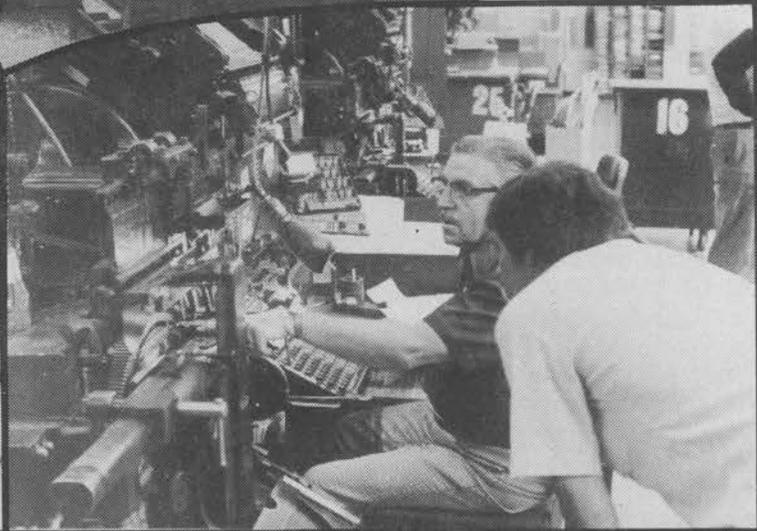
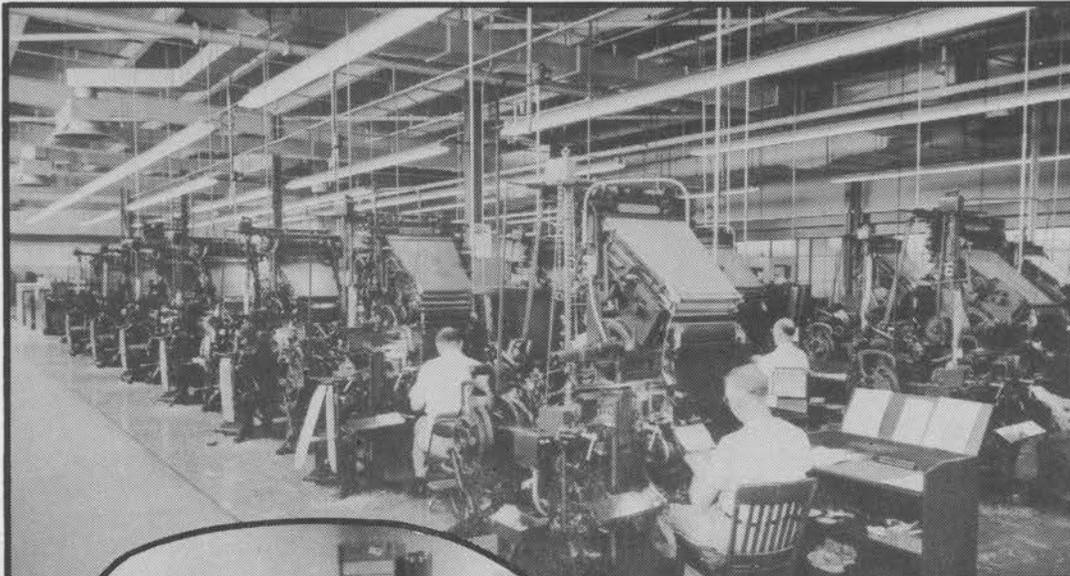




OUTLOOK

**JUNE
1980**



Morgan to Finance, Kirkham to General Services..

Our newest Deputy Director didn't start out to be a manager. In fact, for Diane I. Kirkham, the decision to venture into the world of government and public administration from the world of teaching was made after much introspection.

"I still think the rewards that teaching offers are unique," Ms. Kirkham states, "and I admit that the memories of teaching are quite fond — but public service offers many challenges and rewards of its own, and my presence here shows my commitment to this career."

Ms. Kirkham's career in public service began with the Department of Transportation. Her experiences in this department's Administration Branch with budget work led her to the Department of Finance.

At Finance, Ms. Kirkham moved

steadily up the career ladder. She was eventually responsible for the policy and fiscal analysis of many of the programs administered by the Department of Education. Her competence and ability in this area did not go



DIANE I. KIRKHAM

unnoticed. The Department of Education hired her into their Legislative Affairs Office.

With this well rounded background, Ms. Kirkham now replaces Deputy Director Susanne Morgan. Ms. Morgan has been named Chief Deputy Director of the Department of Finance.

Maybe it's the teacher in her, but Ms. Kirkham views preparation, having one's homework done, as one of the qualities she looks for most in herself, and in those with whom she works. She attributes much of her own success and comparatively rapid rise into management positions, with a willingness to research problems as thoroughly as possible.

"I've always tried to be prepared, to have all the questions asked, the answers posed, and solutions developed," relates Ms. Kirkham. "I may not always be successful, but making the effort gives me the comfort of knowing that I've done my best. This in turn has reassured the people that I've worked with that my involvement in a program will be whole hearted and sincere... this approach, I've found, generates the support that all of us need from peers and superiors to do a good job."

Ms. Kirkham projects an image of competence and honesty. Those who have met her walk away with a good impression of her.

Ms. Kirkham is a graduate of the University of California, Davis. She received her teaching credential from CSU - Sacramento and is married to a farmer.

.....and Further News of Change

Organizations, much like people, require some change every-now-and-then, in order to maintain their vitality. The newest changes in the department's organization are designed to keep General Services responsive to future, needs, by broadening the exposure of departmental management.

As the changes are highlighted, it may be useful to refer to the latest organization chart. We have furnished one on the back page.

To begin, Deputy Director Susanne Morgan has accepted the job of Chief Deputy Director of Department of Finance. Her replacement Diane Kirkham (see article on this page) will be assuming responsibility for three divisions formerly under Ms. Morgan, and two divisions which have recently been placed under this deputy directorship.

The two divisions added to Ms. Kirkham's chain of command are the Office of Local Assistance, and the Program Development Office. To make room for these two divisions, the Management Services Office, and Records Management Division were transferred to Assistant Director, Dale Garrett.

In addition to being relocated under the Assistant Director, Management Services also acquires a new division chief in the person of Ed Polanco, formerly chief of Fleet Ad-

ministration. Administrative Services Division is also getting a new chief. Former Management Services Chief Carl Carmichael will be assuming management responsibilities of Administrative Services Division. Fleet Administration and Program Development were transferred from Mr. Garrett to make room for M.S.O. and R.M.D.

There are two changes in the organization of divisions under Deputy Director Robert Varela. The first change, as noted previously, is that of the transfer of the Office of Local Assistance.

The second change, is the consolidation of the Small Business Office with the Office of Minority Business Enterprise. This particular move had been contemplated for some time. As the two offices have grown, they have found many mutual areas of project emphasis and concern. A chief of the new office has yet to be named.

Deputy Director Lester Riggins has been assigned Fleet Administration Division. Fleet is also getting a new division chief, James Morgan former chief of A.S.D who is replacing Ed. Polanco.

Though the shuffling of divisions and chiefs may seem a bit confusing, ultimately, this reorganization should improve the cohesiveness of the whole department.

On the Cover

Completing a change from hot-metal to computerized typesetting, the State Printing Plant recently auctioned the last of the Linotype machines that at one time were the backbone of the plant's operations.

Clockwise from the top: At one time, 32 Linotype machines occupied the State Printing Plant; Rolla Vandusen operates the last of the Linotype machines; Once stored for easy reference, old lead plates were broken up for sale as scrap; The Camex machine allows operators to design forms on a video screen. Once the lay-out of a form is completed on the screen, it is transferred to the computer; The disk units shown here, replace a whole room of cabinets. See story on page 5.

Catania Named to Women's Post

Comparing a picture of the department's management ten years ago, with a picture of today's General Services management team, one is confronted with a stark contrast. Conspicuous by their absence from the photo of ten years ago are women and minority males.

Ten years ago, there were few women professionals in state service. Today, due to increased opportunities for advancement, upward mobility programs, and aggressive recruitment, this is no longer the case.

It is one thing, however, to say women have come a long way, and quite another to say that the inequities of the past have been fully remedied.

Today, though there are many more women in professional positions in state service, the total numbers, especially when compared to the numbers of women in the labor force, remain low. When the number of women in non-traditional positions, such as grounds keepers, stationary engineers, carpenters, etc., are compared to the total number of women in the labor force, it becomes apparent that much remains to be done.

There has been a recent change in the department's women's program. Julie Zanolio, who has been the women's program coordinator for the past couple of years, is leaving that role to assist the department's Employee-Employer Relations Office. Ms. Zanolio has laid solid groundwork for her successor. Her efforts in the development of the program have ensured its continued management support.

The new Women's Program Coordinator has been appointed for a one year period. She is Lynn Catania. Ms. Catania will be taking on these new responsibilities in addition to her current duties as the return-to-work coordinator to the department.

The task ahead of Ms. Catania is difficult. She has already received numerous requests for information concerning upward mobility opportunities.

Ms. Catania points out that the most important function the Women's Program Coordinator serves, is that of a voice for women in the department.



LYNN CATANIA

"I feel that certainly the prime responsibility of this job is communicating the needs of women employees to management. Women have traditionally lacked access to the 'good old boy' network that shaped much of the current structure of the workplace," states Ms. Catania.

"If I am to be effective, it is going to take some effort on the part of all the women in the department. I need their support and their input to make the Women's Program a strong and positive influence in shaping the future of the department and of State service."

Ms. Catania has identified many concerns already:

- Interest in training courses dealing with the nuts-and-bolts of the state's examination process;
- the need for women to develop leadership skills;
- personal safety on the job, and in daily life, and;
- day care for the working parent.

"The recent questionnaire on self-defense training received a tremendous response," notes Ms. Catania. "I am working on bringing a self-defense program on line in the near future. I hope I will receive as much support and input on the other issues effecting women employees in this department."

"If I can get some support, it will be a most exciting year for me," Ms. Catania concludes.

DPSS Works on Holidays

By Sandy Lombella

Holidays have become a time for work at the Data Processing Services Section (DPSS) of the Management Services Office. It all started last Christmas.

In an effort coordinated by the Sacramento Volunteer Bureau, a United Way Agency, along with persons from Water Resources Control Board/ Data Management, Sacramento VIP (a camping club), and two employees from CalTrans, participated in making Christmas brighter for 56 individuals with Cerebral Palsy. The individuals with Cerebral Palsy are all residents of the Garden Skilled Nursing Facility in Sacramento. They range in age from 14 to 56 years.

The individuals with Cerebral Palsy made up a Christmas list comprised of items such as underwear, T-shirts, perfume, jewelry, socks, clothing, and personal hygiene articles.

Some specific gifts were donated by individual employees. The bulk of the gifts though were purchased with money contributed by DPSS employees. The DPSS employees also donated wrapping paper, and volunteered their own time to wrap the presents.

In addition to filling the gift list requests, two DPSS employees donated handmade crocheted scarfs. Other employees contributed used albums and books, which went to the facility's recreation room.

Refreshments comprised of baked goods, soda, and candy canes accompanied the gifts to the nursing facility. So extensive were the contributions, that it took the entire cargo area of a recreation van.

When Easter rolled around, five members of the DPSS staff collected the necessary materials, and assembled Easter Baskets for the residents of the nursing facility. Each basket contained hand-dyed eggs, hand-crafted chicks and bunnies, and some candy.

The five employees involved in the Easter Baskets were Debbie Martindale, Cathy Larson, Marti Imura, Maria Coulter, and Sandy Lombella.

The employees of DPSS hope to get involved in future volunteer activities during holidays.

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D.G.S. and Small Business Celebrate Achievements

Small Business has been a very integral part of the American Economy since the days of mercantilism. In a land that promised opportunity and a chance for success to those willing to work for it, the family farm, the small shop, and the Mom & Pop store all became ways in which small business endeavors improved the economic wellbeing of this nation.

Three years ago, Mary Lou Corkcroft found herself with a small business. Her husband had passed away, leaving her Walrus Sales Co., of San Francisco. On May 13, 1980, her firm was awarded a commendation, by the Department of General Services, as an outstanding small business in commemoration of California Small Business Week.

Walrus Sales Company is one of many small businesses who provide the goods and services necessary for the continued operation of state government.

Realizing that small business is an integral and needed element of the overall state economy, legislation was passed in 1975 to encourage California-based small business to seek a share of state government contracts and purchases. Without resorting to "set-asides," the state program has offered certain advan-



MR. ALVIN HATTON, named Outstanding Small Business Buyer for 1979/80 by the State Office of Procurement.

tages to small businesses in seeking the state as a customer. Among these advantages is a 5% bidding preference.

Small firms, such as Walrus Sales Co., benefit from the opportunity to compete. For many of these small businesses all it has taken to compete successfully for a portion of state contracts is the incentive to try. Indeed, few small businesses rely upon the 5% preference to conduct continued business with the state. Most firms are much like Somera-Smith Transportation.

Somera-Smith Transportation is a minority owned small business trucking company. In 1977 Gilbert Somera purchased a diesel tractor, and acquired a permit to operate as a Radial Highway Common carrier.

In early 1978, Mr. Somera began his own business. With his one truck, he joined his friend Don Smith, who had also purchased a tractor. The two partners immediately hired two other drivers, so that they could concentrate their efforts on management, dock work, maintenance, billing, and accounting.

One of Somera-Smith Transportation's first prime contracts was with the Office of Procurement. Working with Al Jefferies, the trucking firm grew from carrying loads a few tons a month for Procurement, to carrying loads of several hundred thousand pounds per month for a number of state agencies.

With the proven track record their state contracts have provided them, Somera-Smith Transportation has begun to expand operations. Recently, the trucking company was awarded Interstate Commerce Commission contract carrier status for an account with Kaiser Aluminum and Chemical Corporation.

Somera-Smith Transportation proved its dependability as a carrier for state shipping. At the same time Walrus Sales Co. was honored as an Outstanding Small Business by the department, Somera-Smith Transportation was also honored.

Both of the firms presented certificates of commendation by the

department are good examples of how the state can benefit from the services of small firms that are eager to prove themselves and to expand. The willingness of these firms to work for success is only half the story though, for without a willingness on the part of the state to support this element of the economy, and to take a chance with what are often unknown quantities, the stories of Walrus Sales and Somera-Smith may not have turned out to have been tales of accomplishment.

Certainly, the ultimate responsibility for how well a company does rests with its owners, but for those qualified California-based small businesses who participate in the state purchasing system, there are people and programs ready and willing to help.

One person who has done much to aid California small businesses is Mr. Alvin Hatton, a buyer with the Office of Procurement. Mr. Hatton was named Outstanding Small Business Buyer during the 1980 Small Business Week.

Of the total dollars expended by Mr. Hatton, over 37% goes to small business. This amounts to 1,028 purchases made from small businesses last year by Mr. Hatton. The total dollar volume of these purchases was \$927,767. Those are dollars that will stay in California to pay the wages and support the economy of Californians.

It is the efforts of Mr. Hatton and other concerned members of the Office of Procurement, the Small Business Office, and the Office of Minority Business Enterprise, that have increased the participation of small business in the state's procurement from \$34 million in 1975, to a projected \$51.6 million in 1980. To obtain these advances, the state:

- Instituted a method to reduce some of the cash flow problems small businesses had encountered in dealing with the state's payment system. Known as the "Red Sticker Program," qualified small businesses were issued red stickers to place on their payment invoices. The red sticker on the invoice entitles the invoice to priority processing.

- Establishment of a direct mail service for construction contractors, architects, and engineers, to apprise

(Continued on page 7)

The End of an Era, and Dawn of a New Age at State Printing Plant

When Gutenberg invented the printing press, he created a revolution. The world became a place of words and ideas, and people had access to thoughts and information that had previously been denied them. Printing literally changed the world.

Today there is a revolution taking place in the printing industry. In the forefront of change is our own Office of State Printing.

Founded in 1850, the Office of State Printing at first had all state printing done by private printers. In 1875, the in-house operation was begun in a part of the old Governor's Mansion in what is now a section of Capitol Park in Sacramento. The office has moved twice since then, moving into its present location — a 16-acre site at North 7th and Richards Blvd. in Sacramento — in 1954.

OSP has consistently strived to meet state printing needs in the most cost-efficient manner possible. To measure this, they check their costs against a Printing Industries of America model. The goal of the State Printing Plant is to produce work that is equal in quality but 15% less expensive, than work performed by private printers. This goal has required State Printing management to be sensitive to the latest trends in printing technology, because it is only through more efficient production that costs can be controlled — the Plant is required to pay prevailing trade rates for personnel services.

In 1969, the Printing Plant began converting from hot-metal printing to computerized typesetting. Just as the conversion from hand typesetting to the use of Linotypes and Monotype machines had caused concern among the skilled printers of the turn of the century, so too, did the skilled craftspersons at the Plant express their concerns about the introduction of this new technology.

Management of the Office of State Printing has worked very closely with the union representatives. The cooperation between the unions and management has enabled the Plant to keep pace with technology, without resorting to layoffs attributable to the

introduction of new systems. All staff reductions have been accomplished through attrition and retirement.

The first area of the plant to be converted to computerization was the legislative printing section. In the past, large crews would work around the clock to get bills that had been introduced or amended one day in print by the next day. It was rush work. It was hard and heavy work. The heat from the 32 hot-metal machines would warm the room, and the sound of the heavy lead plates landing on the large marble tables was deafening. It took two people to lift one 16-page plate onto a press, for each plate weighed close to 232 pounds. For all the heat, sweat, and noise though, 2500 pages was the maximum that could be produced.

Through the use of computerized typesetting, the Office of State Printing can now produce 4000 pages of legislative material a night. The copy is transmitted over lease line to the Plant's computers directly from the Legislative Council's Office. (The Legislative Council has the responsibility for the drafting of bills introduced by the Legislature.) Data could also be input into the Printing Plant's computer typesetting system from computer tape or disks.

Much of the highly technical work done in association with the computerized typesetting is being performed by the same skilled craftspersons who once operated the Linotype machines. The Plant has made every effort to retrain employees and put their valuable years of printing experience to work with the new systems. This is clearly evident in the latest and last area of printing production to be converted to modern presses.

The last area of the Plant to be converted from hot-metal to computers is the forms production area. The staff at the Office of State Printing have much to be proud of with this latest conversion.

Working with manufacturers, it is the State Printing Plant that has been instrumental in the development of a computerized forms design system. Prior to the Plant's interest and assistance in design specifications, there wasn't anything on the market

capable of meeting the needs of large scale forms producers.

A company named Camex, in conjunction with OSP staff, developed a machine called the Pro Former. This device allows the operator to design a form on a video screen through the use of an electronic pencil. Lines and text can all be arranged on the screen prior to any actual preparation of copy.

When the operator has finished the layout of a form, the information is relayed to the Plant's computer. From here the form can be produced and made ready for printing. Storage of the form can be done on floppy disks.

The operators of the Pro Former are all experienced Plant personnel. This is proving of great benefit, as their suggestions for improvements have been incorporated into the programming of the system.

With this final conversion to computerization, there is no longer a need for the Linotype machines that were once the backbone of the Printing Plant. On June 13, 1980, the last of these machines were sold at auction. It marked the end of one era, and the beginning of another for the Office of State Printing. Or, perhaps it is just a continuation of the revolution Gutenberg first started in the 15th century.



JOHN ZIMENSKI holding one of the lead plates used in forms work. This plate will be replaced by data stored on disks.

GENERAL SERVICES PEOPLE

Karen Stroud of Administrative Services doesn't know his name, but she would like to thank the State Police Officer that stayed on the line with her when she used the emergency telephone in one of OB #1's elevators. Karen was stuck in the malfunctioning elevator for more than twenty minutes. She reports that the voice on the other end of the phone was one of the nicest she has ever heard.

• • •

Congratulations to **Eugene Cottrell**, FCSI, Specification Writer with the Office of the State Architect, honored with the award of Fellowship in the Construction Specification Institute. The honor, for achievement in Science of Construction, was bestowed at the Institute's annual convention in Anaheim, June 16 - June 19, 1980.

• • •

Sergeant Glenn Della-Monica and **Police Officer Glenn Boatman** were honored at an awards banquet by the California Combat Association for placing in the top 50 in the California Combat Association pistol match competition for the 1979 shooting year. Congratulations to both of you.

• • •



From left: Frank Davidson, Deputy Director Lester Riggins, Lane Richmond, Dave Yarston, and Chief of Space Management Paul Savona. Mr. Davidson, Mr. Richmond, and Mr. Yarston were awarded departmental Certificates of Commendation for their role in moving the Department of Corrections to the old J.C. Penney's building in Sacramento.

Julie Zanolio of A.S.D. has been appointed to serve on the Architectural Review Board of the City of Sacramento. Her appointment comes about after her prolonged interest and involvement in maintaining the architectural character of the Downtown Sacramento neighborhood.

Who was that tired looking gentleman? If you saw a rather worn out looking **John Baker**, Special Assistant to the Director for Capitol Outlay, up at Lake Tahoe recently, it was because John had joined together with six other runners, and was participating in the Lake Tahoe Relays. John's team finished 11th out of a field of 63 teams. Their combined time over the +72 mile course around the lake was a very respectable seven hours and forty-eight minutes.

• • •

Officer Allan Fossett was selected as Lawman of the Month by Sacramento Elk's Lodge No. 6, for the Month of May. Officer Fossett was selected for the way he responded to an incident at the State Capitol Legislative Bill Room.

A man had entered the Bill Room and was brandishing a hand gun and threatening employees. Along with Sergeant Mendonsa and Officer Pennel, he confronted the man in the Bill Room. Even though the man had his gun pointed at Officer Fossett, and Officer Fossett had drawn his weapon, he did not fire. When the man was momentarily distracted by Officer Pennel, Officer Fossett

(Continued on page 7)



Doris Gillette was thrown quite a party by the folks in M.S.O. The occasion? Twenty-five years of service. Her award is presented to her by former Deputy Director **Susanne Morgan**.

PEOPLE

(Continued from page 6)

grabbed the man's weapon and wrestled him to the floor.

• • •

Elsie Blackson and **Marie Mull** raised \$240 for the Sacramento Society for the Blind during a Bike-for-Sight bike ride. The two had collected pledges from many of their Management Services co-workers, and came through by completing the entire 40 KM course.

• • •

And another noteworthy bicycle note...It was a busy weekend for **Bob Duvall**. On June 14th, he raced his bicycle at Sierraville, and finished the 25 mile time trial in 56.58 minutes. Though he finished second, his time was faster than the existing record.

On the next day, Bob competed at Nevada City, and finished first in the Veteran's Class.

Bob has also finished first in the Northern California/Nevada District Championships. He took the veterans 35 mile road race.

Bob's next target is the National Championships to be held at Bisbee, Arizona in mid August. We wish him good luck.

R.M.D. GETS GRANT

Records Management Division has been granted \$229,500 from the Solid Waste Management Board for the development of a paper recycling center in West Sacramento. When the site work is completed and the equipment installed, the recycling center will capture 330 tons of waste-paper a month.

Scheduled to reach operating status by July 1, 1981, the recycling center aims at tapping into the estimated 500 tons of recyclable material generated by the 40,000 state employees in the Sacramento area.

Since 1976, the department has been supporting a "desk top container" white office paper recycling program. With the appointment of full-time coordinator Geoff Brandt last year, the white paper program has experienced new growth. Program accomplishments for this year alone include:

- State has recycled 3,500 tons of paper — generating \$110,000 in revenue.
- 59,000 trees will be left uncut due to the State's recycling efforts this year.
- 3,000 BTU's are saved per pound when you make paper from paper rather than paper from trees. Consequently, the State has saved some 21 billion BTU's of energy this year.

As significant as these accomplishments are, Program Coordinator Brandt feels that the installation of an in-house recycling center will have an even more profound effect upon the state's management of paper resources. According to Mr. Brandt, the center will increase the fiscal and social benefits of the State's recycling program. In fact, one of the key objectives of the center is to provide employment for up to five Department of Rehabilitation clients as sorters.

Other objectives of the recycling center are:

— Increasing the revenue generated by non-confidential paper. Under the current program 70% of all non-confidential waste paper is graded as mixed waste primarily because of the State's inability to sort the paper into the highest marketable grades. With paper sorting as an integral part of the pro-

posed facility, high grade paper can be separated from contaminants (lower grade paper, garbage, etc.) and produce an estimated revenue increase of 220%.

— Providing a destruction service that generates high grade paper and insures confidentiality.

Disposable confidential records require witnessed destruction when service is provided by a private company. The pulverized paper by-product is then sold by the vendor. A State recycling center can provide destruction service to State agencies eliminating labor costs for witnessing through in-service certification of destruction and producing revenue by the sale of the paper by-product.

— Increase volumes of waste paper captured from the waste stream.

Currently, efforts are directed at collecting increasing amounts of white ledger, computer paper, and tab cards. Collection of corrugated, newsprint, and colored ledger will significantly increase the volumes of paper captured.

— Demonstrate the importance of recycling as a method of resource recovery and energy efficiency.

For further information on the State's white office paper recycling program, contact (916) 322-9489.

Small Business

(Continued from page 4)

them of current state job notices.

— Publication of a quarterly newsletter to keep the small business community aware of what's going on in state government.

— A Management Memo extending the 5% bidding preference to other departments and agencies in the area of construction.

— Revision of small business size criteria.

These are just a few of the ways the department has gone about transforming the Legislature's intent to aid California based small business in seeking its fair share of state procurement and contracting dollars, into a reality of cooperation and benefit to both the taxpayers and the small business community of California.

State of California
State and Consumer Services Agency

DEPARTMENT OF
GENERAL SERVICES

EDMUND G. BROWN JR.
Governor

DAVID E. JANSSEN
Director

OUTLOOK

is published bi-monthly by the
Department of General Services
Program Development Office

915 Capitol Mall, Rm. 590
Sacramento, CA 95814

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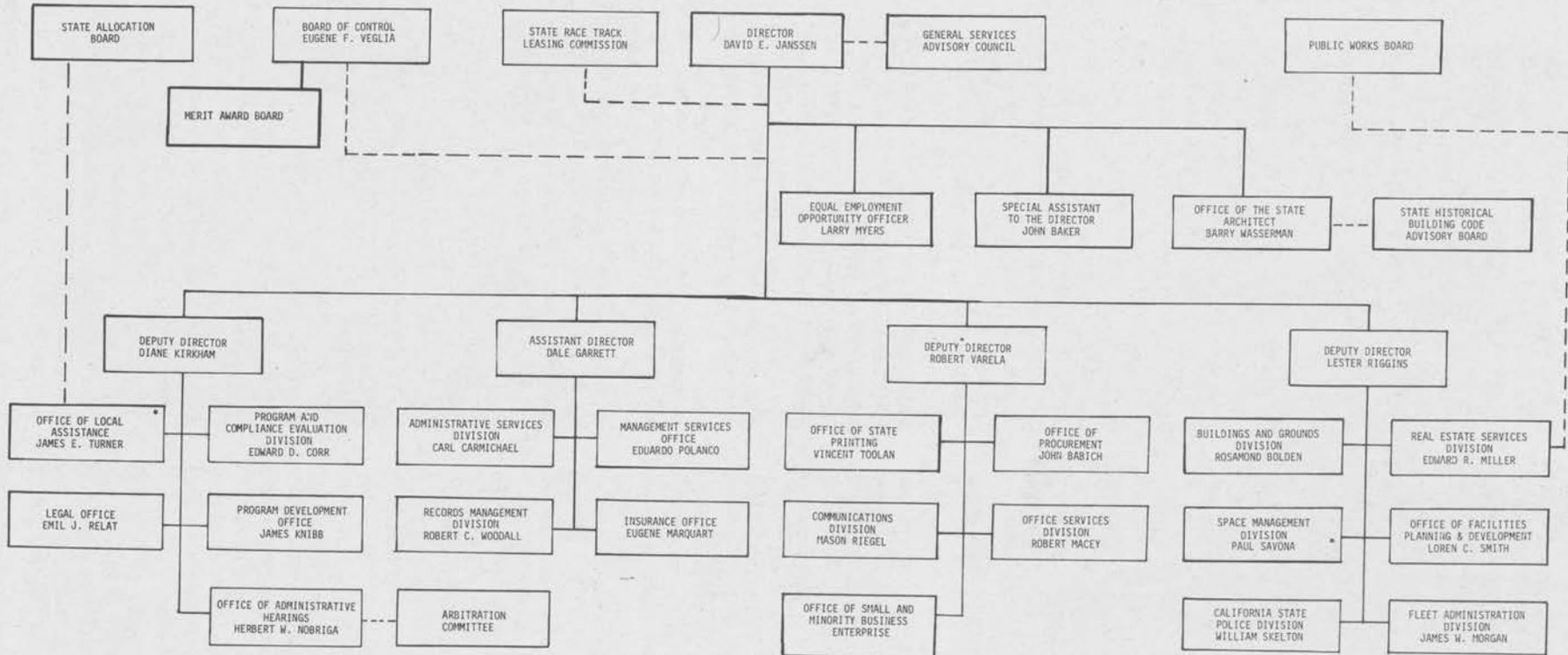
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by Office Services Division

DEPARTMENT OF GENERAL SERVICES



*Reports to Deputy Director Robert Varela until 9-15-80

July 1, 1980
 DEPARTMENT OF GENERAL SERVICES
 ORGANIZATION
David E. Janssen
 David E. Janssen, Director