



THE PAPER DIET

SUSIE BENDER, CPM 2013

**SOUTH CAROLINA
DEPARTMENT OF TRANSPORTATION**

JANUARY 29, 2013

I. Introduction

The 21st Century is an era of digital communications – companies are run and marketed via online communication and social media¹. Reports are not printed, they’re emailed ... memos are not issued to your desk, they’re tweeted ... and time cards are not “punched”, they’re logged into brilliant systems such as SCEIS. “Save the trees!” Shouts the EPA. I’ve heard them, we’ve all heard them. Why then, do we insist on maintaining a hardcopy of something that is nothing more than a cumbersome dust-catcher, a monopoly of paper, essentially a fire hazard that terrorizes every square inch of available space in my office – all to send someone an electronic copy (EC) of said document upon their request? Here’s your sign.

Legal said so, that’s why. Some way, somehow a judge somewhere wanted a tangible copy that he could touch and feel and validate signatures in true-blue ink. This was at least the process passed down to me, some 30+ years untouched. The child in me emerged – why, Why, WHY I wanted to know. The more questions I asked, the greater the incongruity. It seemed more of “that’s the way we’ve always done it” mentality than any CFR actually directing us to do so. After acquiring the Design/Build contracting process about a year and a half ago in efforts to “align” their process with ours, I understood that legality was less restrictive than we oftentimes assumed; moreover, if they could procure contracts in such a manner, why couldn’t we? My inquisition began. It was time to “cut the fat”, hence *The Paper Diet*.

¹ <http://mashable.com/2009/09/22/social-media-business/>

II. Data Collection

a. *The Code of Federal Regulations (CFR)*

Intent: Locate any and all CFR verbiage governing the contracting process.

b. *Focus Groups/Taskforce*

Input from key stakeholders to include members from our contracting public to DOT personnel (construction, legal, and audit staff) will be gathered via focus group in order to provide a preliminary measurement that will allow us to reduce emotionalism (defensiveness) and induce constructive problem solving. Not to mention, the CPM Program has relayed the imperativeness of building an “all one team” environment, namely if a smooth transition in any introduction of change was to be expected.

1. SCDOT Staff: Legal, Internal Audit & Construction Staff

Intent: Interpret the CFR and understand the minimum requirements.

Discuss options for scaling back and determine the best solution.

2. SCDOT Field Staff

Intent: Present proposal to an internal consumer group in order to uncover any roadblocks, elicit feedback, and discuss any foreseeable repercussions.

This group will consist of various members of our statewide field staff.

Being that there are seven (7) district offices, procedures tend to vary, so a representative sample is key.

3. Contracting Public

Intent: Present proposal to an external consumer group in order to uncover any roadblocks, elicit feedback, and discuss any foreseeable repercussions.

This group will consist of contractors frequently selected for SCDOT contracts – both Bid/Build and Design/Build – that are familiar with the variation between the 2 processes, therefore can make informed recommendations.

c. 2010 & 2011 Research

Intent: Use the data from 2010 and 2011 as my representative sample illustrating what the outcome would be if my process improvement would have been implemented during the 2010-2011 timeframe. The research will determine expenditures on printing costs and aid in analyzing potential cost savings in the future.

III. Data Analysis

At first glance of the Design/Build procurement process in recent years, I landed myself in Barbara Wessinger's office (assistant counsel) opposing the legality of such a "bare bones" document. These contracts didn't encompass reams of paper, but a mere handful of pages that somehow bound contracts that were \$50 million plus in scope and size by comparison.

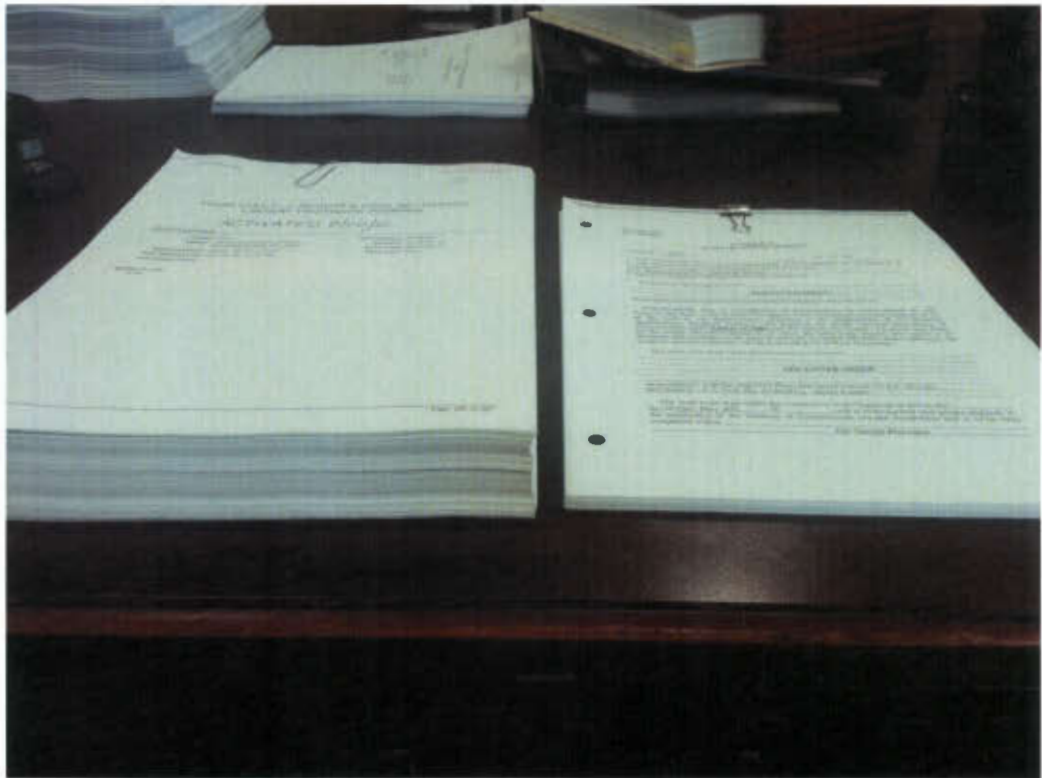


Photo #1: Bid/Build Contract (Left) VS. Design/Build Contract (Right)

The contract on the left is about a \$5 million dollar project and the one on the right is about \$15 million, both essentially binding our Contractors to the same level of responsibility. The difference being, that the Design/Build program puts the onus on the Contractor, and rather than reprinting and encompassing the proposal

documents provided to them during the bidding process, the agreement makes simple hierarchal reference.

Barbara cued me in on the extensive research she undertook in order to develop this agreement when the program was initiated – research that had been done in much more recent years, mind you. The question of going completely EC hadn't been breached, but I at least had a starting point –a personal trainer armed with a tape and a scale, taking the measurements and verifying the lbs. of a severely outdated and overweight process.

In order to avoid the “valley of despair” met during the process of implementing change in the business environment, I identified the key stakeholders and sought them out in a series of focus groups².

a. Focus Group #1³:

I started with the goal of encouraging some simple discussion about our current process and thoughts on proposed change. We were now 2 years out from the Directive issued on May 25, 2010 by Clem Watson, SCDOT's Chief Engineer of Operations, regarding the implementation of electronic copy (EC)⁴, directing us to move as many documents as possible to EC. It seemed to apply to everything under the sun – memos, letters, change-order agreements, etc . Still though, our beloved contracts were untouched – the biggest offender in our battle against paper, still printed in triplicate and often using multiple reams of paper. I understood I was going to have to tread lightly tweaking a process that remained unchanged for some

² <http://www.leadership-and-motivation-training.com/managing-resistance-to-change.html>

³ Appendix A

⁴ Appendix B

30 + years; though, CPM had me well versed in change management at this point. This was going to take more than a diet – I planned to utilize Barbara’s expertise on an already successful program. She was my success story.

As the meeting began, I was pleased to find members of the Construction Office suitably in agreement, noting no foreseeable pitfalls. Mostly, they inquired on what had taken us so long to question the process. Since I already had the Legal Office on board, I approached our Internal Audit Staff for any language governing such a change in the Code of Federal Regulations (CFR)⁵. This team on the other hand found dissent, wanting to know why we were procuring contracts in this manner to start with; much to my dismay, it had not been at the direction of the Internal Audit staff. To the contrary, the CFR not only never directed us to maintain a steroidal version of a contract on a dusty shelf, but it also does not require a hard copy be maintained at all, provided that the electronic version is acceptable in quality and readily available. Can we say Atkin’s Diet?!

CONCLUSION: It became apparent that going completely EC was not entirely out of the question, but I wasn’t ready to bite off more than I could chew here. I felt better served to streamline first, and move ALL contracts to EC at once. The Paper Diet was on track.

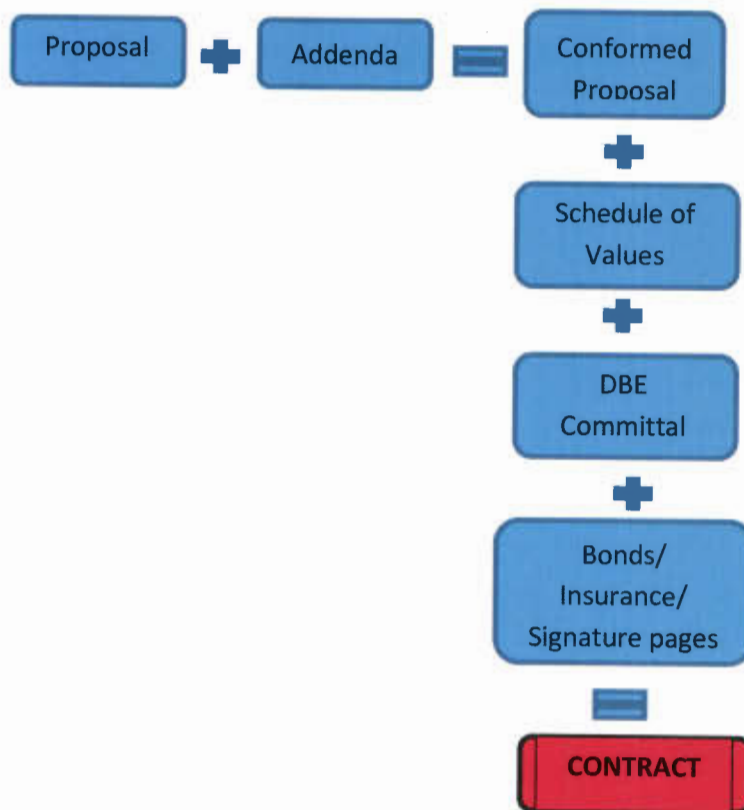
b. Focus Group #2⁶:

⁵ Appendix C

⁶ Appendix D

A contract is a Resident Construction Engineer's bible. I understood that if anyone had ownership in this process, or an opinion rather, it would be our field staff. Again I was met with a fair amount of surprise.

As the meeting began, I reiterated my case, now gaining steam as more people were becoming proponents of The Paper Diet. Many of the staff had a look of nonchalance until one spoke up basically saying "That's all fine and good, but we don't actually use the contract for anything." I stared at the RCE, whom would rather remain nameless, and said, "Excuse me? You don't *use* the contract?" He went on to elaborate the fact that it's not feasible for them to wait on the contract to be assembled, change hand some 6 times for signatures, before finally being scanned into the system for field access.



Flowchart #1: Contracting process

The proposal and addenda are available prior to the bid. The conformed proposal, schedule of values, and DBE Committal are available within the week after bid. It takes 30 days from the time of bid for the contract to be awarded, and roughly 30 more before the contract that contains all of the pieces (shown in blue) to be available as a consolidated product (shown in red). Since our field staff begins studying the design and proposed construction long before a project is ever awarded/contracted, they rely on the parts and pieces. They were essentially building their own contract, oftentimes admittedly missing addenda that are major components of any project. Our field staff had essentially been “winging it” by the seat of their pants. We now had bigger fish to fry grill!

CONCLUSION: The focus group uncovered underlying issues that were not getting reported through the chain of command – still a successful outcome in my book. I reported this issue to the Director’s Office and added it to my list of process improvements. Proceed with proposed changes otherwise.

c. Focus Group #3

SCDOT had a total of 451 pre-qualified Prime Contractors certified in 2012. I selected a few that were familiar with the Bid/Build process as well as the Design/Build process, as their input on usability from each perspective would prove invaluable. I also reached out to a few local Bonding Companies to inquire on whether proposed changes would affect their process at all since they are not in receipt of any of the bid documents on the front-end.

Schedules did not permit an onsite meeting, but Contractor feedback was much like my first estimation – the majority felt Bid/Build contracts were overkill. They supported proposed changes, and furthermore liked the idea as it would simplify their bid documents, keeping them from having to decipher duplicates and originals. The bonding companies I made contact with have been non-responsive thus far.

CONCLUSION: No underlying concern. Proceed with proposed changes.

d. 2010⁷ & 2011⁸ Research

Once the feasibility of my proposal was confirmed, I wanted to pull a snapshot of raw data to predict what could be reasonably expected, as well as illustrate the cost savings. My research commenced with 2011, but after confirming the effects of a still sluggish economy, I decided to also pull stats on 2010 as it would portray the volume of contracts initiated by the federal government during the wave of American Recovery and Reinvestment Act (ARRA) Funding⁹.

I made a comparison of the page count of the contract vs. the conformed proposal. Deducting the page count of the conformed proposal from the contract page count would leave only the legally binding, required pages; in comparison, the “bare bones” document.

- 2010: 131,364 expendable pages = 262 reams paper = \$2,532.62
- 2011: 78,390 expendable pages = 156 reams paper = \$1,511.36

⁷ Appendix E

⁸ Appendix F

⁹ <http://www.fta.dot.gov/about/12350.html>

	By ERS	
A	\$ 572.00	50 copies - 75 sheets - 22X36 - 20 lb
B	\$ 241.00	50 copies - 75 sheets - 12X18 - 20 lb
C	\$ 241.00	50 copies - 500 sheets - 8x11 - 20 lb - 2 sided, 3 hole punch, stapled
D	\$ 129.00	50 copies - 3 sheets - 8x11 - 20 lb - color, 2 sided, stapled

50 x 250 sheets (two-sided) of paper for a total of 12,500 sheets or 25 reams for line C. This would be the equivalent of \$9.64 per ream or about \$.02 per sheet.

Graph #1 - reproduction numbers reported by Engineering Reproduction Services

I was pleased to see such staggering numbers quantity-wise, though marginally disappointed in the cost savings. Paper in and of itself is relatively inexpensive, but I presumed that more expenditure would have been incurred on ink, manpower, etc. Either way, 209,754 sheets of paper over the course of 2 years, would promise to save a tree or two and ultimately align us with the EC directive of the agency.

CONCLUSION: No known roadblocks. Proceed as planned.

IV. Implementation Plan

a. Action Items

I propose that the following items are completed in order to implement the proposed process improvement.

1. Director of Construction (DOC) determines starting point (Letting month).
2. DOC notifies Engineering Reproduction Services to cut quantities by 3.
3. DOC requests that Contract Administration (CA) remove the conformed proposal from contract documents.
4. CA notifies the contracting public and field staff of the change with the first submission.
5. CA issues the new agreements in lieu of full-blown contracts.

b. Timeframe & Cost

1. DOC should allow a 60 day lead time from starting point (printing is preliminary to the process).
2. Estimated cost savings amounts to roughly \$2,000/year in paper alone. No cost additions incurred. Expect savings on manpower, though unquantifiable at present time.

c. Potential Obstacles and Recovery Methods

1. No foreseeable issues, but change management will be necessary since the change is widespread affecting all 451 contractors. Use learned strategy to

encourage any naysayers to move from “change victims” to “change victors”.

d. Potential Resources

1. The Design/Build program is an excellent resource in the sustainability of process, as it has been successful for nearly a decade.

e. Communication with Key Stakeholders

1. The DOC should educate construction and field staff on the background and intent of the process improvement to acquire buy-in of the change averse. Preemptive education is the best strategy.
 - a. Utilize Bid Express alerts to signify changes to potential bidders
 - b. Utilize SCDOT Internet to notify general (sub)contracting public
 - c. Utilize SCDOT Intranet to notify internal staff

f. Integration into Standard Operating Procedure

1. A 6 month evaluation period shall be employed to ensure optimal operation, making any adjustments necessary prior to an official inclusion into the SOP.

V. Evaluation Method

In managing the contracting process start to finish and being the public liaison, any issues should be readily and quickly apparent. During the 6 month evaluation period, each of the 3 focus groups should be revisited to evaluate the process and ensure that no unanticipated adverse effects are experienced that need addressing.

Before inclusion into the SOP, Survey Monkey via the SCDOT Website should be utilized to gather feedback from a larger majority of the contracting public. Many that may have been unfamiliar with the Design/Build process prior to the change would then be privy to both processes; therefore, additional feedback may be available.

After 1 year, the data numbers should be revisited to make a comparison of all cost savings as the economy returns to a more normal state painting a truer picture of our road and bridge construction output.

VI. Summary & Recommendations

Alright, I admit, I don't have the Department Tweeting RFPs and posting contracts via Facebook just yet, but a major diet of our biggest output is the first step in the right direction. Per Wikipedia's estimation, my process improvement would have saved roughly 2.3 trees¹⁰ and \$4,043.98 over the course of 2010 & 2011. PETA would be proud, and I venture to say our SCDOT's Secretary may be too. My hope is to use The Paper Diet as a Segway to the next phase of the process, where we go for broke and cut the fat completely. EC 2013! That's right; I'm on a campaign here.

Naturally diets leave behind a new and improved appearance along with a heightened sense of self-esteem, and my hope is to elicit some similarly fresh and forward thinking within our agency. On a grander scale, the takeaway should become questioning long-ingrained mentality and old stale ways of doing business. It's time to debunk old wives tales, (i.e. the old hardcopy rule) and the "way we've always done it" MO (method of operation). The business environment – and the world for that matter – is changing and it's a fine time that all state agencies, not only SCDOT, get on board. Diets abound!

¹⁰ http://wiki.answers.com/Q/How_many_sheets_of_paper_are_made_from_a_tree

The Paper Diet

Focus Group #1: SCDOT Staff – Legal, Internal Audit, & Construction

Date: Email
Location: NA

Participants:

Office	Title	Employee
Legal	Counsel	Beach Brooker
Legal	Counsel	Barbara Wessinger
Internal Audit	Audit Manager	Darrin Player
Internal Audit	Deputy Director	Sherry Barton
Construction	State Construction Engineer	Charles Eleazer
Construction	Road Construction Engineer	Todd Steagall

Discussion

I reiterated a discussion that Barbara and I had about a year ago when I took on the Design/Build program. In comparison to the Bid/Build contracts, D/B contracts were essentially “bare bones” and I expressed my interest in this process.

I pitched this idea to Construction. It would considerably cut down on our paperwork – we were getting somewhere – but we would be able to readily identify the changes that had historically been “conformed” into the original document making them hard to locate. After much stewing over the idea, no one was able to shoot any real holes in my proposal.

I continued my research with Beach. I requested the CFR (excerpt below) that directs our policy on maintain hardcopies, retention schedules, etc. Beach directed me to the Internal Audit office, where perhaps the oldest wise tale in DOT (concerning my office anyway) was debunked. NO where did it read in the CFR that we were required to maintain a hardcopy.

4.802 -- Contract Files.

(a) A contract file should generally consist of --

(1) The contracting office contract file that documents the basis for the acquisition and the award, the assignment of contract administration (including payment responsibilities), and any subsequent actions taken by the contracting office;

(2) The contract administration office contract file that documents actions reflecting the basis for and the performance of contract administration responsibilities; and

(3) The paying office contract file that documents actions prerequisite to, substantiating, and reflecting contract payments.

(b) Normally, each file should be kept separately; however, if appropriate, any or all of the files may be combined; *e.g.*, if all functions or any combination of the functions are performed by the same office.

(c) Files must be maintained at organizational levels that ensure --

(1) Effective documentation of contract actions;

(2) Ready accessibility to principal users;

(3) Minimal establishment of duplicate and working files;

(4) The safeguarding of classified documents; and

(5) Conformance with agency regulations for file location and maintenance.

(d) If the contract files or file segments are decentralized (*e.g.*, by type or function) to various organizational elements or to other outside offices, responsibility for their maintenance must be assigned. A central control and, if needed, a locator system should be established to ensure the ability to locate promptly any contract files.

(e) Contents of contract files that are contractor bid or proposal information or source selection information as defined in [2.101](#) must be protected from disclosure to unauthorized persons (see [3.104-4](#)).

(f) Agencies may retain contract files in any medium (paper, electronic, microfilm, etc.) or any combination of media, as long as the requirements of this subpart are satisfied.

Next Steps

- Devise a plan of action: Do I pursue moving a 30 year old process completely EC, or do I focus first, on a the diet.
- Discuss with Field Personnel. How would this affect their mission?
- Discuss with Contracting Public. Would this change have any repercussions where they are concerned?
- Complete research for the 2 year span between January 2010 and December 2011 to determine an actual cost/paper savings.



South Carolina
Department of Transportation

MEMORANDUM

TO: Rick Werts, Director of Traffic Engineering
Danny Shealy, Director of Construction
Jim Feda, Director of Maintenance
Thad Brunson, District Engineering Administrator-District 1
Phillip Brooks, District Engineering Administrator-District 2
Steve Gwinn, District Engineering Administrator-District 3
Stan Bland, District Engineering Administrator-District 4
Dennis Townsend, District Engineering Administrator-District 5
Robert Clark, District Engineering Administrator-District 6
Jo Ann Woodrum, District Engineering Administrator-District 7

FROM: J. C. Watson, Chief Engineer for Operations *JCW*

DATE: May 25, 2010

RE: Electronic copies to Internal Staff

In an effort to conserve our resources, I am implementing a policy to use electronic copies (ec:) to all internal staff, who have departmental e-mail, instead of a carbon copy (cc:). Those listed as ec: should receive a scanned electronic copy instead of a hard copy. I also ask that when scanning the documents, you use the smallest file size available in order to use the minimum storage space on the recipient's e-mail. Please let me know if you have any questions or concerns.

Thank you for your assistance.

JCW:mbw

ec: John V. Walsh, Deputy Secretary for Engineering

File: DSE/MBW



49 CFR Sec. 18.42 Retention and access requirements for records.

(a) Applicability.

(1) This section applies to all financial and programmatic records, supporting documents, statistical records, and other records of grantees or subgrantees which are:

(i) Required to be maintained by the terms of this part, program regulations or the grant agreement, or

(ii) Otherwise reasonably considered as pertinent to program regulations or the grant agreement.

(2) This section does not apply to records maintained by contractors or subcontractors. For a requirement to place a provision concerning records in certain kinds of contracts, see Sec. 18.36(i)(10).

(b) Length of retention period.

(1) Except as otherwise provided, records must be retained for three years from the starting date specified in paragraph (c) of this section.

(2) If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the 3-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 3-year period, whichever is later.

(3) To avoid duplicate recordkeeping, awarding agencies may make special arrangements with grantees and subgrantees to retain any records which are continuously needed for joint use. The awarding agency will request transfer of records to its custody when it determines that the records possess long-term retention value. When the records are transferred to or maintained by the Federal agency, the 3-year retention requirement is not applicable to the grantee or subgrantee.

(c) Starting date of retention period--

(1) General. When grant support is continued or renewed at annual or other intervals, the retention period for the records of each funding period starts on the day the grantee or subgrantee submits to the awarding agency its single or last expenditure report for that period. However, if grant support is continued or renewed quarterly, the retention period for each year's records starts on the day the grantee submits its expenditure report for the last quarter of the Federal fiscal year. In all other cases, the retention period starts on the day the grantee submits its final expenditure report. If an expenditure report has been waived, the retention period starts on the day the report would have been due.

(2) Real property and equipment records. The retention period for real property and equipment records starts from the date of the disposition or replacement or transfer at the direction of the awarding agency.

(3) Records for income transactions after grant or subgrant support. In some cases grantees must report income after the period of grant support. Where there is such a requirement, the retention period for the records pertaining to the earning of the income starts from the end of the grantee's fiscal year in which the income is earned.

(4) Indirect cost rate proposals, cost allocations plans, etc. This paragraph applies to the following types of documents, and their supporting records: indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates).

(i) If submitted for negotiation. If the proposal, plan, or other computation is required to be submitted to the Federal Government (or to the grantee) to form the basis for negotiation of the rate, then the 3-year retention period for its supporting records starts from the date of such submission.

(ii) If not submitted for negotiation. If the proposal, plan, or other computation is not required to be submitted to the Federal Government (or to the grantee) for negotiation purposes, then the 3-year retention period for the proposal plan, or computation and its supporting records starts from the end of the fiscal year (or other accounting period) covered by the proposal, plan, or other computation.

(d) Substitution of microfilm. Copies made by microfilming, photocopying, or similar methods may be substituted for the original records.

(e) Access to records--

(1) Records of grantees and subgrantees. The awarding agency and the Comptroller General of the United States, or any of their authorized representatives, shall have the right of access to any pertinent books, documents, papers, or other records of grantees and subgrantees which are pertinent to the grant, in order to make audits, examinations, excerpts, and transcripts.

(2) Expiration of right of access. The right of access in this section must not be limited to the required retention period but shall last as long as the records are retained.

(f) Restrictions on public access. The Federal Freedom of Information Act (5 U.S.C. 552) does not apply to records unless required by Federal, State, or local law, grantees and subgrantees are not required to permit public access to their records.

48 CFR 4

Subpart 4.7 -- Contractor Records Retention

4.700 -- Scope of Subpart.

This subpart provides policies and procedures for retention of records by contractors to meet the records review requirements of the Government. In this subpart, the terms “contracts” and “contractors” include “subcontracts” and “subcontractors.”

4.701 -- Purpose.

The purpose of this subpart is to generally describe records retention requirements and to allow reductions in the retention period for specific classes of records under prescribed circumstances.

4.702 -- Applicability.

(a) This subpart applies to records generated under contracts that contain one of the following clauses:

- (1) Audit and Records -- Sealed Bidding ([52.214-26](#)).
- (2) Audit and Records -- Negotiation ([52.215-2](#)).

(b) This subpart is not mandatory on Department of Energy contracts for which the Comptroller General allows alternative records retention periods. Apart from this exception, this subpart applies to record retention periods under contracts that are subject to Chapter 137, Title 10, U.S.C., or 40 U.S.C. 101, *et seq.*

4.703 -- Policy.

(a) Except as stated in 4.703(b), contractors shall make available records, which includes books, documents, accounting procedures and practices, and other data, regardless of type and regardless of whether such items are in written form, in the form of computer data, or in any other form, and other supporting evidence to satisfy contract negotiation, administration, and audit requirements of the contracting agencies and the Comptroller General for --

- (1) 3 years after final payment or, for certain records;
- (2) The period specified in [4.705](#) through [4.705-3](#), whichever of these periods expires first.

(b) Contractors shall make available the foregoing records and supporting evidence for a longer period of time than is required in 4.703(a) if --

(1) A retention period longer than that cited in 4.703(a) is specified in any contract clause; or

(2) The contractor, for its own purposes, retains the foregoing records and supporting evidence for a longer period. Under this circumstance, the retention period shall be the period of the contractor's retention or 3 years after final payment, whichever period expires first.

(3) The contractor does not meet the original due date for submission of final indirect cost rate proposals specified in subparagraph (d)(2) of the clause at [52.216-7](#), Allowable Cost and Payment. Under these circumstances, the retention periods in [4.705](#) shall be automatically extended one day for each day the proposal is not submitted after the original due date.

(c) Nothing in this section shall be construed to preclude a contractor from duplicating or storing original records in electronic form unless they contain significant information not shown on the record copy. Original records need not be maintained or produced in an audit if the contractor or subcontractor provides photographic or electronic images of the original records and meets the following requirements:

(1) The contractor or subcontractor has established procedures to ensure that the imaging process preserves accurate images of the original records, including signatures and other written or graphic images, and that the imaging process is reliable and secure so as to maintain the integrity of the records.

(2) The contractor or subcontractor maintains an effective indexing system to permit timely and convenient access to the imaged records.

(3) The contractor or subcontractor retains the original records for a minimum of one year after imaging to permit periodic validation of the imaging systems.

(d) If the information described in paragraph (a) of this section is maintained on a computer, contractors shall retain the computer data on a reliable medium for the time periods prescribed. Contractors may transfer computer data in machine readable form from one reliable computer medium to another. Contractors' computer data retention and transfer procedures shall maintain the integrity, reliability, and security of the original computer data. Contractors shall also retain an audit trail describing the data transfer. For the record retention time periods prescribed, contractors shall not destroy, discard, delete, or write over such computer data.

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(4) The safeguarding of classified documents; and

(5) Conformance with agency regulations for file location and maintenance.

(d) If the contract files or file segments are decentralized (*e.g.*, by type or function) to various organizational elements or to other outside offices, responsibility for their maintenance must be assigned. A central control and, if needed, a locator system should be established to ensure the ability to locate promptly any contract files.

(e) Contents of contract files that are contractor bid or proposal information or source selection information as defined in [2.101](#) must be protected from disclosure to unauthorized persons (see [3.104-4](#)).

(f) Agencies may retain contract files in any medium (paper, electronic, microfilm, etc.) or any combination of media, as long as the requirements of this subpart are satisfied.

The Paper Diet

Focus Group #2: SCDOT Personnel

Date: October 31, 2012
Location: SCDOT Headquarters Room 334
Participants:

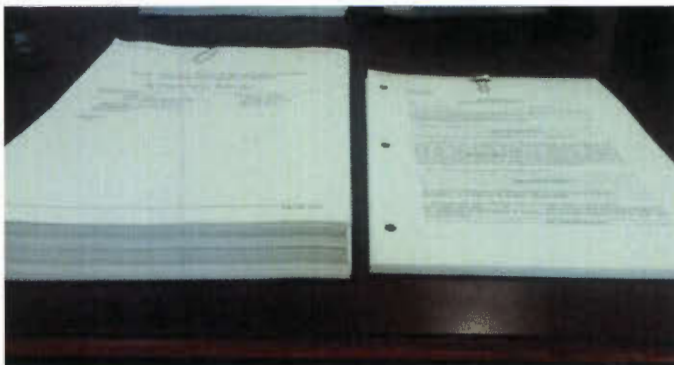
District	Title	Employee
3	Assistant DCE	Dennis Garber
4	DCE	Jason Johnston
4	RCE	Shane Parris
7	DCE	Jim Porth
2	RCE	Matthew Shealy

Lessons learned purpose and objectives

Much like the other focus group, I stated the facts of previous findings and research. I discussed the EC memo and the nature of our unchanged contracting process. Luckily, the field staffs have a very intimate knowledge of these contracts, being that they are their ultimate “bible” along with the set of plans in constructing any road/bridge project in the state.

I explained to the group the history behind the conversion of the Design/Build contracting process and how questions began to arise at that point.

I shared examples of the actual documents with them, illustrating the difference between what we were currently doing (left) and all that was technically legally required of us (right). (See picture below – printing out examples for appendices would quite defeat the purpose of the Paper Diet.)



I was surprised to learn that they found no issue to my process because it didn't pertain to them. Come again?

It quickly became apparent that my research was relentlessly uncovering issues that had previously been unapparent or simply unreported. It did not pertain to them because the timing of the availability of the document rendered it useless in their current process; therefore, they built

the contract piece by piece as individual parts became available instead of waiting on a “signed, sealed, and delivered” end-product. No problem here technically, except for the fact that at least 2 personnel admitted to having missed addenda to the contracts because of their method of consumption.

Next Steps

- Report findings to Director of Construction Office to allow them to devise a plan to combat timing issue.
- Discuss with our Contractors. Will this affect them on any level?
- Discuss with the Bonding Company. Adverse effects?

2010 Totals

Contract Page Count

151,917

Conformed Proposal Page Count

43,749

Total Expendable Pages

131,364

262.72 Reams of Paper

\$9.64 Printed Cost

\$2,532.62

COST SAVINGS

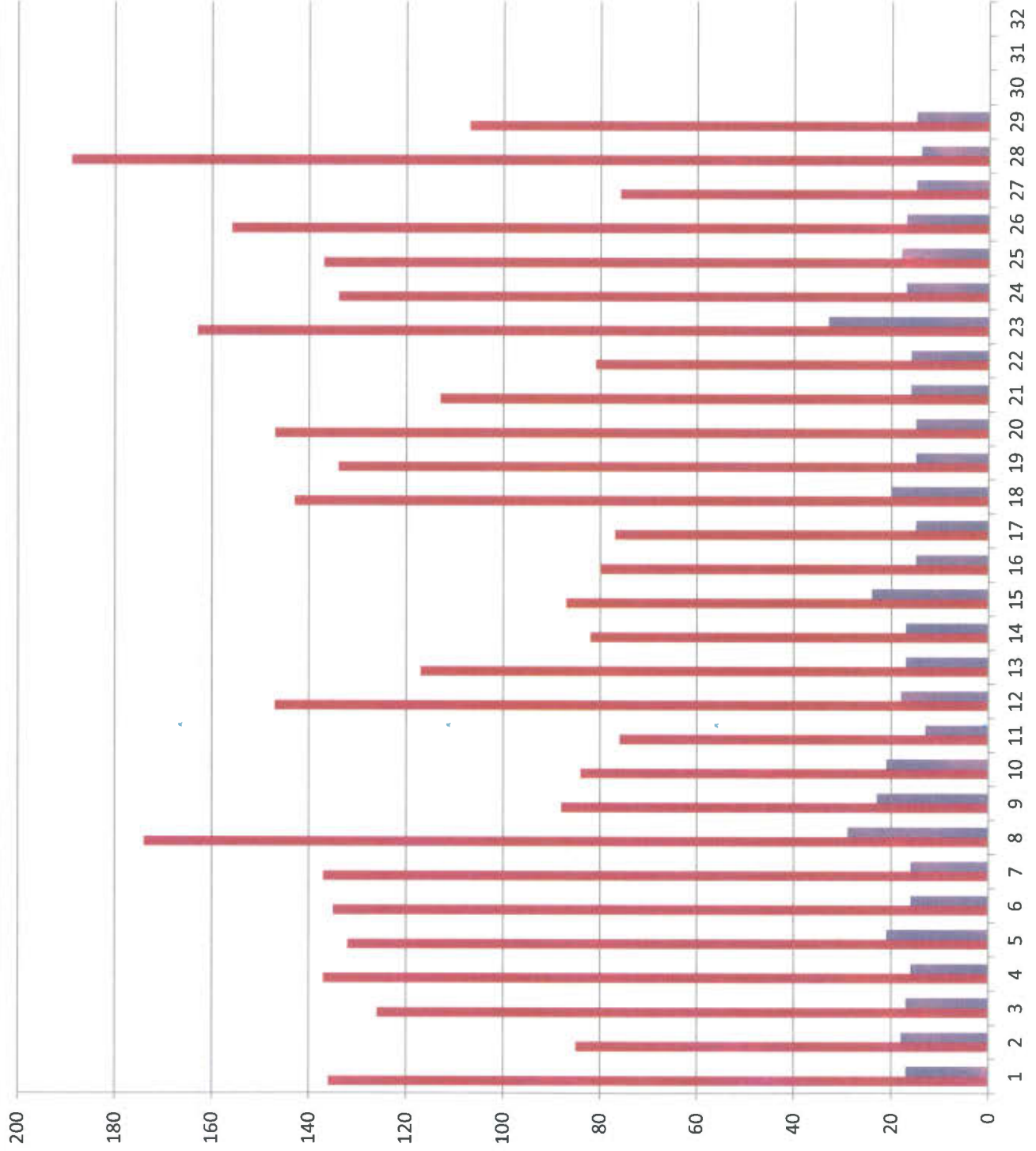


26.27 Boxes or 262.72 Reams

****Reference Printing Numbers Provided by Engineering Publication Services (ERS)

	By ERS	
A	\$ 572.00	50 copies - 75 sheets - 22X36 - 20 lb
B	\$ 241.00	50 copies - 75 sheets - 12X18 - 20 lb
C	\$ 241.00	50 copies - 500 sheets - 8x11 - 20 lb - 2 sided, 3 hole punch, stapled
D	\$ 129.00	50 copies - 3 sheets - 8x11 - 20 lb - color, 2 sided, stapled

50 x 250 sheets (two-sided) of paper for a total of 12,500 sheets or 25 reams for line C. This would be the equivalent of \$9.64 per ream or about \$.02 per sheet.



January 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.038796	136	119	17
02.037304A	85	67	18
03.038552R1	126	109	17
04.036933A	137	121	16
04.037447A	132	111	21
04.038856	135	119	16
04.038864	137	121	16
7.03831	174	145	29
7.201004	88	65	23
7.201005	84	63	21
7.341003	76	63	13
8.038452	147	129	18
08.039182A	117	100	17
8.201004	82	65	17
8.201005	87	63	24
8.341003	80	65	15
8.56101	77	62	15
11.038295	143	123	20
18.038425	134	119	15
21.038436	147	132	15
21.039035A	113	97	16
22.341001	81	65	16
26.036063A	163	130	33
30.038799	134	117	17
39.037442A	137	119	18
42.038294R1	156	139	17
45.341001	76	61	15
47.037205	189	175	14
47.039248	107	92	15
			0
			0
			0
TOTALS:	3,480.00	2,956.00	524.00
EXTENDED AMOUNT			
(3 contracts each):	10,440.00		1,572.00
EXPENDABLE PAGES	8,868.00		

February 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.038461R1	158	137	21
02.038814	143	127	16
02.038818	162	141	21
04.039231	151	132	19
07.039220	163	138	25
19.038462	167	146	21
21.341001R1	92	76	16
22.2001.2R1	1057	1005	52
23.201001	81	61	20
30.038258	140	123	17
31.039317A	95	76	19
32.144B	411	371	40
34.341001	192	77	115
35.038258	128	107	21
35.341001	87	73	14
36.038801	153	135	18
37.039310	97	81	16
40.036665A	541	502	
40.038537	271	249	22
43.038282R1	150	127	23
44.038233R1	86	71	15
47.281003R1	69	53	16
47.341002R1	71	53	18
47.341004R1	70	55	15
47.341005R1	70	53	17
0538.100B	352	323	29
4751.039260	114	97	17
4752.039261	111	97	14
4753.039263	114	97	17
4754.039264	112	97	15
4755.039265	111	97	14
4755.201001	77	61	16
4755.201003	76	61	15
4755.201004	74	61	13
4756.038148R2	73	59	14
4756.039267	119		119
4757.039268	111		111

TOTALS:	6,249.00	5,219.00	991.00
EXTENDED AMOUNT (3 contracts each):	18,747.00		2,973.00
EXPENDABLE PAGES	15,774.00		

March 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.201002R1	85	67	18
02.038498	141	123	18
02.271001	115	99	16
04.160B	285	253	32
08.037285A	157	131	26
11.038829	118	101	17
23.038423R1	142	135	7
24.039347	136	119	17
32.039307	131	115	16
41.036640AR3	93	71	22
42.104B	279	253	26
42.56101	69		69
44.125B	141	117	24
44.030277	139	113	26
44.037575A.1	162	139	23
4751.038136R2	108	93	15
4751.039245	71	55	16
4752.039249	71	53	18
4754.039251	71	55	16
4755.038147R2	108	93	15
4755.039269	68	55	13
4756.039270	70	57	13
4757.039271	70	55	15
TOTALS:	2,830.00	2,352.00	478.00
EXTENDED AMOUNT			
(3 contracts each):	8,490.00		1,434.00
EXPENDABLE PAGES	7,056.00		

April 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.039029B	288	269	19
03.038096	94	79	15
04.039339	97	81	16
07.039177	131	115	16
08.039172	129	113	16
10.039178	129	113	16
16.221002	148	133	15
21.038841	127	107	20
21.039396A	102	85	17
23.333BR1	300	257	43
23.036167	302	259	43
23.038042	184	165	19
23.170902	97	79	18
30.039274	120	105	15
32.037570A	128	107	21
32.038677	131	111	20
39.111B	358	323	35
42.036165	289	257	32
42.038852	555	535	20
4757.038149R2	109	93	16
TOTALS:	3,818.00	3,386.00	432.00
EXTENDED AMOUNT (3 contracts each):	11,454.00		1,296.00
EXPENDABLE PAGES	10,158.00		

May 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.037975AR1	258	235	23
02.038734	124	107	17
09.123BR1	445	413	32
09.038672R1	111	97	14
13.035714AR1	91	71	20
16.038107	372	333	39
17.039529A	141	122	19
22.039227	120	101	19
22.039414	115	101	14
24.038260	186	162	24
26.039315A	90	73	17
30.038567R1	255	218	37
30.039566	108	85	23
32.259B	89	69	20
36.039590	97	93	4
43.039545A	115	99	16
4751.039551	108	81	27
4751.039556	129	113	16
4751.039718	117	99	18
4752.039546	108	93	15
4752.039552	109	93	16
4752.039557	124	109	15
4753.039547	108	93	15
4753.039547	108	93	15
4753.039553	124	109	15
4753.039558	108	93	15
4754.038139R2	109	93	16
4754.039554	132	117	15
4754.039559	108	93	15
4755.039548	108	93	15
4756.039549	107	89	18
4757.03955	104	89	15

TOTALS:	4,528.00	3,929.00	599.00
EXTENDED AMOUNT (3 contracts each):	13,584.00		1,797.00
EXPENDABLE PAGES	11,787.00		

June 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.038220	124	105	19
01.039432	195	171	24
01.039434	133	117	16
02.036511	139	121	18
05.039516	114	101	13
07.038488R1	156	137	19
07.039496	181	155	26
08.037964R4	165	145	20
09.039521	179	157	22
10.038444R1	173	153	20
10.039541	117	103	14
12.039464	167	145	22
13.039466	159	137	22
15.039503	163	134	29
16.039477	203	179	24
16.039478	167	147	20
18.039532	167	143	24
19.039438	132	116	16
24.039439	171	149	22
26.036774C	95	81	14
28.039421	162	141	21
28.039780A	109	93	16
31.039423	136	117	19
32.039425	191	169	22
37.039456	197	173	24
40.039429	153	133	20
42.039460	216	192	24
43.039431	142	121	21
4755.03956	119	101	18
4756.039561	121	101	20
4757.039562	119	100	19

TOTALS:	4,765.00	4,137.00	628.00
EXTENDED AMOUNT (3 contracts each):	14,295.00		1,884.00
EXPENDABLE PAGES	12,411.00		

July 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.036239R1	94	75	19
02.56101R1	71	50	21
05.039770	128	113	15
10.037926R3	183	157	26
11.039462	158	141	17
14.039296R1	101	83	18
14.039525	141	121	20
16.037232A	196	171	25
16.039773A	105	87	18
19.039437	170	149	21
22.039484	221	195	26
22.039786A	105	89	16
23.039454	189	165	24
23.039455	164	145	19
27.039507	155	135	20
28.039422	137	123	14
30.039444	151	131	20
30.039445	130	113	17
31.039892A	95	71	24
32.039427	126	111	15
33.039734	101	85	16
37.036298A	372	333	39
40.260A	138	119	19
40.039428	194	171	23
43.03943	169	145	24
46.03331	98	81	17
46.039474	175	151	24
4751.039365R1	256	237	19
4752.039364R1	255	236	19
4753.039250R1	71	53	18

TOTALS:	4,649.00	4,036.00	613.00
EXTENDED AMOUNT (3 contracts each):	13,947.00		1,839.00
EXPENDABLE PAGES	12,108.00		

August 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
2.038422	151	121	30
6.039358	132	133	-1
8.803	302	274	28
11.101101	120	103	17
12.038222	142	125	17
13.101101	145	125	20
15.039272	129	109	20
16.101101	164	145	19
17.039355	135	117	18
21.039896A	97	78	19
23.101101	107	91	16
24.039349	138	119	19
28.038536	130	100	30
28.101101	161	245	-84
30.101101	120	117	3
32.039345	129	111	18
37.101101	105	89	16
40.038898	133	119	14
40.039346	130	111	19
46.037667A.1	178	155	23
46.039354	150	133	17
TOTALS:	945.00	835.00	110.00
EXTENDED AMOUNT (3 contracts each):	2,835.00		330.00
EXPENDABLE PAGES	2,505.00		

September 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.039377	221	205	16
02.101101	167	151	16
04.101101	122	105	17
10.039538	129	113	16
12.101101	114	97	17
19.101101	128	111	17
20.039353	137	121	16
22.039219	262	239	23
22.101101	145	127	18
26.036776AR1	285	255	30
26.039357	124	107	17
28.037235A	184	159	25
30.039352	128	112	16
30.221101	108	91	17
32.038535	152	127	25
32.039308	124	108	16
32.101101	222	203	19
37.040023	132	115	17
37.291101	95	79	16
42.180B	211	184	27
44.039889	116	97	19
46.101101	104	87	17
1220.039419	219	195	24
1631.039536	160	133	27

TOTALS:	3,789.00	3,321.00	468.00
EXTENDED AMOUNT (3 contracts each):	11,367.00		1,404.00
EXPENDABLE PAGES	9,963.00		

October 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.039962	127	11	116
04.036265A	193	169	24
10.039500R1	163	139	24
13.040209A	103	87	16
21.036953A	299	271	28
23.038824R1	322	287	35
24.039061R2	118	101	17
24.039350	141	125	16
26.178B	239	199	40
26.039051	135	117	18
26.039915	120	99	21
26.040010A	92	75	17
32.038831	244	214	30
35.040329A	117	101	16
36.040199	98	83	15
42.038624R2	184	157	27
42.040189	105	84	21
2040.03944	110	89	21
4751.039731	109	93	16
4753.039707	108	91	17
4755.039368	487	471	16
4756.039367	403	386	17
TOTALS:	4,017.00	3,449.00	568.00
EXTENDED AMOUNT (3 contracts each):	12,051.00		1,704.00
EXPENDABLE PAGES	10,347.00		

November 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.039625	162	141	21
02.039691	154	133	21
02.039692	123	107	16
04.040398	103	87	16
08.039682	134	115	19
11.038275	143	121	22
11.039649	153	131	22
11.039964	161	141	20
12.039651	141	123	18
13.039653	148	127	21
16.039663	164	145	19
16.039664	195	171	24
19.039576	176	153	23
26.037234A	146	123	23
26.039189	130	109	21
26.040011	106	91	15
28.039615	166	143	23
28.039616	150	131	19
29.039658	150	129	21
29.040006	96	79	17
30.039633	169	147	22
32.039619	174	149	25
37.039643	170	147	23
38.039031	222	196	26
40.038830	131	111	20
42.039647	146	125	21
46.039661	143	123	20
47.040202	141	125	16
0810.040349	113	97	16
1142.039903	125	101	24
2946.037243A	311	278	33
4755.039708	114	95	19
TOTALS:	4,860.00	4,194.00	666.00
EXTENDED AMOUNT (3 contracts each):	14,580.00		1,998.00
EXPENDABLE PAGES	12,582.00		

December 2010

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.040217	139	123	16
02.040282	135	117	18
03.040066	164	143	21
04.040079	215	189	26
08.040106	216	189	27
10.038438	127	109	18
10.039433.1	131	119	12
10.040061	170	145	25
12.039779R1	103	87	16
12.0400091	166	143	23
12.040242	144	125	19
13.040092	166	141	25
16.040097	202	176	26
22.040260	148	129	19
23.039582	176	151	25
23.039873	211	188	23
23.040332	139	121	18
28.040073	172	151	21
29.038666	295	274	21
30.040036	169	147	22
32.039519	221	195	26
34.037463A	134	115	19
37.040234	149	129	20
39.040042	155	135	20
40.039622	128	113	15
42.040089	166	143	23
43.040198	128	107	21
45.040268	130	111	19
2342.039847	224	199	25
4751.040008R2	271	249	22
4752.039907R2	265	242	23
4753.039908R2	265	244	21
4754.039909R1	271	248	23
4755.039910R1	274	242	32
4756.039966R2	273	251	22
4757.039911R1	267	245	22

TOTALS:	6,709.00	5,935.00	774.00
EXTENDED AMOUNT			
(3 contracts each):	20,127.00		2,322.00
EXPENDABLE PAGES	17,805.00		

2011 Totals

Contract Page Count

92,106

Conformed Proposal Page Count

26,130

Total Expendable Pages

78,390

156.78 Reams of Paper

\$9.64 Printed Cost

\$1,511.36

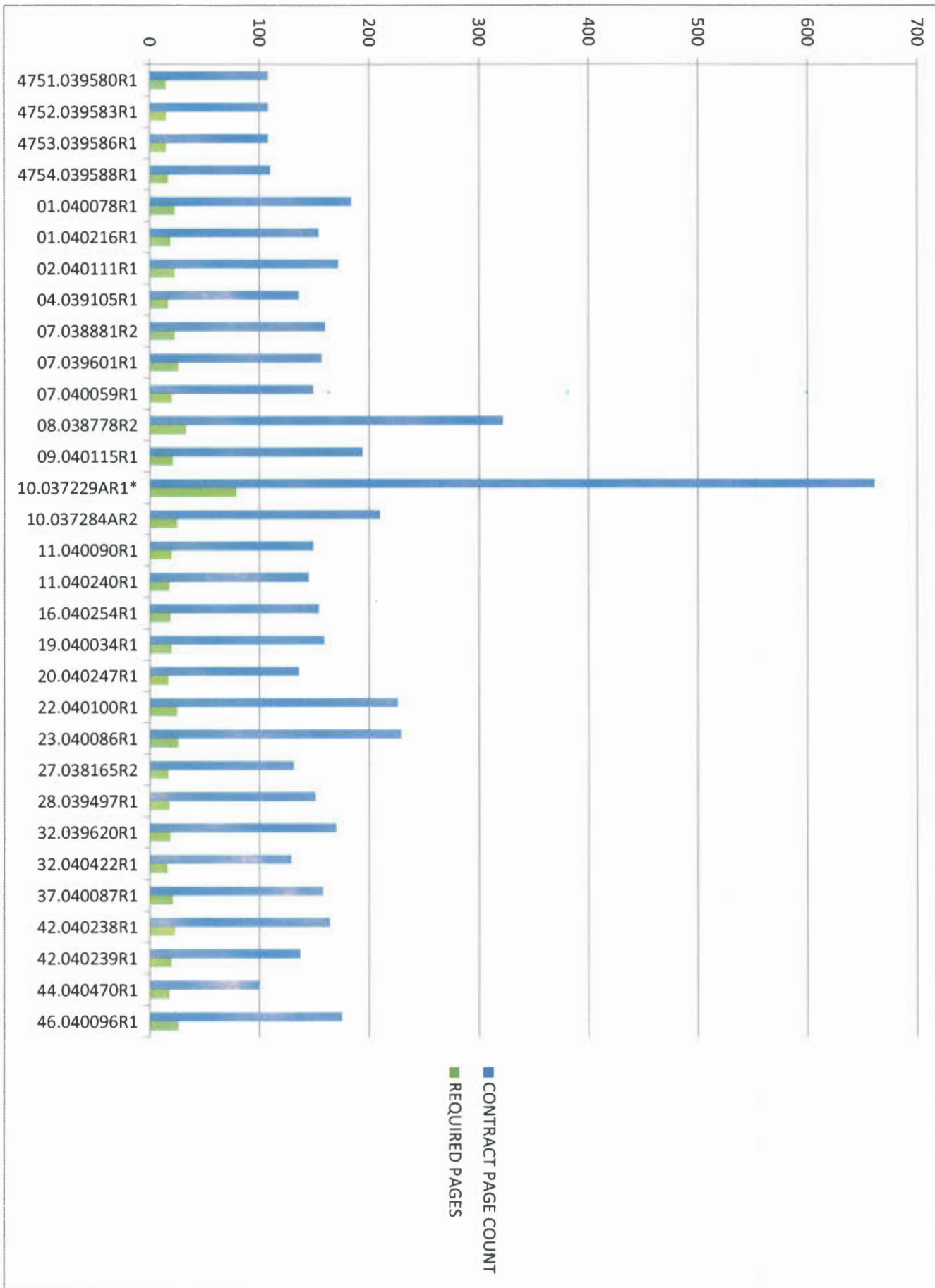
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January 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4751.039580R1	108	93	15
4752.039583R1	108	93	15
4753.039586R1	108	93	15
4754.039588R1	110	93	17
01.040078R1	184	161	23
01.040216R1	154	135	19
02.040111R1	172	149	23
04.039105R1	136	119	17
07.038881R2	160	137	23
07.039601R1	157	131	26
07.040059R1	149	129	20
08.038778R2	322	289	33
09.040115R1	194	173	21
10.037229AR1*	661	582	79
10.037284AR2	210	185	25
11.040090R1	149	129	20
11.040240R1	145	127	18
16.040254R1	154	135	19
19.040034R1	159	139	20
20.040247R1	136	119	17
22.040100R1	226	201	25
23.040086R1	229	203	26
27.038165R2	131	114	17
28.039497R1	151	133	18
32.039620R1	170	151	19
32.040422R1	129	113	16
37.040087R1	158	137	21
42.040238R1	164	141	23
42.040239R1	137	117	20
44.040470R1	99	81	18
46.040096R1	175	149	26

TOTALS: 5,445.00 4,751.00 694.00

EXTENDED AMOUNT
(3 contracts each): 16,335.00 2,082.00

EXPENDABLE PAGES 14,253.00

February 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4751.039365R2	257	231	26
4751.039581	66	51	15
4752.039364R2	260	233	27
4752.039585	74	51	23
4755.039590	70	51	19
4755.201101	71	57	14
4755.201102	77	57	20
4755.201103	76	57	19
4756.039592	115	93	22
4757.039594	111	89	22
02.201103	67	51	16
02.201104	70	51	19
02.341101sanb	95	81	14
03.341101sa	134	119	15
08.0394998R1	153	131	22
13.201101	71	57	14
16.040474A	109	91	18
16.341101sanb	94	79	15
21.341101sanb	94	97	-3
22.038886	138	113	25
22.341101sanb	88	73	15
25.037448R1	128	107	21
26.036774A A+B	670	527	143
34.038160	111	93	18
37.038897	297	273	24
38.201103	70	51	19
46.038877	155	129	26
47.281101	77	61	16
47.281102	77	61	16
47.281103	77	61	16
47.281104	77	61	16
47.281105	79	61	18
47.281107	85	61	24
47.341101	80	65	15
47.341102	82	65	17
47.341103	79	65	14
47.341104	82	66	16
47.341105	82	65	17
47.341106	94	78	16
47.341107	82	66	16

TOTALS:	4,774.00	3,929.00	845.00
EXTENDED AMOUNT (3 contracts each):	14,322.00		2,535.00
EXPENDABLE PAGES	11,787.00		

March 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4753.039587	65	48	17
4754.039589	65	48	17
4755.039591	64	47	17
4756.039593	68	50	18
4757.039599	67	48	19
02.039509R1	153	133	20
04.039030	148	125	23
04.039575R1	158	131	27
07.039679R1	159	137	22
08.039681R1	176	151	25
09.039699R1	161	135	26
10.039683R1	150	129	21
10.039902	112	97	15
11.039298.1	132	111	21
13.038161R1	118	103	15
16.040527A	120	101	19
20.040515	106	77	29
30.331101	84	67	17
3240.039385	125	107	18
36.040016*	150	127	23
38.039288R2	154	127	27
47.039173R1	177	159	18
TOTALS:	2,712.00	2,258.00	454.00
EXTENDED AMOUNT (3 contracts each):	8,136.00		1,362.00
EXPENDABLE PAGES	6,774.00		

April 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.037303A	96	77	19
08.038883	134	113	21
08.040007	145	126	19
11.201101	71	53	18
26.037238A R1	183	155	28
30.040535	104	87	17
39.038114	231	197	34
46.040211 R1	117	89	28
47.040257	114	98	16
47.040259	119	100	19
TOTALS:	1,314.00	1,095.00	219.00
EXTENDED AMOUNT (3 contracts each):	3,942.00		657.00
EXPENDABLE PAGES	3,285.00		

May 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4751.040277	106	91	15
4751.040291	104	89	15
4753.040281	105	91	14
4753.040295	104	89	15
4754.040283	106	91	15
4754.040297	107	89	18
4755.040285	106	91	15
4755.040612	103	89	14
4756.040287	110	95	15
4756.040569	109	93	16
4757.040289	106	91	15
04.037447B	130	89	41
04.040544	87	69	18
07.201101	77	59	18
07.201102	75	57	18
15.040276R1	142	121	21
20.040564	77	63	14
29.031125A	296	271	25
32.036348R2	159	141	18
38.035867A	123	105	18
38.039894	151	135	16
41.040469	89	73	16
47.281106R1	71	53	18

TOTALS:	2,643.00	2,235.00	408.00
EXTENDED AMOUNT (3 contracts each):	7,929.00		1,224.00
EXPENDABLE PAGES	6,705.00		

June 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4752.040279	108	91	17
4752.040293	106	89	17
01.331101R1	104	89	15
02.040645	144	119	25
07.038876R1	143	120	23
07.038880R1	135	113	22
08.039499R2	146	123	23
09.040290R1	159	139	20
13.039467R2	147	127	20
15.039650*	127	113	14
17.040572A	110	95	15
21.040630	122	103	19
21.204B*	354	311	43
22.040525A	89	71	18
22.040526A	104	85	19
23.039776R2	150	131	19
26.038507	128	105	23
26.040511A	100	83	17
28.040646	126	105	21
35.040586A	70	53	17
46.03910901*	305	277	28
02.101201	118	101	17
03.101201	168	143	25
13.101201	127	109	18
16.101201	122	105	17
21.101201	114	97	17
32.040671	212	191	21
36.101201	122	105	17

TOTALS:	3,960.00	3,393.00	567.00
EXTENDED AMOUNT			
(3 contracts each):	11,880.00		1,701.00
EXPENDABLE PAGES	10,179.00		

July 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
02.040536	153	131	22
02.040654*	210	187	23
04.040655*	219	197	22
08.040656	216	195	21
10.039363AR3*	202	180	22
13.131B	189	165	24
14.040354.1R1	111	93	18
19.040574	93	77	16
23.038887	296	267	29
23.038892R1	167	142	25
28.040658*	212	189	23
30.040676	138	121	17
38.040443	136	115	21
42.040625	107	87	20
46.040772	370	346	24
TOTALS:	2,819.00	2,492.00	327.00
EXTENDED AMOUNT (3 contracts each):	8,457.00		981.00
EXPENDABLE PAGES	7,476.00		

August 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4757.040570R1	109	93	16
07.037178A	413	368	45
10.040768	126	97	29
18.040506AR1	81	75	6
22.038187R1	127	104	23
17.040027*	282	243	39

TOTALS:	1,138.00	980.00	158.00
EXTENDED AMOUNT			
(3 contracts each):	3,414.00		474.00
EXPENDABLE PAGES	2,940.00		

September 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4751.040851	125	105	20
4752.040854	123	104	19
4753.040855	123	104	19
4754.040856	124	104	20
03.040950	121	97	24
04.040761	101	83	18
11.038261R1	173	143	30
13.035718A	93	73	20
14.040314	285	260	25
21.036529A	149	131	18
21.039221 a+b+c	198	174	24
21.039595R1	114	97	17
21.039975	127	105	22
22.038879	143	117	26
26.038528R1	148	127	21
27.038893	294	267	27
27.040947	98	77	21
32.039510R1	136	119	17
36.040966	101	85	16
40.040750	127	109	18
42.040732	173	153	20
44.040739	116	99	17
TOTALS:	3,192.00	2,733.00	459.00
EXTENDED AMOUNT (3 contracts each):	9,576.00		1,377.00
EXPENDABLE PAGES	8,199.00		

October 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
09.039887R2	95	77	18
11.039304	129	107	22
29.041002	98	79	19
31.041087	98	79	19
33.040759	99	83	16
TOTALS:	519.00	425.00	94.00
EXTENDED AMOUNT (3 contracts each):	1,557.00		282.00
EXPENDABLE PAGES	1,275.00		

November 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
4751.040678	103	83	20
4753.040677	103	83	20
4755.050857	139	119	20
4756.040858	136	117	19
4757.040859	129	109	20
0437.040636	102	83	19
1518.040780	126	105	21
15.041036	113	93	20
22.041026A	125	106	19
27.041037	107	87	20
27.041038	112	93	19
40.038404R1	255	233	22

TOTALS:	1,550.00	1,311.00	239.00
EXTENDED AMOUNT (3 contracts each):	4,650.00		717.00
EXPENDABLE PAGES	3,933.00		

December 2011

FILE NUMBER	CONTRACT PAGE COUNT	CP PAGE COUNT	REQUIRED PAGES
01.040529	116	97	19
08.041272A	154	135	19
19.040713	93	75	18
21.041323A	100	81	19
24.041282	89	73	16
35.041182A	84	67	17
TOTALS:	636.00	528.00	108.00
EXTENDED AMOUNT (3 contracts each):	1,908.00		324.00
EXPENDABLE PAGES	1,584.00		