

STATE OF WEST VIRGINIA

**FULL PERFORMANCE
EVALUATION OF THE**

DIVISION OF PURCHASING

CONSOLIDATED PUBLISHING FACILITY

**Allowing Private Printers To
Compete With CPF For The
State Printing Needs Would
Save The State Money.**

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Antonio E. Jones, Ph.D.
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February 9, 1997

The Honorable Edwin J. Bowman
State Senate
Building 1, Room 231-WW
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305

The Honorable Joe Martin
House of Delegates
Building 1, Room 213E
1900 Kanawha Boulevard, East
Charleston, West Virginia 25305

Gentlemen:

Pursuant to the West Virginia Sunset Law, we are transmitting a Full Performance Evaluation of the Division of Purchasing, Consolidated Publishing Facility, which will be reported to the Joint Committee on Government Operations on Sunday, February 9, 1997. The issue covered herein is "Allowing Private Printers to Compete With CPF for the State Printing Needs Would Save the State Money."

Sincerely,

Antonio E. Jones

AEJ/wsc

Enclosure

Joint Committee on Government and Finance

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Executive Summary

Performance Evaluation of Consolidated Publishing Facility

The involvement of the government in providing public services begins with the question of why governments are created in the first place, to ensure the integrity of a political entity. This implies that defense, roads, internal public safety, and regulation of public property are important for government participation. This report examines whether the State Consolidated Publishing Facility should be allowed to maintain its legal monopoly of providing printing and copying services for state agencies.

The current question of whether or not printing for state agencies should be public or private is one that clearly slants toward the private sector. First, the good is a support service to the public sector. Second, the private sector is well established in the printing business and highly competitive. The question then as to whether CPF's legal monopoly should be maintained revolves around the whether the services provided by CPF are cheaper than services provided by private printers and whether CPF can provide certain efficiencies not found in the private sector. Neither criteria was met in our evaluation of printing in the public sector: 1) Private printers were usually cheaper than the State's Consolidated Publishing Facility; 2) The private sector provided services not provided by CPF, picking-up and delivering jobs; and, 3) The private sector has an incentive to turn jobs around faster, and to pay particular attention to quality of the product.

Yet according to the Division of Purchasing's *Agency Purchasing Procedures Manual* (Section 3.4.1B), "Agencies are **REQUIRED** to utilize the Consolidated Publishing Facility prior to seeking outside sources." The Manual further states that "**No job over \$100** may be submitted to the open market without obtaining approval from both the Consolidated Publishing Facility and Prison Industries." PERD finds these procedures are preventing state agencies from requesting bids from private printers and forces agencies to pay CPF prices which are higher than the private sector for many orders.

PERD provided a sample of 25 work orders to six local printers to determine the savings by using the private sector printing companies. According to this survey, 17 of the work orders could be done cheaper by using the private sector. If state agencies were able to find the cheapest bid from a combination of CPF and the private sector, the total savings would be **27% over strictly using CPF**, as state agencies are required by the Division of Purchasing's Procedures Manual. Thus, if according to savings percentages realized by PERD's survey holds true throughout the population of \$2,256,682, FY 1996 revenues for CPF, state agencies could possibly save as much as \$609,304 on printing costs by using the cheapest bid from the private sector and CPF.

In addition, CPF is not required to pay state and certain federal taxes that the private sector must pay such as: property taxes; municipal B & O taxes; state and federal income taxes; sales

taxes on purchases on materials; and vehicle registrations. In comparison to private printers, PERD found that CPF avoided having to pay certain taxes in FY 1996 and received in the form of “government discounts” at least \$14,050 in subsidies which private printers cannot receive. These tax and “government discount” subsidies total approximately \$168,618. Thus, CPF should be significantly cheaper than the private sector. However, as stated above, the PERD’s survey found that usually CPF is more expensive than private printers.

Recommendation 1

The Consolidated Publishing Facility should eliminate the \$100 approval limit on state agency printing purchase. This would allow state agencies to bid out for printing services between CPF and the private sector, resulting in the lowest price being paid by state agencies for all printing jobs.

Recommendation 2

The Secretary of Administration should evaluate whether the state should be competing with private printers and whether CPF should be downsized or closed based on compliance and results with Recommendation 1.

OBJECTIVE, SCOPE AND METHODOLOGY

This full performance evaluation of the West Virginia Division of Purchasing was conducted in accordance with the West Virginia Sunset Law, Chapter 4, Article 10 of the *West Virginia Code*. A full performance evaluation is a means to determine for an agency whether or not the agency is operating in an efficient and effective manner and to determine whether or not there is a demonstrable need for the continuation of the agency. The evaluation will help the Joint Committee on Government Operations determine the following:

- if the agency was created to resolve a problem or provide a service;
- if the problem has been solved or the service has been provided;
- the extent to which past agency activities and accomplishments, current projects and operations and planned activities and goals are or have been effective;
- if the agency is operating efficiently and effectively in performing its tasks;
- the extent to which there would be significant and discernable adverse effects on the public health, safety or welfare if the agency were abolished;
- if the conditions that led to the creation of the agency have changed;
- the extent to which the agency operates in the public interest;
- whether or not the operation of the agency is impeded or enhanced by existing statutes, rules, procedures, practices or any other circumstances bearing upon the agency's capacity or authority to operate in the public interest, including budgetary, resource and personnel matters;
- the extent to which administrative and/or statutory changes are necessary to improve agency operations or to enhance the public interest;
- whether or not the benefits derived from the activities of the agency outweigh the costs;
- whether or not the activities of the agency duplicate or overlap with those of other agencies, and if so, how the activities could be consolidated;
- whether or not the agency causes an unnecessary burden on any citizen by its decisions and activities;
- what the impact will be in terms of federal intervention or loss of federal funds if the agency is abolished;

The evaluation of the Division focuses on the Consolidated Publishing Facility located within the Division. The evaluation included a planning process and the development of audit steps necessary to collect competent, sufficient and relevant evidence to answer the audit objectives. Physical, documentary, testimonial and analytical evidence used in the evaluation was collected through interviews, review of records, site visitations, and survey information. The evaluation was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) issued by the Comptroller General of the United States.

Caveats

The sampling methodology employed in this evaluation was less than ideal due to certain constraints. PERD selected 25 CPF work orders for off-set and quick copy duplicating jobs. PERD staff arbitrarily selected 11 quick copy and 14 off-set work orders from the files. Two of the "off-set" work orders were eliminated from the sample because of illegibility. Two quick copy projects, one hypothetical and one actual were added to the sample. CPF pricing information was censored from the work orders. These work orders, with exact job specifications were taken to 6 area printers for estimates. The number of observations was limited to 25 to avoid over imposing on the 6 printing companies and to ensure their cooperation. Because of

inconvenience, one printing company refused to provide estimates for 13 of the work orders. Another constraint was the unavailable number of printing jobs completed within the time frame of the study.

Issue 1: Allowing Private Printers To Compete With CPF For The State Printing Needs Would Save The State Money.

The Consolidated Publishing Facility is a part of the Division of Purchasing located within the Department of Administration. The Consolidated Publishing Facility (CPF) performs a variety of print-related services, including offset duplication, electronic duplication, complete bindery services and all facets of prepress services. These functions are performed by two sections: the offset binding facility; and the 3 quick copy convenience centers. CPF has a total of 33 employees spread out over different locations: the main building on 200 Morris Street where offset binding operations are performed; the quick copy convenience center in Building 2; the quick copy convenience center in Building 7; and the quick copy convenience center at the Division of Environmental Protection offices in Nitro. In FY 1996, the offset binding facility had revenues of \$1,257,569, expenses of \$1,249,284 and a net profit of \$8,285. The quick copy operations had revenues of \$999,113 in FY96, expenses of \$848,609 and a net profit of \$150,504. CPF's net profits from these two sources total \$158,789, as reported in Table 1.

**Table 1
CPF Revenues and Expenses
For FY 1996**

| | Revenues | Expenses | Revenue Minus Expenses |
|----------------------------------|-----------------|-----------------|---------------------------------------|
| Offset Binding Operations | \$1,257,569 | \$1,249,284 | \$8,285 |
| Quick Copy Operations | \$999,112 | \$848,609 | \$150,504 |
| Totals | \$2,256,681 | \$2,097,893 | \$158,789 |

According to the Division of Purchasing's Agency Purchasing Procedures Manual (Section 3.4.1B), "Agencies are **REQUIRED** to utilize the Consolidated Publishing Facility prior to seeking outside sources (emphasis added)." The Manual goes on to state that "**No job over \$100.00** may be submitted to the open market without obtaining approval from both the Consolidated Publishing Facility and Prison Industries (emphasis added)." According to a CPF official, the rule is not really enforced because the Division of Purchasing does not monitor individual agencies to see if they are using CPF or Prison Industries before bidding out to the private sector. Moreover, 11 state agencies have their own print shops. However, those that do not have their own print shops are required to use CPF. PERD feels that these procedures may be preventing some state agencies from saving funds by not allowing them to request a competitive bid from the private sector. The rule forces agencies to pay CPF prices which, based upon a PERD survey, are often times higher than private sector prices.

The Legislature's Reference and Information Center recently had an example of an attempt to enforce the rule requiring state agencies to use CPF while requesting a bid for brochures. The

senior CPF official stated that "state law requires that all state agencies submit their publications to his division prior to the time they seek an outside bid." The CPF employee even stated that "agencies wishing to receive a bid deliver the products to their office (CPF)." In contrast, outside printing companies generally send a sales representative to address printing needs personally. CPF requiring state agencies to deliver these projects to CPF puts an unnecessary burden on agencies in addition to having to pay higher prices.

PERD Printing Costs Survey

In order to determine whether state agencies would save money by using the private sector for printing services, PERD selected 25 actual work orders performed by CPF (shown in Appendix A). These work orders were based on cost of the job and type of printing job performed. PERD added to the sample a previous report presented to the Joint Committee on Government Operations and a hypothetical example of the cost of printing 15,000 8½ X 11 copies. These print jobs as performed by CPF cost \$71,490. PERD took these 27 examples to six printing businesses in the Charleston area to get cost estimates on jobs according to the exact specifications of the work orders. These jobs were also separated from 13 quick copy jobs and 14 offset binding jobs. Two of the work orders were not legible for the printers to read and provide an estimate. Therefore, two work orders were eliminated from the survey bringing the total number of examples to 25. As a result, the total cost for the 25 jobs included in the survey was **\$48,357**. This figure is further broken down to **\$9,174** for quick copy convenience center jobs and **\$39,183** to perform the work orders in the offset binding section. Only one printing company from the survey was capable of doing offset binding work, and not all printers could perform some of the quick copy work such as the tape binding which is performed by the Xerox docutech machine. These companies could perform another form of binding such as GBC binding, but PERD felt that work orders should be performed to exact specifications as to how CPF performed the job, to make the survey more accurate.

From PERD's sample of 25 work orders, 17 could be performed cheaper by using printing companies in the private sector. According to this sample, if an agency were not required to use CPF, and used the private sector printers exclusively, total printing costs would be **\$41,532, which would be a total savings of \$6,825 or a 14% savings over having to use CPF exclusively**. For quick copy convenience center jobs, the private sector totaled **\$5,196**, saving **\$3,978 or 43%** over exclusively using CPF for quick copy jobs. On the offset binding side, exclusive use of the private sector totals **\$36,336**, which is a cost savings of **\$2,847 or a 7% savings**.

Table 2
PERD Printing Costs Survey

| | Quick Copy Centers | Offset Binding | All Jobs |
|--|--------------------|----------------|----------|
| Exclusively CPF | \$9,174 | \$39,183 | \$48,357 |
| Exclusively Private Sector | \$5,196 | \$36,336 | \$41,532 |
| Cheapest Bid from CPF and Private Sector | \$5,128 | \$29,957 | \$35,085 |

If an agency were able to find the cheapest bid from a combination of CPF and the private sector the savings would be even more significant. Total costs for both would total **\$35,085**, which is a savings of \$13,271 or **27% total savings** over strictly using CPF as state agencies are required by the Division of Purchasing's *Procedures Manual*. Quick Copy type services using combined CPF and private sector total **\$5,128**, a savings of \$4046 or 44% over strictly using CPF. Offset binding operations total **\$29,957**, a savings of \$9226 or 24%. Tables 2, 3, and 4 displays the results of the printing cost survey. Appendix B shows the total survey results.

Table 3
Printing Percentage Cost Savings
Over Using CPF Exclusively

| | Quick Copy Centers | Offset Binding | All Jobs |
|--|--------------------|----------------|----------|
| Exclusive Use of Private Sector | 43% | 7% | 14% |
| Cheapest Bid from CPF and Private Sector | 44% | 24% | 27% |

Table 4
Cheapest Printing Costs from the
Private Sector and CPF

| Work Order Number | CPF Price | Lowest Private Sector Price |
|----------------------|--------------------|-----------------------------|
| Quick Copy - #1 | \$18.39 | \$39.75 |
| Quick Copy - #2 | \$265.15 | \$145.50 |
| Quick Copy - #3 | \$172.75 | \$40 |
| Quick Copy - #4 | \$35 | \$25 |
| Quick Copy - #5 | \$1,326.90 | \$717.75 |
| Quick Copy - #6 | \$949.60 | \$600 |
| Quick Copy - #7 | \$759 | \$552 |
| Quick Copy - #8 | \$358.42 | \$223.13 |
| Quick Copy - #9 | \$1,813.20 | \$847.50 |
| Quick Copy - #10 | \$948.45 | \$685.60 |
| Quick Copy - #11 | \$1,553.50 | \$825 |
| Quick Copy - #12 | \$148.50 | \$195 |
| Quick Copy - #13 | \$825 | \$300 |
| Offset Binding - #1 | \$1,165.24 | \$1,510 |
| Offset Binding - #2 | \$1,073.98 | \$623.20 |
| Offset Binding - #3 | \$839.64 | \$123.72 |
| Offset Binding - #4 | \$4,461.90 | \$4,618.63 |
| Offset Binding - #5 | \$25 | \$22.40 |
| Offset Binding - #6 | \$7,560.08 | \$3,317.80 |
| Offset Binding - #7 | \$4,258.64 | \$2,685 |
| Offset Binding - #8 | \$4,796.31 | \$6,670 |
| Offset Binding - #9 | \$4,056.57 | \$5,416.50 |
| Offset Binding - #10 | \$5,390.23 | \$3,150 |
| Offset Binding - #11 | \$3,025.96 | \$4,524 |
| Offset Binding - #12 | \$2,529.10 | \$3,675 |
| Total | \$48,356.51 | \$41,532.48 |

Thus, according to PERD's survey, state agencies could save a significant amount of money by using the competitive bidding process, which would include a bid from CPF. The highest cost savings would be if state agencies used a combination of CPF and the private sector at a total savings of 27%. CPF's FY96 revenues from Quick Copy Convenience Centers and Offset Binding were \$2,256,681. **If savings percentages realized by PERD's survey held true throughout the population of CPF FY 1996 revenues of \$2,256,682, state agencies could possibly save a total of as much as \$609,304 on printing costs by using the cheapest bid from the private sector and CPF.**¹ However, the Division of Purchasing's Procedures Manual prevents state agencies from realizing these savings. PERD believes that **state agencies should be given the option of using the private sector printing companies in order to save money over the use of CPF exclusively.**

CPF Subsidies

In comparing CPF prices to private sector prices, an accurate comparison can only be made if adjustments are made for taxes avoided by CPF and government subsidies are controlled for. For example, as previously stated the Legislature's Reference and Information Center recently received bids for the printing of brochures. When CPF was contacted, a senior CPF official stated that CPF: "would print the brochures for one dollar cheaper than any bid received from outside sources." However, even if CPF had bid on the project at \$1 less than the private sector printers, CPF's price on the \$17,000 job would have actually been significantly higher because the private printer will pay state and local taxes on the print job, which CPF would not.²

As a public entity, CPF is subsidized by not having to pay certain federal and state taxes, etc. that the private sector must pay, yet the private sector is cheaper overall according to the PERD survey. As displayed in Table 5, CPF does not have to pay property taxes; Business and Occupation (B&O) taxes; state and federal income taxes; sales taxes on purchases on materials; nor do they have to pay for vehicle registration. In addition, CPF receives lower rates than private printers do for many purchases, due to government discounts. For example, CPF was required to pay approximately \$14,000 less for a \$281,986 copier than a private printer would have had to pay. In addition because CPF has a legal monopoly on state agencies' printing needs, unlike private businesses, CPF has no advertising costs. At a minimum, in FY 1996 CPF received total subsidies of \$168,618. **Thus, if CPF had to bear the same costs as a private printer, CPF's FY 1996 profit of \$158,789 would probably have been a loss.**

¹ See caveats in Objective, Scope, and Methodology section on page 5 of the report.

² Since CPF would not pick up the brochures, no bid was ever received from CPF on the Legislative print job.

Table 5
Subsidies CPF Receives

| | Has to Pay | | CPF Subsidies FY 1996 |
|---------------------------------|----------------|-----|--------------------------|
| | Private Sector | CPF | |
| Property Tax | Yes | No | \$18,400 |
| B & O Tax | Yes | No | \$22,567 |
| State Income Tax | Yes | No | \$14,291 |
| Federal Income Tax | Yes | No | \$45,178 |
| Sales Tax on Purchases* | Yes | No | \$53,962 |
| Government Rate for Purchases** | No | Yes | \$14,050 |
| Vehicle Registration | Yes | No | \$170 |
| Total Subsidy | | | \$168,618 |

* only includes sales tax on supplies, etc. does not include sales tax on contracts

** Based on receiving a 5% government discount on the \$281,986 copier CPF purchased in FY 1996

Conclusion

The involvement of the government in providing public services begins with the question of why governments are created in the first place, to ensure the integrity of a political entity. This implies that defense, roads, internal public safety, and regulation of public property are important for government participation. This report examines whether the State Consolidated Publishing Facility should be allowed to maintain its legal monopoly of providing printing and copying services for state agencies.

The current question of whether or not printing for state agencies should be public or private is one that clearly slants toward the private sector. First, the good is a support service to the public sector. Second, the private sector is well established in the printing business and highly competitive. The question then as to whether CPF's legal monopoly should be maintained revolves around the whether the services provided by CPF are cheaper than services provided by private printers and whether CPF can provide certain efficiencies not found in the private sector. Neither criteria was met in our evaluation of printing in the public sector: 1) Private printers were usually cheaper than the State's Consolidated Publishing Facility; 2) The private sector provided services not provided by CPF, picking-up and delivering jobs; and, 3) The private sector has an incentive to turn jobs around faster, and to pay particular attention to quality of the product.

PERD believes that the Division of Purchasing's *Procedures Manual* rule of requiring state agencies utilizing CPF before seeking outside sources keeps state agencies from saving money by preventing them from requesting a competitive bid from the private sector. CPF has three competitive advantages over the private sector. These are: (1) Requiring state agencies to utilize their services through the \$100 approval procedure; (2) Not as concerned about net losses; and (3) Subsidized in tax breaks that the private sector is required to pay. Despite the subsidization of CPF the private sector was cheaper in 11 quick copy jobs and six offset binding jobs. PERD's sample of 25 work orders showed that state agencies could have saved 27% by using the cheapest bid from CPF and the private sector. If this savings held true against CPF's FY 1996 revenues, then state agencies could have saved as much as \$609,304 during FY 1996.

Recommendation 1

The Consolidated Publishing Facility should eliminate the \$100 approval limit on state agency printing purchase. This would allow state agencies to bid out for printing services between CPF and the private sector, resulting in the lowest price being paid by state agencies for all printing jobs.

Recommendation 2

The Secretary of Administration should evaluate whether the state should be competing with private printers and whether CPF should be downsized or closed based on compliance and results with Recommendation 1.

Appendix A

REQUISITION INSTRUCTIONS

Fill in the requisition form CAREFULLY and completely. Previously reproduced samples attached are helpful but should not be used as a substitute for instructions, paper color, and binding. Be sure to meet all requirements. Unless otherwise INSTRUCTED, all work will be in black, same size, front and back, and on standard bond paper.

Prepare in Triplicate -- Deliver the original and two copies with your work retaining the canary copy. Questions regarding the completion date should be made referencing the JOB NUMBER at the Convenience Center.

Date Ordered 7/3/96 Date/Time Requested 7/5/96
No. of Originals 105 Copies of Each Original 5
Paper Type 20PT Paper Color White
Cover (65# Only) 65# PINK Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17 Fold: Size _____

Sides to be Printed Front Only Front and Back Type of Fold _____

Copies to be Collated Collated/Strip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

| | | | |
|---------------------------------------|-----------------------------------|---------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Landscape Left Side 2-70 Sheets | Side Stapled 2-70 Sheets | Upper Left 2-70 Sheets | Tape Bind Left 15- (Black) |

Special Instructions:

5 copies tape bound

NO. OF ORIGINALS 97 COPIES OF EACH ORIGINAL 50

PAPER TYPE _____ PAPER COLOR _____

COVER (65# ONLY) COLOR _____ TABS _____

FINISHED SHEET SIZE 8.5 X 11 8.5 X 14 11 X 17 OTHER FOLD: SIZE X

SIDES TO BE PRINTED FRONT ONLY FRONT AND BACK TYPE OF FOLD _____

TABS

COLLATED/SLIP SHEET

UNCOLLATED/STACKED

MINABINDER FINISHED SIZE _____

PLASTIC BINDING NO. PIECES _____

PAD SHEETS PER PAD _____ NO. OF PADS _____

WRAPPING:

SHEETS PER PKG. _____ PADS PER PKG. _____

NO. PKGS. WRAPPED _____ NO. OF BOXES _____

LANDSCAPE LEFT SIDE 2-70 SHEETS

SIDE STAPLED 2-70 SHEETS

UPPER LEFT 2-70 SHEETS

TAPE BIND LEFT

15-125 SHEETS (BLACK TAPE ONLY)

| SCH'D DATE | OP | IN | OUT | TIME |
|------------|----|----|-----|------|
| | | | | |
| | | | | |
| | | | | |
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| | |
|----------------------------|--------------|
| SHEETS 8.5 X 11 | <u>4800</u> |
| SHEETS (RAG 25%) 8.5 X 11 | _____ |
| SHEETS 8.5 X 14 | _____ |
| SHEETS 11 X 17 | _____ |
| SHEETS - COVER 65# | _____ |
| THREE HOLE REGULAR EACH | _____ |
| THREE HOLE REINFORCED EACH | _____ |
| THREE HOLE PUNCH (TIME) | _____ |
| THERMAL BINDINGS (BLACK) | _____ |
| TABS | _____ |
| FOLDING (TIME) | _____ |
| BINDERY (TIME) | _____ |
| OTHER MATERIALS | <u>1 Box</u> |
| SHIPPING | _____ |
| SURCHARGE (50%) | _____ |
| TOTAL | _____ |

LIS

No. of Originals 52 Copies of Each Original 60

Paper Type copy Paper Color white

Cover (65# Only) _____ Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17 Fold: Size _____

Sides to be Printed Front Only Front and Back Type of Fold _____

Copies to be Collated Collated/Slip Sheet Uncollated/Stacked

Tabs Per Copy _____

Copies to be Stapled or Taped

| | | | |
|---------------------------------------|-----------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Landscape Left Side 2-70 Sheets | Side Stapled 2-70 Sheets | Upper Left 2-70 Sheets | Tape Bind Left 15-125 Sheets (Black Tape Only) |

Special Instructions:

| | |
|-----------------------------|-------|
| Sheets 8 1/2 x 11 | _____ |
| Sheets (Rag 25%) 8 1/2 x 11 | _____ |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | _____ |
| Three Hole Regular ea. | _____ |
| Three Hole Reinforced ea. | _____ |
| Three Hole Punch (Time) | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Folding (Time) | _____ |
| Bindery (Time) | _____ |
| Other Materials | _____ |
| Shipping | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

For Operator Use Only: Condition of Originals
 Good Fair Poor

Job No.: _____

Finished Work Received By: _____

Date Received: _____

No. of Originals 2 Copies of Each Original 500
 Paper Type Xerox Paper Color White
 Cover (65# Only) _____ Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17 Fold: Size Tri-Fold

Sides to be Printed Front Only Front and Back Type of Fold _____

Copies to be Collated Collated/Slip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

Landscape Left Side 2-70 Sheets
 Side Stapled 2-70 Sheets
 Upper Left 2-70 Sheets
 Tape Bind Left 15-125 Sheets (Black Tape Only)

Special Instructions:

| | |
|-----------------------------|------------|
| Sheets 8 1/2 x 11 | <u>500</u> |
| Sheets (Rag 25%) 8 1/2 x 11 | _____ |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | _____ |
| Three Hole Regular ea. | _____ |
| Three Hole Reinforced ea. | _____ |
| Three Hole Punch (Time) | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Folding (Time) | _____ |
| Bindery (Time) | <u>1/4</u> |
| Other Materials | _____ |
| Shipping | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

Date Ordered October 2, 1996 Date/Time Requested 10/09/96
 No. of Originals 319 Copies of Each Original 75 (Physician Services)
 Paper Type Bond Paper Color White
 Cover (65# Only) _____ Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17 Fold: Size _____

Sides to be Printed Front Only Front and Back Type of Fold _____

Copies to be Collated Collated/Slip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

Landscape Left Side 2-70 Sheets

Side Stapled 2-70 Sheets

Upper Left 2-70 Sheets

Tape Bind Left

15-125 Sheets (Black Tape Only)

| | |
|---------------------------|-----------------|
| Sheets 8 1/2 x 11 | <u>24,000</u> |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Three Hole Reinforced ea. | _____ |
| Three Hole Regular | _____ |
| Three Hole Punch (Time) | _____ |
| Folding (Time) | _____ |
| Bindery (Time) | _____ |
| Other Materials | <u>to Boyle</u> |
| Shipping | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

OFFICE

JOB DESCRIPTION Letter to Medicare OF PGS. _____ ORDER ENTRY INITIALS BA

PAPER 70 # Ivory SIZE 23 X 35 NO. SHEETS 3,300 PRINT SIZE 11 X 17

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED N

SPECIAL INSTRUCTIONS _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|----------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | <u>2</u> | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING 21 FLATS 21 PLATES 360 975 600 800

SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.

NO. PLATES 2 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 25000

SIDES PRINTED ONE TWO PERFORATION

INK COLORS _____ BLACK

SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS 8 1/2 x 11

FOLD: SIZE 8 1/2 x 5 1/2 TYPE OF FOLD B1-Mailing

COLLATE PUNCH GBC DRILL PERFORATE SCORE

STAPLE: SIDE STITCH SADDLE STITCH LH SETS

STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____

PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____

PAD: SHEETS PER PAD _____ NO. OF PADS _____

NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP

WRAPPING: NO. OF BOXES _____

SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____

SPECIAL INSTRUCTIONS _____

OFFICE

JOB DESCRIPTION HS-21 # OF PGS. _____ ORDER ENTRY INITIALS _____
 PAPER #20 White SIZE 17 1/2 x 22 1/2 NO. SHEETS 15200 PRINT SIZE 17 1/2 x 22 1/2
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED N
 SPECIAL INSTRUCTIONS _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS _____ PLATES _____ 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 15200
 SIDES PRINTED ONE TWO PERFORATION _____
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS TO 8 1/2 x 11
 FOLD: SIZE _____ TYPE OF FOLD _____
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: NO. OF BOXES _____
 SHEETS PER PKG 500 PADS PER PKG. _____ NO. OF PKGS 120
 SPECIAL INSTRUCTIONS Box

OFFICE

JOB DESCRIPTION Title 38 - Series 2 # OF PGS. _____ ORDER ENTRY INITIALS BA
 PAPER 65 # Green SIZE 23 x 35 NO. SHEETS 150 PRINT SIZE 1 1/2 x 18
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED Y N
 SPECIAL INSTRUCTIONS Cover Only

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | 1 | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING 1 FLATS 1 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 400
 SIDES PRINTED ONE TWO PERFORATION
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS Trim to 8 1/2 x 11

FOLD: SIZE _____ TYPE OF FOLD _____
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: _____ NO. OF BOXES _____
 SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____

OFFICE

JOB DESCRIPTION News Letter # OF PGS. _____ ORDER ENTRY INITIALS _____
 PAPER 70lb. White SIZE 11 X 17 NO. SHEETS 72,200 PRINT SIZE 11 X 17
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED Y N
 SPECIAL INSTRUCTIONS: _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|----------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | <u>4</u> | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING 2 FLATS 2 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 2 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 72,200
 SIDES PRINTED ONE TWO PERFORATION _____
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS
 FOLD: SIZE Fold Half TYPE OF FOLD Tri Fold Mailing
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: _____ NO. OF BOXES _____
 SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____
 SPECIAL INSTRUCTIONS Box

OFFICE

JOB DESCRIPTION Bindery Job # OF PGS. 700 ORDER ENTRY INITIALS ADG

PAPER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED

SPECIAL INSTRUCTIONS _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 | CHARGES |
|------------|--------|---------|---------|---------|---------|----------------|
| TIME | | | | | | |
| HALF TONES | | | | | | NEGS _____ |
| LINE NEGS | | | | | | CONTACTS _____ |
| CONTACTS | | | | | | PLATES _____ |
| RUBYLITH | | | | | | MYL/ACE _____ |
| ACETATE | | | | | | RUBYLITH _____ |
| | | | | | | MISC. _____ |

STRIPPING _____ FLATS _____ PLATES _____ 360 975 600 800

SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.

NO. PLATES _____ 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS _____

SIDES PRINTED ONE TWO PERFORATION

INK COLORS _____ BLACK

SPECIAL INSTRUCTIONS _____

| CHARGES | |
|---------|-------|
| TIME | _____ |
| MASTERS | _____ |
| MISC. | _____ |
| MISC. | _____ |

BINDERY

CUTTING INSTRUCTIONS 10 5 1/2 x 8 1/2

FOLD: SIZE _____ TYPE OF FOLD _____

COLLATE PUNCH GBC DRILL PERFORATE SCORE

STAPLE: SIDE STITCH SADDLE STITCH LH SETS

STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____

PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____

PAD: SHEETS PER PAD 50 NO. OF PADS 40

NCR: SIDE Top SETS PER PAD _____ CENTER STRIP

WRAPPING: _____ NO. OF BOXES _____

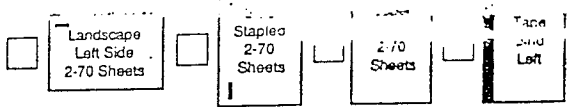
SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____

SPECIAL INSTRUCTIONS Box

7 1 PK

Job Description Policy 5100
 Date Ordered 01/24/96
 No. of Originals _____
 Paper Type _____
 Cover (#65 Only) Color _____
 Finished Sheet Size
 X 8.5 x 11 _____ 11 x 17
 Fold: Size half Type of Fold _____
 Sides to be printed _____ Front Only _____ Front and Back
 Tabs _____ Collated/Slip Sheet _____ Uncollated/Stacked
 _____ Minabinder: Finished Size _____
 Plastic Binding: No. Rings _____
 Pad: Sheets Per Pad _____ No. of Pads _____
 Sheets Per Pkg. _____ Pads Per Pkg. _____
 Wrapping: Sheets Per Pkg. _____ Pads Per Pkg. _____
 No. Pkgs. Wrapped _____ No. of Boxes _____
 _____ Drill _____ Punch _____ Perforate _____ Score

Date/Time Requested _____ //
 Copies of Each Original _____
 _____ No. Sheets _____ Size
 Paper Color _____
 Tabs _____
 _____ Typesetting _____ Proof Requested



Special Instructions:

| | |
|----------------------------|------------------|
| Sheets 8.5 x 11 | <u>15,000</u> |
| Sheets (Rag 25%) 8.5 x 11) | _____ |
| Sheets 8.5 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover #65 | _____ |
| Three Hole Regular Each | _____ |
| Three Hole Reinforced Each | _____ |
| Three Hole Punch (Time) | _____ |
| Thermal Bindings (Black) | _____ |
| _____ Tabs | _____ |
| Folding (Time) | <u>4 hrs.</u> |
| Bldery (Time) | <u>4 Blders.</u> |
| Other Materials | _____ |
| Shipping | _____ |
| Surcharge (%50) | _____ |
| Total | _____ |

Date Ordered 10/1/96
No of originals 1 set (356) pages
Paper Type Bond
Cover (65# Only)

Date Time Requested Friday 10/11/96 11:15 AM
Number of each Original 40 sets (each has 356 pages)
Paper Color White
Color

Finished Sheet Size 8 1/2 x 11 8 1/2 x 14 11 x 17 Fold: Size

Sides to be Printed Front Only Front and Back Type of Fold

Copies to be Collated Collated/Slip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped
Landscape Left Side 2-70 Sheets
Side Stapled 2-70 Sheets
Upper Left 2-70 Sheets
Tape Bind Left 15-125 Sheets (Black Tape Only)

3-hole punched

Special Instructions:
Need 40 copies (front only) 356 pages/set collated and to be 3-hole punched.
Need by Friday morning if possible - all of our auditors and supervisors are going to training sessions out-of-town and need to take these with them.

| | |
|-----------------------------------|---------------------|
| Sheets 8 1/2 x 11 | _____ |
| Sheets (Fag 25%) 8 1/2 x 11 | _____ |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | _____ |
| Three Hole Regular ea. | 40 sets (356 pages) |
| Three Hole Regular ea. | 13,800 |
| Three Hole Punch (Time) | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Folding (Time) | _____ |
| Bindery (Time) | _____ |
| Other Materials | _____ |
| Shipping | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

13

Date/Time Requested As soon as possible
 Order # 51 Order # of Each Original 175
 Paper Type _____ Paper Color white
 Cover (65# Only) _____ Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17 Fold: Size _____

Sides to be Printed Front Only Front and Back Type of Fold _____

Copies to be Collated Collated Slip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

| | | | |
|---------------------------------------|-------------------------------------|---------------------------------|--|
| Landscape Left Side 2-70 Sheets | Side Stapled 2-70 1 Sheets | Upper Left 2-70 Sheets | Tape Bind Left 15-125 Sheets (Black Tape Only) |
|---------------------------------------|-------------------------------------|---------------------------------|--|

Special Instructions:
Copy as example

| | |
|---------------------------|--------------|
| Sheets 8 1/2 x 11 | <u>6,475</u> |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Three Hole Reinforced ea. | _____ |
| Three Hole Regular | _____ |
| Three Hole Punch (Time) | _____ |
| Folding (Time) | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

14

Date Ordered 10/17/96

Date/Time Requested 10/21/96

No of originals 339

Copies of Each Original 100

Paper Type regular 20# copy paper

Paper Color white

Cover (65# Only) _____

Color _____

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17

Fold: Size _____

Sides to be Printed. Front Only Front and Back

Type of Fold _____

Copies to be Collated Collated Slip Sheet Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

| | | | | | |
|--------------------------|---------------------------------------|-----------------------------------|---------------------------------|--------------------------|------------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Landscape Left Side 2-70 Sheets | Side Stapled 2-70 Sheets | Upper Left 2-70 Sheets | Tape Bind Left | 15-125 Sheets (Black Tape Only) |

Special Instructions:

3 hole punched (to be inserted in notebooks)

| | |
|---------------------------|----------------|
| Sheets 8 1/2 x 11 | 339 |
| Sheets 8 1/2 x 14 | |
| Sheets 11 x 17 | |
| Sheets - Cover 65# | |
| Thermal Bindings (black) | |
| Tabs | |
| Three Hole Reinforced ea. | |
| Three Hole Regular | 32,800 |
| Three Hole Punch (Time) | |
| Folding (Time) | |
| Surcharge (50%) | |
| Total | 8 130x |

For Operator Use Only: Condition of Originals

Good Fair Poor

Job No: 10-1512

Finished Work Received By: Jack Ruder

Date Received _____

NO. OF ORIGINALS 104 COPIES OF EACH ORIGINAL 300

PAPER TYPE _____ PAPER COLOR White 15

COVER (65# ONLY) COLOR _____ TABS _____

FINISHED SHEET SIZE 8.5 X 11 8.5 X 14 11 X 17 OTHER FOLD: SIZE X

SIDES TO BE PRINTED FRONT ONLY FRONT AND BACK TYPE OF FOLD _____

TABS

COLLATED/SLIP SHEET

UNCOLLATED/STACKED

MINABINDER FINISHED SIZE _____

PLASTIC BINDING NO. PIECES _____

PAD SHEETS PER PAD _____ NO. OF PADS _____

WRAPPING:

SHEETS PER PKG. _____ PADS PER PKG. _____

NO. PKGS. WRAPPED _____ NO. OF BOXES _____

LANDSCAPE LEFT SIDE 2-70 SHEETS

SIDE STAPLED 2-70 SHEETS

UPPER LEFT 2-70 SHEETS

TAPE BIND LEFT

15-125 SHEETS (BLACK TAPE ONLY)

| SCH'D DATE | OP | IN | OUT | TIME |
|------------|----|----|-----|------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

SPECIAL INSTRUCTIONS:

Collate & staple

3-hole punch

| | |
|----------------------------|--------------------|
| SHEETS 8.5 X 11 | _____ |
| SHEETS (RAG 25%) 8.5 X 11 | _____ |
| SHEETS 8.5 X 14 | _____ |
| SHEETS 11 X 17 | _____ |
| SHEETS - COVER 65# | _____ |
| THREE HOLE REGULAR EACH | <u>16, 17, 140</u> |
| THREE HOLE REINFORCED EACH | _____ |
| THREE HOLE PUNCH (TIME) | _____ |
| THERMAL BINDINGS (BLACK) | _____ |
| TABS | _____ |
| FOLDING (TIME) | _____ |
| BINDERY (TIME) | _____ |
| OTHER MATERIALS | <u>5/B</u> |
| SHIPPING | _____ |
| SURCHARGE (50%) | _____ |
| TOTAL | _____ |

Date Ordered July 9, 1996

Date/Time Requested July 12, 1996

No. of Originals 23

Copies of Each Original 1100 /G

Paper Type 20 lb Bond

Paper Color White

Cover (65# Only) _____

Color Card Stock - Yellow

Finished Sheet Size 8.5 x 11 8.5 x 14 11 x 17

Fold: Size _____

Sides to be Printed Front Only Front and Back

Type of Fold _____

Copies to be Collated

Collated/Slip Sheet

Uncollated/Stacked

Tabs Per Copy

Copies to be Stapled or Taped

Landscape Left Side 2-70 Sheets

Side Stapled 2-70 Sheets

Upper Left 2-70 Sheets

Tape Bind Left 15-125 Sheets (Black Tape Only)

Special Instructions:

Needs to be collated with Yellow Card Stock and stapled upper left corner

| | |
|-----------------------------|---------------|
| Sheets 8 1/2 x 11 | <u>24,250</u> |
| Sheets (Rag 25%) 8 1/2 x 11 | _____ |
| Sheets 8 1/2 x 14 | _____ |
| Sheets 11 x 17 | _____ |
| Sheets - Cover 65# | <u>3000</u> |
| Three Hole Regular ea. | _____ |
| Three Hole Reinforced ea. | _____ |
| Three Hole Punch (Time) | _____ |
| Thermal Bindings (black) | _____ |
| Tabs | _____ |
| Folding (Time) | _____ |
| Bindery (Time) | _____ |
| Other Materials | <u>15 Bk</u> |
| Shipping | _____ |
| Surcharge (50%) | _____ |
| Total | _____ |

PAPER TYPE 3 hole drilled PAPER COLOR 17

COVER SHEET 15 TABS 15

FINISHED SHEET SIZE 8.5 X 11 8.5 X 14 11 X 17 OTHER FOLD: SIZE X

SIDES TO BE PRINTED FRONT ONLY FRONT AND BACK TYPE OF FOLD _____

TABS

COLLATED/SLIP SHEET

LANDSCAPE LEFT SIDE 2-70 SHEETS

SIDE STAPLED 2-70 SHEETS

UPPER LEFT

TAPE

15-125 SHEETS

MINABINDER FINISHED SIZE _____

PLASTIC BINDING NO. PIECES _____

PAD SHEETS PER PAD _____ NO. OF PADS _____

WRAPPING:

SHEETS PER PKG. _____ PADS PER PKG. _____

NO. PKGS. WRAPPED _____ NO. OF BOXES _____

SPECIAL INSTRUCTIONS:

| SCH'D DATE | OP | IN | OUT | TIME |
|------------|----|----|-----|------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
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| | | | | |
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| | | | | |
| | | | | |

SHEETS 8.5 X 11 _____

SHEETS (RAG 25%) 8.5 X 11 _____

SHEETS 8.5 X 14 _____

SHEETS 11 X 17 _____

SHEETS - COVER 65# _____

THREE HOLE REGULAR EACH 41,205

THREE HOLE REINFORCED EACH _____

THREE HOLE PUNCH (TIME) _____

THERMAL BINDINGS (BLACK) _____

TABS _____

FOLDING (TIME) _____

BINDERY (TIME) _____

OTHER MATERIALS _____

SHIPPING _____

SURCHARGE (50%) _____

TOTAL _____

12 B1

OFFICE

JOB DESCRIPTION _____

PAPER Kroydon Blue SIZE 23 X 35 NO. SHEETS 670 PRINT SIZE 10 X 13

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED N

SPECIAL INSTRUCTIONS CUT SHORT GRAIN

18

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| | | | | | |
|------------|--------|---------|---------|---------|---------|
| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS _____ PLATES _____ 360 975 600 800

SPECIAL INSTRUCTIONS Don burn plates 3980 FUJI H.B.

on just SI METRIC

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.

NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 2000

SIDES PRINTED ONE TWO PERFORATION

INK COLORS Gold Ink BLACK

SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS _____

FOLD: SIZE _____ TYPE OF FOLD _____

COLLATE PUNCH GBC DRILL PERFORATE SCORE

STAPLE: SIDE STITCH SADDLE STITCH LH SETS

STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____

PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____

PAD: SHEETS PER PAD _____ NO. OF PADS _____

NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP

WRAPPING: _____ NO. OF BOXES _____

SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____

SPECIAL INSTRUCTIONS Wrap Around Cover

Box

OFFICE

JOB DESCRIPTION 50-3 # OF PGS. _____
PAPER 65# Yellow SIZE 23 x 35 NO. SHEETS 1,300 PRINT SIZE 11 x 12 19

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED N

SPECIAL INSTRUCTIONS _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS 1 PLATES 360 975 600 800

SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.

NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 52,000

SIDES PRINTED ONE TWO PERFORATION

INK COLORS _____ BLACK

SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS 8 1/2 x 11

- FOLD: SIZE _____ TYPE OF FOLD _____
- COLLATE PUNCH GBC DRILL PERFORATE SCORE
- STAPLE: SIDE STITCH SADDLE STITCH LH SETS
- STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
- PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
- PAD: SHEETS PER PAD _____ NO. OF PADS _____
- NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
- WRAPPING: NO. OF BOXES _____

SHEETS PER PKG. 250 PADS PER PKG. _____ NO. OF PKGS. 400

SPECIAL INSTRUCTIONS _____

OFFICE

JOB DESCRIPTION Printing & stripping calendar # OF PAGES _____ ORDER ENTRY INITIALS HTJ
 PAPER 60lb. enamel SIZE 17 1/2 x 22 1/2 NO. SHEETS 13,000 PRINT SIZE 17 1/2 x 22 1/2
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED N
 SPECIAL INSTRUCTIONS _____

20

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|-----------|---------|-----------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | <u>#5</u> | | <u>#3</u> | | |
| CONTACTS | <u>3</u> | | | | |
| RUBY LITH | | | | | |
| ACETATE | | | | | |

STRIPPING 6 FLATS 2 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 2 8.5 X 11 SHEETS _____ 6.5 X 11 IMPRESSIONS 52,000
 SIDES PRINTED ONE TWO PERFORATION 17 1/2 x 22 1/2
 INK COLORS Red & BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS Hold calendar to 5x10 1/2, fold then cut to
 FOLD: SIZE 2 1/2 x 10 1/2, then cut 2 1/2 x 3 1/2
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: _____ NO. OF BOXES _____
 SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS. _____
 SPECIAL INSTRUCTIONS Rubber band in 100s - put 150,000 in one batch & 75,000 in another

OFFICE

JOB DESCRIPTION LM-RK-1 # OF PGS. _____ ORDER ENTRY INITIALS BH

21

PAPER 20#-WH SIZE 11 X 17 NO. SHEETS 60,500 PRINT SIZE 11 X 17

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED

SPECIAL INSTRUCTIONS _____

TYPESETTING CAMERA LAYOUT DESIGN PROOF

PHILIPPS

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|-----------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | <u>12</u> | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING 3 FLATS 4 PLATES 360 975 600 800
SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
NO. PLATES 6 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 60,500

SIDES PRINTED ONE TWO PERFORATION
INK COLORS _____ BLACK

SPECIAL INSTRUCTIONS _____

PHILIPPS

CUTTING INSTRUCTIONS 8 1/2 X 11

FOLD: SIZE _____ TYPE OF FOLD _____
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: sets NO. OF BOXES _____
SHEETS PER PKG. 100 PADS PER PKG. _____ NO. OF PKGS. 400
SPECIAL INSTRUCTIONS _____

PHILIPPS

OFFICE

JOB DESCRIPTION _____ ORDER ENTRY INITIALS _____

PAPER #20 White SIZE 11 X 17 NO. SHEETS ~~4000~~ 60200 PRINT SIZE 11 X 17

COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED N

SPECIAL INSTRUCTIONS _____

22

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS 3 PLATES 360 975 600 800

SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.

NO. PLATES 3 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 9000

SIDES PRINTED ONE TWO PERFORATION

INK COLORS _____ BLACK

SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS TO 8 1/2 x 11

FOLD: SIZE _____ TYPE OF FOLD _____

COLLATE PUNCH GBC DRILL PERFORATE SCORE

STAPLE: SIDE STITCH SADDLE STITCH LH SETS

STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____

PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____

PAD: SHEETS PER PAD _____ NO. OF PADS _____

NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP

WRAPPING: _____ NO. OF BOXES _____

SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____

SPECIAL INSTRUCTIONS Box

ORIGINAL

JOB DESCRIPTION Reduced Rates # OF PGS. _____ ORDER ENTRY INITIALS LLS
 PAPER 20lb, w.b. SIZE 17 1/2 x 22 1/2 NO. SHEETS 38,000 PRINT SIZE 17 1/2 x 22 1/2
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED
 SPECIAL INSTRUCTIONS _____

23

PROOF

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| | | | | | |
|------------|--------|----------|---------|---------|---------|
| SIZE NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
| HALF TONES | | | | | |
| LINE NEGS | | <u>4</u> | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING 1 FLATS 1 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PROOF

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 76,000
 SIDES PRINTED ONE TWO PERFORATION 17 1/2 x 22 1/2
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

PROOF

CUTTING INSTRUCTIONS 70 1/2 x 17
 FOLD: SIZE 3 1/8 x 8 1/2 TYPE OF FOLD Tai
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: _____ NO. OF BOXES _____
 SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____
 SPECIAL INSTRUCTIONS Box for LSC

OFFICE

JOB DESCRIPTION ES-2 # OF PGS. _____ ORDER ENTRY INITIALS 7294 24
 PAPER 20# - WH SIZE 17 1/2 x 22 1/2 NO. SHEETS 180,000 PRINT SIZE 17 1/2 x 22 1/2
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____

GRAIN LONG SHORT SAMPLE ATTACHED N
 SPECIAL INSTRUCTIONS _____

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS 7 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 7 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 360,000
 SIDES PRINTED ONE TWO PERFORATION
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS 11 x 17 - Perf LAST Page

FOLD: SIZE _____ TYPE OF FOLD _____
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: NO. OF BOXES _____
 SHEETS PER PKG. _____ PADS PER PKG. _____ NO. OF PKGS _____
 SPECIAL INSTRUCTIONS _____

OFFICE

JOB DESCRIPTION HJ-6 # OF PGS. _____ ORDER ENTRY INITIALS LHS
 PAPER 65 lb. gold SIZE 23x35 NO. SHEETS 8800 PRINT SIZE 16x20
 COVER _____ SIZE _____ NO. SHEETS _____ PRINT SIZE _____
 GRAIN LONG SHORT SAMPLE ATTACHED N

25

PREPRESS

TYPESETTING CAMERA LAYOUT DESIGN PROOF

| SIZE/NO. | 8 X 10 | 10 X 12 | 12 X 18 | 20 X 24 | 24 X 36 |
|------------|--------|---------|---------|---------|---------|
| HALF TONES | | | | | |
| LINE NEGS | | | | | |
| CONTACTS | | | | | |
| RUBYLITH | | | | | |
| ACETATE | | | | | |

STRIPPING _____ FLATS 1 PLATES 360 975 600 800
 SPECIAL INSTRUCTIONS _____ 3980 FUJI H.B.

PRESS

360 975 600 800 3980-1 3980-2 3980-3 FUJI H.B.
 NO. PLATES 1 8.5 X 11 SHEETS _____ 8.5 X 11 IMPRESSIONS 35,200
 SIDES PRINTED ONE TWO PERFORATION 16x20
 INK COLORS _____ BLACK
 SPECIAL INSTRUCTIONS _____

BINDERY

CUTTING INSTRUCTIONS to 8x10

FOLD: SIZE _____ TYPE OF FOLD _____
 COLLATE PUNCH GBC DRILL PERFORATE SCORE
 STAPLE: SIDE STITCH SADDLE STITCH LH SETS
 STITCH: UPRIGHT MINABINDER MULTIBIND FIN. SIZE _____
 PLASTIC BINDERS SIZE _____ NO. _____ COLOR _____
 PAD: SHEETS PER PAD _____ NO. OF PADS _____
 NCR: SIDE _____ SETS PER PAD _____ CENTER STRIP
 WRAPPING: _____ NO. OF BOXES _____
 SHEETS PER PKG. 250 PADS PER PKG. _____ NO. OF PKGS 280
 SPECIAL INSTRUCTIONS _____

Appendix B

Printing Cost Comparison

| Work Order Example | CPF | Company #1 | Company #2 | Company #3 | Company #4 | Company #5 | Company #6 |
|---------------------------|-------------|------------|------------|------------|-------------|-------------|-------------|
| Order #1 | \$18.39 | N/A | \$46.85 | N/A | \$39.75 | \$45.00 | N/A |
| Order #2 | \$265.15 | \$145.50 | \$242.50 | \$363.75 | \$218.25 | \$339.50 | \$242.50 |
| Order #3 | \$172.75 | \$40.00 | \$156.00 | \$238.84 | \$148.20 | \$198.50 | \$156.00 |
| Order #4 | \$35.00 | \$65.00 | \$41.00 | \$97.00 | \$72.90 | \$60.60 | \$25.00 |
| Order #5 | \$1,326.90 | \$717.75 | \$837.38 | \$1,435.50 | \$837.38 | \$1,150.00 | \$1,196.25 |
| Order #6 | \$1,165.24 | N/A | N/A | N/A | \$1,510.00 | N/A | N/A |
| Order #7 | \$1,073.98 | N/A | N/A | N/A | \$623.20 | N/A | N/A |
| Order #8 | \$839.64 | N/A | N/A | N/A | \$123.72 | N/A | N/A |
| Order #9 | \$4,461.90 | N/A | N/A | N/A | \$4,618.63 | \$6,500.00 | N/A |
| Order #10 | \$25.00 | N/A | N/A | N/A | \$22.40 | N/A | N/A |
| Order #11 | \$949.60 | \$600.00 | \$750.00 | N/P | \$655.05 | \$712.00 | \$750.00 |
| Order #12 | \$759.00 | \$569.60 | \$552.00 | N/P | \$379.31 | \$446.25 | \$712.00 |
| Order #13 | \$358.42 | \$273.11 | \$262.50 | N/P | \$1,464.25 | \$1,506.00 | \$223.13 |
| Order #14 | \$1,813.20 | \$1,027.17 | \$984.00 | N/P | \$1,255.80 | \$1,388.00 | \$847.50 |
| Order #15 | \$948.45 | \$964.08 | \$685.60 | N/P | \$1,032.50 | \$825.00 | \$780.00 |
| Order #16 | \$1,553.50 | \$2,277.00 | \$1,649.00 | N/P | N/A | N/A | \$1,518.00 |
| Order #17 | \$3,078.82 | N/A | N/A | N/P | \$3,317.80 | N/A | N/A |
| Order #18 | \$7,560.08 | N/A | N/A | N/P | \$2,685.00 | N/A | N/A |
| Order #19 | \$4,258.64 | N/A | N/A | N/P | \$6,670.00 | N/A | N/A |
| Order #20 | \$4,796.31 | N/A | N/A | N/P | \$5,416.50 | N/A | N/A |
| Order #21 | \$4,056.57 | N/A | N/A | N/P | \$3,150.00 | N/A | N/A |
| Order #22 | \$5,390.23 | N/A | N/A | N/P | \$4,524.00 | N/A | \$6,020.00 |
| Order #23 | \$3,025.96 | N/A | N/A | N/P | N/A | N/A | N/A |
| Order #24 | \$20,054.60 | N/A | N/A | N/P | N/A | N/A | N/A |
| Order #25 | \$2,529.10 | N/A | N/A | N/P | \$3,675.00 | N/A | N/A |
| Previous PERD Report | \$148.50 | N/A | N/A | N/A | \$211.85 | \$195.00 | N/A |
| 15,000 8.5 x 11 copies | \$825.00 | \$300.00 | \$525.00 | \$412.04 | \$406.50 | \$355.90 | \$750.00 |
| Totals for Available Jobs | \$71,489.93 | \$6,979.21 | \$6,731.83 | \$2,547.13 | \$43,057.99 | \$13,721.75 | \$13,220.38 |

Appendix C



STATE OF WEST VIRGINIA
DEPARTMENT OF ADMINISTRATION
State Capitol
Charleston, WV 25305

Cecil H. Underwood
Governor

February 4, 1997

Mr. Jim Teets, Secretary
Department of Administration
Building One, Room E-119
Charleston, West Virginia 25305

RE: Performance Report of Central Publishing Facility

Dear Jim:

As you are aware, the Performance Evaluation and Research Division of the Office of Legislative Auditors has completed and filed their report of the Consolidated Publishing Facility. A draft copy of the report was provided to our staff when the exit meeting was held and we were told that we could file a written response in rebuttal. Please find attached a copy of our official response to the report comments.

If we may provide any additional information regarding this matter, please do not hesitate to contact me.

Sincerely,

Curt Curtiss, Acting Director
Purchasing Division

cc: Diana Stout
Scott Padon
file

RECEIVED

FEB 04 1997

**RESEARCH AND PERFORMANCE
EVALUATION DIVISION**

E.E.O./AFFIRMATIVE ACTION EMPLOYER

Response to the Executive Summary

Performance Evaluation of the Consolidated Publishing Facility performed by the Office of Legislative Auditor Performance Evaluation and Research Division February 1997

While the prepared executive summary invokes the question concerning the basic premise of "why governments are created in the first place" and that the basic functions stated in the report are important for government participation, the question is not addressed as to how those basic functions are supported; supported so that the functions, and more importantly, the associated missions are appropriately completed. There are few reviews of significant government operations, with the outcome of success or failure, that does not address the support provided for the operation and how that support contributed to the success or failure.

The report prepared examines whether the Department of Administration Consolidated Publishing Facility "should be allowed to maintain its legal monopoly of providing printing and copying services for state agencies." As stated to the analysts preparing the report, research by the Department of Administration in 1994 and the Division of Corrections in 1996 indicates that the Consolidated Publishing Facility (CPF) accounts for approximately 11% of the total dollars spent by Executive Branch state agencies for printed products. Combined with the work performed by the Division of Corrections Prison Industries, the percentage rises to approximately 13.5% for the combined work of the two organizations. Considering the purchases of printed products by all state agencies, in all branches of state government, and the amount of printed products produced by the state government in-plant printing facilities currently operating in

the Bureau of Employment Programs,
the Division of Highways,
the Division of Personnel,
the Division of Public Safety (State Police),
the Division of Rehabilitation Services,
the Department of Agriculture,
the Department of Education,
six institutions within the Department of Education & the Arts,
the Library Commission, and
Legislative Services,

the Consolidated Publishing Facility does not represent a monopoly in production or purchases in this service area.

The evaluation research looked for a determination of whether or not the services offered by the Consolidated Publishing Facility (CPF) are "cheaper than services provided by private printers" and "whether CPF can provide certain efficiencies not found in the private sector."

In 1989 Governor Gaston Caperton convened the Implementation Project Team for the implementation of the reorganization of West Virginia government. The team of private sector business representatives wrote in a report to the Governor that they had taken "a sampling of over thirty jobs completed by this facility over the past year ranging from the simple, straight run, large volume jobs through both the medium and short run jobs reflecting various degrees of difficulty and requested a critique on both price and service from one of the largest, more diversified multi-facility printing institutions within West Virginia. Only on several small jobs (3% of total impressions) was the private sector lower in cost. On balance the prices favored the Revolving Fund prices which were charged for the individual jobs." The team representatives stated in their final report that because of the magnitude of the differences in the private sector prices and the in-plant prices, "it would be difficult to recommend moving to the private sector" for the printing needs of state government.

In 1991 and 1993 the Consolidated Publishing Facility (CPF) conducted or contracted cost comparison surveys among private sector printers. The 1991 survey was conducted using CPF staff and the 1993 survey was by a contract with a Marshall University marketing department student intern. In each of these surveys, a disclosure was made to the private sector printer participating that a survey was being conducted and the results were to be used to determine the cost-effectiveness of the state government printing program. **Each of the surveys indicated that the CPF provided a savings to state government agencies.** The CPF staff responded to these survey results by redefining and refining the core production niche of the CPF to produce the printed products that the CPF could most efficiently manufacture.

A cost comparison survey of traditional offset lithographic printing was conducted in 1994 by a Charleston-based printer (electronic duplication was not considered in the survey because the printer believed that the Consolidated Publishing Facility was competently and competitively ahead in that area of production). The survey revealed that **the CPF charges were, at best, simply competitive** with the private sector market. The methodology of the survey was not disclosed with certainty, but one private sector printer indicated that the samples were batched and in the original work order format. Using that methodology, the results would likely be less-than-reliable. In further discussions about the survey, **it was disclosed that the sample jobs that were priced below the CPF costs were not likely to be produced by in-state private sector printers, but brokered to out-of-state printers and were, therefore, priced accordingly.**

In searching for the determination of cost-effectiveness on a per job basis, it is believed that the Performance Evaluation and Research Division (PERD) comparison used the same methodology (batching a group of original work orders in the original format) that is considered to provide less-than-reliable results. The agreed position of the National Association of State Printers, printing equipment industry representatives surveyed, and local private sector printers surveyed is that the described methodology is inaccurate and that the most effective price comparison methodology is based on a real-time, point-of-sale comparison.

The PERD comparison conducted in January 1997 targets cost as the primary factor in determining whether or not the Consolidated Publishing Facility is competitive with the private sector printers, but the **cost is not the only factor. The most outstanding complaint from printing customers is the production time required to complete their job.** In the PERD survey only 2 of the 13 quick copy jobs produced by the CPF were priced less than the private sector sample prices. Most private sector printers do not have electronic duplication (quick copy) production capabilities. An assumption is made that the private sector pricing in the PERD comparison is based on producing the printed product by traditional offset lithography. While there is a point to be made in that the production method - offset or electronic duplication - doesn't make any difference as long as there is a bottom line savings, that point is invalidated if the customer does not receive their printed product within the customer-specified timeline. **Most offset production timelines are measured in days; the Consolidated Publishing Facility Quick Copy Convenience Center production is measured in minutes and hours.** If the quick copy jobs used in the survey had been priced for production in the production environment necessary to meet the customer-specified timeline, then the CPF production would have produced a savings of at least \$0.015 per page (a black image on an 8.5"x11" page cost of \$0.07 per page at Kinko's in Charleston versus \$0.055 per page at CPF QCCC). Considering that the QCCC produces approximately 4.4 million sheets per month for state agencies, the benefits and savings add up.

The evaluation research looked for a determination of whether or not the Consolidated Publishing Facility (CPF) can provide certain efficiencies not found in the private sector." The executive summary states that "the private sector provided services not provided by CPF, picking-up and delivering jobs..." which is misleading to the reader. **The CPF has provided a limited job pick up service, the standard delivery of large jobs through the Central Stockroom facilities (using both government-owned trucks and private sector shippers), and, importantly, the ability for state government agencies to digitally deliver jobs to the CPF Quick Copy Convenience Center.**

The delivery of completed jobs has not been a priority with the CPF because the CPF customer base has at its disposal a large network of delivery personnel that is already on staff with the agency. **State agencies have repeatedly shown a disposition toward using their own personnel for the delivery of hard copy material to the CPF and to pick up completed jobs.** At the request of smaller organizations within state government, the CPF has responded by shifting existing personnel responsibilities in order to provide delivery personnel and retiring one of two large delivery trucks and replacing it with a more suitably-sized delivery vehicle for local use. The newly acquired delivery vehicle (from the Purchasing Division Federal surplus program) is being serviced and prepared for CPF use.

Questions posed in the PERD executive summary concerning taxes avoided are questions that applicable to all support services within state government. A variety of services are provided from within state government that are in "competition" with businesses established in the private sector and for which there are no taxes collected and, therefore, returned to state government. Just within the Department of Administration, services range from air taxis to rental vehicles, from computer software instruction to computer repair and service, from mail consolidation to bulk mailing, from management training to first aid training, from public auctions to business accounting. Government organizations, like corporations, have a need to establish and maintain a support structure in order to complete their basic tasks.

According to the Performance Evaluation and Research Division (PERD) executive summary, the "highest cost savings would be if state agencies used a combination of CPF and the private sector..." While Purchasing Division documents and collateral resources indicate that state agencies are required to use the CPF, **the past and current practice within state government is that most agencies use the printer of choice - within government or in the private sector - that best meets the agency's immediate needs.** There is not any known penalty applied to either the agency or the vendor if the CPF, Prison Industries, or sheltered workshops are not used for or consulted about the printing job. It has never been the position of the CPF to seek any penalty toward either the agency contracting for printed products or the non-CPF vendor producing the product if CPF services were not used.

Since 1991 the Consolidated Publishing Facility has devised multiple parallel tracks for improved services, lower costs, and the promotion of Administration-driven philosophies to state government agencies.

□ A track was to re-establish the offset printing operation to meet the needs of state government agencies in terms of production, turn-around-time for job completion, and cost. The 1991 operation used 9 offset presses with a production staff of 10 to produce 93 million 8.5"x11" equivalent sheets of paper; the 1997 operation uses 3 presses with a production staff of 8 scheduled for two production shifts per workday to produce an estimated 241 million 8.5"x11" equivalent sheets of paper over the same number of production days.

□ A track was to establish an electronic duplication operation that provided to state government agencies the highest level of useful technology available in the printing environment, with the greatest level of service, at the lowest possible costs.

The 1997 budget document will be the first State of West Virginia budget constructed and composed in a digital environment, shipped to the printer via a standard digital path, and printed in a digital environment.

The Consolidated Publishing Facility Quick Copy Convenience Center operation was featured in the national publication *Government Technology* (December 1996 issue) as a featured case study for "helping government cut costs and boost productivity."

□ A track was established to use the most environmentally-friendly products (water-based solutions, vegetable-based inks, and other products with reduced volatile organic compounds) in the production of printed products for state government.

□ A track was established to aggressively promote recycled and alternative products in the printing production within state government. The CPF is the second largest user (behind the Federal government's Government Printing Office) of tree-free paper.

The successful implementation and continued refinement of these tracks both serves government agencies and helps to steer the private sector in the direction needed to meet government-driven changes.

As to the recommendations forwarded in the Executive Summary, **the recommendation to eliminate the \$100 approval threshold for printing is valid. The procedure is not and has not been followed by state agencies**, could not be adequately supported by the Consolidated Publishing Facility staffing structure, nor effectively monitored by the Purchasing Division. By default, the recommendation is already in practice today by state agencies. The Acting Director of the Purchasing Division has agreed to formally eliminate the threshold from the purchasing procedures issued to state government agencies.

As to whether or not the CPF should be competing with the private sector, the CPF has a symbiotic relationship with the Division of Corrections Prison Industries and private sector printers which creates a healthier business climate than is created in a competitive environment. **The CPF has designed production capabilities that differentiate CPF production capabilities from those found in Prison Industries and the in-state private sector printer market so that competition is not a driving force in production decisions. The CPF has been carefully designing delivery options through digital technologies that include the ability to send state government printing requests to private sector printers as a transparent transaction to state agencies so that private sector printers are actively included in government printing.** The CPF has monitored the activities of other state governments as states have reviewed inplant, outsourcing, privatization, and various business hybrids in order to find the most effective methods to printing government documents. As other state governments experience failures, the CPF moves away from incorporating those methods in the CPF operation. As other state governments experience successes, the CPF incorporates or otherwise adapts those methods to the CPF operation.

The Consolidated Publishing Facility staff offer the following recommendations:

- 1) Initiate the consolidation and/or closure of all production-oriented (those not used for the single purpose of teaching students) printing facilities within state government not associated with the CPF, the Division of Corrections Prison Industries, or the Sheltered Workshops;
- 2) Implement the "clearinghouse concept" for state government that directs all printing needs to a single source for the appropriate distribution to a printing facility, within government or the private sector, meeting all the necessary requirements for production.

The consolidation issue has been reviewed by more than one administration. The recommendations for consolidation have never been fully carried forth. **The recommendation for the consolidation of government printing facilities by the 1989 Governor's Implementation Project Team** for the implementation of the reorganization of West Virginia government **should be completed.** This would produce the benefits envisioned by the team.

The Consolidated Publishing Facility initiated the practical idea of the "clearinghouse concept" for state government printing needs in 1991. The "clearinghouse concept" has been supported by the CPF, the Division of Corrections and some private sector printers. At least one private sector printer introduced the concept to then-Governor Caperton and then introduced and championed the concept to the administration at a cabinet level. With the adoption of the clearinghouse concept, state government acknowledges that all government printing cannot be effectively produced within government and provides a logical and orderly mechanism for meeting all printing needs. The CPF, Prison Industries, and the sheltered workshops should not be in competition with private sector printers. These organizations should be working in conjunction with private sector printers so that the needs of state government can be met. **The implementation of the "clearinghouse concept" would result in the more efficient production of state government printing needs and, accordingly, lower the cost of printing for state government, and provide for a more equitable distribution of state government printing for all appropriate facilities within state government and the private sector.**

For all printers the mission is to provide to all of state government the most effective methods to produce by the most effective means at the most efficient cost the requested printed products required for government agencies to complete their respective missions. The Consolidated Publishing Facility, in conjunction with Prison Industries and the in-state private sector printers continue to strive to successfully complete that mission.