office space, out of filing cabinets, and into a location where they can be effectively and economically managed." He also pointed out that last year alone his program had been able to eliminate 70,000 cu. ft. of records — as many as were being managed at the onset of the program!

The division status the unit has gained also means extra "clout" in their efforts to get the Statewide forms program going. It should also facilitate this increased use of computer output microfilm (C.O.M.) and other micrographics techniques.

"We're on the move," says Bob, "and I feel that our effectiveness can only improve. With the advent of Statewide forms control, the input of the Citizens Advisory Committee, and the use of improved records keeping technologies this division will be able to more significantly challenge the monster that State forms and records have become."

PAUL SAVONA —

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Paul negotiated with Standard Oil and Southern Pacific Railroad for acquisition of the land that was to become I-5 and the California Aqueduct. Later as Program Manager for the Billboard Removal Program he helped develop policies and procedures that were implemented nationally by the federal government. After joining General Services in 1975 Paul found himself on the selling end in a big way — with the sale of Squaw Valley and Mendocino State Hospital!

Paul feels that Space Management, in its most literal sense, is becoming a dynamic movement within State government. "There are a number of interesting, innovative people addressing solutions to the chronic space problem plaguing literally the entire state. As a member of the Capitol Area Plan Advisory Committee, I heard of concepts involving energy conservation, improved employee environment and amenities, and State responsibility to local communities for its leasing policies. Although none of those concepts were new, I detected an honest desire on the part of management to develop and implement them. It was a challenging opportunity I couldn't afford to pass up. I see the greatest challenge for Space Management as being innovative and imaginative enough in these areas to assume a leadership role in the development and implementation of these concepts."

Paul states that his immediate concern will be in developing comprehensive design and leasing criteria. He sees a need to integrate the emerging areas of energy conservation and social responsibility into the existing framework.

The changing employee and community needs have to be interfaced with the economic realities as they exist. "Initial high energy conservation costs may be more than offset by long range benefits measured by other than monetary standards. Design should improve the work environment and stimulate people to a higher level of productivity and job satisfaction. Beyond even this, we must consider the environmental aspects — including the socio-economic effects that locating a state office might have on a given area."

An avid golfer and skiing enthusiast Paul's involvement with real estate still occupies much of his time. He's a member and International Director of the American Right of Way Association as well as past president of its local chapter. He is also Founder and Chairman of the State of California Interagency Real Estate Council.

Save Water and Money

Did you know that the shower and toilet are your two largest water-using fixtures? The Department of Water Resources will soon offer you a means of reducing your water use... and their "bottle in the tank" saves you 1/2 gallon on each flush.

If you would like to receive the water conservation kit, just fill out the order blank accompanying this article, and send to:

Business and Office Services
Purchasing Section, Room 304-16
P. O. Box 388
Sacramento, CA 95184
Attn: R. Carey

Orders may be brought in person to the Purchasing Section, Room 304-16 in the Resources Building.

Mail orders should be accompanied by a check or money order made out to the Department of Water Resources. Walk-in orders may be paid with cash, check or money order. Allow 30 days for delivery on both walk-in and mail-in orders.

On The Cover



This appealing poster depicting the young person gazing longingly at the baseball field is the work of Lynn Farmer of the Board of Equalization and is the official campaign poster for the United California State Employees Campaign.

But the poster tells only a small part of the story of the United California State Employees Campaign, the United Way Agencies and the National and International Health Organizations furnishing needed services in our community.

As a state employee, you may think of this campaign as something to which you are asked to give without realizing that although you don't have to give, someday you may have to receive.

There are over 31,000 documented instances of service to state employees helped by 21 of the 58 United Way Agencies. Ultimately, your donation may be an investment in your own future health and happiness or that of your family, friends or fellow workers. Although most people know how to give to the campaign, many people may not know the ways in which the campaign can help them. Here are examples of some state employees who have received help:

Case 1 - A Department of General Services Clerk Typist I, primary income producer for her family, received family assistance including a much needed eye examination and glasses. She has recently been promoted to Clerk Typist II.

Case 2 - A Franchise Tax Board couple, handicapped in speech and hearing, in addition to several other problems, were to be evicted from their home in two weeks. Within one morning's time, the services of five United Way Agencies were made available to assist in solving their problems. Life is working out much better for them now.

Case 3 - A Red Cross lifesaving class was completed by the 12-year-old son of a Training Officer in the Department of Corporations. This boy's 10-year-old brother came into contact with swimming pool electrical equipment and was almost electrocuted. The 12-year-old flipped a dry towel around his younger brother, pulled him off the electrical equipment, and gave him artificial respiration. Thanks to the older boy's training and presence of mind, his younger brother survived.

Case 4 - A 19-year-old college student was in a serious motorcycle vs. car accident and was left badly handicapped. Ask his father, a Program Manager in Consumer Affairs, the

Beware the Office Pirate

Secure your purse and and batten down your typewriter, theft from government offices is on the rise. Aye, and there be but one way to put an end to it; secure your work quarters lest some unscrupulous scoundrel think ye be easy pickin's.

Here be some suggestions for thwarting those bent upon larceny:

1. Do not leave your valuables unsecured. Calculators and dictating equipment should be stowed away in a desk or credenza, that may be locked. Bolt your typewriters down to your desk with a key lock device. And, if you may, lock your door when possible.

2. It would be a sorry thing to lock equipment away and then leave the key in a desk drawer where it might easily be obtained. So, remove the temptation and

remove the key from your desk drawer.

3. If you be in need of your cash, never leave it in your desk.

4. Wallets, coats and purses make fair targets when left out in the open. So be sure that these too are concealed from a thief's eye.

5. Have state-owned or personal belongings engraved so the rightful owner can be easily determined. The State Police will be happy to do this for you.

6. Question foot-loose strangers wandering in the hall as to whether you can be of assistance. In cases where the stranger displays especially suspicious or unusual behavior, contact the State Police.

7. Be wary of repairmen, ask to see their I.D., especially if they desire to remove equipment for repair.

BOB McCUE —

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AR/WA provides an individual with the opportunity for continuing education through the Association's chapter meetings, seminars and educational courses held throughout the United States and Canada. The professional designation of 'senior member' is awarded to members who have completed extensive formal educational and experience requirements, and is widely recognized. Many companies and agencies look for people with our senior professional designation in connection with professional placement and increased compensation." Bob was one of the first to receive the senior designation which has now been awarded to 2,300 of the total membership.

As Chief Land Agent, Bob will be responsible for a variety of land and

feeling of despair he had before finding hope with the discovery of community services agencies to help, such as the Sacramento Rehabilitation Facility.

The fact that you're a state employee with a regular salary doesn't mean that you'll never need help from outside. When the United California State Employees Campaign solicitor calls upon you, remember that now is the time to help your friends, your neighbors and yourself.

property management functions within state government. R.E.S. handles property acquisitions for the State Parks System and all departments of state government excluding Water Resources and Caltrans. Annually it compiles and submits to the Legislature a report of property surplus to state needs and conducts the sale of legislatively deemed surplus property. The division manages all state-owned properties available for private use, (such as Capitol Area Plan residences) and provides staff support to the State Public Works Board. See Outlook.

In accepting the position Bob stated that, "Not only shall we continue to be fiscally effective in the conduct of state real estate transactions, but we shall also become more sensitive to the social and environmental impacts that these transactions may foster. I'm looking forward to meeting the challenges that Real Estate Services will be facing in the future. The acquisition of coastal property, urban parks, these are areas we are going to become increasingly involved with. Fortunately, Paul left me with a staff and organization that is more than capable of meeting the increased challenges of the future."

Bob resides in Sacramento with his wife, Peggy, and four children, Margaret, Susan, Michael and Robert, Jr. He is a graduate of the University of Arizona in Tucson, with a degree in Public Administration.

Installation instructions will be supplied with each device.

(Special Note: If you do not own your residence, we advise you to check with your landlord for authorization to use water-saving devices.)

I would like to participate in the Water Conservation Program.

I would like to receive for use in my home _____ water conservation kit(s) @ \$2.75 each, including postage and handling.

NAME _____

ADDRESS _____

TOWN _____

TELEPHONE _____ ZIP _____

YOUR SUGGESTIONS FOR SAVING WATER: _____

An Everyday Look at the Budget Process

by Carl E. Carmichael

Many people within a Department perceive the budgeting function as being something mysterious and difficult to understand. They depict personnel who work within the Budget and Planning Office as "untrusting, cynical accounting types." Yet for the most part, the budget operations of any Department follow an orderly process. Hopefully, this article will provide a better understanding of the budget process and some insight into how the Department of General Services functions budgetarily.

Budgeting is the process by which available resources are assigned to special programs. All entities require resources to operate. Unfortunately for most of us, the quantity and availability of resources is limited. We may want to purchase a new car to replace the old clunker and also spend two weeks in Hawaii in February. The problem arises when the money necessary to pay for these desires exceeds that amount which we have available. In this situation, most of us would select and achieve one of the desires and defer the other to a later time. Thus, we budget our money and living to within our means.

State government must also budget its resources and live within its means. Unlike the federal government, the State of California cannot spend more funds on programs than it receives from its revenue sources — primarily taxes. Consequently, a system has been developed to assure that programs having the greatest need receive a high priority for funding. This system is known as the budget process and it occurs annually in a continuous cycle.

The budget cycle is initiated by the Governor. The Department of Finance informs him as to the surplus or deficit balances of the General Fund and the anticipated revenues for the coming year. He then determines the size of his budget and directs that departmental programs be tailored to fit within the available resource on a priority basis. Usually, departments receive instructions from their respective Agency Secretaries that budgets are to remain at current year levels with only cost of living adjustments added. Additions, deletions or shifts in authorized programs are allowed only when approved by the Agency Secretary's Office and the Department of Finance. Such changes are facilitated with written documents called budget change proposals. The effects of a budget change proposal can be far reaching. The approval of a proposal which increases a program in a department may result in a corresponding decrease in another program within that department or in the budget of another department.

When the approved budgets for all departments, offices, boards, and commissions are determined, they are compiled into one document titled "The Governor's Budget". The Governor's Budget is presented by the Governor to the Legislature in mid-January. Subsequently, an appropriation bill to fund the budget is authored. Funding for each entity listed in the Governor's Budget is reviewed and approved or modified by legislative committees of both the Senate and Assembly. The appropriation bill which supports each governmental entity is usually approved by mid-June.

The Department of General Services becomes involved in the budget process in January of each year through its Capital Outlay projects. These projects are for construction or alteration projects which exceed \$100,000. The Budget and Planning Office works with each division chief who submits a capital outlay proposal and conducts a meeting with the Executive staff. All approved capital outlay proposals are subsequently reviewed with the Department of Finance, Agency Secretary and Governor.

The second phase of departmental budgeting occurs each Spring when the individual division budgets needed to continue operating are prepared and assessed. The department goes to great length to assure that its programs are necessary and consistent with Administration policy. The proposed budget of each division is thoroughly reviewed in a formal budget meeting with

members of the Executive Office, the affected division and the Budget and Planning Office. The main reason for developing these budgets is to assure that adequate support is provided to fulfill projected client demands with the authorized expenditure allocations of each division. At the conclusion of the division review meetings, the departmental budget is drawn up and prepared for review with the Department of Finance and the Agency Secretary.

The Department of General Services is financed in a unique manner in that over 90 percent of its support is provided from other agencies. As an example, if a department wants janitorial service, it contacts the Buildings and Grounds Division which in turn develops a proposal for additional janitorial personnel. The Buildings and Grounds Division provides the requested service which is paid for by the requesting department.

Because the Department of General Services provides services on a large scale, its services are usually provided at a cost which is less than it would be if the individual agencies provided their own services or bought them from the private sector. Consequently, in many cases a paradoxical funding phenomenon exists in that when the budget for the Department of General Services is increased, the overall cost of California State government is decreased.

Another peculiar feature of the Department's support is that the

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Budget staff for the department are, left to right: Tom Welch, Rob Burns, Olive Johnson, Brent Korff, May Lee, Rick Keller, Ruby Hofmeister, Tim Klinefelter. Not Pictured: Russ Bunting, Carl E. Carmichael, Dennis Eoff, Rich Munden, Bill Nichols, Gene Pieracci.

The Den Mother of Procurement

To those that know (or know of) her, Thelma Range and the Office of Procurement are synonymous. Considered somewhat of an institution in the purchasing office, she has actually only spent the last eight of a 20-year career in procurement.

Thelma occupies a unique position. She is one of only two Office Supervisors in the Department. She has reached the top of the clerical career ladder. Few make it, most lateral out of the clerical area or retire before ever reaching Thelma's level. She says that she has stayed on for two reasons: one because she enjoys clerical supervision; and two, "Because I'm much too young."

Thelma is a young in spirited individual. Perhaps it was growing up in the sedate atmosphere of New Orleans, the Mardi Gras, the "Hoopla" of a Huey Long campaign, that will forever keep her young. One wonders as Thelma's eyes light up at the recall of how Huey Long would come to visit during election year. Maybe Thelma just moves to fast for age to get her, but whatever it is, one can not help getting caught up on the energy that Thelma seems to generate.

Thelma is a woman with a "passion". She was born with a wanderlust in

addition to her free and youthful spirit. There was, for example, the year she spent with her husband in Mexico. They had left all security, job and home behind, and they spent what she describes as "...one of the most wonderful and beautiful years of my life..." there. Staying headquartered in Tampico they traveled about the countryside meeting people, improving her "now not too good — it takes practice", Spanish, and just enjoying each minute of life.

Her State job hasn't been able to cure her passion for travel. "By the time my children were 12 and 14 we had seen all of the United States. We've been to Europe three times and we've been to Asia three times... I think it's hereditary too; my daughter lives in Okinawa, and Rick just went to Central America." (Rick... is Rick Range, an analyst with Buildings and Grounds.)

How some one with a lust for travel, a condition not generally associated with individuals of 20 years steady employment, has been able to satisfy that craving and still excell in job performance might appear a bit amazing. Thelma is able to sum up what she thinks it takes in one word, "Performance."

"Maybe I'm old fashioned, I don't

know, but I feel it's performance that counts. Can you do the job!" In Thelma's case the answer seems to be yes. According to her boss, Austin Eaton, "We'd have a hell of a time running the place without her." "She was one of the first employees to receive a Sustained Superior Performance Award," added Division Chief John Babich. "That sort of speaks for itself."

Thelma Range is a doer. She has been able to pursue the familial activities she loves—traveling, raising a family and caring for them (though she states, "The worst discrimination working women face is putting in 8 hours on the job and another 8 at home,") antiquing, duck decoy-collecting, and gourmet cooking—because she is a self-motivated achiever. She gets it done, and if she has any problem with supervision, at all, its "Trying to judge my people's performance fairly and not against some personal subjective measure."

Obviously the talents of a take-charge-and-get-it-done individual such as Thelma are in demand. Why has she stuck to General Services? "I'm a generalist. I like supervision because it offers broad involvement in a number of activities. I like General Services, and Purchasing in particular, because of the different things we get involved in, the various people, and the contacts with other departments." One of the reasons she has turned down offers for analyst positions is that it would be too narrow an area for her. "My level of supervision and my job responsibilities are kind of like being a Den Mother. I don't mean the people who I supervise are children that need constant guidance by any means. I'm just in that sort of facilitative role that a Den Mother has." When one examines her job, that makes sense.

Thelma has responsibility for 40 people in Procurement's Purchasing section. The smoothness and efficiency of the sections clerical flow, the necessary interaction between clerical and professional personnel, and the necessary record management and support functions of the section are all responsibilities Thelma has accepted. (For this, she has earned the title Head Procureess.) "If a light bulb goes out, I get it replaced, if a buyer needs a project out, I get it out. It's just a wide involvement."

Thelma Range has struck a winning balance of her own personality. She's equally at home "working my tail off" or leisurely traveling the world. Head Procureess or Den Mother—whatever it is she has what it takes to get things done; small wonder they think of her as an institution in Procurement.



In a rather symbolic location, Austin Eaton and Thelma discuss the impending Office of Procurement move to new quarters.

NEWS BRIEFS

Office Party

The Director has recently established guidelines for employees attending "State Work Related Social Functions". If your office is planning a social function (going away luncheon, Christmas party, etc.) keep the following in mind:

1. The arrangements for the function, including working out how time off is to be granted, must be approved in advance by your division or office head;
2. You don't have to go, attendance is your choice;
3. If you don't go, you are allowed the same time off options as those that do;
4. If you do go, *you* are responsible for your conduct at the social function.

If you are planning the social function for your office be aware that:

1. Arrangements for office coverage must be made if it is to take place during normal working hours;
2. You cannot require employees not attending to provide the coverage should they wish to exercise their time off options;
3. Funds collected for unit or office social functions cannot be used to purchase alcoholic beverages (purchase of alcoholic beverages is left to the employees discretion and responsibility);
4. You must take steps to minimize the chances of accident or injury for which the State may be held liable.

Social functions often improve the morale of employees, and it is not the intent of the Director to discourage them. They should, however, be conducted in a responsible manner.

For a full text of the guidelines refer to Administrative Order No. 76-23, and have a good party.

Protection for Consumer Now Available

When you've finally made the last payment on your layaway purchase and you go to pick it up, you expect to get what you've paid for. But instead, the store manager tells you that the item is no longer in stock and your payments must be credited toward another purchase. Angrily you demand a refund, but to no avail. The store's policy states — no refunds.

As of January 1, California law protects you against such situations. Now any retailer who allows layaway purchases must provide you with a written statement of the terms and conditions of the agreement, including:

Procurement Saves Thousands in Freight Charges

Three General Services employees, Merlin Van Matre, Carl Lauchert and Dave Wallace, save the State thousands of dollars each year. They are the Department's Transportation Rate clerks and the savings occur through the overcharges they discover in freight bills being audited. Van and Carl are highly qualified freight tariff technicians, and their years of experience, in Van's case with the trucking industry, and Carl's with one of the nation's major railroads, enable them to adequately justify the elimination of overcharges. "It's a battle of the wits," Van says. "We just need to know more than the crews that work for the carriers, and we read and study a lot to keep up with the latest changes. It doesn't take long for the tariffs to become outdated, and its thanks to the great work of Lila Rose (who keeps the supplements filed) that we are able to keep on top of everything." The Transportation Section is part of the Office of Procurement.

Dave Wallace handles personal property moves of State employees being relocated at State expense, and finds that "each bill from a carrier transporting a State employee's household goods, or mobile home transporter and service company is a challenge." According to Dave, in his line of work "you not only need to know the tariffs, you need to reconstruct the entire sequence of events on some moves, which means conversing with and sometimes corresponding with the involved parties." "We have to watch everything," Dave says; "you'd be surprised what we can learn just from studying the weighmasters' certificates".

Carl Lauchert recently recovered thousands of dollars on bills he audited for several train carload shipments. "It was easy," Carl said. "I just spent a little time researching the rail tariffs and came up with the better rate that I knew had to apply to those shipments!" Anyone who knows the extreme complexity of the tariff rate structure will appreciate the dedication and perseverance necessary to realize these kinds of savings.

-
- The amount of the deposit received
 - The length of time the goods will be held on layaway
 - A description of the goods
 - The total purchase price of the goods, including a separate listing of any interest, finance or special handling charges
 - Any other terms and conditions of the layaway agreement
 - A full refund if for any reason the

Capitol Plan Experiment

A first-of-its-kind experiment officially began July 30th with the signing, in Sacramento, of a contract between General Services and the Downtown Neighborhood Association. The contract, actually a lease agreement, turns over some 139 residential and 4 commercial units to a non-profit group for self-management.

Greg Lipscomb, Deputy Director, stated, "As far as we can determine, this is the first attempt of its kind in the nation."

"We've been involving the neighborhood residents in the planning process for the last year or so", Lipscomb went on to say. "This is a logical extension of our commitment to the concept that people — especially those who must use a facility — come first. This is community involvement in government programs at its ultimate."

The lease is a product of over a year of discussion and negotiation with the Downtown Neighborhood Association — a nonprofit association composed of people from within and outside the Capitol Plan Area. The lease was prepared through Real Estate Services Division.

This lease is designed to be expanded to include approximately 300 units, all in the Capitol Plan Area, to be phased in over the next 6 months or less. The lease provides for a rental rate of 65% of gross rents to be paid to the State and will continue for a term of 2 years. The State will evaluate the benefits of this form of lease and the direct benefits made available to residents which have not been obtained through other forms of property management.

The Downtown Neighborhood Association is now in the process of preparing to assume the management duties on September 1, 1976. Up to this point the services of all Downtown Neighborhood Association representatives have been voluntary, however, management personnel will be hired in the near future to handle day-to-day management.

According to Lipscomb, "We will also be entering into a similar contract with a professional management group or groups. This will enable us to better understand the problems involved in managing a multiple-use area and can be used as a yardstick to measure the success of the self-management concept."

goods are no longer available in the same condition as they were at the time of purchase.

MERIT AWARDS . . . How Did We Do?

The final figures are in. The Merit Award Program for Fiscal Year 1975-76 was a success Statewide and departmentally; or was it?

Statewide, there was a 23% increase in the number of suggestions turned into the Merit Award Board. Savings generated by this year's effort topped \$1.6 million. The program had a 13% adoption rate per suggestions submitted.

Departmentally we generated \$47,134 worth of savings from 151 suggestions. Our adoption rate was above 16%.

As impressive as the above figures are, there was one figure in this year's report which was somewhat discouraging. On the average, Statewide, less than 2.5% of employees eligible to participate in the Merit Award Program have done so. General Services people came in at 4% participation rate, somewhat higher than the State average, but still obviously not a mass utilization of the program.

To the 4% of the department that participated, thank you. Your ideas have improved procedures, safety, work and cost efficiency, eliminated aggravations, ridded government of unneeded paperwork, and cut down frustrations and roadblocks to getting the job done innumerable times. Those of you who had an idea adopted have perhaps received a cash award or a certificate of commendation. Most of all though you have received the satisfaction of knowing that it was your idea which brought about a constructive change in government.

To those whose ideas were not adopted, congratulations also. Though your suggestion could not be implemented, it forced a reevaluation and appraisal of some part of government. Without self-evaluation government would soon become unmanageable. Your idea may not have been adopted, but submitting it contributed to the health and vitality of a government seeking to remain responsive to changing needs.

If you are among that 96% that didn't make a suggestion last year, consider what you missed. Perhaps your ideas wouldn't have changed the world, but they may have improved at least a small part of State government. Exercise your option to participate in the management of government, don't let next July roll around without giving the State a piece of your mind. Send in a suggestion to the Merit Award Board.

At the July and August meetings of the Merit Award Board the following General Services employees had the following ideas adopted:

Wayne Armstrong and Leslie Bucholtz of Communications will each receive \$20 for their combined idea. They worked together to develop an extender board,

which will be attached to the end of the stapler on the Gatherall Collator to eliminate much hand work previously required. His idea will save many man hours and reduce client costs. His suggestion earned him a \$50 cash award.

Another Office Services employee will soon be \$280 richer due to his submitted idea. Anthony Andrade suggested paper for the Van Dyk 4000 copy machines the State rents, which produce approximately 1.59 million impressions per month, be obtained by bid utilizing the State purchasing service. Savings from his idea will come to over \$2,000 a year.

Gloria Fraser of Management Services Office proposed discontinuing typing income codes on hand prepared invoices. Upon analysis it was discovered her idea would save \$1,749 a year, and it was adopted. To Gloria will go an award of \$175.

If you find it easier to locate Departmental Administrative Orders, you can thank Thor Barrows of Administrative Services Division. Though Thor's entire idea was not adopted, the part that was, improved things enough to earn him a \$35 award.

Have you noticed that the list of Exam Bulletins is now printed "back-to-back". Printing on both sides saves

paper, and the idea to do it with the bulletins came from Gerry Flaherty of Real Estate Services. His idea generated \$240 a year in savings to the department and a \$25 cash award to him.



Tony Andrade (right) seems quite happy about receiving \$280 from deputy director Julian Camacho. Why is Tony getting this check? Find out in the article surrounding this picture.

for testing electrical communication equipment prior to installation and when troubleshooting. The suggested device reduces the chance of ruining the equipment and enables technicians to perform testing more quickly and efficiently.

Also of Communications Division is Charles Sabelberg, who with the encouragement of his supervisor, suggested the computer be programmed to print out the "S" numbers of the error list in an organized manner to reduce the man hours necessary to make corrections. He will receive \$45 for his idea which generated \$428 worth of savings.

Richard Mangino was with Office Ser-



GENERAL SERVICES PEOPLE

Congratulations to California State Police Sergeant Robert Bird in Los Angeles. Robert took home a Gold Medal from the recently held police olympics. Robert's event is welter-weight boxing.

Another California State Police Gold Medal performer was Wayne Spencer. The stalwart of the California State Police Blue Pistol Team won the firearms (revolver) competition. To those who have followed Wayne and the rest of the consistently high finishing Blue Team, the win comes as no surprise, they're the best!

With fifteen years of service in the then Division of Architecture and more recently Buildings & Grounds, James A. Moore has decided to take it easy. The recent retiree was hosted to a farewell luncheon by his co-workers. James will now devote more time to his hobby of raising and showing rabbits.

Dale Ross of the Executive Offices Central Files Unit has taken on an added assignment. Dale will be instructing for the Secretarial Development Institute for fiscal year 1977. He will instruct the "Paperwork Management" segment of SDI's 60-hour Secretarial Development School. The two hour segment on "Paperwork Management" includes instruction on filing, Records Management, Forms Design and conservation of paper.

Dale got this assignment in an unusual way. He was taking SDI's Senior Clerical Seminar, and noticed that the "Paperwork Management" segment of the seminar was being left out. Dale asked why, and was informed the regular instructor would not be able to conduct that segment; therefore it would be left out. Thinking Paperwork Management was of too great an importance to be left out, he volunteered to teach. SDI personnel jumped at the offer.

Originally, Ernestine Grabinske came to California for just a brief vacation. That visit has long since turned into permanent residence. Not only has she enjoyed living in the Golden State, but for the past 21 years she has found working for the State's Office of Procurement rather enjoyable also. Upon her recent retirement she commented upon all the changes that have taken place since she first began her State career, and noted all the friends she had made during it.

Lew Close, of the State Architect's Office, is retiring after 25½ years of State service. Lew originally worked in the private sector as a painting supervisor. After heading the Specification Section since April 1970,

he is retiring now to return to the private painting profession.

On July 1, 1976, Ruth Turner of the Codification Unit in the Office of Administrative Hearings, has retired after some 28 years of State service. By a strange coincidence Ruth completed her State service in the same building in which she began it. She began working for the old Department of Natural Resources (now split into the Departments of Conservation and Parks and Recreation) in April of 1947.

Ruth's husband, Harold, is busy building a houseboat. He hopes to complete it shortly, as he will also retire very soon. The pair plan to spend their spare time pursuing their various hobbies and exploring the many waterways of the Sacramento and San Joaquin deltas. Bon voyage, Ruth.

With plans to devote all of his time to creating designs with ornamental iron, Faustino B. Acuna, "Tino", to his co-workers, retired from Buildings & Grounds after 6 years of State service. "Tino" started his tenure with the Division of Highways, but for the past several years has been with Buildings & Grounds. His friends and co-workers wished him well at a retirement luncheon.

Have you ever heard of Japanese art of swordsmanship known as Kendo? It is one of the more physically and mentally demanding of Asian martial arts. If you want to find out how demanding, just ask Kathy Ruggs of the Office of Procurement. Up until recently she was the only woman in her class and as she said, "I have the bruises to prove ones sex doesn't alter the 'treatment' they receive."

Is Office Services opening a unit in Hawaii? Not really, but one must wonder with the amount of staff that they've had vacationing there, if perhaps they shouldn't give it some thought!

More than 40 years after joining State Service, James Grant is retiring from the Office of the State Architect.

Jim was born in St. Petersburg (now Leningrad) Russia. He came to this country in 1922 and was naturalized six years later. After attending schools in San Francisco, he graduated from the University of California with a Bachelor of Science in Mechanical Engineering.

Jim first went to work for the State with the Division of Highways in 1933, and later worked for Southern Pacific Company.

He joined the State Division of Architecture in 1944 and was promoted to Senior Mechanical Engineer in 1947,

the position from which he now retires.

James A. Lewis has plans for traveling throughout Europe and the U. S. Retiring after nearly 11 years with B&G Area III, it looks as though he'll have the time to take those long awaited trips. When his co-workers got together to honor him with a party and gift his first retirement problem arose. What to do first, go fishing or golfing?

After more than 27½ years of State service, Preston Roche is retiring as Supervising Mechanical Engineer in the Office of the State Architect.

Born in Indiana, Preston attended schools in various states prior to receiving his Bachelor of Science in Engineering from Swarthmore College in Pennsylvania. He and his wife, Eleanor, later settled in California and raised three children.

He initially worked in engineering design of air conditioning and later was employed as Construction Engineer by the E. I. DuPont DeNemours Company in the building of power plants for the United States Government. He then served as an officer with the Civil Engineering Corps of the United States Navy during World War II.

Preston began his career with California State government in 1948 with the Division of Highways, and later worked in the Mechanical Engineering Division of Los Angeles County.

He joined the State Division of Architecture in 1951 as Senior Mechanical Engineer supervising the Mechanical Engineering in the Division's Los Angeles branch office until 1960 when he was promoted to Supervising Mechanical Engineer in charge of Mechanical Engineering in the Sacramento Headquarters.

On July 19, 1976, R. Lee Jamieson, Associate Electrical Engineer, retired from the Office of the State Architect after 30 years of service with the electrical section. Lee is married and has two children and three grandchildren.

Prior to joining OSA, he worked with the Pet Milk Company, the Army Engineers as a civilian, and served in the Navy during World War II.

Lee has had extensive experience in the design of all types of electrical installations for the State. In his earlier years he designed complete college and institution electrical distribution systems, sports and area lighting systems, signal and control systems, etc. In recent years he has had almost complete control of the design of electrical systems in the large Department of Parks and Recreation construction program.

Future plans are to complete some projects around his home, to rest, relax, do some fishing and some traveling.

Pilot Lights Phased Out

The State Energy Commission voted March 31 to ban pilot lights in *new* cooking ranges, clothes dryers, forced air central furnaces, wall heaters with fans, and swimming pool heaters. Also adopted were regulations for certifying intermittent gas ignition devices to replace pilot lights.

The ignition device is a small unit that generates a spark to ignite natural gas. Substitution of the ignition device for the continuous burning pilot light in the above appliances is expected to save 22 billion cubic feet of natural gas annually after 10 years. Based on the current retail price of natural gas, consumers will save over \$39 million yearly.

The regulations will take effect in approximately two years, after which time the above appliances cannot be sold in California unless they use intermittent ignition devices approved by the Energy Commission. Because the Public Utilities Commission already plans to ban the use of natural gas in new swimming pools, there was initially some concern that the Energy Commission was duplicating that work. This is not the case however, as the PUC's ban is aimed at totally eliminating use of natural gas to heat *new* pools and the commission regulations will ensure that when someone replaces the heater in an *existing* pool the new heater will have an intermittent ignition device.

Service Awards



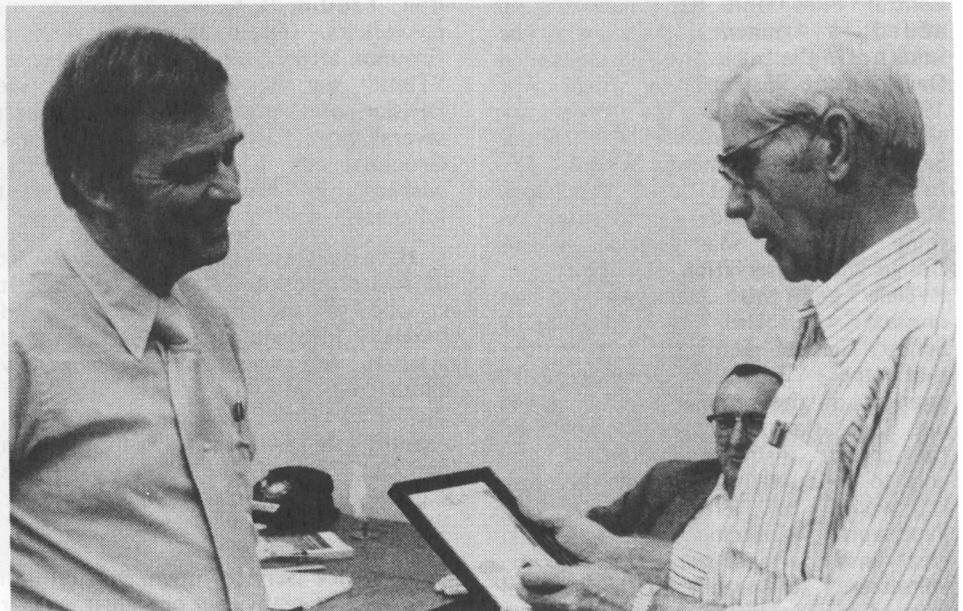
Congratulations are in order for four employees of the Department of General Services who have completed twenty-five years of service with the State within the months of July and August. Best wishes to all of you and thank you for your contributions to our department and the State of California.

July

Margaret Winters Communications Division

August

Dennis A. Verbeck Office of Procurement
 Vaughn W. Miller Real Estate Services
 Marjorie C. Dermedy Office of State Architect



Dennis Verbeck (right) receives congratulations upon 25 years from long-time associate Ed Neville.

OUTLOOK

State of California
 Agriculture & Services Agency

DEPARTMENT OF GENERAL SERVICES

EDMUND G. BROWN JR.
 Governor

ROSE E. BIRD
 Agency Secy

LEONARD GRIMES
 Director

OUTLOOK

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915 Capitol Mall, Rm. 590
 Sacramento, CA 95814
 John Meade, Editor

MIKE SMITH —

(continued from page 2)

and skiing, and attended law school in the evening. He received his Juris Doctorate in 1972 and is a member of the State and Sacramento County Bar Association.

The new "salesman" of planning has a few plans of his own. As soon as he makes his mark in management Mike intends "...put my training in law to work." "We're certain it will come to pass, after all, that's what effective planning is all about.

Landlord/Tenant Questions Answered

Do you know that landlords in California can't require nonrefundable cleaning or security deposits? Or that if a landlord wants you to move out, he must first give you written notice?

These are just two of the questions answered in "Landlord Tenant — Ten of the Most Frequently Asked Questions," a pamphlet published by the Department of Consumer Affairs. The pamphlet answers these questions in light of new laws which became effective January 1, 1976.

The pamphlet also contains an inventory checklist to be filled out by tenants with their landlords when they move into an apartment, and once again when they move out. Using the checklist can help avoid disputes over the return of damage and cleaning deposits.

Landlord Tenant cites relevant Civil Code sections and can be used by both consumer groups, as well as individuals with landlord tenant questions.

Single copies are free. Send *stamped*, self-addressed, legal-sized envelope to:

Landlord Tenant
 Department of Consumer Affairs
 Box 310
 Sacramento, CA 95802

Office of Appropriate Technology

Governor Brown has created a new state office to put his "Small Is Beautiful" philosophy to work. Called the Office of Appropriate Technology, it was created by an Executive Order in May. The office itself is really the brain-child of State Architect Sim Van der Ryn. Sim prefers to call it the "office of common sense technology", or sometimes the "office of people technology."

Whatever type of technology it is called, however, one thing stands out clearly — it is an abrupt departure from the old ways of mass consumption and waste. Appropriate technology seeks ways to save energy, create jobs, clean up the environment, and make it all palatable to society fed on bigger cars, more energy, faster consumption, and automation.

The office will operate like a voluntary think tank. Gubernatorial appointees, legislative aides, and interested citizens who want to reshape government along new lines will meet once-a-week to spar amid the free-flowing concepts and ideologies.

"I see it as a kind of floating group," Van der Ryn said. "It would be an office within the governors' office that would help research and flesh out ideas."

In a paper to the Governor, Van der Ryn described society today as "incredibly wasteful and expensive." Sim advocates the earliest possible transition

to more sustainable patterns of resource use. This should help minimize social and economic disruption before necessity forces society to change.

"The features of an appropriate technology are emerging in three areas," Van der Ryn wrote. The first is a "more integrated and steady relationship between the man-made and the natural environment so we do not overpower the self-healing capacities of natural systems to maintain themselves and to support life."

The second is to develop social, economic, and environmental diversity. This would enable communities to provide for many of their own needs without "putting all their eggs in a single shrinking basket of imported and depleting resources."

Third, the architect said, is to create and manage systems requiring less capitol, less outside energy, less machine-watching and "less paper shuffling but more personal involvement and direct production."

The office itself will operate as a model of appropriate technology at work in a service oriented environment. It would be small, depending for much of its work on the energy of volunteers, interns, and other private groups. The office's prime concern will be to look for job projects that are not "energy intensive" — in other words, jobs that require more manpower than energy, to put people to work.

Stick to the Plan

Open office planning has much to offer in terms of both cost effectiveness and employee morale. But as nice as it is it can lead to problems when partitions or other office furniture is indiscriminately moved.

Open offices have been carefully laid out by professional space planners. They have allowed for proper corridor clearances, and other safety needs. Moving the office around to accommodate personal preferences may create unsafe conditions such as the exposure of floor outlets or the creation of unsafe corridors.

The director has issued a directive urging managers to acknowledge their responsibility for the safety of their employees by maintaining the integrity of open office plans. As employees we also have the same responsibility for the safety of ourselves and those around us. We must refrain from making that little adjustment in our office which could lead to the injury of another.

TAU

Hold it! Don't make a commitment to hire any temporary help until you have checked out the department's revised procedures for temporary authorization appointments (TAU). The procedures don't affect individuals currently employed by the department, and are basically designed to bring us in line with State Personnel Board guide lines.

Before hiring any temporary help, ask yourself if this appointment will be consistent with your division's Affirmative Action plan. Also, you should make recruitment effort to include consideration for appointment from other eligible lists for related classes and also from protected groups. All TAU appointments should be coordinated with your division's Personnel Analyst.

If you have exhausted all other recruitment efforts and you have coordinated it with your Personnel Analyst, go ahead then and make that temporary appointment.

Gallery

All too often in an organization as large and diversified as General Services, we lose contact with those not immediately around us. The traditional methods of closing this gap are group activities — picnics and parties for example. These traditional practices, however, have fallen upon hard times and, in many cases, have disappeared completely.

Another method to close that gap is that of artistic expression, and for that reason the General Services Gallery (which houses the Employee Art and Crafts Show) was created. It allows the public and our fellow state workers to see a different side of us — away from the services we provide. If we no longer get together at a picnic or office party to share and come to know one another, we may at least come to know and share the sensitivity and creativity of a wider range of coworkers through the work they've displayed.

The Gallery has recently experienced a theft. Taken were items of jewelry and semi-precious stones belonging to craftsperson Sandy Lombella. The theft was reported to and investigated by the State Police, but as of yet the culprit has not been apprehended. Meanwhile, Sandy is minus the toil and love of a year's work.

The theft was unfortunate, there is no doubt. Those associated with the Gallery hope, however, that it will not deter artists and craftspersons within the department from displaying the products of their talent there.

It would be sad to see the Gallery go the way of the picnic and party. It is the one last departmental non-work-related project upon which we may come together. To let one misguided individual's illegal act end the Gallery's existence would be to create one more wall for isolating ourselves from all other parts of General Services save our own business contacts.

The department has increased the security of the Gallery. New locks have been added, and the display cases will be made more secure. If you wish to participate in the Gallery simply contact the Program Development Office 445-3946 (ATSS) 485-3946. Those artists and craftspersons who have participated in the past have found it to be a genuinely rewarding experience. Your participation will increase that reward.

REWARD!!!

UP TO \$10,000 FOR AN ADOPTED IDEA. SEND IN A SUGGESTION TO THE MERIT AWARD BOARD TODAY. ◆◆

NEW APPOINTMENTS

Buildings & Grounds

Everett V. Whitside, San Francisco, 6-1-76
 Anthony B. Stanton, San Francisco, 6-2-76
 Vencient L. Mitchell, Los Angeles, 6-23-76
 Melvin L. Hilliard, Los Angeles, 6-23-76
 Joe Miller, Los Angeles, 6-23-76
 Enoch R. Walker, Los Angeles, 6-23-76
 Raul E. Aguilar, Los Angeles, 6-23-76
 Bruce T. Powell, San Francisco, 6-29-76
 Alvin G. Hilliard, Los Angeles, 6-25-76
 Marie R. O'Connor, Sacramento, 6-2-76
 John W. Barnett, Sacramento, 6-7-76
 Laura Martinez, Sacramento, 6-10-76
 Gary A. Rinehart, Sacramento, 6-8-76
 Adrianna Martinez, Sacramento, 6-2-76
 Victoria Montoya, Sacramento, 6-17-76
 Larry Jones, Sacramento, 6-22-76
 Henry Walker, Sacramento, 6-9-76
 Israel Valdez, Sacramento, 6-28-76
 Ricardo Contreras, Sacramento, 6-30-76
 Terry Lund, Sacramento, 6-3-76
 Larry Tucker, Los Angeles, 5-3-76
 Johnny Ray Carrol, Los Angeles, 5-10-76
 Edwin D. Carroll, Los Angeles, 5-10-76
 J. W. Hunter, San Francisco, 5-26-76
 Roger C. Cervania, San Francisco, 5-26-76
 Lawrence V. DeLuna, Sacramento, 5-14-76
 Andrew W. Douglas, Sacramento, 5-14-76
 Willie M. Goodlow, Sacramento, 5-14-76
 David S. Sisneros, Sacramento, 5-14-76
 Joseph D. Nava, Sacramento, 5-14-76
 Ronald J. Holland, Sacramento, 5-3-76
 Franklin P. Azlin, Sacramento, 5-3-76
 David R. Dored, Sacramento, 5-14-76
 Anthony J. Oreb II, Sacramento, 5-14-76
 Richard W. Prutle, Sacramento, 5-25-76
 Erma Murphy, Sacramento, 5-28-76
 Tony Sabala, Sacramento, 5-28-76
 Richard Montoya, Sacramento, 5-27-76
 Erlinda B. Cordero, Sacramento, 6-7-76
 Willie M. Ridley, San Diego, 6-1-76
 Constance A. Reyes, Sacramento, 6-8-76

Fleet Administration

Jeanette M. Sanchez, Sacramento, 5-12-76
 Davida J. Laughlin, San Diego, 5-17-76

State Police

Vickie L. Berry, Sacramento, 5-21-76
 Esteta Riley, Los Angeles, 5-17-76

Office Services

Linda Mesman, Sacramento, 5-3-76
 Robert Harrison, Sacramento, 5-17-76
 Lawrence Gonzi, Sacramento, 5-3-76
 LaVerne Yee, Sacramento, 5-3-76
 Marsha Grammer, Sacramento, 6-1-76
 Cheryl Day, Sacramento, 6-15-76
 Hattie Lovato, Sacramento, 6-21-76
 Nadine Angulo, Sacramento, 6-25-76
 Eugene Harris, Sacramento, 6-2-76
 Terry Lee, Sacramento, 6-2-76
 Theresa Freeman, Sacramento, 6-2-76
 Molace White, Sacramento, 6-28-76
 Julia Riolo, Sacramento, 6-28-76
 Jayne Sonognini, Sacramento, 6-28-76
 Eileen Road, Sacramento, 6-28-76
 Hardeep Lal, Sacramento, 6-28-76
 Terri Katt, Sacramento, 6-28-76
 Lynne Fulgham, Sacramento, 6-28-76
 Tracy Werhan, Sacramento, 6-28-76

Terry Werhan, Sacramento, 6-28-76
 LaRae Valencia, Sacramento, 6-28-76
 Vera Sheppardson, Sacramento, 6-28-76
 Brad Osgood, Sacramento, 6-28-76
 Kathy Murphy, Sacramento, 6-28-76
 Kim Haworth, Sacramento, 6-28-76
 Donna Fillmore, Sacramento, 6-28-76
 Virgil Fillmore, Sacramento, 6-28-76
 Jonella Borba, Sacramento, 6-28-76
 Carol Pannell, Sacramento, 6-28-76
 Vicki Harris, Sacramento, 6-28-76
 Lewis McCabe, Los Angeles, 6-14-76

Real Estate Services

Sarah Riegelserger, Sacramento, 6-23-76
 George Procida, Sacramento, 6-14-76
 Calvert Jones, Sacramento, 6-14-76
 Warren Lai, Sacramento, 6-14-76
 Raul Melendez, Sacramento, 6-14-76

Space Management

Mike Cattuzzo, Sacramento, 6-14-76
 Salvador Godoy, Sacramento, 6-28-76
 Caesar Quitevis, Sacramento, 6-28-76
 Jennifer Wagstaff, Sacramento, 6-28-76

Office of Administrative Hearings

Leonida Andaya, Los Angeles, 6-16-76
 Kathleen Molina, San Francisco, 5-24-76

Administrative Services

Laurice Robinson, Sacramento, 5-10-76

Accounting

Lester Adamson, Sacramento, 5-17-76

Data Processing

Roshni D. Caswell, Sacramento, 5-26-76

Communications

Walter H. Russ, Sacramento, 6-1-76
 Barbara I. Pembroke, Sacramento, 6-1-76
 Stephen L. Knaplon, Sacramento, 6-18-76
 Raul Munoz, Sacramento, 6-4-76
 J. D. Shoals, Jr., Fresno, 6-1-76
 Alfred J. Dawson, Sacramento, 6-7-76
 Robert J. Ellison, Sacramento, 6-2-76
 Faustino R. Garcia, Sacramento, 6-3-76
 John A. Tensiro, Sacramento, 6-7-76
 Daniel Chestany, Sacramento, 6-1-76
 Daniel Ramirez, Sacramento, 6-15-76
 Doreen H. Soliz, Sacramento, 6-17-76
 Demetrio A. Sanchez, Sacramento, 6-1-76
 Phillip E. Orser, Sacramento, 6-14-76
 Anne M. Atkins, Sacramento, 6-14-76
 Edward S. Meyer, Sacramento, 5-20-76
 Mary C. Rose, Sacramento, 5-17-76

Office of the State Architect

Daniel D. Harris, San Francisco, 6-28-76
 Angelo Spataro, Sacramento, 6-28-76
 Eugene Cottrell, Sacramento, 5-19-76
 Janice Paulson, Sacramento, 6-21-76
 Barbara Andreatta, Sacramento, 6-1-76
 M. A. Shulman, San Francisco, 5-17-76
 U. Veideman, San Francisco, 5-3-76
 J. E. Bruce, Los Angeles, 5-17-76
 K. A. McKenzie, Los Angeles, 5-12-76
 R. W. Phelps, Sacramento, 5-17-76
 V. W. Thornburg, Sacramento, 5-3-76
 E. H. Cottrell, Sacramento, 5-19-76
 J. R. Hollingshead, Los Angeles, 5-17-76
 J. D. Soto, Los Angeles, 5-3-76

Office of Procurement

Robert Puiia, Sacramento, 5-25-76
 Debra A. Freeman, Sacramento, 6-11-76
 Kathy A. James, Sacramento, 6-8-76
 Alice M. Romitti, Sacramento, 6-7-76
 Terry E. Lee, Sacramento, 6-29-76
 Timothy D. Isaacson, Sacramento, 6-21-76
 Carol A. Charles, Sacramento, 6-9-76
 Edward Harris, Sacramento, 6-1-76
 Joni Chan, Sacramento, 6-21-76

BUDGET PROCESS —

(continued from page 5)

expenditure levels are dictated almost entirely by other agencies. Though an appropriation level is provided in the Governor's Budget, the Department can only spend to the limits of revenue which will be received from client agencies, or to the appropriate limit. As an example: If \$1,000,000 is appropriated to support General Services' operations, but the client demand amounts to \$500,000 worth of service, only \$500,000 of the support appropriation may be utilized. Conversely, if the clients demand \$1,500,000 in services, General Services will be able to provide only \$1,000,000 worth and the remaining \$500,000 worth will be procured from other sources. Usually, this remaining service will be obtained from the private sector or small scale departmental operations. These generally are more costly than services provided by General Services, but often necessary because of a high demand volume.

The Budget and Planning Office staff is constantly required to play a dual role in determining and assessing the budgetary needs of the Department. On the one hand, proposals must be reviewed to assure that adequate justification exists and that the proposal is in tune with Administration policy. On the other hand, budget analysts are requested to buttress the proposals to make them more saleable. In most cases, staff recommendations to top management are based on good common sense. When proposals are developed by division personnel based on the common sense premise, they usually receive favorable results.

All of us at one time or another have seen a program or need shot down because of budget constraints. Many times it is as worthwhile a project as those that are funded. Priorities have to be established and often include a wider view than that which exists in our own areas. Occasionally a bad decision has been made, but by-and-large the process serves to enhance our services to the State and its citizens. It is hoped that this overview has removed some of the clouds of mystery unnecessarily surrounding the budget process. Now, if we could only understand the language they speak...