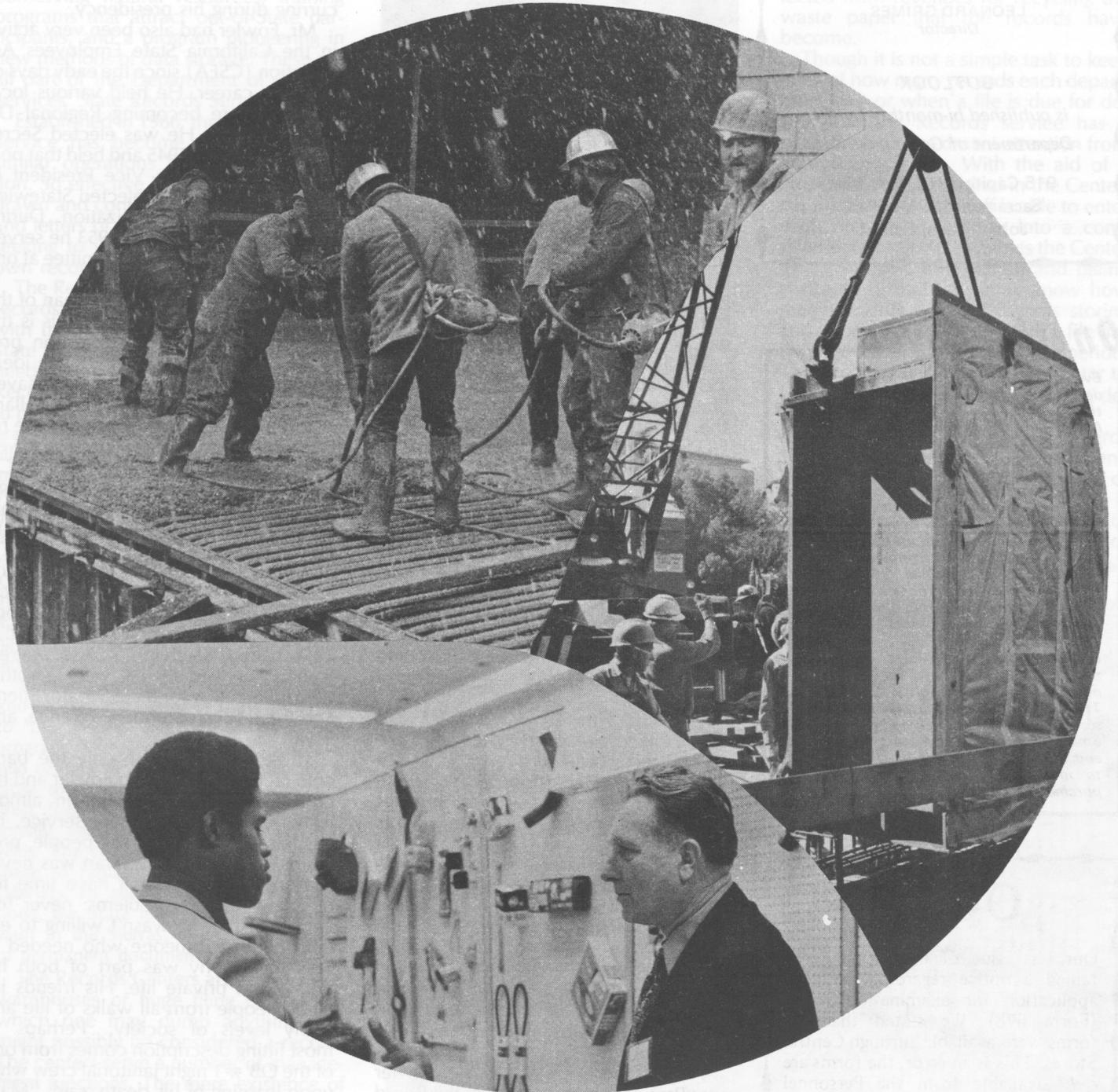




# OUTLOOK

JANUARY-FEBRUARY 1976



## 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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John Meade, Editor

## On the Cover

*Even an unseasonal snowstorm failed to deter workmen from pouring the ceiling to the new Treasurer's vault in front of OB No. 1. The cement was funneled through a long tube and settled in place by hand and electric prods.*

*A 60,000 pound door hovers over the only opening left in the top of the underground vault. As soon as both doors are in place and some minor alterations done, the hole will be sealed, and the front steps replaced in their original positions. OB No. 1 will then look the same as it has for the last 50 years and the California State Treasury will have a new home.*

*Richard Dangler of the Office of Procurement talks with a San Diego small businessman at the Minority Opportunity Trade Fair. The San Diego Fair was sponsored by the Department and involved our Small Business, Cal-Omba, Procurement, and State Architects offices in an attempt to increase participation in the State's purchasing program.*

## OOPS!

Our last issue of *OUTLOOK* contained a notice regarding the new application for examination forms (Form 678). We stated that the forms were available through Central Stores. This is an error, the forms are *only* available from the Personnel Board. At least we know *OUTLOOK* is being read by someone.

## IN MEMORIAM



Stanley B. Fowler, 62, Assistant Director of General Services and a career civil servant, passed away unexpectedly in his sleep the night of February 10, 1976. He appeared to be in good health and spirits to those who saw him during the day.

Mr. Fowler started his State career in 1936 as an account clerk at Mendocino State Hospital. In 1937 he transferred to the Department of Employment (now E.D.D.) where he rose to Auditor. In 1942 he spent a year with the Department of Social Welfare as an Administrative Aide before returning to Employment where he rose to the position of Deputy Chief of the Disability Section. In January of 1957 he transferred to the State Treasurer's Office as Chief of Administration. Shortly after, he was appointed Deputy State Treasurer. He left the Treasurer's Office in 1959 to accept the post of Assistant Director of Finance.

While at Finance, Mr. Fowler was given the responsibility to develop the centralized services concept that became the Department of General Services. He came to General Services at its inception in October of 1963 as Assistant Director. Mr. Fowler had spent almost 40 years in State service. His current responsibilities included management of the State Automotive Pool and Garages and their related services (Fleet Administration), the Insurance Office, and the Department Information and Legislative Liaison Services (Program Development). Almost every General Services division has reported to him at one time or another.

At the time of his death, Mr. Fowler was President and member of the Board of the Public Employees Retirement System (PERS). The System administers three programs: A retirement program, a

health benefits program, and a social security program. Currently, it has a membership of 540,000 public employees as well as 110,000 retirees. It controls assets of \$7 billion and has paid over \$300 million in benefits. Mr. Fowler was first elected to the Board in 1954 and re-elected every four years since that time. He was elected President of the System in 1961 and re-elected every year since that time. He also served as Chairman of the Investments Committee which last year determined policy on investments of over \$2.9 billion. During his term, the statewide retirement program grew substantially, with the greatest growth occurring during his presidency.

Mr. Fowler had also been very active in the California State Employees Association (CSEA) since the early days of his State career. He held various local offices before becoming Regional Director in 1944. He was elected Secretary-Treasurer in 1945 and held that post until his election as Vice President in 1949. In 1950 he was elected Statewide President of the organization. During the period from 1945 to 1953 he served on almost every CSEA committee at one time or another.

Mr. Fowler was also Chairman of the State's Merit Award Board. This is the State's cash incentive suggestion program. Over the years, employee ideas generated by this program have saved the State's taxpayers millions of dollars.

In 1967, Mr. Fowler was given the responsibility for the creation and development of what is now known as Cal Expo. Although many of his dreams were not realized, it was his hard work and dedication that brought Cal Expo to life.

A native of Stockton, he was born on March 16, 1913, and attended local schools including Stockton High School. He graduated from College of Pacific in 1936 with a Bachelor of Arts Degree. Stan is survived by his wife Dorothy, who is Secretary for State Senator Stiern, and three sons—Stephen, Terence, and Bryan.

These, however, are only the bare, cold facts regarding Stan Fowler and his contributions to the State. In almost forty years of government service, he has left his mark on many people, programs, and institutions. Stan was never too busy that he didn't have time for people and their problems; never too important that he wasn't willing to extend help to someone who needed it. This philosophy was part of both his public and private life. His friends include people from all walks of life and many levels of society. Perhaps a most fitting description comes from one of the OB #1 night janitorial crew who, upon learning of his death, said: "Man, he's an alright dude."

## State Records Service

# Fighting the Paperwork Blizzard

If you provided a service to the State which increased usable office space while reducing office expenses you'd probably feel pretty proud of yourself. Or, how about providing a means of reducing the mountains of forms that the State cranks out daily. Sounds good, you say, well there's more. This same service also provides revenue while conserving natural resources, training programs that attract out-of-State participants, and a program pioneering in new methods of data storage. These are all part of the Department of General Services' State Records Service.

Established in 1966, the State Records Service has become a prototype for similar operations throughout the nation. So effective is this unit, that it has drawn and continues to draw observers and letters of inquiry from many states, seeking to improve or streamline their own records management systems.

The Records Service is essentially the records manager for the State. Charged with the responsibility of guarding the State from burial in a mountain of unneeded and unused records, the Records Service has a monumental task to perform. Long ago, the ability to generate reports, letters, studies, etc., which all eventually became records, became greater than the ability to store them. When one couples this ability for production with the bureaucratic instinct to file everything, one is thoroughly astounded at the job State Records Service is doing. They are actually holding the line against the total volume (cubic ft.) of records that the State holds! They have accomplished this through a combination of management functions.

Certainly one of the most well known and impressive of these functions to the visitor is the Records Center program. The Records Service maintains two centers with a combined capacity of close to 450,000 cubic ft. The Center in West Sacramento is the largest, with a smaller center maintained in Los Angeles. The two combined furnish enough space to replace 60,000 five-drawer file cabinets. In addition to these two locations, the State leases space in a nuclear vault in the Sierras, in which microfilms of permanent documents are housed.

The Records Centers are not just vast warehouses or huge filing cabinets in which one may dump anything that might possibly be considered a record. The centers serve a number of management functions. The mere existence of the centers is a stimulant to removing seldom used but still active files from costly filing cabinets to the much more

economical confines of the centers. At a Center, records can be stored and serviced for one-twentieth of what it costs just for space and equipment in an office. This type of monetary incentive acts as an encouragement for departments to store records at the Center. Once the interest in storing records at a Center has been established, the Records Service people can begin to get a department "tuned in" to a complete records disposition program.

"Records disposition", is the storage of records that are not needed for everyday operations, and the destruction of records that no longer have any significant value. The first step is a complete records inventory. This is done not only to find out how many records are on hand, but also where they are kept and what they are used for.

During this step many areas of previous poor record keeping often come to light. The process acts as a catalyst for many departments to evaluate every aspect of their records program. The next step, then, is to determine how long to keep them. Retention schedules define what actions will be taken with the records. All record retention schedules are approved by State Records Service and become the only legal authority for an agency to destroy any of its records.

The Records Service encourages the destruction and recycling of records as soon as they have served their purpose

and are no longer needed. The State just hasn't the funds nor the space to allow indefinite storage of records. So, through higher rates for long-term or permanent storage, the records center again encourages swift destruction of non-significant records. This program also has a beneficial side effect in that approximately \$100,000 annually is collected from revenues for recycling the waste paper that the records have become.

Though it is not a simple task to keep track of how many records each department has, or when a file is due for destruction, the Records service has a system which has drawn attention from around the nation. With the aid of a computer-linked terminal in the Center, the Records Service staff is able to enter each records transaction into a computer data bank. This enables the Center to get periodic information and billing printouts so that they may know how many records a department is storing and inform departments when a file has reached the end of its retention period. This program has enabled the center to keep pace with the ever expanding demands for records storage.

The other side of the State Records Service is Paperwork Management, who attempt to reduce the amount of records necessary to begin with. It is with this unit that the responsibility of managing the State's file cabinets, stand-

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An inside view of the State Records Center, and a glimpse at just one of the many rows of records.

## Affirmative Action

In the May-June (1975) issue of *OUTLOOK*, we wrote an article entitled, "Affirmative Action and You," that attempted to deal with several common concerns about what exactly affirmative action was all about. We would like to tackle this issue again with a slightly different approach—by answering those questions commonly asked regarding affirmative action.

What does affirmative action mean? The term, "affirmative action" could best be understood in relationship with two other words "equal opportunity." Equal opportunity is a condition, and affirmative action is the means by which to bring about that condition. Affirmative action thus includes all the methods through which equal employment opportunity for minority groups and women can become a reality. Underlying the term is an implied statement that positive action is required.

Another question commonly asked is, "Does affirmative action imply quotas?"

No. Quotas imply a hard and fast rule which says to an employer, "You will hire x-number of women for these positions." Our plan on the other hand merely provides that we will make every *good faith* effort available to us to achieve ethnic and sex balance in all levels of the department.

"The definition of the word quota." Many confuse the term quota with certain court cases in which an employer has been found to have discriminated. Those employers are then, *by court order*, required to hire a certain percentage of minorities or women—and that's usually a fixed number.

"Does the plan conflict with the Merit System?"

Affirmative action and the merit system have the same goal, to select the best qualified person, without regard to race, sex, age, religion, national origin or handicap. You might consider affirmative action as a fulfillment of the merit system.

"Will our standards be lowered under the plan?"

No. Standards are not being lowered to accommodate unqualified personnel. Many job requirements which are not job-related have been or will be eliminated so that more people can compete for positions. However, candidates regardless of their backgrounds, will still be required to demonstrate the same levels of proficiency.

Those are a few questions that are asked frequently about affirmative action. We attempted to answer them as simply and factually as possible. If questions still persist, bring them up at RAP SESSIONS or get in touch with our Affirmative Action Coordinator, Deborah Watson (Sacramento 322-5990).

## Thor's Corner

By Thor Barrows

Two new courses have been added to those which are currently being conducted by the General Services Training Office. The courses are designed to help a manager understand himself, his employees, and how to perform his managerial function.

*Transactional Analysis for Managers* is designed to help participants reassess themselves, to use objective instruments to describe and help analyze their own communication styles; to learn through a variety of feedback mechanisms how others perceive their styles; to acquire new skills to aid them in more accurately perceiving other individuals and situations.

The program is designed for managers at the second level of supervision and above.

The three-day workshop will be conducted during the months of March, May and June.

*Improving Managerial Results* fills a manager's need to develop the ability and skills necessary to make the transition from technician or working supervisor to that of a manager. The program consisting of six 1/2-day sessions includes:

### Session 1—The Role of the Manager

To identify and discuss the manager's role as unique and vital to the success of the organization.

### Session 2—The Management System

To develop understanding of the various

activities of the management system (deciding, planning, implementing, controlling) and their relationship to the manager's role.

### Session 3—Objective Performance Measurement

To development understanding of objective performance measurement and its relationship to the manager's role. To prepare for and conduct an appraisal interview.

### Session 4—Management Communication

To identify and apply specific communication skills to typical management situations.

### Session 5—Leadership

To identify and apply specific leadership techniques to typical management situations. To discuss individual differences and needs within the organization.

### Session 6—Problem Solving

To identify and apply problem solving decisions making skills to typical management situations. To engage in actual problem solving and decision making activities.

This program is designed for those who have already had a basic course in supervision (such as Supervision by Objectives). Generally, participants should be at the second level of supervision.

*Nominations* for both courses should be sent through your Division's Training Coordinator to:

Training Office  
Department of General Services  
1518 "L" Street  
Sacramento, CA 95814



Members of Fleet Administration and the Insurance Office strike a pose with Director Grimes during presentation ceremonies of the Department's Driving Safety Award. Awarded every six months, it is given to the division that shows the greatest decrease in number of accidents per miles traveled. FAD took honors for the July - December 1975 period.

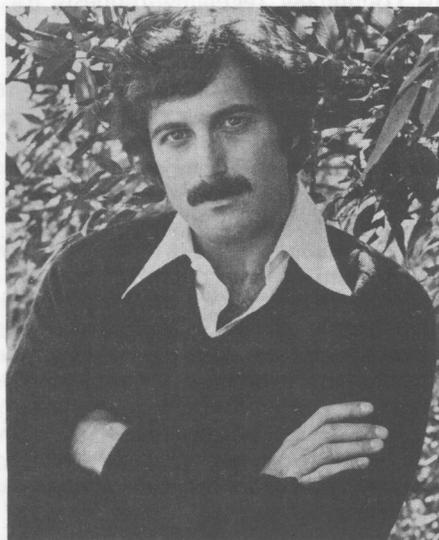
## Personality

# From Car Pool to Center Stage

Potential movie stars are "discovered" in a variety of ways and places—some quite unusual. One General Services employee, however, may have the distinction of being the only "star" who was ever discovered working in a State Garage. But that's where Ken Shapiro was working on that fateful day in 1972.

A friend from high school (who he hadn't seen for several years) pulled into the L.A. State Garage and recognized Ken. At the time, Ken was attending UCLA, majoring in Sociology, and working part-time at the Garage. The friend mentioned that he was scheduled to appear on a TV game show called the Dating Game. Ken had been active in drama in high school and the friend suggested he apply for the show. He even recommended him to Chuck Barris, whose production company made the show. The recommendation worked and Ken was scheduled to be a participant on the show. The show put him back in front of an audience—and Ken was hooked.

Chicago-born Ken actually started acting while in Junior High. His family moved to California when he was five and settled in Granada Hills. "I was always a big movie-TV fan," Ken says, "but I really never gave a thought to it as a career." His public speaking teacher in Junior High School did, however, and encouraged him to take drama. Ken attended local schools appearing in school plays through high school. In high school, his parts got larger, but he found himself always playing character parts—usually old men. By this time, acting had become his first love, so he entered the UCLA Film School. "It was a good department—had all the equipment and facilities." As an undergraduate (the school is heavily post-grad



Ken as he really looks

oriented) competition is fierce. Not only was there the required film courses, but also required was participation in college plays. "It was terribly time-consuming," Ken states, "but necessary. You have to learn your craft first—develop your talents." By the end of his second year, however, the tension proved too much. He switched his major to Sociology, his second love, hoping to become a social worker. "I made what I felt was a decision that would enable me to start maturing in my own life."

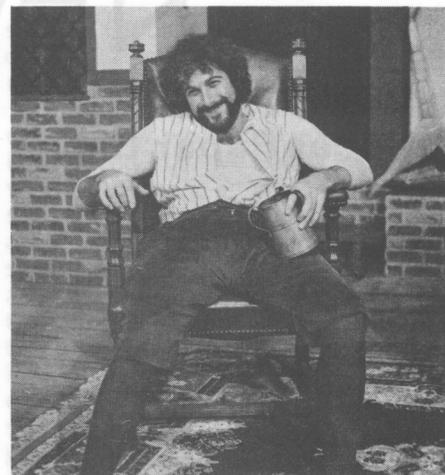
Ken graduated with a degree in Sociology in 1970, continued working at the State Garage, and forgot all about acting. That is, until an old high school friend met up with him two years later.

The Dating Game was a strange kind of show. A "typical" all-American girl (usually very pretty) was selected along with a cross-section of three "average" guys. They were identified only as bachelors 1, 2, or 3, and were kept from her view by a screen. She'd ask them questions and, based on their answers, pick the "mystery man" who would share the prize with her (usually an off-season trip somewhere—three exciting days of winter fun . . . in Fairbanks, Alaska). According to Ken, "I never tried to be 'Joe Cool'. I tried to be relatively honest with my answers. I would just say the first thing that came into my head." Ken impressed Chuck Barris Productions enough to be invited back three times. The audiences seemed to like him—but he was never picked by the girl.

Barris did pick him for a guest spot in a new game show, however, along with Louis Nye, Pamela Mason, and Anne B. Davis. The show was called The Game. It lasted one season. A commercial for ARCO followed along with a few other projects, including some modeling. He is scheduled to appear in an upcoming edition of Redbook Magazine.

Ken continues to work at the State Garage during the day while pursuing his career during his off hours. A Senior Clerk, he supervises all monthly car pool clerical operations for the Los Angeles, San Bernardino, and San Diego State Garages. At night he can usually be found at the Megaw Theater—an off-Broadway type of theater. There, actor union members are allowed to work for free. They can, however, invite agents and other theater people as their guests to show them what they can do. The theater has a good reputation for providing professional experience. The guests usually show up.

The theater also provides him with



Ken in costume for his role in the play "She Stoops to Conquer"

experience on the technical side of the craft. He handled the lighting for one production; arranged the music for another. He's done sound work and has handled the props. But acting is his main concern, and the other tasks enable him to understand more of the techniques a good actor can use.

"Each actor has his own trip as to how he gets into the role. Sometimes you have to go to extremes just to get the proper feeling, and then tone it down for the actual performance." Rather than get involved in the "Why am I here" type of method, Ken prefers to get into the situation as it exists in the play. He tries to get the "heavy stuff" out of the way during rehearsals. "I'm not able to turn on and off that easily. I have to get into the mood of the play itself, then whatever talents I have take over. Whether you're in front of an audience or a camera, if you don't believe in what you're doing, it shows."

Ken's biggest role was in "A Taste of Honey". The character was complex and on stage the entire second act (it is a two-act play). His reviews were actually very good, especially in the all-important trade papers. Ken says that he was "very proud of what I did. The reviews really pleased me." They also got him an agent.

Very dedicated to his career, Ken spends as much or more time pursuing it as he does his 40-hour per week State job. Even small roles take up three or four nights a week. Major roles can demand almost all of his spare time, including weekends. He still studies acting at a workshop at the theater and is also studying dance. He feels optimistic about his chances though: "I'm still learning a lot—everyone is—but I feel secure enough with my talents to know if I'm doing a good job."

Ken leaves you with the feeling that his optimism just might be well founded. So someday, when he's a success and you see him on the street, you can walk up and say to him: "Say, didn't you use to work for General Services?"

# NEWS BRIEFS

## Office Services Reduces Paper Usage

A reduction in paper usage of over 3½ tons has been accomplished during the month of January through a special paper conservation program. "In addition to the obvious savings of our natural resources, substantial dollar savings were also realized," said Director Leonard Grimes. "Savings in printing costs of over \$5,800 resulted in the first month of the program's operation."

The Department's Office Services Division initiated the program on January 1, 1976. The program's main thrust was to get clients (other State agencies) to change their printing requests from one-sided to two sided paper usage.

To accomplish this goal, Office Services Division went right to where the necessary expertise existed—at the presses. Mr. Willie Ellis left his job running a press and became what is known as a Consultant for Duplicating Services. He acts as a liaison and consultant to the various departments. He assists an agency in putting together projects, pointing out the best and most economical methods available to accomplish the agency's needs. Savings also result because their decisions are made during the planning stages rather than in the middle of a job.

According to Robert Macy, Chief of the Division, "Both the program and Mr. Ellis have had a very successful start. During the month of January, his efforts resulted in saving over 730,000 sheets of paper." This is equal to a stack of paper 243 feet high. If laid end to end, the paper would extend for over 126 miles.

## Fresno State Building Gets A New Look

Bob Luhrs and his crew at the Fresno State Building are walking around with big smiles these days—and rightly so. Several months of hard work has resulted in a new look for the building. New coats of paint are evident—even in the boiler room! Pipe handrails have been installed on the steps of the entrances providing both safety and a nice appearance. The elevators have had a face lift also, in the form of wood-grain paneling and carpeting for the two passenger cars. This activity even extended to the attached State Garage. Over 1,200 feet of a special waterproof coating finally put a stop to a rather annoying leak in the Garage and its offices. What makes this even more significant is that all work was performed by the Fresno staff, saving the State the cost of having to contract for alterations.



*Administrative Services employees in attendance at the State Police's EPP offering on "Security Tips for Women." All of the women asked found it to be a very informational session.*

## How Your Social Security Number is Used

It usually happens right after you give your name and address. That form you're filling out asks for your Social Security Number. Did you ever wonder if whoever was asking for that number could require you to give it? Or what are they going to do with it once they have it? Well, now, thanks to Federal legislation which took effect September 27, if you are asked to provide your Social Security Number by any Federal, State, or local agency, they must provide you with some information.

As an example, if you remember back to when you were hired, you had to submit your social security with your application. The State, as an employer, must have it to meet Internal Revenue and Social Security regulations.

Your Social Security Number is furnished to the State Controller's Office, and they put it to the following uses:

1. Employee identification number in all payroll records.
2. Reported on Form W-2 to Internal Revenue Service and to California State Franchise Tax Board, Illinois State Department of Revenue or New York State Income Tax Bureau. This is how these agencies keep track of your earnings for tax purposes.
3. Reported to Social Security Administration for covered employees.
4. Reported to State retirement systems for covered employees.
5. Reported to employing State agency on payroll reports.
6. Reported to Employment Development Department for possible unemployment credits.
7. Reported to State Personnel Board for service credits.
8. Reported to deduction companies such as Credit Union, Insurance Companies, United Way, Age Fund, Savings Bonds, etc., for participating employees.

## Employee Protection Program Offered

Are you aware of a program in our State Police Division known as EPP (Employee Protection Program). It involves four of their members. Mr. Stan Standard, Coordinator, Sgt. A. Holloway, both Headquarters Sacramento, Sgt. W. Cruikshank, Zone II and Sgt. Robert Kessler, Zone III.

The Program was created by Executive Order in 1971 and requires all state agencies to develop emergency evacuation plans. Employees have to know what to do in an emergency situation, i.e., earthquake, fires, bomb and bomb threats, medical emergencies and how to prevent thefts of personal and state property from state facilities.

The State is geographically divided into three areas. Each Sergeant is responsible for one area. Unannounced they visit a state agency and inspect their emergency evacuation plan. They test the plan to see if it is functional and at random talk to employees to see if they are aware of the plans. They also check fire extinguishers and first aid kits. After the inspection is completed they put on a one hour training program for the employees. A popular segment is Security Tips for Women. This is a 30-minute presentation utilizing the State Police booklet, "Safety Tips for Women" and the training film entitled "Nobody's Victim". Female employees are provided with a variety of preventive measures to avoid danger and dealing with the would-be rapist. Also covered are bomb search techniques, bomb search and identification, emergency personnel orientation and employee-building safety tips.

The Program is very popular throughout the State and the personnel involved are continually receiving requests for training.

## SPB Extends Info Counter Hours

The Information Counter of the California State Personnel Board, 801 Capitol Mall, will extend its employment information service hours on a trial basis beginning March 1, 1976, from 7:30 a.m. to 5:30 p.m., Monday through Friday.

The extended "walk-in" service will enable interested persons to obtain job announcements, general testing and employment information, and to submit applications for examinations. This new accommodation will also benefit those who cannot get to the Personnel Board during lunch or normal working hours.

The Information Counter is the only SPB service available during these extended hours and its continuance will depend on the public's use and interest. Technical assistance will continue to be available between the hours of 8:00 a.m. and 4:30 p.m.

## Focus On

## Insurance Office

General Services has often been described by the press as the department which buys everything from paper clips to bulldozers. While that is one side of it, we also get involved in protecting that investment. The California State Police, Buildings and Grounds Division, Fleet Administration Division, etc., are all involved in "protecting" the state's property whether it be a commodity or a building. No matter how well a state property is managed, however, it is still subject to certain risks. Fire, earthquake, flood, theft, etc., can all befall state property, and though there is little one can do to prevent an earthquake, there are steps the State can take to protect itself from the financial disaster such an event can foster. This is where "Risk Management" and insurance fit in, and not surprisingly another part of General Services—the Insurance Office.

The Insurance Office is by no means the largest division in General Services, but in an era of "Small is Beautiful" economics, they are demonstrative of what can be done with a group of dedicated employees. The Insurance Office acts as "The Risk Managers" for State government. It is in this office that such things as the defensive driver training program, the deferred compensation program, and the securing of insurance coverage for almost anything imaginable, is coordinated.

Risk managers are not just concerned with securing insurance on state property and then waiting for a catastrophe to occur. Far from it. They are out to minimize the possibility of catastrophes, and their concern is not only for state property, but also for the state employees who occupy and use it. They strive to reduce by all possible means the chances for a disaster to occur. One way they do this is through the defensive driver training program.

Coordinated by Robert Taylor, the program is in constant operation in at least three locations throughout the State. Its express purpose is to make state drivers more aware of the problems that can arise while operating a motor vehicle, and instilling the knowledge of how to avoid potential accident situations. Though many individuals scoff at the need for such classes, it has been demonstrated that the course significantly reduces the number of state auto accidents. Of course, to the people in the Insurance Office, even if it prevented one accident which might have caused serious injury to a state employee, the course would be worth it.

The Division's concern for employee welfare is reflected in their management of deferred compensation program.

Many individuals look forward to retirement with plans for activities that working seemed to prohibit; but once reaching it, find the reduced income it brings insufficient to meet their dreams. Saving for the future is often difficult. It seems that once all the taxes are deducted and the bills are paid that there is little left over for tomorrow.

For many state employees a solution to this has been the deferred compensation program. Through it they may have anywhere from \$15 to 90% of their gross deducted from their paycheck and placed in a fund. Aside from gaining a reasonable interest on investment, (currently around 8.06% annually), the plan allows for what can best be described as deferred taxation also. Taxes are not computed upon your gross monthly income until the deferred comp contribution has been deducted. This then lowers the amount of your gross, thereby decreasing the amount of withholding. Actually, you are saving two ways, once on taxes and once through investment. Of course there's no escaping taxes, but when you retire and start to receive income from your deferred comp investment, (and have to pay taxes on it), chances are your income will be reduced and your tax liability diminished.

Though the deferred compensation program may not be for you, many employees find it to be at least part of what they need for the future. George Curtis, coordinator for the program, and the In-

urance Office staff are currently handling \$2.1 million in investments per month for over 6,800 participation.

Unfortunately, no matter how well a risk manager works toward preventing it, accidents, damage due to the unpreventable, or sadly, employee dishonesty still require that the state secure insurance to minimize financial impact should something go wrong. It is this activity, securing insurance, that gives the office its name; and it is in this area that the expertise and knowledge of the individuals working here becomes clearly apparent. To a professional team such as this though securing insurance goes considerably beyond calling up the closest agent and taking what he has to offer. They are involved in negotiating insurance contracts, reviewing liability need and protection, review of claims, and at times, damage recovery.

The members of the office are required to maintain a high level of professional expertise. Most of them have had experience in the private sector. In negotiating for insurance they are looking for the policy which gives the State the right amount and kind of protection for the lowest possible cost. They are ever mindful of costs—both in rates and losses.

To perform this function effectively their relationship with client agency and insurance company must be effective. They are required to get into the field and look at the bridge, building, airport, car or whatever, so they may be certain of the insurance needs of the particular property and make recommendations for decreasing risks. They provide the expertise for the state in determining

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The staff of the Insurance Office — (Rear, left to right) George Curtis, Ralph Maurer, Gene Marquart, Vic Bradshaw, Chuck Scarcliff, Robert Taylor. (Front, left to right) Kathy Wallace, Mildred May, Mickie Osborne, Jane Smith, Dorothy Duncanson.

## INSURANCE OFFICE

Continued from page 7

need, and in negotiating with insurance carriers. It is no accident that the state receives good rates, nor that it can get such things as an experimental nuclear reactor insured. It is all due to the manner in which the insurance office handles it.

When a loss does occur, it is often the Insurance Office which recovers damages. In cases involving small claims, such as a minor auto accident where the State has suffered loss, the Insurance Office will handle the damage recovery directly. They collect \$100,000 annually in damages to the State, money that would have been lost otherwise.

Processing of claims is a part of any insurance operation and this office is no exception. Over 6000 auto accident reports were processed by the office last year, and of those 20% were reviewed and sent in for claims. This would not be possible without the dedicated and knowledgeable clerical support staff of the division. Not only do they facilitate the processing of claims, but the office's overall efficiency is greatly enhanced by the job they do.

The clerical staff is respected by all who come in contact with them. The knowledge of the operation that Dorothy Duncanson, Jane Smith, Mildred May, Kathy Wallace, and Mickey Osborne possess, enable them to help clients by answering questions and directing them properly. Many an insurance agent has wished that they were part of his operation.

The Insurance Office works closely with G. S. Legal. The Insurance Office must approve a state contract involving insurance before legal will look at it.

Often, it's not just the job one does but also the way one does it. The Insurance Office has a well-deserved reputation for effectiveness, but also one for friendliness. They perform their job in such a congenial manner, that many of the client agencies they serve think of them as part of their own organization. This positive spirit is also reflected in the office. It is a tight knit, cohesive operation, almost like a family business. When one comes in to do business, they do their utmost to make you feel part of it.

It is the Insurance Officer Gene Marquart's management and policies which have helped make the operation so smooth. Personal contact and a great deal of telephone followup are standard procedure. When an agency calls upon the expertise of Ralph Maurer, Vic Bradshaw, Chuck Scarcliff, or any of the other insurance office people they must be willing to become involved, for this office finds solutions to problems through involvement.

## State Records Service

Continued from page 3

ard State forms, Agriculture and Services agency forms, and the training of forms designers rests. It is here also, that a complete inventory of all forms used by the State soon will be taken with the purpose of standardization, streamlining, and elimination of unneeded forms in mind.

In 1968 a moratorium was declared by the Governor on the purchase of office filing equipment. The only exceptions to the moratorium were to be determined by Records Service. Through their management of file equipment the Records Service is able to save costs by educating clients and enabling them to improve their filing procedures. This management also facilitates the recycling and re-use of existing file equipment. In fiscal year 1973-74 an actual savings of \$11,000 was achieved through the program, and it avoided in one instance the purchase of \$52,000 in filing equipment through reutilization.

The forms management function the unit performs currently extends into three areas, and is moving toward a fourth. In addition to managing the State's standard forms program, and coordinating forms used within the Agriculture and Services Agency, the unit also runs a form designer's class. The class objective is to enable individuals in various departments to be more effective in designing forms, by teaching them layout, and questioning form intent. Students leave the course with the tools necessary to insure that the forms they create meet information needs and are efficiently designed for easy entry of data. Not only does this serve to improve the State's public image, but it also reduces the length of forms, thereby reducing the amount of space required to store them. The course is so well presented that it has drawn individuals from other States to attend the class.

Paperwork Management services also is preparing to effect a complete forms management program for all State agencies. The initial step will be to collect a sample of every form used in State government. From this, they will work on developing standard State forms to replace as many individual agency forms as possible.

Paperwork Management Services is also a group of experts and pioneers. They possess an unsurpassed expertise in microfilming and are more than willing to advise clients on how to reduce file space by converting paper records to microfilm.

The people at State Records Service are proud of their accomplishments, but they know that what they have done didn't just happen. The service they are able to provide is the end product of the

## DGS Arts & Crafts

The first offering of the continuing DGS Employees Arts & Crafts Show has highlighted the enormous amount of creativity and talent that lurks within many a DGS office.

Bill Greenfield of Space Management Division drew an abundant amount of praise from all who viewed his work. Bill's photography has no doubt inspired others to seek the same imaginative approach to the art of the camera.

Sam Moeckly of Office Services Division provided some truly fine examples of the woodcrafters' art. Each one reflected a high level of care and attention to details.

The husband and wife team of Dale and Gwen Rittman, of Office of State Architect and Procurement, respectively, showed that one may vent his creative impulses in a functional way. The crocheted and knitted items they displayed warmed the visual senses as well as sheltering one from the elements.

The dried flower arrangements that Vi Roark of Office of Local Assistance presented not only required an artist's eye, but a great deal of patience.

Patience is also one of the key qualities in lapidary (stone work) and the Office of State Architect's Harold Marquis' talent for working with this medium was evident from the comments of visitors to the show. Though most everyone has tried their hand at model building, few achieve the skill of Tom Cleaver from Administrative Services Division. The detail of his work almost requires a magnifying glass to appreciate.

Restoring antique radios requires a number of skills and crafts, and Allen Zellmer of Communications Division showed how he uses all of them with his interesting works.

"I like these!", was the main comment on the jewelry of Ted Kinoshita of Office of State Architect. Ted's turquoise and coral jewelry would have even made a Navajo jealous.

We wish to thank all these people for sharing a different side of themselves with their coworkers and the public. And also a special thanks to Alan Lant of Space Management, whose design of the display area was a work of art in itself.

If you wish to participate in this ongoing show of employee arts and crafts, please contact Program Development, 445-3946, ATSS 485-3946. We'd like to share a different side of you, too.

cooperation and help of many people in agencies throughout State government which has contributed greatly to the far-sighted planning and preparation for the service needs that exist today. The State Records Service is already planning for tomorrow.

# Statewide Recycle Program Outlined

A report released by Leonard Grimes outlines a paper recycling program to be implemented in all major State office buildings.

The General Services' report doesn't just advocate a recycling philosophy, however, but actually describes one developed by the Department that appears to be working quite well. "There was an approximately 50% reduction of paper in the trash contents," said Grimes. "This represents a cash advantage to the State when this salvaged paper is sold for recycling."

General Services has been under legislative mandate to establish a paper recycling program for State buildings since 1971. Until recently, however, all investigated methods were economically unfeasible to meet State requirements. At the request of the Governor's Office, a new study was started in July of 1975. "Recent information regarding office paper recycling in several other states led to the discovery of a program that appeared practical," Grimes reported. "We set up a trial program in our Department and with Tom Quinn in the Air Resources Board's offices.

Studies showed that the only economically feasible way to separate recyclable office paper from the other trash was to collect it before it hits the waste basket. To accomplish this, a small box is kept on each employee's desk. It is here that the recyclable paper is placed—rather than the trash basket. This box is then emptied into a central collection box. Since the collection box is placed where staff goes some time or another (such as near office exits), there are no "extra" trips necessary. When this box is full, it is removed by the janitors, picked up the following morning by the paper recycling contractor who leaves more empty boxes.

During the trial period some 6,400 pounds of paper was collected by General Services and the ARB. Projected to a Statewide program some 15 tons a day will be collected. At present prices paid for top grade waste paper, revenue potential is estimated to amount to \$160,000 annually.

"The most difficult part of a recycling program is breaking the life-long habit of throwing things into the waste basket," Grimes went on to say.

The report recommends that General Services coordinate a city-by-city recycling program. "We're interested in keeping responsibility in General Services because we feel that the key to its success lies with the individual building manager," Grimes said. An important piece, however, rests with the other State agencies as their cooperation is necessary to insure success of the program.

The system is relatively inexpensive.

No material costs were involved nor was overtime required on the part of janitorial staff. After buildings in Sacramento, San Francisco, and Los Angeles have been brought into the system, the State buildings in Fresno and San Diego are to be plugged in. "I feel that it is a worthwhile endeavor. This low-cost factor," says Grimes, "plus the intangible benefits derived from an employee's sense of worth at being able to individually participate in a program to protect the environment should make for a very attractive program. We've already received inquiries from local Federal agencies who've heard of the program."

The success of this program has added impetus to General Services' overall attack on the mountains of paper produced by State government. Department duplicating service facilities have had good success with a program designed to reduce waste while still meet-

ing State printing requirements. A "Say it—Don't Write It" campaign has been under way for some time in an attempt to bring about a reduction in individual paper usage. The Department's Forms Management Program was recently beefed up through legislation by Senator Roberti (SB 269) requiring General Services to develop a Statewide program to reduce or eliminate unnecessary or duplicative forms and reports in use by State agencies. The Department's State Records Service is already a national model for its development of an effective and efficient records storage system.

"The recycling program gives us the missing piece in the overall paper conservation philosophy," said Grimes. "This is the birth to death concept of paper control. Now that we're able to tackle the problem on all levels, the opportunities for success in this area appear unlimited."

## Downtown Facelift

In a report to the Legislature, the Department has outlined its "face lift" program of State-owned Capitol Area residences. To date, over \$500,000 has been committed or spent for improving the residences, and the Department in an effort to prevent any future recurrence of deterioration of units due to neglect has plans for committing more money and exploring new management techniques to maintain the area.

The State is entering negotiations with a tenant organization for management of half of the properties. The remaining half of the properties would be run by a private management firm to "... provide a comparative measure of management efficiency and social consciousness," the report states.

Leonard Grimes said the report represents an about-face in State policy "from running the neighborhood on a strictly business basis to running it in a business-like manner, but with a high regard for social responsibility."

"When I came to Sacramento a year ago I discovered I was the City's biggest slumlord. I believe this report reflects a change in that situation."

The proposed tenant management arrangement, through a neighborhood nonprofit corporation would be to the Department's knowledge a first in the State and perhaps in the nation. "Self-management would provide certain social benefits to be derived from community involvement and a spirit of cooperation and self-determination, all of which encourage responsibility for the welfare of the area," the report states.

Grimes said he hopes the face lift will continue at its current pace for the next three years, but he noted that many pressures are competing for the available funds

since the income for the corporation will be generated from the property rents. The report indicates that the face lifting to date amounts to about 20% of the entire planned renovation program.

The report also states that rents in the area are substantially below current market rates. If private landlords must compete with a State rent rate structure which is below fair market rate, their return could be diminished to the extent of not having sufficient capital to invest in improving their property. The Department states that rents should be adjusted "... gradually in a selective and equitable manner ... in stages to reduce financial impact, to acknowledge long-term tenancies, and to permit and assist affected tenants to seek subsidies to make alternative arrangements for housing." The report rejects the option of rent controls because controls would benefit those who do not need assistance as well as those who do. A preferable solution, the Department feels, is to seek rent subsidies for those who need them.

The increase in rents should work to the advantage of the nonprofit tenant corporation. The nonprofit corporation will be channeling funds it receives back into improving the units.

To date, the State has spent or committed \$83,000 to new furniture, \$318,000 in Fire Marshal repairs, \$66,380 in roof repairs, \$50,000 on painting, \$30,000 on carpeting, and \$17,000 for boiler repairs.

The Department's concern for the social impact of its actions upon the neighborhood also is demonstrated in its demolition policy. Demolitions in the area, the report states, virtually have been arrested, pending review by the State Architect Sim Van der Ryn. The community also has been given a voice in decisions on any proposed demolition sites.

# GENERAL SERVICES PEOPLE

Congratulations to **Paul Dauer** of Legal Services. Paul was chosen by the American Bar Association to serve as Vice Chairman of the Committee on Remedies of the American Bar Association's Model Procurement Code Project. Quite an honor for Paul as, in the words of the Association, it calls for a "wise head, who can be called upon for judgment and experience."

From Buildings & Grounds Area II comes word of the retirement of **John Lewis**. The Area II people wanted us to pass this along:

Due to circumstances, the honorable Reverend Mr. John Lewis was not given a testimonial on the occasion of his retirement from eighteen years of State service January 30, 1976. We would like to take this opportunity to acknowledge our heart-felt regret, and to inform those few who had not the privilege to know Rev. Lewis something about the man.

A distinguished eighteen-year career is difficult to summarize in one sentence; however, suffice it to say, Rev. Lewis acted competently as a lead man for many years under several different supervisors.

John Lewis resides with his wife and one of his eight children in Sacramento, and is the Pastor of Pleasant Hill Missionary Baptist Church, located in the City of Sacramento.

We, your friends of Area II, wish you the absolute best of everything during your retirement, and are truly sorry for not being able to honor you in the manner that befits a man such as yourself. Again, good luck and much happiness in your days ahead.

Congratulations to **John Meehan** of the Office of the State Architect. John is the new President of the Applied Technology Council, a San Francisco-based nonprofit corporation which is engaged in seismological research among other projects. One of the corporation's current activities is development of nationally applicable provisions for design of earthquake-resistant buildings. His experience at OSA will lend valuable input to this endeavor.

This section is usually heavily centered on our retirees and their contributions to our department. Because of the cooperation of several people throughout the State, our last few issues have been able to focus on the contributions of our active employees also. In addition to our retirees, several people in Buildings and Grounds and Fleet Administration have come to our attention. If you work with someone interesting, let us know so we can share their story.

Our goal is to print something of interest about every one of our General Services people.

Two part-time teachers are on the Buildings and Grounds staff in Fresno. **Dennis Cousins**, a state carpenter, teaches "Home Maintenance" in the Fresno City Adult Education Program. Even more significant, however, is that he is also attending college at the same time working on his degree. Add that to his state job, and Dennis is one busy person.

Dennis started with the Fresno office in 1961 and since then has done a little of everything—painting, cabinet making, locksmithing, construction, etc. He started with the State in 1955 with the Department of Fish and Game. He worked as a heavy equipment mechanic at the Mendota Waterfowl Management Area.

Active in local programs like the YMCA and the 4-H Club, Dennis is also a Community Club Leader. He now trains Electric Project Leaders and has actually designed several of the electrical projects that are now being used statewide.

Although he has made a living as a charter pilot and flight instructor in the past, **B. L. Watson**, Chief Engineer of the Fresno Bldg., now limits himself to part-time flight instruction—mostly beginning and instrument students. He holds Federal Aviation Administration (FAA) ratings as an Air Transport Pilot, Certificated Flight Instructor for aircraft

and instrument in single and multi-engine, and helicopter aircraft with several thousand hours of flight time. He still finds time to instruct at most AOPA Flight Safety Clinics held in California and holds an FAA aircraft and power-plant mechanics license.

Watson likes his job and says that the work is interesting. The maintenance responsibility for four buildings, three of which belong to agencies other than General Services, creates enough problems to keep everybody on their toes. Energy conservation is one of his prime concerns and he and his maintenance crew are always trying to find the means, away from the normal mode of operation, which will save some small amount of electrical or gas energy. He says that all the big energy savers, such as lowering the building temperature in winter and raising same in the summer, reduction in lighting loads, modification of the heating system to better take care of transitional periods between heating and cooling, sequential start-up, have been placed in effect; now it is a matter of continual refinement in the operation, plus good preventative maintenance that will save energy. Watson says that the boiler room in the State Office Building in Fresno is one of the best looking he has ever seen. The Chief Engineer who opened the building in 1960 had the foresight to paint all the equipment and concrete floor. A walk-around inspection reveals that the boiler room is sparklingly clean and Watson says it is maintained that way with minimum effort.

Continued on page 11



As building manager Ron Neal looks on, Electrician Raymond Sturdivent is presented with an Improved Safety Merit Award by B & G Chief Lew Clingan.

**PEOPLE** (Continued)

Some four years ago, the department undertook training programs that offered employment and training to those that otherwise would not qualify for entry level positions in state service. One San Francisco State Garage employee, **Mario Ramirez**, is a classic example of the success enjoyed by a worthy individual. Mario came to us under the MTOT training program, a TAU sub-entry level position. He advanced to Service Assistant-Automotive, a two-year term training position. He then advanced to Automotive Pool Attendant I and is now about to become a Mechanics Helper in the Oakland Garage.

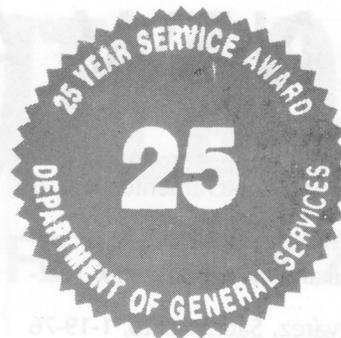
**Tony Murcia** is another example of upward mobility at work in the San Francisco Garage. He started out under a Federal program called STEP, a work experience program. He then went in to our MTOT & Service Assistant Automotive programs and is now a Mechanic Helper in San Francisco and our department is doing its best to qualify him for the next Auto Mechanic's exam. Someday, Tony will be an Auto Mechanic Supervisor and perhaps an Automotive Inspector.

**William Salinas**, a stationary engineer with Buildings and Grounds in San Bernardino, recently completed 25 years of continuous service as a Reserve Police Officer. To mark the occasion, both the Beaumont City Council and the Beaumont Police Department presented him with commendations during a special ceremony in his honor. Bill, a native of Beaumont since 1929, joined the Police Reserves in 1950. He is now a lieutenant and is presently Commander of the group. The Reserves are made up of twenty men who assist the police and fill in as regular officers when needed. He has been with the San Bernardino staff since October 1968.

General Services' people are never so busy that they can't be helpful. Such was the case with State Architect **Sim Van der Ryn** who takes the time on his way to work to act as a crosswalk guard for a couple of youngsters at a busy school corner.

Giving the post office an unexpected hand was **Kay Matsui**, a Buildings and Grounds groundsman. At work near the Resources Building in Sacramento, he noticed what appeared to be mail sacks spilled about busy 9th Street. Apparently, a cart full of mail had fallen out the back of a truck, the sacks of mail inside spilling out. While keeping traffic at bay, he managed to upright the cart, load up the sacks of mail, and roll the cart to the safety of the sidewalk. The Post Office was thankful—so is the department.

*Service Awards*



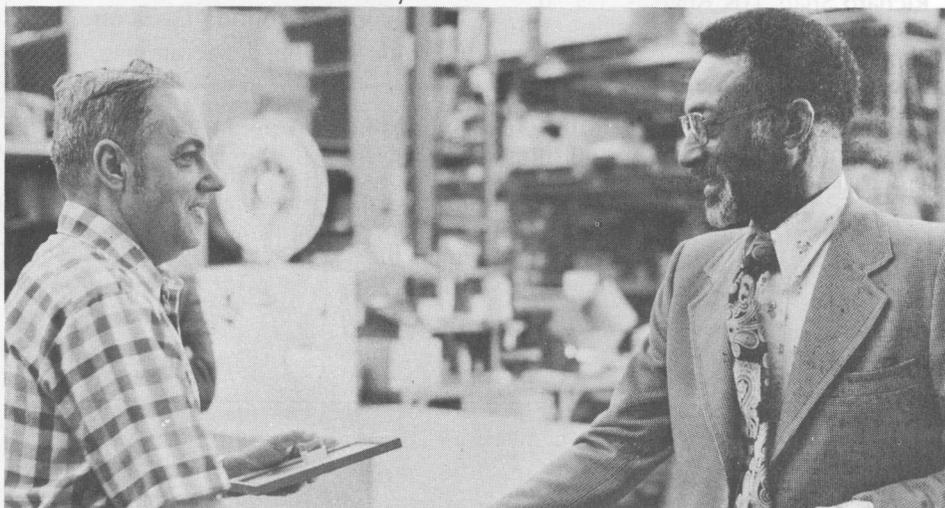
Congratulations are in order for two employees of the Department of General Services who have completed 25 years of service with the State within the month of January. Best wishes to you both and thank you for your contributions to our Department and to the State of California.

**January**

- William L. Smith ..... Buildings & Grounds Division
- Bruce J. Dumbacher ..... Office of the State Architect

**February**

No 25 yr awards this month



Clarence Brow of Procurement receives 25-year Service Award from Director Leonard Grimes. The presentation was made at the Elder Creek warehouse and followed by a potluck luncheon.

**Merit Awards - Participation in Improvement**

General Services' participation in the Merit Award program continues to be excellent. We have noted that a substantial number of suggestions coming back to this department for evaluation are from department employees. For an agency which is so visible and open to criticism from other departments, it is good to note that the department itself is engaged in self-examination and leads the way in suggestions for its own improvement.

Many of the suggestions submitted by General Services' people are also geared to improving safety and procedures. They often reflect the concern we have for those to whom we provide services. Suggestions recommending ways to make it easier to work with us, such as revising a manual index or changing a form to make it simpler to fill out, or suggestions which recommend

improved safety procedures, are all examples of people concerns which we are placing attention upon. General Services' people are demonstrating through their participation in the Merit Award program that, though it is nice to receive a cash award, it's even nicer to have initiated a positive change.

At the last Merit Award Board meeting, Wilbert R. Vandenberg of Buildings and Grounds in San Diego was awarded \$20 for an improved safety procedure. Wilbert had come up with a way of using a redesigned brake, from some discarded mobile equipment, to make a two-wheel spray rig less likely to roll on an incline. The importance of this was highlighted by the fact that the rig must often be left unattended during spraying operations. Should it have rolled while unattended it may have caused injury to a passerby.

# NEW APPOINTMENTS

**Office of State Architect**

Van M. King, Sacramento, 1-2-76  
Trudy L. Robles, Sacramento, 1-5-76

**Office of Procurement**

Helen Tsukamoto, Sacramento, 12-2-75  
Joseph Alvarez, Sacramento, 1-19-76  
Kathy Lewis, Sacramento, 1-23-76

**Space Management Division**

Kathy Anichini, Sacramento, 1-1-76  
Shelley Challberg, Sacramento, 1-13-76

**Office Services Division**

Debbie Huston, Sacramento, 1-2-76  
M. Lois Hall, Sacramento, 1-23-76  
Vicky Ferencz, Sacramento, 1-12-76  
Loretta Sarmento, Sacramento, 1-26-76  
Richard Shan, Los Angeles, 1-9-76  
Sarah Hernandez, Los Angeles, 1-8-76

**Management Services Office**

Frank Kinnison, Sacramento, 12-2-75  
Donald Steinman, West Sacramento, 1-7-76  
Elwood Enos, Sacramento, 12-2-75  
Michele Montgomery, Sacramento, 1-5-76  
Richard Kai, Sacramento, 1-16-76  
Constance Gauthier, Sacramento, 1-22-76

**Office of Administrative Hearings**

Herbert Nobriga, Sacramento, 1-5-76  
Alice J. Westreich, Sacramento, 1-1-76

**Fleet Administrative Division**

Jesse Peña, Sacramento, 1-8-76  
Jose Gutierrez, Sacramento, 1-6-76

**Buildings & Grounds Division**

Frederick Young, Sacramento, 1-2-76

Michael Strom, Sacramento, 1-15-76  
William Birchard, Sacramento, 1-15-76  
Darrell Bowers, Sacramento, 1-15-76  
Otis Easter, Sacramento, 1-15-76  
Leo Jennings, Sacramento, 1-23-76  
Steve Johnson, Sacramento, 1-26-76  
John Caluza, Sacramento, 1-29-76  
Robert Brown, Sacramento, 1-26-76  
Joseph Mickelson III, Sacramento, 1-15-76  
Carol Moses, Sacramento, 1-9-76  
Howard Redmond, Sacramento, 1-15-76  
Edward Romero, Sacramento, 1-16-76  
Arnold Smartt, Sacramento, 1-23-76  
John Varnell, Sacramento, 1-15-76  
Elizabeth Waveen, Sacramento, 1-6-76  
Gilbert Thomas, Sacramento, 1-27-76  
Deborah Jacobs, Stockton, 1-29-76  
Jay Butler, Los Angeles, 1-26-76  
Feliciano Gomez, Los Angeles, 1-21-76

Employee publications, like this one, have come under increasing scrutiny from a variety of sources. General Services is attempting to get a handle on the issue and once again we are being asked to be the test group. *Outlook* is meant to be a departmental communication tool. There are a host of psychological reasons for its existence — but this existence depends on its effectiveness. Is *Outlook* accomplishing its goal of providing information on what is happening in the Department? Does it give you a better idea of what and how far-reaching departmental programs, policies, and divisions are? Your time in answering a few questions can help determine the future of employee publications. This survey is not meant to be self-serving so your honest appraisal will be appreciated.

1. *Outlook* (please circle answer)

- A. Lets you know what is going on?  
Yes    No    Sometimes    No Opinion
- B. Is too management-oriented?  
Yes    No    Sometimes    No Opinion
- C. Is enjoyable reading in general?  
Yes    No    Sometimes    No Opinion
- D. Is taken home with you?  
Yes    No    Sometimes    No Opinion

2. *Outlook* (please circle answer)

- A. Articles are too long and/or involved?  
Yes    No    No Opinion
- B. Has too many pictures?  
Yes    No    No Opinion
- C. Should have more articles on people?  
Yes    No    No Opinion
- D. Should have more articles on offices?  
Yes    No    No Opinion
- E. Should have more articles on division programs?  
Yes    No    No Opinion

If budget cuts force a smaller issue, what would you eliminate? (Check as many as you think necessary) [ ] Directors' Page [ ] G.S. People [ ] Merit Award Reports [ ] 25-Year Awards [ ] New Appointments [ ] Pictures [ ] Golden Scissors Awards [ ] Division Articles (Focus on) [ ] feature articles on office programs (re State Records this issue) [ ] questionnaires [ ] job related/department employee information [ ] general governmental information.

Now we come to the nitty-gritty questions:

- 3. Should *Outlook* be continued in some form? [ ] Yes [ ] No
- 4. As a taxpayer, do you feel that the advantages of an employee publication justify reasonable expenses? [ ] Yes [ ] No

Feel free to offer any suggestions, comments, praise, or complaints that you may have. It's not necessary, but could be very helpful. Just cut out this Questionnaire, add your comments (if any), and send to, *OUTLOOK*, Program Development, 915 Capitol Mall, Rm. 590, Sacramento, CA 95814. (Use state messenger rather than mail whenever possible.)