

# ◆ P2P Newsletter ◆

Public to Private

Information for the Purchasing Professional and Our Business Clients

Volume 13

<http://www.donwoods.com>

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## Inside

P2P Goes Electronic. There are now 3 ways to obtain the quarterly Newsletter. Use page 8 to change.

P2P is a publication of the certified woman-owned Nevada corporation of International Consulting & Contracting (ICC) headquartered in Las Vegas, Nevada. P2P is provided to all clients and subscribers on a quarterly basis with a goal to provide information and ideas to professionals and businesses in the public and private sectors. Annual subscription is \$10.00. Seminar participants may receive a free issue. Clients and seminar coordinators receive a complimentary annual subscription. For more information please contact Donald L. Woods, CEO, 1501 Frandosa Lane, Las Vegas, NV, USA 89117; (702) 254-6606; Fax (702) 254-7067; E-mail [dlw@anv.net](mailto:dlw@anv.net); Web <http://www.donwoods.com> © February 1999. All Rights Reserved. Subscribers list is not marketed, sold or distributed to other businesses.

## Re-Engineering or Automation of Manual Processes

**T**oo many of us think that computer implementation is a re-engineering process. In reality it probably only duplicates our current process and when adopted does not save time or money. Computers do provide enormous data resources and memories far better than the human mind or manual processes.

If you have decided to automate, it is a perfect time to consider a re-engineering process, so let's get radical as you venture into the purchasing functions. Here are some REAL re-engineering ideas.

### 1. No more buyer approval levels.

Why do you have them now?

What function does it perform?

Is it really a Purchasing function?

With a computer, the using department staffs can electronically place an order, and if there is no budget, or an unauthorized requester, the computer can reject the transaction. Besides, the using department staff should be supervised by its own management.

### 2. No more requisitions. Requisitions normally exist

as a basis for a purchase order. Or to borrow a pun "creating paper work in order to create more paper work." Let's bypass Purchasing altogether and figure out how to place an order directly with the suppliers.

### 3. No more purchase orders.

These documents normally signal the encumbrance of funds. Many times they are not even transmitted to the suppliers. If this latter statement is true just once, then why send *any* PO - especially one for every/each order? Once Purchasing has awarded a written contract, why can't the user place an order verbally or electronically with the appropriate supplier?

### 4. No more invoices.

Again, more paperwork. If Receiving correctly accepts the goods and forwards the audited packing slip, why can't Accounts Payable pay for the goods? The computer automatically knows the contract price, and you only pay for what was received. Automated back orders can be acknowledged or transmitted back to the supplier.

### 5. No more filing of POs.

*(Continued on page 2)*



## About Don

**D**onald L. Woods, J.D., C.P.M., parlayed his law degree into a very successful 20-year career in management, purchasing and contract administration. At Clark County he was responsible for a staff of 26, and was the chief negotiator for the County. Prior to that, he managed private law firms and had other management positions in the Fresno County D.A.'s office.

Don has been an instructor at the University of Nevada in UCC and Contract Law classes, and is the author of many articles in national publications for private and public entities.

He is a noted national speaker and presents continuing education seminars on a variety of subjects such as basic and advanced courses in total quality management techniques, purchasing skills and concepts, winning at negotiation, how to write

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## Re-engineering (cont. from pg. 1)

Once you have an electronic record, why are you still wasting time filing hard copies of purchase orders? If there is a problem or dispute, can you ask the computer to print out another "file" copy? If it is a supplier question, have them fax the buyer a copy of the document they received.

6. No more bidders' list updates.

The computer, the Internet and e-mail provide means for allowing the suppliers to originate and maintain their information. Those suppliers who do not have computers can use kiosks or libraries.

7. No more mailing costs for providing bid notifications and bid documents.

E-mail, Fax-on-Demand, and Internet web sites do a better job of distributing information about services and supplies needed and all standard boilerplates.

8. No more hard copy form manuals.

Extra, Intra and Internet pages can store the most current forms, contract clauses, bid terms and supply catalogues. And it is easier to update one central document than it is to maintain several at differing locations.

9. No more central supplies.

Saving staffing, inventory and floor space. Most items are available over night to the desk of the requester, so why add an unnecessary, expensive, step?

## Clauses For Software

In response to a request for standard boilerplate language to be used in bid and contract documents for software, we responded:

We suggest exempting software from the bidding process as well as from executed agreements for "Off-the-Shelf Software". Remember the UCC provides almost all of the protection you will need.

Developed or custom software is entirely a different story. But here we feel we need the expertise of an attorney, VERY experienced, in this field. He or she will have all of the forms and clauses needed to write an ironclad contract. If the attorney wants you to look through sample clauses, he/she will provide them. You should provide a complete list of all items you will want to address and plan on taking your most knowledgeable computer person to the development sessions.

## Operating a Business Successfully

We were recently asked by a relatively new company if they should help another new company get started, because it could be mutually beneficial. Our response, based upon our experience and observations may be of interest to many of our readers:

1. **RULE:** Avoid partners if another relationship will suffice! Consider an alliance, contract, or other relationship.

2. **PARADIGM:** Businesses and business owners are known for the associates they promote or company they keep! How much damage can a legalized partner, or other acknowledged relationship, cause if his/her/their ethics, customer service or work habits do not measure up to the standards you have set for your firm and yourself? This is similar to a "weakest link" problem.

3. **ASK YOURSELF:** Why do I need partner?". What would the partner bring to the relationship? What will be my firm's risks? Can I afford (time and money) to start up two companies? Especially one, where I will not be the controlling owner?

4. **TERMINATION:** How do you plan to terminate the relationship if it doesn't work out? This is especially difficult if the partner is a relative.

5. **ARGUE AGAINST IT:** If you truly analyze the problem from a negative point of view, (Why you don't want them as a formal partner?) you will probably make a fully informed decision.

## Some Leading Concepts

**On-line Internet Bidders' Lists** that also allows each supplier to keep it updated:

Denver, Colorado  
San Diego, California

**Out-sourcing the Purchasing Function** through the utilization of consultants:

District of Columbia

**Electronic Documents Replace Hard Copy:**

CD Rom - Army Corps of Engineers, Pittsburgh, Pennsylvania (Construction)

On-Line - University of Las Vegas, Nevada (A&E Solicitation boilerplate)

## Successes

One of our clients utilized our recommendations to "maximize the utilization of the Pro Card and Blanket Purchase Orders" to achieve a 61% reduction in the number of Purchase Orders and a 28% reduction in the number of invoices being processed for payment. Since time is money, these kinds of savings created a real advantage for this firm in the marketplace.

A work shop attendee used the 3 question evaluation to discover "some real eye openers" in her management techniques; and another entity sent the questionnaire to its suppliers.

## N.C.M.A. Coops

**T**he National Contract Management Association (N.C.M.A.) has established Cooperative Agreements between several professional and trade associations. As an N.C.M.A. member, you can attend their meetings, symposia and training programs at their member rates, without having to belong to that organization.

Organizations already participating are:

- Project Management Institute (PMI)
- Performance Management Association (PMA)
- Society of Cost Estimating & Analysis (SCEA)
- Defense Systems Management College Alumni Association (DSMCAA)
- Project Management Specialist
- National Association of Purchasing Managers (NAPM)
- American Defense Preparedness Association (NDPA)

For further information, contact N.C.M.A. at (800) 344-8096.

## TIPS

- In addition to the topic of the discussion, all voice messages left by callers should provide an appropriate time the caller will be available to accept the return call.
- If it is important enough to have a meeting, then the originator should provide an agenda or topic list to all attendees prior to the meeting.
- When I heard it, the quote was attributed to Steve Wynn, owner of Mirage Hotels in Las Vegas, in an orientation presentation to 2500 new employees: "If the supervisor cannot explain why their instructions or orders must be followed, the employee should not be expected to comply with that order."
- Volunteering for committees and positions in your professional organization not only enhances your leadership skills but it also markets your abilities.

## ICC Strategic Alliances

**O**ur alliance partners market the following goods and services and are looking for more projects:

- GPS Vehicle Tracking, & Electronic Surveillance Countermeasures - world wide
- CDPD wireless data communications services - nationally
- Commercial Low Voltage wiring and cabling for telephone and computers - State of Nevada.
- Software engineering, design, implementation and specification writing, western 9 states.
- Computer Skills and Training Programs - Southern Nevada
- Wireless Voice Communications - States of Nevada and California
- Computer hardware, peripherals, shelf software, networks and consulting - Southern Nevada
- Cannon Copier and Fax equipment - Southern Nevada
- ISO 9000 and QS Certifications - world wide
- Temporary Employees - State of Nevada
- Police and safety equipment -world wide (No firearms)
- Management studies and solutions - world wide
- Seminars, workshops and key note addresses - world wide
- Providing boilerplate bid documents, specifications, and project management - nationally
- Outsourced Purchasing, Contract Administration,

and Management Services - Nationally

- Opportunities to submit proposals on major state and local government contracts nationally

If you can utilize our assistance, please contact Don Woods at 702-254-6606. If there is a bid or RFP document currently active in one of these categories we would appreciate a notification via fax 702-254-7067 or e-mail <DLW @ anv.net>; and you may place ICC on any bidders' list for these items in the future.

## About Don (Cont from pg. 1)

agreements, managing methods, and how to be successful at selling services and goods to others. He has received numerous awards of recognition for his contributions to his professions and for his training programs. As a consultant, Don provides audits or reviews of existing business practices, facilitates brainstorming and visionary ideas, creates leading edge management philosophies and conducts in-house training for corporations and governments.

Through International Consulting & Contracting he offers a business management service, but also makes his expertise available to new and emerging businesses or those firms having trouble making a profit.

## Description of Some Seminar Topics (updated 12-15-97)

**D**on Woods' Seminars provides all of the topics in the accompanying list (see page 5) for the entry level buyer (basic), but most of the topics are also designed for the intermediate to advanced buyer (professional). Many of the topics are also presented in a highly technical, theory orientated format for the very experienced buyer or purchasing executive (expert). Many entities currently use our training manual or presentations to train their staffs. Here are some descriptions of a few of our presentations.

### **4-Hour Presentation on Construction Bids**

This fast-paced basic course introduces attendees to standard bid document organization, procedures for conducting a bid, problems to look for, and how to make sure the project does not embarrass them later. We recommend the 8 and 16 hour seminars to obtain detailed discussions and the "how to" procedures and forms.

### **8-Hour Presentation on Acquiring Professional Services**

During this introductory course the experienced attendees will be introduced to the best documents utilized today to acquire professional services, such as architects, consultants, doctors, and auditors. We will also explore the methods to use to write a great SOW (Statement of Work), understand and incorporate binding contract language, and the monitoring of the contract for project success. When combined with the negotiations seminar, it makes a great two-day seminar.

### **8-Hour Negotiations Seminar**

The course covers the theories of negotiations, the practical methods to utilize, and how to prepare for and satisfactorily conclude formal negotiation sessions. During the day, there will be class participation exercises to emphasize techniques and methods. Attendees who complete the class will have a better understanding of how to deal successfully with other people, be great negotiators, strengthen their ability to accomplish the goals of their employer and themselves. The ideas presented are designed for owners, department heads and project managers, while a 16-hour seminar is available for the experienced purchasing professional.

### **Customer Service in Local Government**

This 4 to 8 hour presentation provides a

method of eliminating customer complaints while increasing efficiency and employee morale. Attendees will receive step-by-step ideas to implement an in-house program. It is designed for every level of leader, but also educates the staff member on how to achieve customer service excellence.

1. Improve your management techniques.
2. Know the real problems.
3. Team building and participation.
4. Responsive results.

### **Great Specifications**

This 8-hour presentation will focus on technical and performance specification development for commodities and service or maintenance type bids and contracts. Each attendee will be exposed to the latest successful procedures, check-lists, specification sources, and methods of involving the users and suppliers to achieve great documents. The course is specifically designed to include the new and experienced buyer, as well as the buying team leader or supervisor. All information presented can be used on the job the next working day.

### **Uniform Commercial Code**

This 2 to 8 hour presentation compares the UCC to contract law and explains why the code is applicable and important in any buyer's business day. Attendees will gain the knowledge to immediately utilize the information and will have a checklist for quick referencing. This basic course provides both the entry level buyer and the advanced purchasing agent a comprehensive understanding of how

to take advantage of the laws developed especially for the buyers and sellers of goods or commodities.

### **Surety Bonds**

This 4-hour seminar is one of the most comprehensive presentations about contractor bonding ever presented in your area. You will have the opportunity to review standard bid and contract language as well as several bond forms. The presentation will culminate with presentations by the local bonding companies. It will also allow the attendees to compare, shop and sign up for a bonding portfolio.

### **Best of Best - 1 day**

"Best of the Best" is only offered to leaders in the purchasing function. Each session will have a limited number of attendees who have been screened and pre-prepared for the meeting. This round-table, symposium, brainstorming format is designed for the particular region with an emphasis on current trend concept implementation, managing more efficiently and the exchanging of ideas that are being implemented by innovative practitioners around the country. Attendees will be provided the tools necessary to adopt the new ideas.

### **Purchasing's Future**

This advanced presentation explores the concepts associated with the purchasing profession now and in the near future. You will examine teamwork, TQM, management theories, as well as the skills that will be mandated in just a few short years. All public and private purchasing professionals planning for a successful career will garner many useful

*(Continued on page 5)*

ideas and tools to start using immediately.

### **Advanced Specification Writing**

Beyond basic bid documents there is an exciting field for the expert purchaser who wants to efficiently and effectively buy sophisticated items and services utilizing concepts that are leading edge today. This seminar concentrates on the techniques, and specification terminology for complex purchases and contracts that will take the attendee into the strategic level of purchasing. The contents are designed for the experienced purchaser, the buying team leader and the manager who ultimately supervises the Purchasing Department or function.

### **Buyer Training**

Don Woods has been providing in-house training to new buyers and employees for more than 14 years. These programs are specifically tailored to each business or public entity and include all of the techniques absolutely necessary for successful purchasing professionals and their internal customers. Our customization includes your policies and procedures as well as the basic purchasing concepts and techniques so vital to a successful operation. Many of the basic courses listed in Presentation Topics are addressed in the classes. If you would like to have a leading edge purchasing staff, call today for a free consultation.

Those wanting a more advanced program for existing staff should contact us immediately to reserve a date on the 1998/1999 agenda.

### **Public Purchasing Leaders**

What does it take to become a successful manager/leader of a governmental purchasing operation? In this seminar we cover background, training, education, philosophies, procedures, techniques, networking, brainstorming, follow up, empowerment, responsibility, trust and communication skills needed to make you one of the most effective supervisors in the United States.

### **Advanced Purchasing Best Practices**

This is an in depth education presentation for the EXPERIENCED buyer, and will address current issues now confronting the purchasing profession. While this is primarily a lecture course, all attendees will be asked to participate in discussions about current best practices. As always, there will be checklists, sample forms, generic procedures and other information that can be utilized on the job the

next day. This seminar will also be of interest to innovative leaders, purchasing supervisors and their managers, elected officials and CEOs, cross-functional teams, and in-house customers of the purchasing department. Areas include: cross functional contract management, solving supplier problems, insurance & bond monitoring, professional service administration, and construction project coordination. (Note, this course can be customized to emphasize additional topics)

## **Presentation Topics**

(basic to advanced)

- ◆ Best Practices
- ◆ Bid Boiler Plates
- ◆ Bids (RFB & IFB): Commodities, Construction, Hardware, Health, Insurance, Maintenance, MRO, Professionals, Services, Surplus Disposal
- ◆ Bond Monitoring
- ◆ Buyer Training
- ◆ Construction Project Management: For the Contractor, Buyer and Owner
- ◆ Contract Administration
- ◆ Contracting Maintenance
- ◆ Creative Brainstorming
- ◆ Cross Functional Teams
- ◆ Customer Service
- ◆ Escalation Clauses
- ◆ Evaluating your Customer Services
- ◆ Excellent Business Practices
- ◆ Fax, Legal Aspects
- ◆ FOB (Transportation)
- ◆ Future of Purchasing
- ◆ Health Providers

- ◆ Insurance Monitoring
- ◆ Insurance Solicitations
- ◆ Leadership Techniques
- ◆ Liquidated Damages
- ◆ Managing a Purchasing Department
- ◆ Negotiations
- ◆ New Buyer Training
- ◆ Obtaining Local Government Contracts
- ◆ Organizing your work for efficiency
- ◆ Philosophies for the Future
- ◆ Policy Manuals
- ◆ Procedure Manuals
- ◆ Professional Services, RFQs, RFPs
- ◆ Prompt Payment for Suppliers
- ◆ Purchasing Techniques
- ◆ Reengineering Purchasing Solicitations (RFP & RFQ): Consultants, Auditor/Accountants, Computer Integrators, Insurance, Health Providers, Bond Sales, Professionals, Software, Instructors
- ◆ Slow Pay Solutions
- ◆ Solving Purchasing Problems
- ◆ Specification Writing
- ◆ Std. Contract Language
- ◆ Std. P.O. & Bid Clauses
- ◆ Starting Into Business
- ◆ Strategic Planning
- ◆ Support Staff Fundamentals
- ◆ Support Staff Training
- ◆ Surety Bonds
- ◆ Training New Buyers
- ◆ Training Users to Prepare Specifications
- ◆ Uniform Commercial Code
- ◆ Utilizing TQM Concepts
- ◆ Vendor Control
- ◆ Warranties

**Free Registration for coordinating a presentation in your area on a topic of your choice. Contact Don at (702) 254-6606**

## One Percent Preference

We submitted a report to a California city councilman in regard to a local vendor preference procedure that allows a 1% advantage based upon that amount being returned to the local entity at the end of the year through a tax rebate. We thought our readers might like to review the report excerpts that follow:

"There have been several discussions on the CAPPO site about your topic and it seems that California may have found a possible idea on how to offer a preference. However, you may want to look at the material below.

A preliminary, cursory only, search did not turn up any litigation on the 1% issue, but there is a ton of information on preferences. Your legal department would be the best research source for this issue. While they are at it, you may want to ask them what would happen if your entity required a local business license before suppliers submitted a bid to your entity. Would inter- and intra-state commerce be affected? How is this different from requiring a business to be local in order to reap a 1% preference?

Another way to look at it is from the popular constituent viewpoint where the public thinks politicians should run the government via the same efficiency concepts as private businesses, i.e., if you were a voting shareholder or a CEO of a public corporation, would you agree to use local businesses, even though they were not the lowest or best provider? Wouldn't that be a waste of corporate assets, and subject you to a shareholder challenge? Admittedly, we businessmen do look at multitude of factors when we decide to not use low bidders, but let's look at a few of the issues from a bureaucratic point of view:

**Benefits:** What is the entity's justification? It is easy to see the local businessman's point of view. Maybe the voting politician would hear less complaints and could be re-elected or get more campaign contributions, but the entity still pays the higher price and hopes it will be returned at the end of the year. And let's not forget the additional bureaucracy required to administrate this agreement. Why would your quasi corporation benefit? Or is it a waste of taxpayers money?

Would the entity have received the 1% monies anyway?

Would the business getting the award indemnify the entity for all cost of litigation, espe-

cially if the low bidder is ultimately successful and obtains costs and damages? No, I expect that everyone will want the entity to pick up all costs associated with a lawsuit. A clause covering this could be included in the bid document, but then all potential bidders would notice that there is some question as to the legality of the 1% clause. A side bar question might address the question of whether the politicians were acting within their fiduciary duty, or had become severally liable for the costs and damages - especially, if there was NO identifiable benefit to the entity to award the 1% contract!

**Disadvantages:** Even if we could ignore the attorneys who are just waiting to pounce on an issue like this, could we expect more supplier procedural protests? More informal litigation? More arguments as to what constitutes a "local Business"? More requests for additional preferences such as "new local start up businesses", "disadvantaged businesses", "business owners over the age of 55", and preferences for locals who have been in business longer than other locals? Where will the line be drawn? Can a local government really legislate that another company down the road a mile will not be treated as an equal to a nearby business? Might this legislation be in conflict with state or federal laws?

And our statutes are normally drawn with the idea that open and fair competition drives the price down to a fair price for awarding entity. But if the businessman knows ahead of time that he/she will have an advantage on the dollar figure, what incentive is there to guarantee that this

businessman will submit his/her absolute best price?

**Alternatives:** Bid specifications that can justify why a local supplier is necessary can usually be defended. It does require forethought, but can be as simple as a very quick response time or a unique product or service. If it is the "only" service available, then maybe a negotiated contract would be even more appropriate than the competitive bid process.

It is still my fervent opinion that ANY preference is also a discrimination against another business, and I think the Supreme Court will eventually confirm that reasoning."

## Don's Schedule

3-17-99 1 day NPI Seminar in Colorado Springs, Colorado; "Public Purchasing Concepts"

3-17-99 NCMA/NAPM Luncheon Presentation in Colorado Springs, Colorado; "UCC"

4-15-99 Dinner Speech, CAPPO - Modesto, CA; "Future of Purchasing"

4-16-99 1 day "Best of Best Seminar in Modesto, CA

4-29-99 Workshop at OPPA conference in Bend Oregon

5-07-99 1 day Seminar in Washington, D.C.;

"Purchasing Concepts"

5-20-99, NAPM, Denver, CO, dinner speech

5-21-99, Denver, CO, 1 day seminar. "Negotiations"

5-23 to 26, 1999 NAPM National Conference in San Diego, California. 2 Workshops.

9-1 to 9-5, 1999 NAPM Southwest Conference in San Antonio, Texas. Speaker

# NPI Public Purchasing Seminar - Donald L. Woods, Instructor

**Colorado Springs, Colorado  
March 16, 1999**

8:00 - 9:30 What are the best practices in public purchasing? Not only will they be identified, but why they will be affecting your job will be explained.

9:30 - 9:45 Morning break

9:45 - 11:15 Implementation of the new concepts. A "hands on", step-by-step "how to" with checklist and procedures.

11:15 - 11:30 Travel time -optional

11:30 - 1:00 Lunch. NAPM/NCMA have a joint luncheon at the Officers' Club with the instructor, Don Woods, as the speaker on "Purchasing and the Law". This is a presentation for public, private and federal purchasers that explains and simplifies the UCC and other applicable laws. Cost is \$8.00. Advance reservations required. Pay at the door. Call Jason at (303) 754-0200, X-214.

1:00 - 1:15 Travel time

1:15 - 2:45 Specification Writing. Utilizing users, suppliers, and standard forms to obtain information to develop enforceable contracts. Includes checklists, forms and sample documents.

2:45 - 3:00 Break

3:00 - 4:30 Soliciting Professional Services or other noncompetitive services. Includes procedures, checklists, forms, and sample documents.

4:30 - 5:00 Questions and answers, evaluation, and wrap up. (Instructor will also answer one-on-one questions until 6:00 p.m.)

For more information, or to make seminar reservations, call Liz Dunaway at Douglas County Schools in Castle Rock, Colorado, at (303) 814-5139, e-mail <Liz\_Dunaway@ceo.cudenver.edu>. C.P.M.

points will be awarded.  
When: March 16, 1999

Where: Conference Room at System Technology Associates, Inc., 4040 East Bijou Street, Colorado Springs, Colorado. Note that seating is limited to 50 attendees in a high tech conference room.

Cost: \$99.00 for nonmembers; \$49.00 for NPI, NAPM and NCMA members. (Discount will be applied if NPI membership is paid in advance or at the door.) See NPI web site at <http://npi.purchasing.co.harris.tx.us.>, or call NPI at (702) 332-4674. Note that NAPM members can obtain an NPI dual membership for \$90.00.

Who should attend: It would be important for all buyers, procurement professionals and officials in state and local governments to attend these presentations, but suppliers and contractors will also find this information VERY beneficial in doing business with governments.

National Purchasing Institute (NPI), an affiliate of the National Association of Purchasing Management (NAPM), is an organization for professionals in government, education, and institutions.

Registration forms and payment should be mailed to: NPI, Liz Dunaway, Purchasing Department, Douglas County School District, 2812 N. Hwy. 85, Bldg. E, Castle Rock, CO 80104.

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Please note that NPI is looking for other locations to present this and other seminars during the summer and

fall. If you would like to coordinate a presentation and receive a free registration, please contact Don Woods by fax 702-254-7067 or e-mail DLW@anv.net.

## CAPPO Conference Notes

California's Pilot Bid Protest Process was high lighted by Tom Lee and Susan Chan. This is a remarkable concept for providing an unbiased review of documents and process issues. It should lead to better factual data and hopefully methods of reducing the number of disgruntled bidders.

Sponsored by the State Legislature this team been gathering data and conducting actual protest hearings, and are now very close to reporting the results of the study. California is currently letting any state or local government participate but current procedures do require entities to volunteer AND qualify for the program. Cost are born by the parties, especially the loser.

Public purchasers and their suppliers should be watching this one as the results may lead to more entities setting up similar mandatory programs in the other 49 states.

For more information contact Susan Chan at telephone 916-323-1468 or schan@dgs.ca.gov

