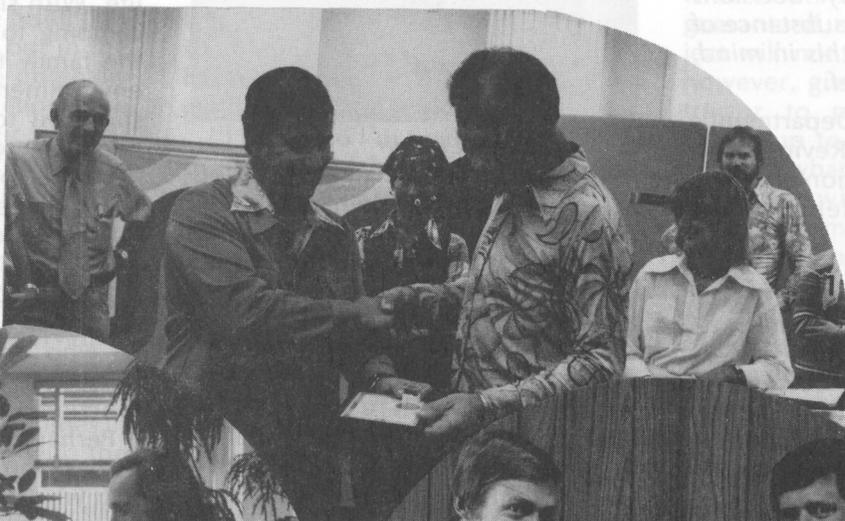




OUTLOOK



SEPTEMBER — OCTOBER 1976

Meet the Chief

EDITOR'S NOTE

This is the first in a series of articles which will profile General Services deputy directors and division chiefs. It is the intent of this new feature to put all employees in touch with the character and personality of those individuals whose daily decisions shape the form and the substance of this Department. With this in mind, let us then meet a chief.



Ed Corr

"You treat people right, and you get more accomplished," states Ed. "It's like when we go into a unit and do an audit. We're not there to find every nit-picky irregularity, scream 'shame on you,' and tell you to correct it. We're there to identify problems and effect improvement. We must establish good working relationships with the personnel in the unit to be effective ourselves."

If anything, Ed is effective. More than once he has found himself in the hot seat and has been able to dispose of the problem quite credibly. The news media, always in search of even the slightest hint of impropriety, provide one such example. When confronted by questions in an area his unit has given a clean bill of health to, he invites them to take a look for themselves: "Come with me. I'll show you everything connected with it." The episode is indicative of Ed's willingness to face hard problems, to confront them, and get them resolved as effectively and efficiently as possible.

What constitutes professionalism and the somewhat nebulous concept of "professional attitude" is a point open for debate, but by almost anyone's criteria, Ed meets the highest of professional standards. He has mastered his technical specialty. (Indeed, he teaches both accounting and auditing at the community college level!) He is an experienced, competent, and concerned manager. He has established reasonable unit goals and objectives. His staff realizes that his concerns do not end with production and output, but extend into a caring for each one's individual professional development.

When it's time to relax, Ed is not at a loss for things to do. He is involved in community activities. A self-proclaimed "woodbutcher," Ed has

made several pieces of furniture for his children. One of his favorite past-times though, is working with cement (a hobby not for the weak of back), and the Corr family homes are generally distinguished by the colorful and attractive patios this hobby produces.

Realizing there is life outside of one's job, Ed maintains a full family life. With six children, Ed has found camping to be a great way to bring the family together and the natural environment it provides is a great stimulant to the family interactions necessary to keep it that way.

Before coming to General Services, Ed had been Assistant Chief of the internal audit group at CALTRANS. At CALTRANS, as at General Services, his knowledge of the operation was second to none. In both cases, it was Ed who designed the unit, set the objectives, and got it effectively functioning.

Perhaps the best description of Ed comes from a former member of his staff who said, "He's a good boss and I love working for him...you know he's just really a nice guy."

Capitol Dome Darkened

The Capitol Dome, which at night has been a beacon to visitors and travellers alike, has been darkened. The lights were turned off officially October 1, 1976 and will remain off for the duration of the reconstruction of the Capitol — expected to take three to four years.

(continued on page 9)

ON THE COVER

A spectrum of awards: (1) Gary Burke of Space Management receives his 25-year service award and the congratulations of Div. Chief Paul Savona in office ceremonies; (2) Clarence Troop (left) and Sim Van der Ryn seen pleased at receiving the Departments' Safe Driving Award. This award is for the Jan.-June 1976 period and is given semi-annually to the Division showing the most significant six-month reduction in accident frequency rate/ (3) Gerald Flaherty (right) receives a certificate, a handshake, and — most importantly — a check from Deputy Director Greg Lipscomb for yet another Merit Award suggestion. (4) Another 25-year award recipient is Tommie McKinnon of Office Services shown here with Div. Chief Bob Macey/ and (5) Lorretta Darrow holds up a silver bowl presented to her by co-workers of the Office of Procurement. The Mansion Inn was the setting for this scene where a large crowd turned out to honor her on her retirement.

Back to the Past

By Robb Van der Volgen

In but a few short years people will again wander the halls of the West Wing of the State Capitol Building. They'll find ceilings again high, doors again tall, a fireplace or two... and much more. They'll also find a reflection of the past. The reflection is not just in architecture, but in the mood of the people who originally commissioned its construction. The esteem they held for their government, reflected in the copying of Greek temple architecture, ornate decorations, richly tiled floors, and crafted woodwork, convey a people's desire to be both part of and yet stand in awe of the institutions they've created for the preservation of their freedom.

That concept, though not totally forgotten, has fallen on hard times in the last eighty years. What with the installation of such modern features as electricity, air conditioning, suspended ceilings, and telephones, a lot of damage has been done to the once stately edifice. Office space in the original wing became somewhat less than premium when in 1954 the new and modern East Wing opened. Then in 1967 it was discovered that the building was unsafe in the event of earthquake. Our fathers had very beautiful concepts of how our Capitol should look and feel, but unfortunately little concept of how to cope with horizontal (side-to-side) stresses that an earthquake would generate. Little did they realize the mortar they made would some day crumble at touch.

As the status of the building built to reflect the glory of the State it represented waned, plans and ideas for replacing it began to air. Those currently working on restoring the Capitol, though, are quite delighted at the final choice.

Restoration work began in 1975 with the signing of AB 2071 (Ralph) into law. The bill requires the Legislature's Joint Rules Committee to "...cause the restoration or rehabilitation of the west wing of the State Capitol..." The bill further requires the Department of General Services to administer and supervise the restoration, "...subject to review by the State Public Works Board..." Additionally, the bill exempted the

restoration from the State Contracts Act, and from filing an environmental impact report.

To carry out the responsibilities of supervising and administering the restoration, the Director created the Capitol Restoration Office.

Headed by Architect John Worsley, the small (two architects, two inspectors, and one secretary) office has undertaken its assignment with great enthusiasm.

"I think, no I'm sure, that for all of us this is a labor of love," stated Worsley. "We're all deeply committed to preserving as much of the historic integrity of the building as possible. Quite frankly I think you'll find this to be the type of project that one looks forward to bringing their grandchildren to and saying, 'I was part of this, I helped in restoring and saving this building'."

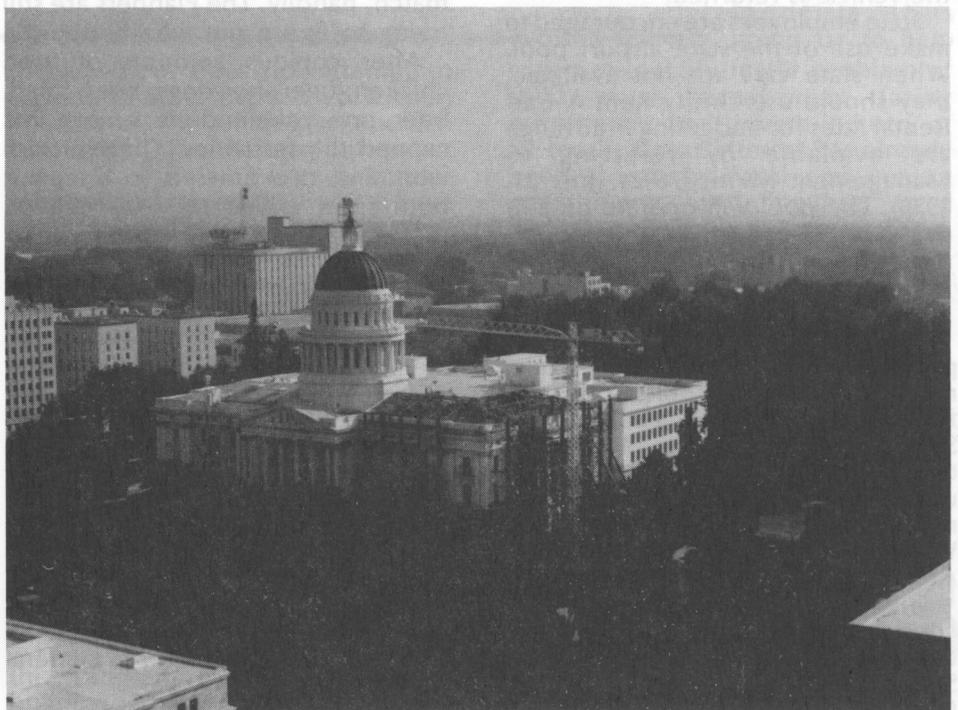
The process of just getting started on a project the scale and complexity of the restoration, proved a challenge in itself. Many of the original blueprints were lost and had to be recreated. One stage of restoration consisted mainly of finding out how the building was put together. During this phase, members of Capitol Restoration Project all gained a healthy respect for the accomplishments of the past. "It's truly remarkable," stated Worsley, "that

they could build such a structure with the technical and material resources they had."

As noted before, the project is exempt from the State Contract Act. Though much of the work is put to bid, technical expertise, as opposed to reduced cost, has become the main criteria. Under the contract with Continental Heller there is a guaranteed maximum that the project will not exceed. This does not, however, give free rein to the contractor to make outrageous purchases up to that amount. To keep tabs on what is going on cost-and-purchase-wise, General Services' own Performance Appraisal Review Unit is conducting a continuing audit of the project. According to PAR Chief Ed Corr, "When the building is finished we will have all expenditures accounted for, everything will be in order."

Working on a building subject to the possibility of becoming instant rubble with a strong enough earthquake obviously involves some risks. Who would pay for the building should the walls fall down when weakened to make them prepared for the reinforcing processes? Questions such as that have prompted the involvement of the General Services Insurance Office. From getting earthquake insurance on the Capitol, to insuring the money and nego-

(continued on page 8)



An aerial view of the reconstruction of the State Capitol.

NEWS BRIEFS

New Auto Pool Services for S.F., San Jose

Airport pool service has been added to San Jose and increased in San Francisco. General Services has negotiated a new contract for the operation of the State fleet at the San Francisco International Airport. The contract has provisions for extension of the service to the San Jose Airport. Both locations are now being served by "Thrifty Rent A Car".

State workers arriving by air at San Francisco International need only call 692-0660. A Thrifty Rent A Car minibus will then pick up the caller and transfer them to a nearby facility to obtain a state car. Thrifty will also provide back up rental cars for those occasions when the state pool is out of cars.

There is no state pool at San Jose Airport. However, Thrifty Rent A Car has agreed to provide the same rental car service and rates in San Jose as they do in San Francisco. For rental car service in San Jose, Call Thrifty at (408) 241-4567.

General Services charge cards will be accepted at both locations. Cost of gas and oil are not included in rental rates. Any gas and oil purchased en route will be added to each rental car invoice. State employees will be reimbursed by the vendor for out-of-pocket gas and oil purchases when the vehicle is returned.

State employees are encouraged to make use of the state airport pool. When state cars are not available, they should use Thrifty Rent A Car. Rental rates for budgeting in advance are available by referring to Management Memo 76-24 (July 21, 1976). The pool will operate on a 7-days-a-week basis.

Capitol Scale Model On Display

The State Capitol Restoration project has had a handsome scale model of the State Capitol donated for public display by Mr. Leon Starr of Simi Valley, California. Mr. Starr constructed the 7½ foot high model using photographs and drawings made available by the State and Welton Becket and Associates of Los Angeles, architects for the project.

The model will be displayed at the construction site directly in front of the Capitol on Tenth Street in Sacramento. The model is made of ferro-cement and has interior lights as well as exterior floodlighting of the

SMD Picnic

Without help from Long Range Facilities Planning, Space Management Division picked one of the most beautiful days of the summer to hold their First Annual Picnic at Elk Grove Park on September 19th. Insurance could not have insured a nicer, sunnier day for the some 100 SMDers, consorts and children who gathered under the ancient oaks. Those who attended from Legal declared it was so much fun that it must have been illegal!

The new Chief, Paul Savona, teamed with Dal Newfield to assert his authority at horseshoes. No accurate score was kept, but Administrative Services later recorded the team won with two ringers, one leaner and three bystanders. Personnel recorded the winner of the tennis tournament to be Tak Bodhiprasart in a narrow win over Jim Stalling.

A highlight of the afternoon was a tug-of-war between the Planners, and the Leasers, The Planners won the first round handily but Bill (Devious) Greenfield, anchor man for the Leasers, subtly shifted the scene of action so that the Leasers had asphalt paving to work on instead of slippery grass. The Leasers won the next two pulls and the match, handily. The Planners are still trying to figure out wha hoppen!

After copious amounts of fried chicken, beer, hot dogs, beer, salad, beer, pop, cake and pie; an egg toss capped the festivities. The Northies won this, two omelets to one, but both sides ended up with egg on their faces.

dome. It has been installed there so the public may view both the Capitol and the model in addition to the construction activities.

The model was accepted for the State August 30 by Lt. Governor Mervyn Dymally at 11:45 a.m. Other State representatives present: Assemblyman Leon Ralph, Chairman, Joint Rules Committee; Senator Lou Cusanovich, Vice Chairman, Joint Rules Committee; and Leonard Grimes, Director of General Services.

Mr. Starr made the model and donated it to the State in order to call

New Look for Service Awards



That women have generally been delegated the short end of the stick is finally being recognized on a mass scale. This short-sightedness extends to the most innocent and innocuous of areas — a by-product of a traditionally male-dominated society. The Department of General Services is finally attempting to change one of those overlooked areas — that of employee service awards.

The Office of Procurement has added several new items to the list of certificates and mementos given in recognition of 25 and 40 years of State service. Significantly, most of these items are designed to remove the masculine appearance that have dominated previous mementos.

A medallion with a loop and jump ring has been added to the service pin for employees with 25 years of service. This charm-type pin may be attached to a neck chain or bracelet, thus offering an alternative for women who prefer not to wear pins. A similar 40-year medallion will be in stock January 1, 1977.

The other new item is a 40-year pin with a safety-pin-type backing. All items can be ordered from the Publications Section of the Office of Procurement.

Both male and female recipients of service award pins may be interested in an idea from Leona Gandy, an employee of the Department of Benefit Payments. Ms. Gandy took her 25-year Pin to a private jeweler and had it designed into an attractive ring (see photo). Other pin recipients who "never wear pins" may want to consider converting them into rings.

attention to the need for preserving important buildings as part of our California history. This being the bicentennial year, for the nation, Mr. Starr's model will remain a permanent reminder of this period. After the Capitol reconstruction is completed, it is planned to place the model in a museum location in the Sacramento area.

Mr. Starr is an employee of the General Telephone Company. He was given a leave of absence in order to complete the model.

Recycling Program Progress Passes Predictions

It has been said that the two products of government are programs and paper. While we can't recycle an old program, we can capture and recycle the very great volume of paper generated by these programs. With this article, we will attempt to tell you a little bit about the background of this program, how it came to be, and what we believe we

The system adopted involves each employee. They separate the desirable paper from the rest and save it in a desktop box. The paper is then taken to a central container where it is picked up nightly by the janitors and placed on the building loading dock for collection by the contractor who processes it for recycling in a paper mill.

1976. During July and August, the program was expanded to the other major metropolitan areas of the State.

To date, preliminary figures demonstrate that the program has more than achieved its goal of efficiency. In those buildings operating long enough for meaningful figures to be developed, we are seeing as much as a 40%

have achieved by implementing it.

The Department of General Services has been under a legislative requirement since 1971 to develop and implement a program to recover and recycle the paper used in state offices. We have now implemented such a program in the State-owned office buildings in Sacramento, the Bay Area, Fresno, Los Angeles and San Diego.

We proceeded on the assumption that any system used must cost no more than present methods of waste removal. The primary value of such a program to the State would be to

demonstrate its effectiveness and efficiency to other levels of government and the private sector.

A pilot project was developed and implemented in Office Building No. 1, headquarters for the Department of General Services. This ran from November 1, 1975 through January, 1976, and demonstrated:

- that the individual state employee would cooperate with the requirements of the program
- that substantial amounts of paper could be captured and recycled
- and that associated janitorial costs involved with the new system of trash removal were not a significant factor.

On the basis of these findings, it was directed that the program be expanded to all state offices where practicable.

reduction in solid waste generated as trash. Employee response has been enthusiastic, and large amounts of paper are being recovered and sold at a very good price. We firmly believe that as the fully-developed program is implemented and expanded that the coming months will clear demonstrate that we have in fact achieved a system less expensive than previous methods of trash removal. One that conserves valuable natural resources while at the same time reducing our need for additional landfills, thus going far to help

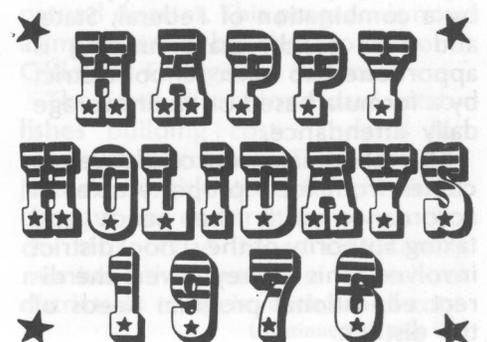
solve the truly major problem of solid waste management facing government and private industry at all levels. Great interest has already been shown by local and county governments, and inquiries have been received from some of the major corporations here in California. The Governor's Office has lent its support to the program and Governor Brown stated that "the value of this program is that it actively involves the individual in preserving our environment."

Paper Recycled in Sacramento Office Buildings — August, 1976

Location	Pounds	Tons	Revenue
Resources: 1416 - 9th Street	15,550	7.8	\$ 643.50
DMV: 2415 Burnett Way	10,820	5.4	445.50
O.B. NO. 1: 915 Capitol Mall	4,810	2.4	198.00
O.B. Nos 8 & 9: 714/744 'P' Street	11,410	5.7	470.25
EDD: 800 Capitol Mall	12,115	6.1	503.25
Education: 721 Capitol Mall	3,060	1.5	123.75
Caltrans: 1120 'N' Street	6,100	3.1	255.75
SPB: 801 Capitol Mall	4,360	2.2	181.50
Consumer Affairs: 1020 'N' Street	8,070	4.1	338.25
Veterans Affairs: 1227 'O' Street	980	.5	41.25
CHP: 2611 - 26th Street	2,590	1.3	107.25
2490 - 1st Avenue	690	.4	33.00
Finance: 1025 'P' Street	650	.3	24.75
Energy Comm.: 1111 Howe Avenue	950	.5	41.25
TOTAL	81,205	40.8	\$3,366.00

The system does not attempt to capture all office paper used. Rather, it captures the white paper which constitutes the majority of paper used in offices. After computer printout and tab cards — which have been recycled for years by the state — this paper has the highest resale value with the least market fluctuation of any paper. We wanted a system that would not be so strongly affected by market fluctuation that we would find ourselves in a situation where no one would buy the paper. Such a situation would inevitably lead to a poor program that would be incapable of demonstrating the value of recycling to the private sector to which it must be expanded if recycling is to have the major economic effect we feel it should have.

We commenced introduction to this program to the state-owned buildings in Sacramento during the month of April, 1976, and completed our implementation there by July 1,



Focus On

Office of Local Assistance

For nearly thirty years, the State Allocation Board has been responsible for the financing of local public-works projects. Ranging from housing and employment assistance to school construction, an average 90 million dollars annually is allocated by the Board for capital outlay (construction) programs. The Office of Local Assistance (OLA) was established to provide the staff services necessary to the Allocation Board. In this capacity, its work affects our daily lives in a variety of ways — including keeping property taxes from being even higher!

The State Allocation Board has the responsibility to apportion money — on a loan basis — to school districts for construction of new schools or to rehabilitate old ones. The Board is made up of the Director of Finance, who acts as Chairperson; the Superintendent of Public Instruction; the Director of General Services; and two members of each house of the Legislature. This seven person Board acts as the policy and decision-making arm of the State's School Building Aid Program. In its staffing role, OLA performs the research and background activities, recommends action to the Board, and takes the necessary steps to accomplish the final decision at the local level.

All of this takes place under the auspices of the State School Building Aid Program. This program (actually an aggregate of five interrelated programs) began in 1947. Its purpose was (and is) to assist school districts, which lack an adequate tax base, to finance the school construction necessary to meet growing or shifting enrollments.

Under current law, public elementary and secondary (junior high and high school) education is supported by a combination of Federal, State, and local funds. State funding is apportioned to each school district by a formula based on their average daily attendance.

The other major source of revenue comes from local property taxes in accordance with the needs and taxing authority of the school district involved. This money covers the direct educational program needs of the district.

The facilities needs of a district are generally provided through the issuance and sale of local school bonds or by a special tax approved by a vote of the electorate of that district.

An elementary or high school district has a bond debt limit, by law, of 5% of the district's assessed real property valuation. A unified district's limit is 10%. When this limit is reached, the State School Building Aid Program can step in — relieving the local government of the burden of having to finance its school construction needs entirely through local taxes. This represents a considerable benefit to the local property owner and taxpayer.

The primary program of the State School Building Aid laws is aid to "low-wealth" districts. A low-wealth district is generally a growing residential area. This means that it is extremely difficult for a core-city district to build new schools (even if the voters do approve it — which is rare) as city centers are usually heavily developed (augmenting the tax base) and are rarely in an increasing enrollment situation.

Before such a district can obtain State aid, however, it must meet certain criteria in addition to reaching debt limits. First, it has to obtain approval from two-thirds of its voters to accept, spend, and repay the money. The same two-thirds vote is necessary to authorize local bonds.

A second area of responsibility is

aid for unsafe schools. As a consequence of a major earthquake in Southern California in 1971, the State offers financial assistance to repair or replace existing unsafe schools on a matching funds basis. During 1975-76 the Board approved earthquake-safe facilities for over 28,000 California school children. Legislation requires that all potentially earthquake-unsafe schools be brought up to standards by June 30, 1977, so this program is now in the wind-down stage.

The State Allocation Board is also authorized to make loans from State bond funds to assist school districts in providing essential housing and equipment for the education of mentally or physically handicapped children. Unlike the other programs in which all of the loan must be repaid to the State, this program requires only a fifty percent repayment.

Two other specialized programs are also under the purview of the Board. One provides for the purchase or construction of classrooms to meet enrollment fluctuation caused by the seasonal migration of farmworker families. The second program has earmarked assistance for construction of eight Regional Occupation Centers.

The Office of Local Assistance had its beginning with the legislation that created the State School Building Aid Program in 1947. The Office itself is divided into three sections: Agency Services; Fiscal Services; and Administrative Services (not to be confused with the Department's Administrative Services Division).



Workmen bend the final layer of steel reinforcement for the recently completed Treasurer's vault. The vault houses the bond coupons of the State School Building Aid Fund.

Because of the difficulties arising from having to deal with a staff of 45 people, a management committee exists to interpret policy and make the staff presentations at Board meetings. This committee is made up of the Chief of the division, his Assistant Executive Officer, and the head of each of the three sections.

The Chief of Local Assistance is a governor appointee — and serves at the pleasure of the Director of General Services. Any Chief of OLA, however, has several more hats to wear... as Executive Officer of the State Allocation Board and as Secretary Pro Tem of the School Building Finance Committee. In the former capacity, the Chief is also answerable to the Board itself. The Finance Committee decides when, where, and how to sell State school bonds through the State Treasurer's Office. In this triple role, an OLA Chief has to keep a lot of different people happy.

James Turner is currently Chief of the Office, having recently succeeded Don Anderson. Don had held the post since 1969 and will stay on with OLA for a while in a consultant role. The first Chief was Herb Jaqueth who held the position until 1964, when he was succeeded by Paul Hoyenga.

The Assistant Executive Officer of the State Allocations Board is the constitutional appointee of the Board itself. He serves OLA in a direct line capacity as the designated representative of the Chief in any of his duties. The position is currently held by Elmer Longcor.

The Agency Services Section, largely made up of field representatives, is headed by Bob Vierra. These field people, with backgrounds in construction or engineering, contact the various district officials and put together the aid applications. They follow the initial application until close-out — keeping informed of what's happening at every phase of the construction project.

Fiscal Services is exactly what its name implies. Under the direction of Jack Swoboda, the staff accounts and audits each application. They investigate such things as record-keeping practices, entitlements, and accounting procedures. They perform a financial review of the districts' ability to repay the loan and even determines if a district has the authority to spend the money.

In-house operations are handled

There are several kinds of school districts and OLA must have the capability of dealing with them all. Elementary and high school districts are rather self-explanatory. A unified district exists where both elementary and high school levels are covered by one districts' administration. There are also union school districts where two or more districts have gotten together in a previous election and determined that they would share administrative duties. Finally, there is a joint school district that occurs when an elementary or union district crosses county borders.

by the Administrative Services Section, headed by Dave Fallis. They take care of the day-to-day service and support operations of the division: personnel, supply, payroll, etc. It's their job to keep the rest of the Office in a production atmosphere.

Along with the Assistant Executive Officer, Jim makes most of the staff presentations to the Board. Almost 95 percent of each month's "agenda" are consent items. These are routine items, such as initial approval of applications, that meet with all the requirements of the law. Occasionally a district will appeal a staff recommendation or have a special need that requires more extensive Board involvement. It is these items that take up most of the Board's meeting time.

Like a school district, the State finances school construction loans by means of bond sales. The State School Building Aid Program is a continuously funded program. This means that money not spent does not automatically revert back to the General Fund at the end of each fiscal year. This also means that they do not have to go through an annual appropriation process. When OLA determines that current unencumbered funds (money not yet allocated for a specific use) cannot adequately meet future demands, a bond issue to be placed on the ballot starts its way through the legislative process. If passed by the Legislature, and signed by the Governor, it is placed on the ballot by the Secretary of State for approval by the voters in a statewide election.

A majority vote is the authorization necessary to make that money available for this program. The

Treasurer then is authorized to sell increments of that bond issue according to the cash demands of the Allocation Board. This demand has been between 50 million and 75 million dollars every six months. Most state bonds are purchased by large banks for resale to a syndicate or individual.

Bond sales of an issue are usually done on a piecemeal basis rather than putting the entire issue (generally several hundred million dollars) on the market at one time. This enables the State to avoid paying interest for money not immediately needed. Money raised by a bond sale is placed in the School Aid Fund. The Controller can then issue payment warrants against that fund in accordance with the action taken by the Allocation Board at their monthly meetings.

Loans to school districts are repaid annually during a 20- to 40-year repayment period, depending on the program under which the apportionment was made. The rate of repayment accelerates as the local debt is paid off.

Local Assistance also administers several other programs besides school construction aid. School districts are required to make non-use payments to the State for land owned by the district and not used for school purposes within specified periods of time. If the property will not be used within that time, the State Controller is notified and deducts the non-use payment from the district's apportionment.

The Penal Code authorizes the State to reimburse counties for up to 10% of their costs in providing legal assistance to needy persons accused of crimes. These claims are processed by the office.

Until 1974, OLA was also responsible for providing financial assistance to local governments for local roads, streets, and bridges damaged in a natural disaster. This program is now administered by the Governor's Office of Emergency Services.

The State Allocation Board establishes building cost standards for school construction. These are adjusted monthly to reflect current changes in construction costs. To do this, OLA must constantly monitor the activities of school districts as to their methods of con-

(continued on page 9)

RESTORATION . . .

(continued from page 3)

tiable securities of the Treasurer's Office during their transport from the Capitol to the new vault at Office Building No. 1, the professional risk managers of General Services have been involved.

Speaking of the Treasurer's Office move, it was the State Police who provided the security for the move. The security was tight and effective though complicated by limits being placed on the dollar amount that could be moved at one time.

The west wing has not only served as a hub of government, but also as the center terminal for communications lines, power lines, and air conditioning conduit. The job of securing and rerouting much of this has fallen upon Communications and Buildings and Grounds. Indeed, General Services involvement in the Capitol Restoration extends into Fleet Administration, Procurement, and Office of the State Architect.

Thanks to the restoration, we too will be providing a testament to our ideals of what government should be. The engineering and architectural problems of restoring the Capitol constitute a new and uncharted region. Testing of materials for suitability, research to find what can and cannot be replaced (for example, the process used for making some of the floor tiles seems to be a dead art; no one knows how to duplicate the process), examination of proposed processes for reinforcing the dome, walls, and floor, have all been areas to which much of the project's teams attention has been directed.

What they have come up with is a reinforcing procedure which involves: Removing a layer of the interior brick; placing reinforcing bars in the remaining wall; tying the bars together with steel and shooting gunite — a type of concrete — into the reinforced steel mesh created; and thereby producing an earthquake safe wall. They will begin this process at the top level of the Capitol and work their way down. When they reach the foundation, it will be reinforced and "tied" into the wall. Construction will then literally start up as the first floor, then second floor, etc., are reinforced and joined to the walls. The complete process will be done in two stages. Dividing

TRAINING AND YOU

Transacting With People, Effective Communications and Effective Discipline are new courses offered by the Training Office. These now bring the list of courses to thirteen.

Transacting With People

A three-day workshop for non-supervisory employees on the basic theory and application of Transactional Analysis in the work setting.

Through Transactional Analysis, participants will be able to evaluate old decisions and behavior, and change what they decide is desirable for them to change.

Effective Communications

A one-day workshop to help employees learn the skills and techniques essential to effective intrapersonal and interpersonal communication. Demonstrates how to apply these skills and techniques in daily lines. This workshop should help the employee to:

1. Develop an awareness and appre-

the west wing into north and south sections, the south half will be reinforced, then the north. Finally, the two will be joined to create what will then be an earthquake safe structure.

Once the Capitol has been made structurally sound, the interior will be restored. Those items so carefully removed and stored, such as doors, windows, floor tiles, and interior woodwork, will be replaced in their original locations. Items such as the plaster ceilings, which could not be saved, will be duplicated.

It will be four years or more before tourists and tenants alike, can once again physically surround themselves in the history of their State's government. During that time, General Services will be actively involved in preserving the State's interest in the west wing. We will be watching, auditing, inputting — involved — for the duration. When it's completed, the Capitol will once again symbolize the highest ideals of a people and their government. History will have been preserved; the structure which links us to our State government will again stand ready for us to not only get in touch with the processes that shape our present and future, but also those that have shaped our common past.

ciation of the complexities of the communications process.

2. Develop new listening habits and a systematic method of listening behavior.
3. Become aware of the individual personality traits of self and others.
4. Develop skills in using and interpreting nonverbal communications.

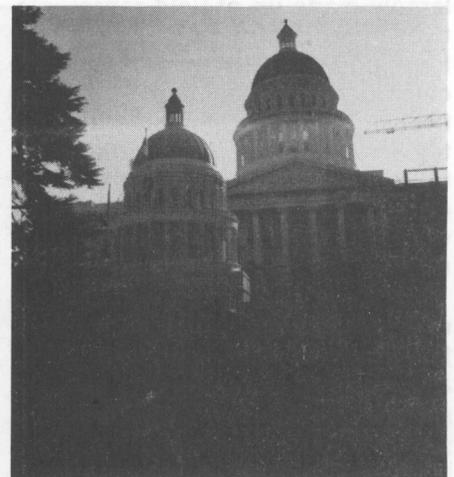
Effective Discipline

A one-day workshop presents systematic, practical and no-nonsense techniques for dealing with a supervisor's most difficult problem:

How to develop appropriate and effective solutions to improving the work performance of employees who chronically fail to comply with standards of conduct and whose job performance is significantly below standard.

- To explore the key reasons for failure of supervisors to use appropriate discipline.
- To stress the impact of the supervisors behavior on employee attitudes and performance.
- To learn to document performance difficulties including alcohol and drug abuse.
- To demonstrate how to conduct discipline interviews that result in improved performance, increased productivity, clearer understanding and smoother cooperation.

For additional information on these, or other training programs, contact your Division's Training Coordinator or the Training Office.



No, you're not seeing double. The photo shows the scale model of the Capitol donated to the State (see story on pg. 4) with the real dome in the background.

A Look to the Future?

EDITORS NOTE: The following is a reprint of a speech given by Mark Lubow of the Governors Office at ceremonies to kick off the United Employees Drive.

In this Bicentennial Year, it is appropriate to reflect back upon the period during which our nation was formed.

When early settlers came to America's shores, they settled in small communities along the Atlantic Seaboard. They faced enormous difficulties—disease, starvation, hostile neighbors, and dozens of other roadblocks which challenged their very existence. Nevertheless; a settler faced these difficulties with the certain knowledge that when he had to endure a particular hardship, the community would come to his aid. It was this sense of *community* that enabled the early settlers to survive in the 17th and 18th century America.

In 1776, when the colonists declared their Independence, it was the strength of each individual community that enabled a new nation to face a long and hard battle against the strongest military force of that period. It was a sense of *community* which made victory achievable and

the founding of our nation a reality.

In 1876, when America was pushing Westward and Americans were settling on the Great Plains and in the Far West, again they faced many of the same hardships that their ancestors had faced 200 years before. When a settler in Nebraska or Montana faced disaster, often times, his nearest neighbors would be several miles away. Nevertheless; he knew that he could count on them. Even in the vastness of the Great Plains, a sense of community, with its facing of common problems and common hardships existed. It was this sense of *community* which enabled a great nation to expand and become a greater nation.

In 1976, one must pause and ask the question, "Where is our sense of *community* today?" The media, in reporting the reality of present day American life, bombards us with stories of one tragedy after another, until finally our senses are so dulled that a sense of common apathy pervades. The sense of community has been replaced by a desire on the part of the individual to merely survive.

What are we to do about this situation in which we find ourselves? The

answer is in this room, on this day, at this hour. Here in Sacramento, the answer is with the United Way Campaign—with you and me. Through this campaign you and I must recreate a sense of *community* . . . a sense of community where each member knows that when he faces a problem, there are others in the community ready to help . . . a sense of *community* where each knows that he must make his contribution to the well being of his fellow members.

It is to this goal that we must address ourselves. In the final analysis, it is our failure or success that will determine what sort of community it is that we will live in and raise our children in during the coming years.

Albert Camus wrote, "Perhaps we cannot prevent this world from being a world in which children are tortured, but we can reduce the number of tortured children. And if you don't help us, who else in the world can help us do this?"

If we do not succeed in our campaign during this Bicentennial year, we run the risk of losing the opportunity, for many years to come, to recreate a sense of community here in Sacramento. That is one option we simply cannot afford.

CAPITOL DOME DARKENED . . .

(continued from page 2)

This is not the first time that the lights have been turned off. Shortly after World War II, the lights were turned on again, and remained on until 1957. At that time the wiring was thought to be unsafe. The lights stayed off for several years until the Legislature passed an appropriation to have the wiring replaced. Subsequent testing showed that only several sections needed repair. The lights went back on in 1962 and have been on ever since.

According to Director Leonard Grimes, the shutdown was necessary because "we can't have any electricity on during the reconstruction. The high-voltage lines that serve the lights make for an unsafe situation unless we shut them down."

All power in the building is to be shutdown — leaving only construction power in the building. "That way, we'll know where it is," stated Grimes.

O.L.A. . . .

(continued from page 7)

struction financing and building costs. They also study trends in home construction, noting even such things as condominiums and mobile home parks, tract approvals, and where such construction is being done.

As the Office of Local Assistance looks to the future, they envision a greater role of lease-purchase agreements in financing school construction. Through this procedure, great savings could accrue to the school district by the elimination of their bond-sale financing costs and because of the lower interest rates of State obligation bonds. A bill is to be introduced that will place a proposition on the 1978 June primary ballot for approval to sell 200 million dollars in State bonds to finance this program. If passed, these funds would be available to any school district that has growth in a part of it. This is viewed as a logical and more

equitable extension of current policy and should help strengthen statewide school programs.

There is probably no other General Services division that has such a direct impact on the average citizen. Yet, because this contact is largely confined to local government and school district officials, they are relatively invisible to the general public.

The same is true of contacts with other State agencies — the bread-and-butter of General Services as a whole. They deal with only that handfull of agencies which operate under the School Building Aid Law — particularly the Department of Education.

In fact, with the exception of the Legal Office and the State Architect's Office, their involvement with other General Services divisions are minimal at best. Despite this invisibility, however, the results of their work can and does affect a great many of us.

State Police Officer **Lawrence Theobald** has received a commendation from Director Grimes and State Police Chief Guy Oates. While on routine patrol in San Diego, he noticed a woman attempting to jump off the Coronado Bridge. Even though he found himself in a situation that no amount of training ever really prepares one for, his training did provide him with the steady nerves necessary in any life-and-death event. This steadiness and his genuine concern paid off. He was able to prevent the woman from actually jumping until help arrived—over twenty minutes later.

Congratulations also must go to the **State Police Blue Team**. It seems that every marksmanship competition they enter ends up with them carrying off all the prizes. The recent Canadian Invitational was no exception. Having walked off with most of the awards last year, the Blue Team defended their honor quite convincingly as they again took first place in the team shooting. About the only real surprise was that top-gun **Wayne Spencer** finished only second in the individual matches. Fellow Blue Team members **James Fowler** and **Glenn Della-Monica** finished first and third, respectively. In an effort to cement relations between California and Canada, our team received fourteen of the eighteen awards.

"**Rusty**" **Russell**, a carpenter in Oakland State Building, has just returned from the 6th Annual National Nomad Club Convention and Competition for Chevrolet Nomads. Rusty has competed in several National Conventions which he drives to in his 1956 Chevy Belair Nomad. A few of the places he's competed include: Kansas City, Reno, and the 6th Annual in Vail, Colorado.

The 6th Annual Competition in-



Rusty Russell's 1956 Chevy Belair Nomad.

cluded 282 Nomads from 43 states, Canada, and Norway. Rusty was awarded a beautiful Third Place trophy for his 1956 entry.

Rusty competes in the modified original class, as everything on his automobile is original except for a change in paint color.

Not to be outdone **Larry Peebles**, a Stationary Engineer at the Oakland State Building, has completely restored a 1929 Ford, Model 1-A Roadster to its original condition and has entered several Antique Shows. He also has done very well in the competition. At the recent 10th Annual Silverado Concours D'Elegance at Silverado Country Club in Napa, Larry drove off with Second Place.

Both Rusty and Larry have spent many hours in what can only be described as a labor of love to have restored these original automobiles to such award-winning condition.

E. Stewart Naschke was honored at a retirement luncheon held at the Red Lion Inn on September 25, 1976. **Ed Schwartz**, a co-worker, was Master of Ceremonies.

"Stew," as he was known to his many friends and associates, had

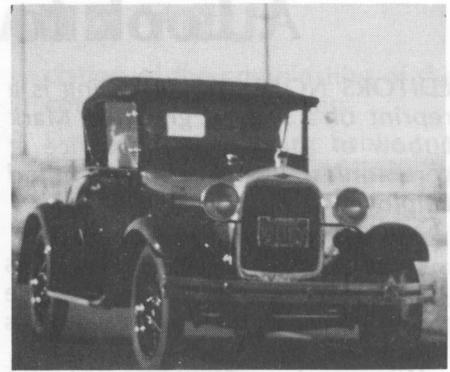
GENERAL

been a State employee for 38½ years. He started his State career in Sacramento in 1938 as a radio-telephone operator for the California Highway Patrol. His duties included radio operation as well as maintenance. This classification eventually changed to radio-telephone technician.

In 1947, legislation created the State Communications Advisory Board, which led to the establishment of the Communications Division. Engineering positions were set up within this new Division and in September of 1948 Stew was one of the first three engineers to be employed.

His first assignment within the Division was working with and assisting the Division of Forestry with their radio system.

In 1951, he was given the maintenance responsibility. This entailed supervising and directing all maintenance activities Statewide. This was



Larry Peebles' 1929 Model 1-A Ford.

his assignment for approximately ten years. Subsequently, he was involved for several years with the Highway Patrol radio activities, and then for a number of years he was concerned with all other State radio-using agencies.

Looking back over his years of involvement in radio, Stew says there has really been a great change in radio design and availability. When he started out, it was necessary to manufacture a lot of the radio equipment to meet the State's requirements. Now the majority of the radio equipment is available on the market and the necessity for State construction of major radio equipment items has been minimized.

Stew now plans to keep busy with his several hobbies which include amateur radio, photography, and

SERVICES

woodworking. He and his wife, Helen, also plan to do quite a lot of traveling, both in and out of the United States.

After 26 years of State service, **Roland Foreman** retired on September 3, 1976. Born in Akron, Ohio, Roland moved as a child to Los Angeles. He attended Franklin High School, Los Angeles City College, and the University of Southern California. He and his wife, Anne, raised three children who also attended the same schools.

His early work experience was in construction and then with several architectural firms in Southern California. Roland was employed by the Los Angeles County Architect's Office prior to joining the State Division of Architecture in 1950. As an Assistant Draftsman, he worked briefly in

the Drafting Section, followed by assignment to the Los Angeles Design Section for the next 17 years.

Mr. Foreman is the Architect of record for many State projects, including the Receiving and Treatment Unit — Metropolitan State Hospital, Speech-Drama Building — State University Northridge, Music Building — State University Long Beach, Engineering Building — State University San Diego, Administration Building — State Polytechnic University, Pomona, and others. He served as Consulting Architect to the State University at San Jose for seven years during a period of major campus expansion and developed the initial campus master plan for State University Northridge.

As the Principal Architect for Architectural Design in the Los Angeles Office of Architecture and Construction, he supervised the development of new campuses and the design of numerous campus buildings for nine State colleges and universities during a period of significant expansion.

Following the consolidation of the Los Angeles and the Headquarters Offices, Roland was relocated to Sacramento. There he continued with design supervision and as an advisor to various State Colleges in Northern California. He developed a master plan for the Del Mar Race-track and Fair in Southern California.

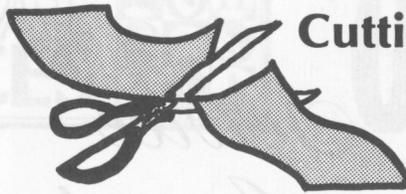
He was appointed as Chief Architect in 1968 for all architectural functions of the Office of Architecture and Construction. In 1972 he re-

PEOPLE

turned to Los Angeles as a representative of the State Architect in Southern California. In 1974 Roland again returned to Sacramento as Chief of the then new Professional Services unit.

Then, in 1976, he was appointed Chief of Architecture and Engineering for the Office of the State Architect, a position he held until retirement.

Future plans include returning home to Newport Beach, where he intends to pursue his boating activities, art, and photography. Roland anticipates traveling throughout the United States, and, hopefully, later abroad. He also plans to continue his



Cutting Red Tape — Literally

Red tape, that staple of bureaucratic diets, has been dealt another severe setback. Gerry Hays, supervising account clerk in our Management Services Division, has come up with a way to literally reduce the amount of it.

For some time now General Services has been actively soliciting employee ideas on ways to cut governmental "red tape". What Mrs. Hays pointed out was a requirement

of the Controller's Office that all claim schedules be tied together with a red ribbon. Calculating that it would save at least four hours a month if small schedules were stapled rather than tied, she suggested that that is the way it should be done. The Controller's Office agreed.

Now General Services staples the small claim schedules and better utilizes the time previously spent tying ribbons.

Oh, yes . . . we've also noted an appreciable decrease in consumption of red ribbon.

architectural career as a consultant with possible activity in construction and development.

Fifteen-year California State Police veteran **Virgil G. McConnell** is loading up his camper and bidding farewell to his many friends in State service. Virgil who had already retired once — from the Navy, he was a Chief Petty Officer — is looking forward to a lot of fishing with his second "go-round" at retirement.

During his time with the CSP, Virgil earned a reputation for being "quietly efficient". His efficiency earned him a commendation for work with the OB 8 and 9 security systems.

Well liked by his fellow officers, Virgil is a past treasurer of the State Police Officers Association. He was also active in the initial sessions of the State Police Academy.

Everyone at the State Police is going to miss you Virgil — good luck!

While on the subject of State Police... Did you know that California State Police Law Enforcement Explorer Scout Posts have been started in San Francisco and Sacramento?

With 16 years of service starting with the Neuropsychiatric Institute in the Department of Health, and more recently with Buildings and Grounds Division, **Raymond D. Dell** has decided it's finally time to take it easy. The recent retiree plans to spend his spare time pursuing various hobbies and exploring this great country's many splendors. Good luck, Ray.

General Services may have lost its

most experienced submarine man. After over 13 years as an Office Building Engineer and Chief Engineer with Buildings and Grounds in San Diego, **Stanley H. Larsen**, has retired.

Prior to his State career, Stan was with the Navy for 21 years, 16 of which were in the submarine service. To maintain his sanity while aboard ship, he acquired a large repertoire of stories. His story-telling ability and good sense of humor lead to many friendships while in State service and everyone in San Diego says, "We're going to miss you Stan".

E.R. "Bob" Evenson transferred from Water Resources to OSA's Construction Services Office in Los Angeles in March of 1968. Since then, his assignments have taken him to Oakland, Sacramento, and Long Beach.

Unfortunately, this July Bob was forced to take a disability retirement effective October 1976. The prayers and best wishes of all at OSA go with him, as does the hope of a speedy recovery.

J.Q. "Pat" Dudley retired from OSA after having worked as a Construction Supervisor. He has supervised jobs in Dominquez Hills, Ventura County, and San Luis Obispo. Pat previously worked for Water Resources. His future plans are to continue his residence in Santa Paula where he moved in order to work for OSA.

Oh, and last but, by his own admission, no means least, congratulations to **Dale Garrett** on the occasion of his new office.

**State Police Officer
Selected For FBI Academy**

Inspector Larry Maher of the California State Police was selected to attend the 106th session of the Federal Bureau of Investigation National Academy in Washington, D.C.

The F.B.I. academy is recognized as one of the finest law enforcement schools of its type in the United States. During the 10-week training session which began July 12, Inspector Maher studied the most advanced police technologies and procedures available. Emphasis was placed upon Police Administration and methods for sharing knowledge gained at the academy with fellow officers.

Inspector Maher is currently acting as liaison officer between 19 State Police field units and its Headquarters office. In this capacity he monitors the operational procedures of the various units to ensure that they maintain the high standards required.

According to State Police Chief, Guy Oates, the national academy serves a dual purpose in that, "It not only provides training but it also fosters a spirit of cooperation among the law enforcement agencies which have sent representatives to it."

Maher has come up through the ranks of the State Police and has had a rather rapid rise. He started as a Security Officer in 1968 and became a State Police Officer in 1970. Within three years he had been advanced to the rank of Lieutenant. He was promoted to Inspector in May 1975.

Inspector Maher attended the training with 250 fellow police officers from law enforcement agencies throughout the nation.

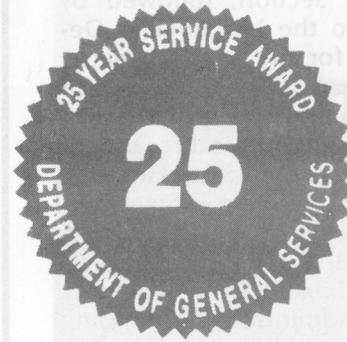
Merit Award

Does it Work?

Does the Merit Award process work? Well, try asking the following General Services people who received awards at the September and October meetings of the Merit Award Board:

Office Services' **Averil Franklin** recommended that the General Services Coordination Sheet, Form GS-1024, come in single sheets instead of pads of 50. "After all," she stated, "If this form were stocked in Stores and bought by the ream, the typist would not have to tear it apart,

*Service
Awards*



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

Sept.

- Tommie M. McKinnon Office Services Division
- Allen M. Zellmer Comm. Division
- Thomas R. Laughery Records Mgm't Division
- Gary S. Burke Space Mgm't Division

Oct.

- Mary E. Walker Procurement

often tearing the sheet itself. All other tissue or second sheets come separately, in reams." The Department agrees, and Averil will receive a \$15 award.

Dale Ross of Central Files submitted an idea which led to the transfer of the General Services information phone from the Executive Office to Communications Division. For his efforts he has received a Certificate of Commendation for an improved procedure.

Office of Procurement warehouse worker **Clinton Harlan** will receive a Certificate of Commendation for his idea which cleared up a supply catalog description of cleansers.

Safety boards constructed to hold such items as eye flush water, goggles, acid resistant gloves, etc., will be standard equipment at Communications Division Radio sites. It was an idea submitted by **Ralph Burroughs** which brought about the change in decor and earned him an \$80 award for improved safety.

Another Communications employee, **Myron Pickett**, will receive \$120 for his cost saving idea of buying rebuilt picture tubes rather than new ones.

Time and money were the savings

produced by **Buddy Rodgers'** idea. Buddy, a member of the State Printing Plant crew, developed a method of lining up work for punching holes in it (such as forms) which will save \$780 per year. To Buddy, an \$80 award.

Also at the Printing Plant, **Raymond Bednar** recommended the air lines and electrical cords be relocated away from the ladder near the web presses for increased safety. To Ray goes \$45 for his improved safety suggestion.

Harold Starr of Fleet Administration Division recommended that air conditioning work and related vehicle repairs be done at the State garages. His idea generated an annual savings of \$1,125 to the State and a \$115 award to Harold.

And, finally, a yearly savings of \$2,300 will be made by **Roland Hannah's** idea. He recommended modification of equipment at the State Printing Plant which would improve the trimming of carbon paper and also the trimming of other materials. Harold will receive \$230 for his fine suggestion.

If you still don't think the Merit Award system works, put it to the test. **SUBMIT AN IDEA!**