

**TESTIMONY OF
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PUBLICATIONS SERVICES DIVISION
DEPARTMENT OF TRANSPORTATION
BEFORE THE
HOUSE, SUBCOMMITTEE ON PROCUREMENT AND PRINTING
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My testimony before this Subcommittee is based on my 37 years of commercial and government experience. I am willing both to share my printing knowledge, and to improve the efficiency and effectiveness of my area of responsibility. I have held a number of decision-making positions in the Government Printing Office (GPO) and the Department of Transportation (DOT) in the operations and administrative environments directly related to printing and reproduction. I am presently the Chief of the Printing and Publications Services Division at the Department of Transportation (DOT).

DOT is one of fourteen cabinet level Departments. It was established in 1967 and has an FY 1989 budget of \$28.0 billion and a combined civilian and U.S. Coast Guard military staff of about 100,000 employees. Of this population approximately 10,000 work in three headquarters buildings in the Southwest section of Washington, D.C. The Printing and Publications Services Division, is in the Office of Administrative Services and Property Management, under the Assistant Secretary for Administration.

The Printing and Publications Division has a budget of \$12 million and a staff of 56. The Division establishes printing and publications policy for the Department. It also ensures compliance with these policies for the Departmental Headquarters which includes the Office of the Secretary and the headquarters

elements of nine operating administrations: United States Coast Guard, Federal Aviation Administration, Federal Highway Administration, Federal Railroad Administration, National Highway Traffic Safety Administration, Urban Mass Transportation Administration, Maritime Administration, Research and Special Programs Administration, and the St. Lawrence Seaway Development Corporation. Responsibility for compliance with Departmental printing policy and procedures in the field, which consist of about 90,000 employees, is delegated to the heads of the operating administrations.

In FY 1988, the Department expended about \$17.0 million on printing -- \$7.4 million in the Washington D.C. headquarters and \$9.6 million in the field. In the DOT headquarters, the Printing and Publications Division procured or produced 818 million production units (one production unit is equivalent to one impression on one side of an 8½x11 sheet of paper). Eighty-nine percent, or 726 million production units were contracted through the GPO for \$8.1 million; while 92 million production units were produced in our headquarters in-house plant for a cost of \$1.2 million.

The Department of Transportation shares the concerns of the Subcommittee on Procurement and Printing. Over the past eight years we have taken a very active managerial approach to our Printing Operations and have achieved a number of improvements in efficiency, effectiveness, productivity and quality. These accomplishment include the following:

- o In 1982 our staff of 67 employees produced 82.6 million production units, yielding an average rate of 1.2 million production units per employee. In FY 1988, our staff of 22 produced 92.0 million production units, yielding an average rate of 4.2 million production units per employee.

- o We have established a vigorous pre-publication review staff of about eight people, who over the past eight years have avoided about \$1.0 million in printing costs to the Department.

- o We have an active Contract Administration staff of five people. In Fiscal Year 1988 they contracted with GPO for over 4,000 jobs. Of these, 38 complaints, or less than one percent, were made to GPO to provide a quality job or reduce the price. Thirty-three were successful resulting in a direct savings of \$33,464 to the Department.

- o We also established a centralized copier management section for Departmental headquarters which has resulted in thousands of dollars saved through centralized management of acquisitions, inventory control, maintenance, and service and supply contracts.