



# Montgomery County Government

## DESCRIPTION OF PUBLIC INFORMATION EFFORTS AND REVIEW OF POLICIES AND PROCEDURES RELATED TO PUBLICATIONS PRODUCED FOR MONTGOMERY COUNTY GOVERNMENT AGENCIES

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## I. EXECUTIVE SUMMARY

This report describes public information efforts of County and Bi-County agencies, and examines the production and distribution of publications throughout Montgomery County Government. Included in the report are a number of recommendations designed to streamline processes and enhance the budgeting and tracking of publications. A number of the recommendations suggested by OLO are designed to improve controls over publications of the Executive and Legislative Branches. Other recommendations relate to processes of one or more of the other County agencies.

The OLO findings and recommendations are:

### Executive/Legislative Branches

**Finding 1:** For publications of the Executive and Legislative Branches, guidance is provided by the Print Shop Manual and Administrative Procedure 1-6, Centralized Management of Publications. However, certain requirements included in the AP are not being followed because the processes were cumbersome and time consuming for the departments and offices, and the controls were found to be inadequate. Consequently, there has been no formal central review or authority to impose standards or control the creation, production, or distribution of publications. In FY93, a Publications Review Committee was formed to review publications for two departments.

**Recommendation 1A:** The Publications Review Committee should be continued with an expanded membership to include the Print Shop Manager and a representative from at least two departments or offices. The department representatives could be assigned annually.

**Recommendation 1B:** The Publications Review Committee should establish and disseminate standards and guidelines that will allow production of relatively attractive printed materials at economical cost.

**Recommendation 1C:** The Publications Review Committee should have responsibility for reviewing any publications for which contractual services are requested for photography, graphics design, printing, or distribution. In addition, the Committee should review requests for deviations from the standards and guidelines, and be available to advise offices and departments when requested.

**Recommendation 1D:** Each department or office should annually review its publications for continued need, potential for combining, consistency of approach, and methods of distribution. For those departments and offices that have been assigned to an Executive Branch Group, the annual review should include all publications produced by the component departments.

**Recommendation 1E:** Administrative Procedure 1-6 should be renamed Management of Publications and be amended to clarify the authorities, responsibilities, and processes for reviewing publications.

### All Agencies

**Finding 2:** During FY91, an interagency working group was formed to examine public information efforts and identify efficiencies through sharing of methods and resources. The group has reported positive experiences from sharing of information on methods and processes for public outreach, and has identified areas for interagency cooperation in coordinating and improving public information efforts.

**Recommendation 2A:** The Interagency Public Information Working Group should continue their efforts and report to the Council annually.

**Recommendation 2B:** A similar interagency working group should be formed to share information and examine the methods and mechanics of creating and producing printed materials. The group should meet at least quarterly with membership comprised of graphic arts and print shop managers. This working group should be formed for the purpose of sharing information on methods and resources and identifying possible efficiencies for creating and producing printed materials.

**Recommendation 2C:** This printing and graphics group should periodically interact with the Interagency Public Information Working Group to share information on new capabilities or resources developed by the graphics design or print shops.

**Finding 3:** Most of the County and bi-County agencies exercise centralized review and/or budgetary control over printed materials produced for public distribution. Because these controls are in place, cost containment can sometimes be achieved by reducing the budget or adjusting features of individual publications to available funding. However, most agencies could not easily identify the costs for one or more of the processes related to producing or distributing their publications, and many of the departments or offices have not established measures to determine the effectiveness of the publications produced for them.

**Recommendation 3A:** Ideally, centralized budget control should be exercised over the cost of producing publications and other printed materials. Those agencies that do not centrally budget for printing and duplicating services should consider doing so. Centralized budgeting would ensure that publications compete with one another rather than with other budget line items in the various departments, offices, and/or projects, and allow for more accurate tracking of expenditures for publications. Special focus should be placed on publications during budget deliberations by providing the Council with a summary of total funding requested for each County and bi-County agency.

**Recommendation 3B:** All agencies should be required to maintain a log of publication design, printing, and mailing costs, either centrally or at the department level. Such a log would be beneficial when reviewing budgets, individual publications and distribution channels, and for setting fees.

**Recommendation 3C:** Departments and offices that produce publications for major distribution should be required to evaluate the effectiveness of the message and/or the distribution channel. Publication request forms for the various County and bi-County agencies should be modified to include an explanation of the need for the publication and the means by which the department or office will measure the effectiveness.

**Finding 4:** Many publications produced by Montgomery College and 99.9 percent of the approved master plans produced by the Planning Department of the Maryland-National Capital Park and Planning Commission are printed by contractors. In addition, other County and bi-County agencies use contract printing services from time to time. Between the school system and Executive Branch print shops, adequate facilities and sufficient resources may be available to produce some or all of the needed documents.

**Recommendation 4A:** The various County and bi-County agencies should be required to use the school system and/or Executive Branch print shops to produce printed materials when scheduling and capability permit. Neither the school system nor Executive Branch print shop facilities are currently utilized to full capacity at all times, and payments for services could be directed to the agency providing the services. Charges for printing services would have to be competitive with outside printing facilities. (This option may also be feasible for graphics design and photography services).

**Recommendation 4B:** A feasibility study should be performed on combining the printing capabilities of the school system and the Executive Branch at a single location or assigning particular production capabilities to each of the two individual sites.

**Finding 5:** Certain requirements of the Americans With Disabilities Act (ADA) impose upon Montgomery County the need for a responsive means of reproducing the content of printed materials for the visually disabled. Preparation of large print material should generally pose no unusual hardship and little additional expense for County agencies. Other communication strategies, such as providing taped text, qualified readers, or braille materials would require special equipment or skills. Public agencies will be unable to accurately predict or budget for the potential expenses of providing alternate materials or resources.

**Recommendation 5A:** Each agency should establish a team to evaluate any requests received for alternate materials or resources in place of publications or other written documents. Departments and offices should be required to refer all requests to the evaluation team, and the team should have responsibility for evaluating each request to determine an appropriate means of meeting the request, tracking the costs associated with providing the selected alternative, and advising the agency administration on adapting methods for providing alternatives to printed materials.

## II. AUTHORITY, SCOPE, METHODOLOGY, AND ACKNOWLEDGEMENT

### A. Authority

Council Resolution No. 12-608, CY 1992 Work Program of the Office of Legislative Oversight, adopted April 7, 1992.

### B. Scope

This report describes public information efforts and examines the production and distribution of publications throughout Montgomery County Government. The project was divided into two phases. Phase I was designed as a review of individual publications for the Executive and Legislative Branches and costs associated with producing and mailing publications. The review included examination of documents produced for public information purposes, such as reports, manuals, brochures, pamphlets, fliers, and newsletters; and specifically excluded forms or applications. The scope included review of processes involved in the production and distribution of publications, but did not include evaluation of professional writing and graphic standards or the effectiveness of individual publications.

Phase II of the project focused on the processes followed by County and bi-County public agencies in producing publications, including Montgomery College, Montgomery County Public Schools, Maryland-National Capital Park and Planning Commission, Housing Opportunities Commission, and Washington Suburban Sanitary Commission. This phase of the study concentrated on these agencies' processes for reviewing, producing, and distributing publications, and on recent changes implemented and benefits experienced or expected to be derived. This portion of the study will assist the Council to determine whether a more in-depth review of independent and bi-County agency publications will be necessary as a discreet project in 1993.

During FY93, the Council's Legislative Information Officer convened an Interagency Public Information Working Group (IPIWG) to work together toward greater cooperation, coordination, and efficiency in the delivery of public information about County government programs and services. Included in this report are descriptions of responsibilities of the public information offices in the various County and bi-County agencies, and a review of the progress and workplan of the interagency working group.

### C. Methodology

This project was conducted by Joan M. Pedersen, assisted at times by Robert H. Heckman, III and Linda S. Kovner, Public Administration Interns. Research activities included:

- Review of written policies, procedures, and guidelines controlling creation and production of publications and printing and mail services of the various County and bi-County agencies.
- Review of individual Executive and Legislative Branch publications and related printing and distribution costs.

- Interviews with management and staff of Executive departments and offices (Office of Information, Management and Budget, Facilities and Services); Council staff; and administrators and staff of other County and bi-County agencies.
- Tours of the graphic arts and printing facilities of the various County and bi-County agencies.

#### **D. Acknowledgments**

The Office of Legislative Oversight (OLO) acknowledges the cooperation received from the public information officers of all County and bi-County agencies and administrators and staff of Executive and Legislative departments and offices; Housing Opportunities Commission; Washington Suburban Sanitary Commission; Maryland-National Capital Park and Planning Commission; Montgomery County Public Schools; and Montgomery College. OLO appreciates the valuable input received from the Interagency Public Information Working Group and from Lucille Harrigan of the Council's Legislative Information Office, and most especially, the prompt and courteous cooperation received from public information officers and/or staff of the following agencies: Washington Suburban Sanitary Commission, M-NCPPC Planning Department, and the Montgomery County Planning Board.

### **III. DESCRIPTION OF PUBLIC INFORMATION OFFICES, GRAPHIC ARTS, PRINTING, AND MAIL SERVICES**

This chapter of the report describes the responsibilities of the public information offices and the graphic arts, printing, and mail services used by the six County and bi-County public agencies to produce and distribute printed materials.

#### **A. Executive and Legislative Branches**

The public's awareness of Executive and Legislative Branch government services and programs is facilitated through information activities conducted by the Executive's Office of Public Information and the Council's Office of Legislative Information Services, and by either public announcements or publications produced by individual departments and offices (including boards, committees, commissions, and task forces). Since the resources used to produce and distribute publications and other written materials for the Executive and Legislative Branches are generally the same, the descriptions in this section of the report relate to both branches of County Government.

Public information is disseminated at many levels of County Government, including various offices and departments and the government services centers. This section of the report describes the central Executive and Legislative Branch public information offices and the departments, divisions, and sections responsible for providing graphic arts, printing, and mail services. An overview of the expenditure history of these units is shown in Table 1. Amounts shown in the table include expenditures for all central information efforts (news releases, video presentations, employee newsletters, cable programming) and graphics design, printing, and mail services for producing and distributing printed materials, including internal reports, other staff documents, forms and applications, etc.

Table 1

**Executive and Legislative Branches  
Information Dissemination Cost History**

	<b>Actual FY89 \$</b>	<b>Actual FY90 \$</b>	<b>Actual FY91 \$</b>	<b>Actual FY92 \$</b>	<b>Budget FY93 \$</b>
Public Information Workyears	518,365 6.8	528,057 6.8	500,170 6.8	543,596 7.0	577,260 7.0
Cable Programming Workyears	91,707 2.8	116,910 2.8	114,560 2.8	114,603 2.8	133,410 2.8
Graphic Arts Workyears	173,870 5.0	252,155 5.5	231,102 5.5	217,567 5.0	234,470 5.0
Printing Services Workyears	1,589,680 22.0	1,983,965 23.0	1,791,495 23.0	1,670,286 23.0	1,720,960 21.0
Mail Services Workyears	1,278,844 10.6	1,353,918 10.6	1,292,076 10.6	1,616,780 10.6	1,508,580 10.6
* Legislative Information Workyears	Office included as part of Council staff budget Expenditures were not tracked separately				7.5

\* Under the program budgeting initiative, Legislative Information Services has been recommended for a FY94 budget of \$360,300 and 7.0 Workyears.

Source: County Executive Recommended Budget documents and Council resolutions.

**Public Information Offices.** Each of the Executive and Legislative Branches has a public information office. The Executive's Office of Public Information is located in the Executive Office Building at 101 Monroe Street in Rockville. The Office was created to ensure a comprehensive public information program for County Government, and to provide central services to departments and offices and assist in disseminating information about their activities to the public through a variety of media, including print and video. The Office is charged with responsibility for ensuring Executive Branch publications are informative, understandable, consistent, attractive, useful to County residents, and economically produced.

The Council's Office of Legislative Information Services was created to coordinate public information efforts and provide centralized support services to the County Council. The Office is located in the Council Office Building at 100 Maryland Avenue in Rockville. Responsibilities of the Office are to: provide central control of the receipt and distribution of

incoming mail; respond to public telephone inquiries and coordinate written responses as necessary; oversee cable programming; and organize, schedule, and coordinate public hearings on behalf of the Council.

The Legislative Information Officer is responsible for correspondence control, information and referral, and minority outreach on behalf of the Council. In addition, the Public Information Officer acts as liaison to radio, television, and news media; has responsibility for coordinating production of special programming, slide shows, and videos; and arranging Council receptions, tours, dedications, and other special events.

**Graphics, Printing and Mail Services.** The Executive Branch has central units that provide graphics, printing, and mail services. Graphics services are provided through the Office of Public Information by the Publications and Graphics Section and printing and mail services are provided through the Department of Facilities and Services by the Division of Printing and Mail Services.

The Publications and Graphics Section (P&G) serves both the Executive and Legislative Branches of government and is physically located at 50 Monroe Street in Rockville, across the street from the government center complex. The Section has responsibility to review all proposed new County Government publications and to provide consultation, technical assistance, and design services to departments and agencies for the purpose of achieving a high standard and consistent appearance for all publications. P&G staff assist departments and agencies in producing forms, brochures, newsletters, and topical reports of general interest to the public. This Section also provides technical design and production services on a variety of other projects, such as: recognition plaques, exhibits, banners, fliers, posters, and RIDE-ON bus ads for County agencies.

The Division of Printing and Mail Services is organizationally part of the Executive's Department of Facilities and Services. The Division serves both the Executive and Legislative Branches and is centrally located on the terrace level of the Judicial Center at 50 Courthouse Square in Rockville (there is also a satellite print shop with more limited capabilities located in the Council Office Building at 100 Maryland Avenue in Rockville). The Division is responsible for providing printing, duplicating, photo reproduction, and mail services to departments and offices. The costs of these services are charged back to the various County agency users.

#### **B. Maryland-National Capital Park and Planning Commission**

The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a bi-County agency that includes a separate Planning Board for each of Montgomery and Prince George's Counties. Public information efforts of the Montgomery County Planning Board are directed toward informing the public and encouraging participation in the planning and regulatory processes relating to land use, transportation, environment, and community facilities, as well as land acquisition, development, and maintenance of the park system.

Public information is disseminated through the information office of the Planning Board and various offices of the Planning Department and the Parks Department. This section of the report describes responsibilities of

the formal information offices and other units that provide or coordinate graphic arts, printing and duplicating, and mail services. An overview of the expenditure history of these offices is shown in Table 2. Amounts shown in the table include expenditures for all centrally provided internal and external information services (news releases, employee newsletters, and other publications) and graphic design, printing, and mail services necessary to produce and distribute printed materials.

Table 2

Montgomery County Planning Board, Parks Department, Planning Department  
Information Dissemination Cost History

	Actual FY89 \$	Actual FY90 \$	Actual FY91 \$	Actual FY92 \$	Budget FY93 \$
*Planning Board					
Community Relations	Planning	Dept. Duties	184,508	168,305	158,960
Workyears	2.6	3.6	3.6	3.0	3.0
Parks Department					
Public Affairs Office	72,759	135,818	157,916	90,485	82,169
Workyears	1.0	1.0	1.0	1.0	1.5
Parks Department					
Exhibit Central Unit	225,929	277,310	265,676	236,089	272,586
Workyears	3.8	5.0	5.0	5.0	4.0
Planning Department					
Information Counter	168,370	173,420	178,620	183,980	189,500
Workyears	4.0	4.0	4.0	4.0	4.0
Planning Department					
Word Processing Unit	82,271	84,739	87,282	89,900	92,600
Publication Costs	140,859	199,640	202,976	87,814	123,000
Workyears	2.0	2.0	2.0	2.0	1.5
Planning Department					
Printing and Mail					
Services	209,020	211,810	214,680	217,640	220,700
Workyears	3.0	3.0	3.0	3.0	3.0

\* In FY89 and FY90, public information activities of the County's Planning Board were carried out by the Planning Department and expenditures for public information were not accounted for separately.

NOTE: Costs shown for the Planning Department were estimated since the units were accounted for as part of larger accounts. Aside from the Word Processing Unit, responsibilities for creating publications were not assigned to a single division or section in the Planning Department. As part of a recent reorganization, a Publications Section was created in the Division of Design, Zoning, and Preservation.

Source: Staff of M-NCPPC departments and offices.

**Public Information Offices.** The Community Relations Office is a small unit within the Montgomery County Planning Board Commissioners' Office. Community Relations is located at 8787 Georgia Avenue in Silver Spring, and serves as a basic information and referral service for the Planning Board and the full Commission. Major responsibilities of the Office are to provide public information on Planning Board actions and activities and to coordinate media relations by arranging public events and appearances, news releases, briefings, conferences, public hearings, and local cable television coverage. In addition, the Office maintains and updates a database of civic and common ownership community associations for legal noticing and for distribution of publications. The Office often works with information staff of the County Council, the Parks Department, and the Planning Department, to coordinate and produce special cable television programs.

The Office of Community Relations (Public Affairs) for the Parks Department is located in Parkside Headquarters at 9500 Brunett Avenue in Silver Spring. The Office is responsible for providing liaison with civic and community associations to handle concerns and encourage support of park programs; coordinating public information meetings and public hearings on park planning issues; developing news releases, public service announcements, newsletters, and presentations to civic and service organizations; and managing the design and production of Parks Department publications. In addition, the Public Affairs Specialist acts as liaison to radio, television, and news media; has responsibility for the production of special programming, slide shows, videos, and feature stories in magazines and directories; coordinates special events, receptions, holiday programs, exhibitions, and tours; and serves as consultant to enterprise managers in developing marketing strategies to attract the public to park facilities.

Although the Planning Department does not have a formal public information office, the Development Review Division operates an Information and Publications Counter from the lobby of the M-NCPPC building at 8787 Georgia Avenue in Silver Spring. Staff of the information desk respond to telephone and in-person inquiries regarding zoning and subdivision questions. A number of publications are also available for sale at the information desk, such as master plans, subdivision plats, and topographical maps. The Planning Board's Community Relations Office provides the Planning Department with media relations, promotion of symposiums, and other consulting services.

**Graphics, Printing, and Mail Services.** Graphics design for publications of the Parks Department is handled by the Exhibit Design and Construction Section (Exhibit Central) of the Division of Central Maintenance located at 12751 Layhill Road in Wheaton. Staff of Exhibit Central are responsible for creating temporary and permanent displays, signs, models, exhibits, and publications.

Graphics design services for the Montgomery County Planning Board and the County's Planning Department are handled by the Publications Section of the Design, Zoning, and Preservation Division. This Section is responsible for coordinating the production of master plans and a number of other publications on behalf of the Planning Department. Maps and/or diagrams for inclusion in master plans and other documents are the responsibility of the Mapping/Graphics Section of the Research and Information Systems Division.

The Planning Department provides centralized duplicating and mail services for all the County's Park and Planning divisions and offices. In addition, the County's Parks Department uses duplicating, offset printing, and mail services of the bi-County Commission Executive Offices, located at 6609 Riggs Road in Hyattsville.

**C. Montgomery County Public Schools**

The public information efforts of Montgomery County Public Schools (MCPS) are intended to keep students, parents, employees, other government agencies, and the public informed about the school system. MCPS uses printed publications, press announcements, television, and radio to explain school system programs, schedules, policies, and procedures, and to provide other important information to the widest possible audience. Direct mail extends MCPS outreach to citizens, community organizations, government agencies, and the business community.

Public information is disseminated at many levels of the school system, including the central offices and individual schools. This section of the report describes the central administration's formal Department of Information and the divisions responsible for providing graphics, printing, and mail services to the school system. An overview of the expenditure history of these units is shown in Table 3. Amounts shown in the table include expenditures for all central information services and graphics design, printing, and mail services for producing and distributing printed materials.

**Table 3**

**Montgomery County Public Schools  
Information Dissemination Cost History**

	<b>Actual FY89 \$</b>	<b>Actual FY90 \$</b>	<b>Actual FY91 \$</b>	<b>Actual FY92 \$</b>	<b>Budget FY93 \$</b>
Department of Information Workyears	262,124 7.0	269,701 7.0	272,465 6.0	255,303 5.0	234,392 5.0
*Publication Services Workyears	1,476,266 26.0	1,502,756 25.0	1,600,004 25.0	1,358,622 23.0	1,464,810 23.0
Mail Services	138,533	131,331	110,963	115,788	108,129
Postage Workyears	204,669 4.0	206,267 4.0	235,108 3.0	280,000 3.0	280,000 3.0

\* MCPS staff estimate 50 percent of the workyears and expenditures shown for the Publication Services Division are related to producing instructional materials.

Source: Staff of MCPS departments and offices.

**Public Information Offices.** The MCPS Department of Information is located in the Carver Educational Services Center at 850 Hungerford Drive in Rockville and serves as a central communications center for school system news and public information. The department supports delivery of educational and operational services by disseminating information regarding the policies, procedures, programs, resources, activities, and performance of the school system. The Department provides information through all available means of communication, including external print and electronic news media, internal and external publications, cable television, and oral and written responses to inquiries from the public.

The Department is responsible for the primary MCPS newsletter, The Bulletin, which serves as a principal weekly communication vehicle to all MCPS staff. The Department also has responsibility for producing the MCPS Management Memo, guides to school system programs and services, an annual report, and a variety of other publications that provide information on specific policies and procedures. In addition, the Department assists schools and other MCPS units to identify, formulate, and implement appropriate communication strategies and produce publications for public distribution.

News media relations is a major responsibility of the Department, and the director serves as the chief spokesperson for the school system. Information is provided to daily and weekly newspapers, radio and television stations, news services, and other media organizations through press announcements, personal interviews, and responses to direct requests for information.

**Graphics, Printing and Mail Services.** The Publication Services Division provides graphic arts, photography, publishing, and printing and duplicating services to MCPS departments, offices, and schools. The Graphics Unit is located in the Carver Educational Services Center and the Print Shop is located at 660 North Stone Street in Rockville. There is also a central duplicating facility in the basement of the Carver Center that is equipped to provide services for short run, fast turnaround work. Although the majority of printed materials handled by Publication Services are produced for MCPS instructional programs or administrative purposes, a number of publications are produced for public distribution.

The Division of Publication Services is responsible for ensuring quality communications to the public by reviewing and editing printed materials. Division staff often review the purpose of publication projects and the audiences identified to receive the information, and determine the most effective and economical production possible. The unit implements new typesetting, graphics, design and printing technologies to ensure timely and cost effective delivery of printed materials to MCPS offices and schools.

Mail services are provided centrally through an in-house unit located in the Carver Educational Services Center in Rockville. The mail room receives, sorts, and distributes MCPS interschool/interoffice mail and films via the MCPS "pony" service, and receives and distributes US Postal Service and United Parcel Service mail for central departments, offices, and schools.

**D. Montgomery College**

The public information efforts of Montgomery College are intended to foster high visibility and promote the College to the business community and general public, keep the public informed about College programs, and coordinate marketing activities to recruit and retain students. The College uses printed publications, press announcements, and advertisements to explain College programs, schedules, policies, and procedures to the widest possible audience. Direct mail extends College outreach to citizens, community organizations, government agencies, and the business community.

Public information is disseminated at many levels of the College system, including the central offices and administrative offices at the Rockville, Takoma Park, and Germantown campuses. This section of the report describes responsibilities of the central administration's Office of Institutional Advancement and other central units that provide or coordinate graphic arts, printing and duplicating, and mail services Collegewide. An overview of the expenditure history of these units is shown in Table 4. Amounts shown in the table include expenditures for all centrally provided internal and external information services (news releases, employee newsletters, advertising, etc.) and graphics design, printing, and mail services for producing and distributing printed materials, including internal reports and other staff documents, forms and applications, and educational materials.

**Table 4**

**Montgomery College  
Information Dissemination Cost History**

	<b>Actual FY89 \$</b>	<b>Actual FY90 \$</b>	<b>Actual FY91 \$</b>	<b>Actual FY92 \$</b>	<b>Budget FY93 \$</b>
*College Relations and Printing Services	1,033,656	1,135,867	1,156,525	1,016,507	1,196,365
Workyears	10.5	10.5	10.5	9.5	9.5
Development and Grants Unit	104,244	139,734	149,407	178,490	157,169
Workyears	3.75	3.75	3.75	3.75	3.75
Mail Services	403,009	426,580	529,254	525,970	526,630
Workyears	5.7	5.7	5.7	5.7	5.7

\* During FY93, the Office of College Relations and the Development and Grants Unit were combined, and the combined office is now called the Office of Institutional Advancement.

NOTE: The College does not have printing capability other than for photocopying and uses the services of commercial facilities.

Source: Staff of College central administrative offices.

**Public Information Offices.** Public information efforts for Montgomery College are carried out centrally by the Office of Institutional Advancement. The Office is organizationally part of the President's staff support and is physically located at 900 Hungerford Drive in Rockville. The Office is responsible for public information activities Collegewide. This Office coordinates, produces, and distributes class schedules for credit and noncredit programs and official publications, including the annual College catalog. In addition, the Office is responsible for liaison with the press; contacts with service, community and civic groups; internal communications with employees; general Collegewide student outreach and recruitment efforts; coordinating and producing news releases and other publicity about the College and its programs; and quality and cost control for the majority of all printed materials. As part of its general outreach efforts, the Office is also responsible for alumni relations and fund raising activities, including development of grant applications. A major goal of the Office is to coordinate the marketing and public relations functions to provide a cohesive picture of the College to the community.

**Graphics, Printing, and Mail Services.** A unit within the Office of Institutional Advancement provides centralized editing, graphic arts, design, and desktop publishing services to the various offices, departments and College campuses. The publications group is responsible for ensuring production of quality documents by editing, proofing, designing, and preparing proofs for printing of publications and other printed materials. Staff often review the purpose for a publication project and the audiences identified to receive the information to determine the most effective and economical production and distribution possible.

Staff of the Office of Institutional Advancement also arrange for the necessary printing and duplicating services to produce the required number of publications and other documents and coordinate mailing and/or other distribution. The College does not have a print shop, and commercial printing facilities are used for major productions.

Mail services are provided centrally through an in-house unit located at the College campus in Rockville. The mail room receives, sorts, and distributes interoffice and intercollege mail via the "pony" service, and receives and distributes US Postal Service and United Parcel Service mail for all departments, offices, and campuses. Each of the other campuses also maintains an auxiliary interoffice/intercollege mail handling capability. For US mail, the College uses the services of local mail houses to label and distribute publications Countywide, and for other major distributions to targeted audiences.

#### **E. Housing Opportunities Commission**

General public information efforts of the Housing Opportunities Commission (HOC) include informing the public about the availability of and eligibility requirements for low interest mortgages, subsidized rental units, and other special programs. Major efforts are directed toward developing and maintaining community and government support for affordable housing programs through community meetings and working with other agencies.

This section of the report briefly describes responsibilities of the Office of Public Affairs, the Housing Information Center, and duplicating and mail services. An overview of the expenditure history of these units is shown in Table 5. Amounts shown in the table include expenditures for all centrally provided internal and external information services and graphics design, printing, and mail services for producing and distributing printed materials.

Table 5

**Housing Opportunities Commission  
Information Dissemination Cost History**

	Actual FY89 \$	Actual FY90 \$	Actual FY91 \$	Actual FY92 \$	Budget FY93 \$
Public Affairs Workyears	157,473 3.0	201,317 3.0	199,325 4.0	245,469 4.6	272,260 4.6
Housing Information Workyears	127,020 3.0	146,700 3.0	161,630 3.0	169,190 3.0	172,130 3.0
Duplicating and Mail Services Workyears	93,194 2.0	103,371 2.0	106,876 2.0	121,130 2.0	140,758 2.0

Source: Staff of HOC offices.

NOTE: Approximately five percent of the HOC operating budget is supported through County funds if Federal Housing Assistance Payments are included, or ten percent if these payments are excluded.

**Public Information Offices.** The Office of Public Affairs is located at 10400 Detrick Avenue in Kensington. The Office was created to inform and educate the public about activities of the agency and the availability of affordable housing. The mission of the Office is to ensure a positive flow of public information about HOC programs and activities. Major responsibilities are to: review and coordinate all agency publications; write and publish the annual report and employee newsletter; coordinate special displays, events, and public speaking engagements; write special feature articles; and review agency mailings.

The Housing Information Center is also located at 10400 Detrick Avenue in Kensington. The Center is operated by HOC under a contract with the County Government. The Center was created to provide centralized housing information on Federal, State, and local housing programs. The primary responsibilities of the Center have been to: develop, create, and update informational materials summarizing major housing programs administered by HOC; market to eligible clients the HOC-administered programs and other privately owned and managed assisted housing developments; and maintain and update a Directory of Housing Resources for distribution to housing/human service providers and HOC staff.

The Center has also performed an important screening function for HOC by handling many of the public's general inquiries, and sending appropriate referrals to the various program offices. (Responsibilities and funding for the Center are expected to be reduced for FY94.)

**Graphics, Printing, and Mail Services.** HOC does not have a formal graphic arts unit or print shop and has very limited in-house capabilities for graphic design and duplicating. HOC staff prepare camera-ready copy through use of word processing applications that allow for incorporating clip art. In-house reproduction of documents is limited to photocopying and stapling capabilities. When printed materials are to include photos, covers, color ink, or require other sophisticated duplication or printing methods, the services are generally acquired from commercial printing facilities.

HOC has an in-house mail unit that receives, sorts, and distributes US Postal Service and United Parcel Service mail. The unit also operates a "pony" service to pick up and deliver mail among the HOC-operated locations and HOC-contracted program providers.

#### **F. Washington Suburban Sanitary Commission**

Public information efforts by the Washington Suburban Sanitary Commission (WSSC) are primarily directed toward increasing public awareness relative to water and sewer matters in Prince George's and Montgomery Counties. WSSC seeks to alert, educate, and inform its public through publications, fact sheets, news releases, and public speakers. The WSSC's area of communication includes: customers, students, contractors, elected and appointed officials, Federal, State, and local government agencies and the public.

This section of the report briefly describes responsibilities of the Office of Communication and graphics design, printing, and mail services. An overview of the expenditure history of these units is shown in Table 6. Amounts shown in the table include expenditures for all centrally provided internal and external information services and graphics, printing, and mail services for producing and distributing printed materials.

Table 6

Washington Suburban Sanitary Commission  
Information Dissemination Cost History

	Actual FY89 \$	Actual FY90 \$	Actual FY91 \$	Actual FY92 \$	Budget FY93 \$
Communications Office	341,971	422,084	437,894	438,204	484,300
Workyears	4.0	5.0	5.0	4.0	4.0
*Support Services	903,288	876,469	909,137	1,506,132	1,695,400
Workyears	15.0	17.0	19.0	19.0	18.0
Printing Services	428,609	446,464	623,069	988,015	735,000
Workyears	6.0	6.0	6.0	6.0	6.0

\* Includes costs for Photography Unit, Microfilm Unit, Mail Room, and Office Supplies Management.

Source: Staff of WSSC departments and offices.

**Public Information Offices.** The Office of Communications is located in the WSSC central office building at 14501 Sweitzer Lane in Laurel. The Office is functionally responsible for coordinating employee affairs, public affairs, and government affairs. The goals and objectives of the Office are to: establish positive channels of communication with municipal, State and local governments and/or their agencies; ensure an accessible presence of the Commission within the community; seek ways to improve employee perception of worth, value of contribution, and pride in work product; and increase media interest in the positive contributions of WSSC to its user public and to the community. Staff work toward accomplishing its goals and objectives by planning, designing, and implementing positive internal and external public relations activities, disseminating internal and external information, and coordinating government relations programs.

The Office also advises managers on public relations aspects of operations and specific issues; produces and disseminates customer and employees publications, the annual report, and other information documents; arranges press conferences, tours, awards programs, and other events for the media, community, and WSSC employees; and administers the WSSC Speaker's Bureau.

**Graphics, Printing, and Mail Services.** WSSC does not have a formal graphic arts unit and has very limited in-house graphics capability except for photography. Photography, printing and duplicating, and mail services are provided by the Office Services Division within the Department of Finance and Administration.

The WSSC Photography Unit has video and still photography and developing capabilities. The main responsibility of the Unit is to record, either by video or still photography, pre and post construction conditions for WSSC projects in Montgomery and Prince George's Counties. The photographers also devote significant amounts of time recording and developing photos for the Claims, Legal, Maintenance, and House Connections Offices. As time permits, photographers provide services to fulfill requests by Communications, Training and Development, and other WSSC departments and offices.

The Print Shop is responsible for providing printing and duplicating services for any WSSC department or office that submits a work order form. In certain cases, the Print Shop may rely on the services of a printing facility that is on contract with WSSC. Contract printers are used for overflow work, oversized printing, special folds, or other needs that cannot be provided within the WSSC operation.

The Mail Room processes incoming and outgoing mail according to U.S. Postal Service regulations, and sorts and distributes mail within WSSC. Staff also provide a daily messenger service to the Prince George's and Montgomery County office buildings.

#### **IV. EXECUTIVE AND LEGISLATIVE BRANCH PUBLICATIONS**

**Background** From time to time, County staff have studied the processes for producing publications. In FY75, the Executive Branch assigned a group to research the County's publications process to identify potential areas of duplication and assure maximum utility of the printing budget. The study group surveyed a number of Executive and Legislative Branch departments and offices and examined the processes for producing and distributing publications.

Based on its study, the group recommended that the Executive's Public Information Office be given responsibility and authority to coordinate preparation of publications, including mandatory review and approval of all proposed publications. The study group also recommended that the Publications and Graphics unit of the Department of Facilities and Services be moved to the Public Information Office, so as to facilitate the review and coordination of publication production. Finally, the study group requested that approval of the recommendation for centralized control be formalized as an administrative procedure.

As a result of the study group's efforts, the Publications and Graphics unit was consolidated with the Public Information Office, and an administrative procedure was drafted and distributed for comment. The centralized management concept was not well received within the various departments and offices of County Government, and the administrative procedure was not acted upon for several years.

In FY82, most information-related positions were abolished in the individual departments and offices of the Executive Branch and responsibility for government-wide information activities was concentrated in the Office of Public Information. Concurrently, Executive Administrative Procedure 1-6,

Centralized Publication Management, was issued with the intent of placing responsibility for managing and coordinating a centralized management effort in the Publications and Graphics Section of the Office of Public Information. In addition, Executive Administrative Procedures 5-11, 5-12, and 5-13 were combined into one revised and renamed procedure (AP 5-11, Printing and Mail Services) to clarify the processes relating to printing and mail services provided by the Department of Facilities and Services.

During 1983, the Office of Legislative Oversight (OLO) evaluated the policies, procedures, and expenditures of publications produced and distributed by the Executive and Legislative Branches and issued OLO Report 83-2 (released by Council on January 10, 1984). This OLO report recommended that measures be implemented to better control and account for costs associated with publications. The major finding in the OLO report was that the centralized publication management effort required by AP 1-6 did not assure adequate control over the cost of publications or effective and efficient distribution of publications. To remedy this, OLO recommended that all funds for producing and distributing publications be centralized in the Office of Public Information and that procedures be developed to identify the total cost (including design, printing, and distribution) of each publication produced by the County.

The Executive and Legislative Branches are provided guidance in the production and distribution of publications and other printed material through AP 1-6, Centralized Publication Management, and AP 5-11, Printing and Mail Services, and the Procedures Manual for Printing. In AP 1-6, a publication is defined as: "any poster, booklet, newsletter, pamphlet, report, or book produced in quantities of 100 or more, and intended primarily for public distribution." Any fliers or short-lived announcements for one-time use or events are specifically excluded from the definition.

Since FY89, certain parts of the publication management procedure (AP 1-6) have not been followed. Over time, this administrative procedure that was adopted to centrally control publications proved to be ineffective. Although the Publications and Graphics Section (P&G) was charged with responsibility for reviewing and suggesting improvements or efficiencies related to publications, the unit was not given the necessary authority to impose changes or disapprove production. Also, a major process control contained in the procedure was found to be inadequate and is no longer being followed. The process required each department to annually submit publication request forms (one form for each requested publication) to the Office of Management and Budget as part of the budget process. P&G then reviewed and evaluated each publication request for duplicative efforts and provided estimated cost information to OMB for use when reviewing department budget requests.

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\* Administrative Procedure 5-11, Printing and Duplicating Services Chargeback System  
Administrative Procedure 5-12, Photocopy & Diazo Print Services Chargeback System  
Administrative Procedure 5-13, Mail Services Chargeback System

This process failed to ensure that publication requests submitted and evaluated by P&G staff during the budget process were the publications actually produced during the year. Submission and review requirements were time consuming for the various departments, OMB, and P&G, and the efforts did not appear to provide the desired control over publications. Approximately three years ago, the publications request form was dropped from the annual budget submission requirements and P&G staff discontinued the annual review of publication requests. Instead, P&G staff have tried to watch for duplicate efforts throughout the year as job requests are submitted by departments and offices.

During FY92, OLO began its study of Executive and Legislative Branch publications and requested detailed information from each department or office. The departments and offices were to report on each publication produced during a certain 18-month period (FY90 and through the second quarter of FY91) and those on hand from prior printings. A variety of information was requested, including: reasons for creating the publication, number of copies printed, printing and distribution costs, the method of distribution, and whether any revenues were derived from sale of the publication.

With input from the Executive's Public Information Office and its Publications and Graphics Section, a form was created on which information could be recorded about each publication produced. Those items of information that may have been interpreted differently by the various departments were to be handled by OLO through examination of a sample of the publication. A second form was created for in-house use by OLO to record such information. See ATTACHMENT A, for copies of the forms that were used by the departments and offices.

Early information gathered from the Executive and Legislative branches indicated that the departments/offices maintain few records relating to their publications and some did not retain any of the monthly computer reports provided by the Department of Facilities and Services which display the cost to print their publications. Many were able to locate past monthly computer reports and match entries to print request forms to identify the costs associated with various publications, but some offices had not retained the computer reports. There are currently no record requirements and departments and offices are not required to retain the monthly reports.

During the budget process for FY93, OLO recommended and the Council's Management and Fiscal Policy Committee (MFP) approved a plan to create a working group to review publications in the Executive Branch during FY93. The MFP Committee requested the working group to: review individual publications and make recommendations, as appropriate; develop standards and guidelines to assist departments regarding publications; recommend appropriate record keeping requirements for departments and offices; determine whether an ongoing publications review group is necessary, recommend threshold criteria for review by the group (if continued); and recommend amendments to AP 1-6.

**Publications Review Committee.** The Public Information Office established a working group that has been reviewing all publications requested by two Executive departments during FY93. Two of the larger producers of publications in dollar value and/or number of publications are voluntarily participating: Health and Family Resources. Prior to printing, the selected

departments submit proposed publications to the working group for review. The publications working group reviews each proposal and either approves the publication or suggests changes to the documents, the distribution methods, or the proposed media. See ATTACHMENT B for details about the individual publication requests examined and decisions made by the working group.

The participating departments submitted their requests for publications to the Publications and Graphics Section Supervisor, who decided which items to refer for consideration by the Publications Review Committee. A summary of the number and kinds of publications referred to the Committee and the Committee's observations resulting from the review follows:

Table 7

**Executive Branch Publications Review Committee  
Activities and Observations**

<u>Items Submitted</u>	<u>Requested</u>	<u>Reviewed</u>	<u>Cost \$</u>
Letterhead	1	0	122.00
Certificate	2	0	2.50
Plaque	1	0	*
Program	1	0	8.50
Report Cover	1	0	*
Brochure	14	13	106.00 - 500.00
Directory	1	1	67.00
Flier	3	2	12.00 - 40.00
Poster	<u>7</u>	<u>7</u>	2.00 - 1,000.00
	<u>31</u>	<u>23</u>	

Based on its experience, the Publications Review Committee made the following observations:

- Mandatory review slows down the publications process.
- Review is beneficial because the process requires department staff to reconsider whether a publication is the best way to reach the intended audience.
- Changes to publications resulting from the review process may be minor per publication, but could produce significant overall savings.
- Because of the number of publications produced by the Executive Branch each year, mandatory review of all publications is not possible within existing resources.
- The Publications Review Committee may be able to review all publications for two departments or offices each year.
- It may be more efficient to establish standards and guidelines and refer deviations to the Publications Review Committee.

\* Costs unknown for these items handled by department as part of a larger printing job.

**OLO Review of Publications.** As mentioned earlier in this report, OLO surveyed the Executive and Legislative Branches regarding publications produced by the various departments and offices. In response to this survey, OLO received information and samples for more than 800 publications which were either produced during the 18 month period from July 1990 through December 1991 or were on hand and available for distribution from an earlier printing.

OLO examined each publication submitted and created a database to hold information as submitted by the departments and as observed by OLO from examination of the publication itself. Departments had been advised that similar publications could be grouped and reported as an average with details for the most recent printing. Because of this grouping, the resulting number of database entries is lower than the actual number of publications reported and reviewed by OLO. Many documents were examined by OLO but not included in the database, such as: instructions for filling out applications; earlier or subsequent editions of an annual report, newsletter, or other publication; and duplicate information submitted by a second department or division that had contributed effort or funds for producing a document. Finally, if a copy of the publication was not available for OLO to review and the department could not easily provide additional information, no entry was included in the database.

A list of elements included in the database can be found at ATTACHMENT C. Although the list is extensive, the amount of information actually acquired from the departments and offices was not as complete as the elements would imply. For example, some departments were able to identify the cost of their various publications, but many were not. Also, most departments could identify how a publication had been distributed but could rarely provide details on how many had been distributed in a certain way or the related costs.

Fliers and other one-page handouts represented the largest category of publications grouped and reported by using averages. For instance, the Commission for Women indicated that approximately 50 different one-page fliers were produced during the review period. The list on Page 19a shows the kinds of publications reported and number of entries for each kind of publication included in the database of 741 entries.

As can be seen from the list, the most widely used formats used for publications were: fliers and handbills (134 entries representing more than 200 publications); reports (137 entries representing about 150 publications); pamphlets (128 entries representing about 150 publications); booklets and manuals (81 entries representing about 100 publications); and brochures (72 entries representing about 90 publications).

**Table 8**

**Kinds of Publications Produced by the  
Executive and Legislative Branches**

<u>Kind of Publication Reported</u>	<u>Number of Database Entries</u>
Book	5
Booklet/Manual	81
Bookmark	3
Brochure	72
Bulletin	10
Card	10
Certificate	3
Directive - Binder Inserts	3
Fact Sheet	71
Flier/Handbill	134
Folder	6
Guide	10
Map	7
Pad	1
Newsletter	35
Pamphlet	128
Postcard	2
Poster	11
Program	5
Report	137
Sticker	4
Tabloid	3
Total Entries	<u>741</u>

Publications printed on one side of the paper greatly compromise any other cost-cutting measures that may be introduced for production of a publication. In recognition of this, the Executive Branch issued a memorandum February 3, 1992 to departments and offices to advise that the Print Shop standard procedure would be to print all projects double-sided. Exceptions to the procedure requires an advance request accompanied by authorization from the top administrator of the requesting department.

The publications reviewed by OLO were produced before or during the period of July 1990 through December 1991, prior to the new procedure being put into effect. From data reviewed, OLO observed that a number of documents (predominantly reports) had previously been printed only on one side of the paper, and a few of the documents had been produced with double-spaced type as well. Of the 177 database entries representing publications printed on ten or more pieces of paper, 53 entries had been for publications produced with printing on one side of the paper throughout the document. In another five documents, from 25 percent to 50 percent of the pages had been printed on one side of the paper.

Other information from database of 741 entries:

- 62 entries indicated contract services were used for design or printing. The total reported cost for 48 entries was \$267,949 (the remaining entries did not include cost data).
- 200 entries indicated the U.S. mail had been used to distribute copies of the publication. 82 of these entries provided mailing costs or details sufficient for OLO to calculate total costs. The highest total cost to mail a publication was reported by the Recreation Department at \$69,000 to mail the recreation guide three times per year. The next highest total mailing costs reported: \$55,380 for 71,000 copies mailed six times annually; \$5,148 for one mailing of 23,400 copies; \$4,860 for one mailing of 24,000 copies; then five entries where mailing costs averaged \$1,000.
- The highest cost reported for mailing a single document was \$5.45 (five mailed for a total cost of \$163.50). The next highest costs per document reported: four entries ranging from \$2.00 to \$3.00 per document (number of publications mailed times the cost to mail averaged \$500.00 for each entry).
- 43 entries indicated that the publication was produced in response to a legal mandate (26 reports; 11 brochures, pamphlets, or booklets; 3 books; and 3 bulletins or public notices).
- 43 entries reported charging a fee for the publication. Fees ranged from \$.10 through \$100.00 per copy. For 16 of the entries, either no cost was reported for the publication or the cost reported was less than one-half the fee that had been set for the publication.

- 248 entries did not include the cost per copy for printing or information for one or both the elements that would have allowed OLO to calculate the cost per copy: number of copies printed and total cost for printing.
- 493 entries included data sufficient to determine the per copy cost of printing. 297 of these entries showed a printing cost of \$.10 to \$.11 per copy. The most expensive cost per copy reported was \$50.00 for which a fee of \$30.00 is charged. Another 7 entries indicated per copy costs from \$10.00 through \$35.00.
- The majority of entries indicated that paper used for the publication was a standard size that did not require cutting. The most favored paper size was 8 1/2 by 11 inches (530 entries).
- 487 entries indicated the document was folded or bound together in some way. 181 of these entries specified the document was folded. Stapling was the most common means employed for holding together multi-page documents (262 entries).
- 43 entries indicated that photographs had been included either in the publication or on the cover. Ten or more photos were used in 9 of the entries.
- 178 entries indicated the use of at least one non-black color ink in the publication. Of this number, 144 used one non-black color, 22 used two colors, and 12 used three or more color inks.
- 266 entries indicated non-white paper had been used for the publication. Color paper was used most extensively for fliers and pamphlets.
- 154 entries indicated that the publication included a separate cover. Of this number, 126 used the standard weight cover; 15 used a weight and texture equivalent to an index card; and the remainder used coated, vellum, or textured cover stock.
- Only five entries indicated the use of color ink on the cover. Color stock was used for 132 of the covers. The colors most often used for covers were: 37 entries for blue; 18 entries for beige, tan, or brown; 18 entries for red or pink; 17 entries for yellow; 15 entries for green; and 15 entries for gray.
- 538 entries were for publications produced on 10 or fewer pieces of paper. Of this number, 386 entries indicated one piece of paper was used. At the other extreme, 12 entries were for publications containing 100 or more pieces of paper.
- 468 entries were for publications directed toward the general public. Another 72 entries targeted special populations, such as children, youth, students, seniors, women, or minorities. Of the remaining entries, 80 were directed toward businesses, including

licensees and food establishments, or professional groups, such as attorneys, physicians, and service providers; 64 entries were directed toward County employees in the form of newsletters, training manuals and bulletins, resource directories, or general information; 31 entries were directed toward potential or existing program participants; and 19 entries indicated the publication had been prepared to inform the Council or other government officials.

During the review of individual documents, OLO noted that certain publications seemed bulky, especially polished, or duplicative. These items have been referred by OLO to the Publications Review Committee for further examination and professional analysis. Many departments have made changes to their publications since the period of review and certain practices and kinds of publications may have already been adjusted.

## **V. REVIEW OF POLICIES AND PROCEDURES FOR PRODUCING PUBLICATIONS**

### **A. Executive and Legislative Branches**

The decision to produce a publication rests within the various departments and offices of the Executive and Legislative Branches, subject to budgetary constraints. Aside from the Publications Review Committee activities with two departments, there is no independent review of proposed publications for appropriateness. The cost for producing and mailing publications is budgeted within each department or office. The Publications and Graphics Section (P&G) can offer suggestions regarding those publications the unit sees, as can Print Shop staff, but neither section has authority to impose changes.

Assuming an office or department has the necessary expenditure authority, a publication may come into being in one of the several ways:

1. **New Publications:** The department or office generally decides when a publication is needed and what kind of publication should be produced. P&G staff may be consulted for assistance if the requesting department or office does not have the capacity to design the publication or produce a proof for printing. Otherwise, the department or office may design the publication, create a master copy for printing, and deal directly with the Print Shop to obtain the desired number of copies.
2. **Reprints of Existing Publications:** P&G may provide assistance if the requesting department or office either does not have the original proof or the capability to edit the proof. Otherwise, the department or office may make whatever changes may be necessary to update the master copy and deal directly with the Print Shop to arrange for the number of desired copies.
3. **Outside Production:** Sometimes publications are produced as part of a contract for public relations services. Neither Print Shop nor P&G staff have any input (or control) over design or production of such publications. At other times, the design or printing of a

publication is performed by a contractor when the P&G staff are not able to accommodate the graphics needs or the Print Shop cannot accommodate the printing needs. It is the responsibility of the requesting department or office to obtain approval from the Print Shop manager before using contracted services.

Most publications are printed in-house by the Facilities and Services Print Shop, and the Print Shop manager is required to sign off for any printing services that will not be performed by the in-house unit. This requirement is controlled through the procurement process. For acquiring outside services expected to cost at least \$1,000, coordination through the Procurement Office is mandatory, and Procurement requires that a signed Print Shop approval be submitted.

Although approval is supposed to be obtained for any outside printing services, jobs costing less than \$1,000 could be done outside and paid for through the direct payment process without the knowledge of the Procurement Office or the Print Shop Manager.

The method and extent of distribution is determined by the department or office for whom the publication was produced. Each department is responsible for identifying and arranging the desired distribution and for maintaining a mailing list if necessary. The County's Mail Services Section handles distribution as directed for those publications distributed through US and interoffice mail. There is no independent review of mailing lists or distribution methods employed by individual departments and offices.

The Executive and Legislative Branches have been pursuing ways to cut costs to produce and distribute publications and other written materials more efficiently. As part of these efforts, steps have been taken to reduce design time, printing and duplicating services, and mailing expenditures. Some examples are:

- In FY88, the Publications and Graphics Section (P&G) computerized its method of designing and producing camera-ready copy. Estimated annual cost savings \$16,500.
- Since FY90, P&G has standardized design for report cover formats and many forms and publications, resulting in reduced staff time to produce camera-ready copy. For example, the time spent producing one standard report cover in FY92 was one-half hour compared to four hours to produce a non-standardized cover. The 32 standard covers produced in FY92 represent a staff time savings of \$1,500 for producing these standard covers over individualized designs. In addition, 254 publications and 11 forms were produced by P&G using standards to reduce design time.
- To minimize printing costs, P&G makes a conscious effort to design the various sizes of publications to fit standard industry sizes of paper. P&G also recommends colors and papers that are in stock or on contract through the Print Shop.

- Beginning in FY93, the Council is streamlining the format and method of responding to budget inquiries. Standardized post cards have been designed and are being used to reply to most inquiries instead of having a staff member draft a return reply. Estimated annual cost savings \$72.00 per 1,000 cards plus staff time saved by not having to draft individual letters.
- During FY92, printing of the weekly Council Report was eliminated, and a cable television version was implemented. Estimated value of staff time conserved annually \$4,000.
- Since FY91, demand for Print Shop services has decreased by 20 percent. In addition, high technology photocopy equipment has been acquired, and staff have streamlined processes. As a result, Print Shop resources were downsized by 2.0 workyears in FY93 and a further reduction of 3.0 workyears has been approved for FY94. Estimated annual cost savings \$150,000.

See ATTACHMENT D, Major Publications for Executive and Legislative Branches, for a listing of major publications produced during an eighteen month period July 1, 1990 through December 31, 1991.

#### **B. Maryland-National Capital Park and Planning Commission**

For the Parks Department, the idea for creating a publication originates within the various divisions and offices. Once the division/office decides a publication is needed, a notice of intent to publish is completed and forwarded (along with a draft design and text) to a publications review committee. The review committee examines the proposed publication for need, technical conformity to guidelines, readability, and efficient distribution. Committee members may ask questions about the intended audience, the number of copies that are truly needed, whether an alternative medium might be used, whether handicapped access has been considered, and whether the publication was originally budgeted and has been approved by a supervisor.

The purpose of the committee is to require that those requesting a publication think about their motives for producing the publication, the intended audience, and whether the best medium has been selected. The committee may approve, disapprove, or require modifications to the proposed publication. Once approval has been obtained, the originating division/office submits text and illustrations to Exhibit Central, where final graphic design is performed and a camera-ready product is produced. Printing of the approved number of copies is performed by staff of the Planning Department, bi-County Offices, or contract printing firms. After initial printing, all original artwork and negatives are generally kept on file at Exhibit Central.

As mentioned earlier in this report, all signs, exhibits, and publications are put together for the Parks Department at Exhibit Central. Publications are a minor responsibility for the Unit and a majority of work space and staff time are devoted to projects unrelated to publications. Exhibit Central staff design and produce camera-ready copy for publications on a computer through use of a desktop publishing application.

Master plans are the largest and most frequent publications produced by the Planning Department. The budget for publications is higher or lower in a given year based on the number of master plan documents to be produced. Models have been developed to guide production of the documents with the objective of putting a process in place to create documents that are standardized and simplified as much as possible, without sacrificing readability. The Department produces issues, staff draft, preliminary draft, final draft, and approved versions of each master plan, and has been concentrating efforts on standardizing the layout and format of the various stages of the master plan documents.

Initial drafts of documents are prepared by the originating divisions and offices and submitted to the Publications Section. Word processing and graphics design staff format, incorporate maps and illustrations, and prepare camera-ready copy.

The Planning Department has strived for consistency in presentation across similar publications, such as cover format, paper weight, and binding. In addition, the visual character of publications has been standardized, such as cover colors and location of headers, footers, and titles on pages within the documents. Little effort is expended to "dress up" a preliminary or draft report. After a master plan has been approved, the physical appearance of the document may then be enhanced with an individualized cover.

The Planning Department has a sophisticated copier with the capacity to combine text, photos, and graphics, and to bind large documents. Preliminary and draft versions of master plans and other reports are produced entirely within Planning Department resources. Because of the long shelf life of master plan documents, final versions are generally printed by commercial facilities to ensure high quality printing and binding.

Because the Planning Board's Community Relations Office is located at the same site as the Planning Department, the Department's resources are used to design, print, and distribute publications and other written materials. A publications review committee comprised of representatives of the Community Relations Office and the Planning Department review all publications and decide whether a publication should be changed or produced differently or discontinued. The review committee is also responsible for recommending fee schedules.

Members of both publications review committees believe that mandatory review of publications has sometimes saved money (by stopping the production of some marginally needed publications and scaling back others) or made publications or distribution more effective.

M-NCPPC has been pursuing ways to reduce costs and do things more efficiently. As part of these efforts, individual publications have been reviewed and steps taken to reduce printing and distribution expenditures for publications and other printed materials. Some examples are:

- The Planning Department has increased in-house publication efficiency by improving equipment and upgrading software and staff skills.

- The Planning Department has streamlined word processing and publications procedures by standardizing formats, styling, paper stocks, software and other tools and processes.
- The Planning Department has reduced the cost of documents by increasing in-house publishing, eliminating color, and limiting outside publishing to adopted master plans.
- In FY91, the format for the Parks Department's Nutshell News was changed from a tabloid format printed commercially to a one page, back-to-back, in-house document. Estimated cost savings \$16,000.
- In FY91, all parks brochures were produced at a fixed quantity of 20,000 copies for each of the four regions: Wheaton, Cabin John, Rock Creek, and Black Hill. This strategy was designed to achieve a lower per copy cost by printing a three-year supply at one time.
- Staff annually review the cost of producing various publications and the related fee schedules and adjust fees accordingly.
- Since FY91, the Planning Board's Community Relations Office has ceased mass mailing to civic and homeowner associations for certain publications in favor of distribution only upon specific request. Estimated annual cost savings \$825.
- During FY93, the Planning Department reviewed and streamlined its publications process, resulting in a smaller staff assigned to production.

See ATTACHMENT E, M-NCPPC Parks Department Reconciliation Report for the Month of March 1992, for information on major publications produced for the Parks Department.

See ATTACHMENT F, M-NCPPC Planning Department Publications Pricing and Cost Information, for listings of publications on hand and average costs for reports and master plans.

See ATTACHMENT G, Major Publications for Montgomery County Planning Board, for a listing of major publications produced for an eighteen month period July 1, 1992 through December 31, 1993.

### **C. Montgomery County Public Schools**

The school system produces publications directed toward employees, students, parents, County residents and prospective residents. Publications include lists of schools, yearly calendars, informational brochures and fliers, annual reports, and an employee newsletter. Annual information publications are routinely updated and reprinted for public distribution. Funding for school system publications is centrally budgeted in the Publication Services Unit and managed by the Director of Media Technology and Production. The Director is authorized to question requests that are deemed too costly or to recommend reductions in the size, format, and number of copies of publications and other printing requests.

The MCPS Publication Services Unit is equivalent to a full service commercial operation. The Unit serves 52 departments and 174 schools for more than 2,500 projects annually by providing graphic arts, photography, electronic publishing, printing, and duplicating services. The central duplicating unit of Publication Services produces from 750,000 to 1.2 million copies per month. Typical projects include educational materials, curriculum documents, tests, budget and facilities publications, State mandated publications, training materials, and forms. The majority of projects completed by the unit (approximately 90.5 percent) are for instructional and administrative materials and student information. For FY92, production of instructional materials constituted 48.5 percent of the unit's workload, administrative materials accounted for 34.0 percent, student information projects were 8.0 percent, and public information projects were 9.5 percent. Total impressions for FY92 were approximately 117 million.

The Publication Services Unit is responsible for all publication projects that can be handled within the capabilities of MCPS in-house graphics and printing resources. Before a proposed document or graphic arts production has progressed beyond the rough outline stage, its originator must arrange a preliminary planning meeting with staff from either the Department of Information (for staff newsletters and productions intended primarily for public distribution) or the Department of Media Technology and Production (for productions intended for widespread staff distribution). If production of the publication is agreed upon, a production schedule and plan of distribution is decided.

The staff in Publication Services usually serve as liaison to arrange phototypesetting, graphic arts, and printing services for producing requested publications and other printed materials. The requesting department or office is responsible for reviewing the layout and proofreading the final version of material and may confer with Publications Services at any level to discuss details of format.

Completed text is submitted to editors in Publication Services, who assure that grammar, punctuation, spelling, and usage in published documents are correct and the content is clearly and concisely presented. After editing, the material is forwarded to either graphic arts or phototypesetting for layout, and initial page proofs are prepared. The proofs are reviewed and corrected as necessary by the requesting office and returned to Publication Services for final editing and layout design.

After final proofs are agreed upon by the Publication Services staff and the originating department/office, the proofs are forwarded to the print shop with written authorization and instructions from the Supervisor of Publications regarding the format and number of copies to be printed. Once printing has been accomplished, the MCPS central mail facility distributes the printed material through the US Postal Service and/or interoffice "pony" system. Many publications are also made available to the public at the Information Office or the professional library in the Carver Education Center.

The centralized production and budget responsibilities that are in place at MCPS enable stringent controls over costs and quality to maximize effectiveness. The Publication Services Unit reviews the purpose of the project and the audience to receive the information and determines the most effective and economical production for each publication. Cost controls are implemented for each project through establishing specifications, limiting and controlling materials inventory, and establishing production schedules that avoid overtime.

MCPS has been pursuing ways to reduce costs for producing and distributing publications and other written materials. As part of these efforts, steps have been taken to reduce design time, printing and duplicating services, and mailing expenditures. Some examples are:

- In FY91, MCPS eliminated the Director of Media and Technology position. Estimated annual cost savings \$96,000.
- In FY91, MCPS eliminated its supervising graphic artist position. Estimated annual cost savings \$80,000.
- In FY91, MCPS eliminated one Office Assistant position in the Publication Services Division. Estimated annual cost savings \$28,000.
- Since FY91, MCPS has eliminated overtime, reduced press runs, and minimized page counts. Total estimated cost savings \$72,000.
- In FY92, MCPS reduced one-sided printing and duplicating. Estimated annual cost savings \$3,000.
- In FY92, MCPS decreased the use of color paper and inks. Estimated annual cost savings \$12,000.

See ATTACHMENT H, Publications for Montgomery County Public Schools, for documents produced during an average eighteen month period.

#### **D. Montgomery College**

Many ideas to create a publication originate in the various offices or departments and are subject to approval by a dean or provost. College administrators are encouraged to plan publications in advance and coordinate with the Office of Institutional Advancement to include approved publications on a list that is compiled during the budget process. As part of the annual process, staff of the Institutional Advancement Office review the proposed publications and prepare cost estimates for production and distribution. Control of publications is exercised through the annual review process. Staff review and discuss each publication request with the internal client and decisions are made cooperatively whether to alter, print as originally proposed, or delete a publication in favor of another medium.

The Office of Institutional Advancement is responsible for coordinating production of all publications for central administration and the various campus offices and departments. Draft text is submitted to the publications group for editing and layout. The group prepares preliminary proof pages, which are reviewed and corrected by the requesting office or department. Corrections are input by staff and final proofs are prepared and submitted for approval of the project manager and the requesting department or office.

After the final proofs have been approved, staff of the Office of Institutional Advancement arrange for printing or other reproduction services with one of approximately five printing facilities having contract agreements with the College. Distribution of publications is handled by the College's central mail room or a commercial mail house for Countywide and other intensive distributions.

The College has been pursuing ways to reduce expenditures and do things more efficiently. As part of these efforts, steps have been taken to reduce printing and distribution expenditures for publications and other printed materials. Some examples are:

- In FY89, the College acquired desktop publishing capability to reduce outside costs for professional typesetting services for printed materials. Estimated annual cost savings \$10,000.
- In FY90, as staff became more proficient in use of desktop publishing applications, the College discontinued use of freelance graphics design assistance. Estimated annual cost savings \$5,000.
- In FY91, in cooperation with the US Post Office, the College changed its bulk mail delivery techniques for distribution of class schedules. Estimated annual cost savings \$12,000.
- In FY92, the College reassigned a position to concentrate on media relations and redirect advertising efforts as much as possible to free media opportunities. Estimated annual cost savings \$10,000.

See ATTACHMENT I, Major Publications for Montgomery College, for a listing of major publications produced annually by the College.

#### **E. Housing Opportunities Commission**

The idea to create a publication generally originates in the various divisions and offices of the Housing Opportunities Commission (HOC), and is subject to budgetary constraints at the program level. Whether or not a publication is needed is determined by the various program administrators or division directors. All publications are written and designed in-house, either by staff of the various divisions/offices or the Public Affairs Office. Staff in the Public Affairs Office assist with design of a publication, if requested, but their assistance is not mandatory. This staff assist with approximately 90 percent of the publications produced by HOC.

The Public Affairs Office has responsibility to review all publications prior to printing. Centralized control is exercised over the content, appearance, and quality of all publications produced by HOC. Staff review each proposed publication and may require changes to the appearance or printing arrangements. Staff may edit a publication to ensure the text is comprehensible and the document portrays HOC activities in a positive light. Since HOC does not have an in-house print shop, staff use in-house photocopy equipment or the County Government's Print Shop when feasible, otherwise bids are solicited and printing services are contracted.

Once printing has been completed, the central mail unit distributes the materials through the US Postal Service and/or "pony" system as directed by the information officer. Many of the publications are sent to libraries, government centers, and other agency offices as distribution sites.

As with other government agencies, HOC has been pursuing ways to reduce expenditures and operate more efficiently. As part of these efforts, steps have been taken to reduce printing and distribution costs for publications and other printed materials. Some examples are:

- In FY90, the weight of paper used for resident quarterly newsletters was changed from 50 lb. white offset to newsprint quality, reducing the cost of the publications. Estimated annual cost savings \$600.
- Since FY90, rather than recreating documents and publications in various languages, hand stamps with messages in foreign languages have been provided to appropriate staff. The stamped materials direct speakers of Spanish and Vietnamese to seek assistance with translation.
- In FY91, HOC changed outside production and printing of the employee newsletter to in-house production and copying. Estimated annual cost savings \$265.
- In FY91, the size of the HOC annual report was reduced from 12 pages to two pages and submitted to the County Council and Executive in a letter. Estimated annual cost savings \$5,000.
- In FY91, HOC changed from 50 lb. white offset paper to 30 lb. offset paper and reduced the amount of editorial work done out-of-house for two widely distributed publications. Estimated annual cost savings \$900.
- In FY91, HOC changed its business cards from maroon to black ink, for saving of \$12 for each set of cards ordered.
- Since FY91, agency program guides have been adapted to include appendices that allow for periodic updates to the documents, rather than reprinting the entire documents.
- Since FY92, in-house photocopying has replaced commercial printing for documents such as the rent roll. Estimated annual cost savings \$600.

- In FY92, HOC instituted fees for copying out-of-print publications and large documents and for copies of the agency budget. During FY93, HOC calculated the real cost of various public distribution publications and instituted or adjusted fees. Examples of fees charged: HOC budget document \$15.00; HOC programs guide \$2.00; fee for HOMEWORKS publication to non-residents and non-associated public agencies \$1.50.

See ATTACHMENT J, Housing Opportunities Commission List of Frequently Published Items, for a sampling of publications produced by HOC.

#### **F. Washington Suburban Sanitary Commission**

The idea to create a publication originates either within the Public Affairs Office or the various divisions and offices of the Washington Suburban Sanitary Commission (WSSC). Most publications are budgeted as part of the allocation to the Public Affairs Office, but some funding may be included in a capital project account when the project is expected to be especially disruptive to a community or otherwise controversial.

Whether or not a publication is needed is determined by the various program administrators or division directors. The majority of publications produced are written and designed in-house, either by staff of the various divisions/offices or the Public Affairs Office. If requested, staff in the Public Affairs Office will assist with writing and designing the publication.

WSSC does not have any written policies, guidelines, or procedures relating to review of publications or the processes by which publications are developed. However, staff of the Public Affairs Office have developed informal guidelines to achieve a uniform look of WSSC publications and is in the process of documenting guidelines. The Office follows the Associated Press Style Book, and strives to design publications that can be accommodated within capabilities of in-house printing resources. Since the majority of funding for publications is allocated to the Public Affairs Office, this staff is involved in writing, editing, preparing camera-ready copy, and arranging for printing and distribution of most publications.

Approximately 30 percent of WSSC publications are produced through contracts. Contracted services are acquired to produce more sophisticated publications through capabilities WSSC does not have in-house. WSSC does not have a graphics design unit or color printing equipment. For in-house productions, staff use whatever design capabilities are available through the word processing applications and WSSC photographers supply photos if requested. Commercial vendors are used for professional graphics design work and color reproduction, as needed.

As with the other agencies, WSSC has been pursuing ways to reduce costs relating to publications and reproduction and distribution of other printed materials. Some examples of steps taken to reduce printing and distribution expenditures are:

- Permission is frequently granted to condominium, community, and other organizations to copy materials, thus reducing the number of handouts printed by WSSC.

- In FY92, WSSC initiated a standard operating procedure to charge a fee for photocopies of documents.
- In FY92, a pre-sort barcoded mailing system was put in place, allowing for use of two-way envelopes for customer billings. This measure eliminated the need for enclosing return envelopes and produced savings in warehouse space and envelope costs. Estimated annual cost savings \$50,000.
- During FY93, WSSC did not produce its FY92 annual report and increased the percentage of publications produced with in-house resources.

See ATTACHMENT K, Washington Suburban Sanitary Commission Publication Listing, for examples of documents available through the WSSC Public Affairs Office.

## VI. RELATED MATTERS

### A. Interagency Public Information Working Group

On May 5, 1992, the Council adopted Resolution No. 12-643 to create an Interagency Public Information Working Group (IPIWG) consisting of the public information officers or other designees of the various County agencies. The general mission of the working group is to "provide for the delivery to citizens of information about County government programs and services in an efficient, effective manner". Working group members include representatives of the County Council, the Executive's Office of Public Information, Montgomery County Public Schools, Housing Opportunities Commission, Montgomery County Planning Board, Montgomery County Parks Department, Montgomery College, and Washington Suburban Sanitary Commission. Meeting sites are rotated among the agencies and Council staff chairs the group.

The overall emphasis of IPIWG has been to enhance and expand the informal sharing of expertise and resources that has existed for some time among some of the agencies and departments. Public Information Officer members are aware of the long-range trend of declining public sector resources and of the need to search for more cost effective ways to accomplish the information goals of the agencies and programs they serve.

The formation of IPIWG has enhanced the informal contacts and sharing of resources between public information officers of the various County agencies and departments. Cross advertising by public information offices is becoming a widespread practice that is being enhanced by IPIWG members. For example, The County Connection and other Executive Public Information Office mailings now routinely include information on other agency programs; joint promotions are being used on the cable television channels allocated to the various agencies; and the Council/Executive call-in show has been publicized by other agencies.

In addition, IPIWG has a project to prepare a master list of specialized mailing lists which can be shared by the agencies and to develop a comprehensive press list that includes the foreign language press. This sharing will diminish duplication of effort in compiling and updating lists. Although specialized skills and expertise have also been identified, the potential to share is limited because most information offices have been downsized to the point that there is no capacity to assume additional information tasks on a regular basis.

IPIWG is also working with the Library Department in a joint project to provide access to Montgomery County Government via computer and modem. IPIWG members are participating in a Council Reception/Workshop for the foreign language media as part of a long-range project to improve two-way communication between government and minority populations.

#### **B. Americans With Disabilities Act**

The Americans with Disabilities Act (ADA) requires all public entities to provide equally effective communication for disabled citizens. Under this law, County agencies are required to ensure that all communications with individuals with disabilities are as effective as communications with non-disabled persons. This Federal requirement has major implications for County publications. If a disabled individual requests a certain type of accommodation, the public entity must meet the specific request, show that another effective method exists, or prove that the requested action would exceed its duty to ensure equal access to the communication. ADA Section 202, Discrimination states:

"Subject to the provisions of this title, no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity."

The requirements of ADA have implications for all public documents produced by County and bi-County agencies. For example, individuals with vision impairments may require large print, taped text, qualified readers, or braille materials. ADA prohibits public entities from imposing a surcharge for providing these reproduction services.

Since the ADA requires an agency to accommodate the disabled on an individual request basis, it will be difficult to predict whether the content of specific printed materials must also be produced in an alternate media. Some requests are easily accommodated. For example, to fulfill requests for documents in larger print, copy machines can be used to enlarge the text to the necessary size. This technique is recommended by the Department of Justice in its technical assistance manual on implementing provisions of ADA. Whatever auxiliary aid is provided, it must be appropriate for the disabled person and situation.

## VII. FINDINGS AND RECOMMENDATIONS

### Executive/Legislative Branches

**Finding 1:** For publications of the Executive and Legislative Branches, guidance is provided by the Print Shop Manual and Administrative Procedure 1-6, Centralized Management of Publications. However, certain requirements included in the AP are not being followed because the processes were cumbersome and time consuming for the departments and offices, and the controls were found to be inadequate. Consequently, there has been no formal central review or authority to impose standards or control the creation, production, or distribution of publications. In FY93, a Publications Review Committee was formed to review publications for two departments.

**Recommendation 1A:** The Publications Review Committee should be continued with an expanded membership to include the Print Shop Manager and a representative from at least two departments or offices. The department representatives could be assigned annually.

**Recommendation 1B:** The Publications Review Committee should establish and disseminate standards and guidelines that will allow production of relatively attractive printed materials at economical cost.

**Recommendation 1C:** The Publications Review Committee should have responsibility for reviewing any publications for which contractual services are requested for photography, graphics design, printing, or distribution. In addition, the Committee should review requests for deviations from the standards and guidelines, and be available to advise offices and departments when requested.

**Recommendation 1D:** Each department or office should annually review its publications for continued need, potential for combining, consistency of approach, and methods of distribution. For those departments and offices that have been assigned to an Executive Branch Group, the annual review should include all publications produced by the component departments.

**Recommendation 1E:** Administrative Procedure 1-6 should be renamed Management of Publications and be amended to clarify the authorities, responsibilities, and processes for reviewing publications.

### All Agencies

**Finding 2:** During FY91, an interagency working group was formed to examine public information efforts and identify efficiencies through sharing of methods and resources. The group has reported positive experiences from sharing of information on methods and processes for public outreach, and has identified areas for interagency cooperation in coordinating and improving public information efforts.

**Recommendation 2A:** The Interagency Public Information Working Group should continue their efforts and report to the Council annually.

**Recommendation 2B:** A similar interagency working group should be formed to share information and examine the methods and mechanics of creating and producing printed materials. The group should meet at least quarterly with membership comprised of graphic arts and print shop managers. This working group should be formed for the purpose of sharing information on methods and resources and identifying possible efficiencies for creating and producing printed materials.

**Recommendation 2C:** This printing and graphics group should periodically interact with the Interagency Public Information Working Group to share information on new capabilities or resources developed by the graphics design or print shops.

**Finding 3:** Most of the County and bi-County agencies exercise centralized review and/or budgetary control over printed materials produced for public distribution. Because these controls are in place, cost containment can sometimes be achieved by reducing the budget or adjusting features of individual publications to available funding. However, most agencies could not easily identify the costs for one or more of the processes related to producing or distributing their publications, and many of the departments or offices have not established measures to determine the effectiveness of the publications produced for them.

**Recommendation 3A:** Ideally, centralized budget control should be exercised over the cost of producing publications and other printed materials. Those agencies that do not centrally budget for printing and duplicating services should consider doing so. Centralized budgeting would ensure that publications compete with one another rather than with other budget line items in the various departments, offices, and/or projects, and allow for more accurate tracking of expenditures for publications. Special focus should be placed on publications during budget deliberations by providing the Council with a summary of total funding requested for each County and bi-County agency.

**Recommendation 3B:** All agencies should be required to maintain a log of publication design, printing, and mailing costs, either centrally or at the department level. Such a log would be beneficial when reviewing budgets, individual publications and distribution channels, and for setting fees.

**Recommendation 3C:** Departments and offices that produce publications for major distribution should be required to evaluate the effectiveness of the message and/or the distribution channel. Publication request forms for the various County and bi-County agencies should be modified to include an explanation of the need for the publication and the means by which the department or office will measure the effectiveness.

**Finding 4:** Many publications produced by Montgomery College and 99.9 percent of the approved master plans produced by the Planning Department of the Maryland-National Capital Park and Planning Commission are printed by contractors. In addition, other County and bi-County agencies use contract printing services from time to time. Between the school system and Executive Branch print shops, adequate facilities and sufficient resources may be available to produce some or all of the needed documents.

**Recommendation 4A:** The various County and bi-County agencies should be required to use the school system and/or Executive Branch print shops to produce printed materials when scheduling and capability permit. Neither the school system nor Executive Branch print shop facilities are currently utilized to full capacity at all times, and payments for services could be directed to the agency providing the services. Charges for printing services would have to be competitive with outside printing facilities. (This option may also be feasible for graphics design and photography services).

**Recommendation 4B:** A feasibility study should be performed on combining the printing capabilities of the school system and the Executive Branch at a single location or assigning particular production capabilities to each of the two individual sites.

**Finding 5:** Certain requirements of the Americans With Disabilities Act (ADA) impose upon Montgomery County the need for a responsive means of reproducing the content of printed materials for the visually disabled. Preparation of large print material should generally pose no unusual hardship and little additional expense for County agencies. Other communication strategies, such as providing taped text, qualified readers, or braille materials would require special equipment or skills. Public agencies will be unable to accurately predict or budget for the potential expenses of providing alternate materials or resources.

**Recommendation 5A:** Each agency should establish a team to evaluate any requests received for alternate materials or resources in place of publications or other written documents. Departments and offices should be required to refer all requests to the evaluation team, and the team should have responsibility for evaluating each request to determine an appropriate means of meeting the request, tracking the costs associated with providing the selected alternative, and advising the agency administration on adapting methods for providing alternatives to printed materials.

#### **VIII. DEPARTMENT AND AGENCY COMMENTS ON DRAFT REPORT**

On May 4, 1993, OLO circulated a draft of this report to appropriate administrators and staff of the Executive Branch and the County Council, the Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, Montgomery College, Housing Opportunities Commission, and the Washington Suburban Sanitary Commission.

Technical corrections received orally or in writing were considered for incorporation into the final report. Written comments received from those choosing to comment on the draft report are included in their entirety starting on page 38. (Note: Page numbers referenced in the agency comments on the draft report may differ in the final report).



# Montgomery County Government

ROCKVILLE, MARYLAND 20850

## MEMORANDUM

June 1, 1993

TO: Andrew Mansinne, Jr., Director  
Office of Legislative Oversight

FROM: William H. Hussmann  
Chief Administrative Officer

*Al McArthur, Acting CAO*

SUBJECT: **DRAFT OLO Report #92-8, Description of Public Information Efforts and Review of Policies and Procedures Related to Publications Produced for Montgomery County Government Agencies**

Thank you for the opportunity to comment on the Draft OLO Report #92-8, Description of Public Information Efforts and Review of Policies and Procedures Related to Publications Produced for Montgomery County Government Agencies. This report provides an objective analysis of the processes involved in the production and distribution of publications. The comments from the Department of Facilities & Services, the Office of Management & Budget, and the County Attorney's Office are attached.

While recognizing the need to establish mechanisms to ensure the most efficient use of resources and to be accountable for the expenditure of public funds, I believe that we need to create a system that also makes government more effective by allowing departmental discretion in producing and distributing publications. Accordingly, the Office of Public Information is developing a set of guidelines for all publications and a check-list that would identify what publications are being produced and how much is being spent.

The Executive Branch looks forward to discussing OLO Report #92-8 upon its release by the County Council. Thank you again for the opportunity to comment.

Attachments



# Montgomery County Government

1993 MAY 28 AM

## MEMORANDUM

May 26, 1993

TO: Andrew Mansinne, Jr., Director  
Office of Legislative Oversight

FROM: A. S. Migs Damiani, C.P.E., Director *A. S. Migs Damiani*  
Department of Facilities and Services

SUBJECT: Draft OLO Report, #92-8  
Publications Procedure for Montgomery County Agencies

Thank you for the opportunity to address draft OLO Report #92-8, authored by Joan Pedersen of your staff. She has provided an excellent, well written report and its obvious that she thoroughly researched her material, her efforts are to be commended.

In reading the findings under Section VII, Finding I, we concur that the process was cumbersome and too time consuming for County agencies to follow any control standards for review, creation, production or distribution of publications. We question whether the Publication Review Committee has proven to be more efficient at this time.

Responses to the recommendations for Finding I are as follows:

**(Recommendation 1-A)** we concur that membership be expanded to include the Print Shop Manager and suggest that the Recreation and Public Libraries representatives be included.

**(Recommendation 1-B)** All publications, within established parameters, should be reviewed and a continuance of standards and guidelines should be used and policed by the Publication Review Committee.

**(Recommendation 1-C)** We also feel the Publication Review Committee must have the responsibility for reviewing any publication for which contractual services are requested.

Office of the Director, Department of Facilities and Services

110 North Washington Street, Third Floor, Rockville, Maryland 20850-2299, 301/217-6000

**(Recommendation 1-D)** All department and agencies must review its publications to reduce duplication via other departments.

**(Recommendation 1-E)** We strongly recommend if A.P. 1-6 is renamed Management of Publication, it should clearly define the management role and empower the team to make those decisions at that level.

In response to Finding 2, under Section VII, we also concur with Ms. Pedersen that the sharing of information is vital for public outreach and the interagency workers group is a major link to improving public information efforts.

**(Recommendation 2-A, 2-B & 2-C)** We also concur with Ms. Pedersen's recommendation and feel positive about the team approach to share information relative to methods, new capabilities, resources and efficiencies for creating and producing printed materials.

In regards to Finding 3, under Section VII, Ms Pedersen's findings are right on target. These measures should be addressed by the "new" management of the Publications Team which could provide a standardized format for departments to follow.

**(Recommendation 3-A)** It is necessary for all agencies to budget for publications, especially the big ticket items. However, we do not want to overwhelm them or it could revert back to the problem of being too cumbersome.

**(Recommendation 3-B)** It should be required that all agencies be accountable for publications produced that serve the public to include all costs from the design down to mailing costs.

**(Recommendation 3-C)** Publication request forms should be used for all major publications to include County and bi-County agencies and should be modified as needed to insure the effectiveness of the user agency.

In regards to Finding 4, under section VII, we once again concur with Ms. Pedersen. We find it odd that this procedure is not being administered, especially with Montgomery College. They should be utilizing the BOE service to produce all contractual publications.

**(Recommendation 4-A, 4-B)** Since the BOE and County Print Shop are currently not utilized to their full capacity we highly agree that both locations engage in producing County and bi-County publications. We also support the feasibility study on combining the capabilities of BOE and County Print Shop at one location or have assigned responsibilities. This will also define any additional work which may be assigned by other county or bi-County agencies as to who can produce what.

In regards to Finding 5, under Section VII, we find that this requirement of the ADA currently poses no unusual hardship relative to the Print Shop to print these materials. However, special communication services will have to be budgeted and may be provided by various branches of the public libraries.

**(Recommendation 5-A)** A Human Services team should evaluate requests for alternative materials more so than requiring each agency to establish a team. This would include all County agencies and a similar team could be made up for bi-County agencies if needed. The Human Services team could coordinate and meet with the executive branches of the Publication Review committee for additional input.



# Montgomery County Government

## MEMORANDUM

May 26, 1993

TO: Andrew Mansinne, Jr., Director  
Office of Legislative Oversight

FROM: Robert K. Kendal, Director   
Office of Management and Budget

SUBJECT: DRAFT OLO Report No. 92-8, Description of Public Information Efforts and Review of Policies and Procedures Related to Publications Produced for Montgomery County Government Agencies

Thank you for the opportunity to respond to this OLO report. I understand that OMB staff have provided technical comments to Joan Pedersen. My comments concern broader policy issues, in particular recommendations that would result in additional layers of process and oversight that may interfere with the ability of the government to be more effective.

Recommendations 1A through 1C Publications Review Committee. The recommendations seem to be inconsistent with the observations of the Committee (Section VI following Table 7) that mandatory review slows down the publication process, and that mandatory review of all publications is not possible within existing resources. Expanded membership of the Committee (Recommendation 1A) would probably not solve the resource constraint cited. If the role of the Committee is limited to advisory, then Committee expansion should be limited to the Print Shop Manager.

Recommendation 1C would require mandatory Committee review of publications for which contractor services are requested. Except for review and approval of deviations from established standards and guidelines, this appears to be an unnecessary layer of oversight, and would seem to add to cost and timeliness of publications. Cost control is exercised through the continuation of budgetary oversight and competitive procurement processes. Additional and constricting requirements such as those suggested can have a pronounced impact on organizational effectiveness. The County should focus its efforts at this time on reducing process overlays, not creating new ones.

Recommendation 1D. Budget constraints are already forcing careful review of the necessity for, and the production/distribution of publications within initiating departments. Caution should be exercised in limiting departmental discretion in carrying out program objectives, particularly if such efforts, however well intended, could result in slowing development and production and thus adding to, not reducing, the real cost of publication development.

Office of Management and Budget  
Director's Office/Interagency Analysis & Review Division/Budgets Division

101 Monroe Street, 14th Floor, Rockville, Maryland 20850, 301/217-2789, 2820, 2800

Recommendation 3A. Centralized budget control for publication expenses may not be a practical solution for decision-making purposes. Placing all publication expenses into one Non-Departmental Account or department budget, e.g. Public Information, would blur the true allocation of costs to programs. The suggestion that "Centralized budgeting would ensure that publications compete with one another rather than with other budget line items..." may not be productive.

This scenario may create "apple and orange" type situations in which arbitrary values and merits would be assigned to publications when fiscal times are tight by eliminating some publications and keeping others intended for totally different audiences and purposes (e.g. tax leaflets verses business sector newsletters). Such decision making would be further removed from the subject area managers who are in the best position to judge the value of a publication relative to the other program costs that must be met within a department's or agency's necessarily limited resources.

Budgeting and Tracking Issues. Recommendation 3A concerns resource allocation (prospective) while Recommendation 3B concerns cost accounting (retrospective). The Executive Branch has not had an opportunity to discuss alternatives to the concept of centralized budgeting or accounting for publications. Alternatives may exist within the FAMIS accounting structure that would merit consideration and allow for accurate and less time consuming tracking of publication expenses. Maintaining a record (log) of publication costs (Recommendation 3B) for budget and pricing purposes is obviously useful, but the information should be captured in the simplest possible way, including use of automated tracking mechanisms (e.g., Project Location Codes). Every effort must be made to ensure that tracking efforts do not become a time consuming and costly end in and of themselves.

Recommendation 4A. If the MCPS and DFS Print Shops were given an opportunity to competitively bid for work, the user agency or department could receive the same product at less cost, or a more timely product given the less rigorous contracting procedures that already exist between agencies of government (e.g., memoranda of agreement versus contracts for services). Mandating use of in-house services might actually cost the government more, even if one agrees with the OLO conclusion that in-house resources are underutilized. Council Resolution 12-596, Contracting Out, provides for contracting between government agencies if such competition provides for the highest quality at the least cost in the most timely fashion, a criteria which should be applied in the provision of County services. The Council will need to discuss its ability to legislate or mandate the use of RFPs (including internal and inter-agency alternatives) by agencies other than the Executive and Legislative branches, and ensure that in-house or inter-agency contracting alternatives are given preference when the bids received are close to or equal with the outside sector, or provide other tangible/measurable benefits such as streamlined procurement processes.

Recommendation 4B includes a recommendation that a feasibility study examine the possibility of combining the "printing capabilities of the school system and the Executive Branch at a single location." Given deadline time constraints, transportation factors, and ease of agency access during the publication process, I do not think that a totally consolidated MCPS/County Government printing facility is practical. By way of example, at one time consideration was given to relocating all COB duplicating functions to the EOB facility. This proposal was dismissed because of the factors cited above.

What may be possible is that specific periodic large-scale print jobs may be assigned or competitively bid to one or the other printing facility based on publication capacity, technical ability to perform the work, timeliness to complete publication, and cost effectiveness.

OMB shares OLO's concerns about ensuring the effectiveness and efficiency of County publications. We stand ready to work with OLO and Council staff to ensure that improvements are considered that would improve publications related procedures without adding additional layers of process that could ultimately prove more costly and less effective to the government.

## Montgomery County Government

### OFFICE OF THE COUNTY ATTORNEY

Executive Office Building  
101 Monroe Street, 3rd Floor  
Rockville, Maryland 20850-2589

TELEPHONE  
301/217-2600  
FAX 301/217-2662  
TDD 301/217-2499



### M E M O R A N D U M

May 26, 1993

TO: Andrew Mansinne, Jr., Director  
Office of Legislative Oversight

VIA: Joyce R. Stern, County Attorney *Joyce R. Stern*

FROM: Bruce P. Sherman, Senior Assistant County Attorney *Bruce P. Sherman*

RE: OLO Report No. 92-8, Public Information Publications and Procedures

Thank you for the opportunity to comment on Draft OLO Report No. 92-8, which concerns the publication of documents produced by Montgomery County Government and related agencies. The study generally discusses organizational and intergovernmental efficiency rather than major legal issues.

Recommendation 3A suggests centralized budget control of publications to "ensure that publications compete with one another, rather than with other budget line items in the various departments ...." The OLO recommendation should recognize that there are certain documents that are required by law to be published, or whose publication is necessary to preserve County revenues. Appellate briefs published by the County Attorney's Office and printed in the County's print shop should not be subject to competition with other County publications.

The report has recognized the Americans with Disabilities Act as having a potential impact on the distribution of public documents in Montgomery County. The report correctly identifies the ADA as having a significant impact that may require a case-by-case analysis. The scope of

Andrew Mansinne, Jr.  
May 26, 1993  
Page 2

the OLO report clearly does not provide the appropriate vehicle for doing a detailed analysis of the fiscal, legal, and procedural impact of the ADA on County publications. Rather than recommending a particular structural approach to the ADA issues, the OLO report should recommend further study of the ADA impact, separate and apart from issues of organizational structure.

93.02216.JRS  
1395.BPS:stk

cc: Neal Potter, County Executive  
William H. Hussmann, Chief Administrative Officer  
Deborah Snead, Assistant for Audits and Evaluations

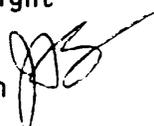


## Montgomery County Government

### MEMORANDUM

June 1, 1993

TO: Andrew Mansinne, Jr., Director  
Office of Legislative Oversight

FROM: Judi Scioli, Director  
Office of Public Information 

SUBJECT: Draft OLO Report, #92-8

I appreciate the chance to comment on the above-referenced report authored by Joan Pedersen of your staff. I appreciate the considerable effort and talent that went into compiling this much needed report. It has helped me focus on a number of issues regarding the publications procedures for Montgomery County.

I concur with Ms. Pedersen's findings regarding the need to find a new way to put more control into the process. Departments are putting out products that are not cost-effective, for a variety of reasons. Some documents are simply too long. Some defy regulations. Others have too many pictures -- or too few. In other words, departments are publishing documents, brochures, etc. that could use professional help.

The Office of Public Information, without exercising undue control over the products of our colleagues, can be of help in many instances, saving departments money and aggravation if they take advantage of some of our know-how. Thus, we have put forth two recommendations to CAO William H. Hussmann, which he has approved, to develop a "user-friendly" set of guidelines for all future publications and to develop a check-list to rate current ones.

New, more concise guidelines will set forth policies we already have (but are unfortunately too often ignored) concerning everything from the inclusion of the County seal to a sensible time-frame for producing a publication. The guide will also include advice on what to include -- but more importantly -- what to leave out (like the minutiae of minutes of meetings and other information that need not be packaged for costly reproduction).

The check-list would be applied to rate current publications. The intent is to document what publications are out there, how much we are spending on them, and how much we could save if subsequent versions of the products were to conform to Public Information standards.

Getting a better handle on our publications will require team work and cooperation. I believe such a project fits in well with the Government's commitment to Total Quality Management.

cc: Deborah Snead, Assistant for Total Quality Management  
Joyce Stern, County Attorney  
Robert Kendal, Director, Office of Management & Budget  
Migs Damiani, Director, Department of Facilities & Services  
Robert Jenkins, Print Shop Manager  
Rob Todd, Publications & Graphics



850 Hungerford Drive \* Rockville, Maryland \* 20850-1747  
Telephone (301) 279-3381

June 2, 1993

Mr. Andrew Mansinne, Jr., Director  
Office of Legislative Oversight  
Montgomery County Government  
County Office Building, 5th Floor  
Rockville, Maryland 20850

Dear Mr. Mansinne:

Thank you for the opportunity to comment on Ms. Pedersen's draft report "Description of Public Information Efforts and Review of Policies and Procedures Related to Publications Produced for Montgomery County Government Agencies." It was well organized and provided some interesting recommendations. While we generally agree with many of the recommendations related to the Montgomery County Public Schools (MCPS), we do have some concerns which are outlined below. In addition, under separate cover, my staff is providing suggestions for minor changes to the text.

Our specific comments on the recommendations relevant to MCPS are as follows:

**Recommendation 2A:** The Interagency Public Information Working Group should continue their efforts and report to the Council annually.

Agree.

**Recommendation 2B:** Form a similar working group consisting of print shop and graphics managers to share information on methodologies and efficiencies in those areas.

Agree.

**Recommendation 2C:** The printing and graphics working groups should interact periodically with the Interagency Public Information Working Group.

Agree.

**Recommendation 3A:** Budget centrally for "the cost of producing publications and other printed materials."

Agree. MCPS currently budgets centrally for publications services.

**Recommendation 3B:** Maintain a log of publication design, printing, and mailing costs.

Agree. MCPS currently maintains such a log.

Mr. Andrew Mansinne

- 2 -

June 2, 1993

**Recommendation 3C:** Require relevant departments "to evaluate the effectiveness of the message and/or the distribution channel" of all major publications.

Agree. MCPS program managers conduct these reviews on an on-going basis. We will continue to seek ways to strengthen these evaluations.

**Recommendation 4A:** This recommendation is to require that other county agencies use the MCPS or executive branch print shops "when scheduling and capability permit."

Given an appropriate fee schedule, and as time permits, MCPS would be willing to provide these services to other agencies. We have in fact performed this service for county agencies in the past. However, you should be aware that the MCPS print shop has very little "down-time" available for this purpose. When our printing facilities are not in operation, publications staff take that time to perform the routine maintenance essential for the proper functioning of the equipment. In addition, the publications manager avoids "down-time" as much as possible by scheduling jobs that are not time-sensitive during these times.

**Recommendation 4B:** Perform a feasibility study "on combining the printing capabilities of the school system and the Executive Branch at a single location or assigning particular production capabilities to each of the two individual sites".

This feasibility study would have to carefully evaluate the significant management and administrative issues we see with a possible consolidation of printing sites or production capabilities. However, we agree the option should be evaluated.

**Recommendation 5A:** Each agency should establish a team to evaluate and track requests received under the Americans with Disabilities Act for alternate materials to publications or other written documents.

Currently, requests for alternate materials would not merit forming a team. However, staff will be tracking this issue closely and if the volume of requests increases, the suggested team approach will be considered.

Sincerely,



Paul L. Vance  
Superintendent of Schools

PLV:mww

Copy to:

Dr. Rohr, Dr. Villani, Mr. Porter, Mrs. Hughes, Mr. Shields

Montgomery  
College

May 26, 1993

Mr. Andrew Mansinne, Jr., Director  
Office of Legislative Oversight  
Montgomery County Government  
100 Maryland Avenue  
Rockville, Maryland 20850

Dear Mr. Mansinne:

Thank you very much for sending the draft report on public information for my review and comments. It is a fine report, and I would like to recommend three small clarifications for your consideration.

Page 10: Strike "video productions" from parentheses in the second paragraph. Table 4: Add a double asterisk before Development and Grants Unit. Footnote should read " Information for Development and Grants is included here to provide background for the FY93 unit consolidation. From FY89 - 92, the Development Office implemented a successful fundraising campaign, resulting in the \$6.8 million Homer S. Gudelsky Institute for Technical Education."

Page 28: Replace the first sentence with "Publications are often a response to the need to make the public aware of academic programs and support services available to maximize student and prospective student success. Requests from academic departments are approved by deans and provosts prior to submission to the Advancement publications staff."

I appreciate the opportunity to submit these items to be incorporated into your draft and I look forward to receiving a copy of the final report when it is released.

Sincerely yours,



Robert E. Parilla  
President

REP:ljj

cc: Dr. Charlene Nunley, Chief Administrative Officer  
Ms. Amy Mooror, Director of Media and Public Relations

Central Administration  
100 Maryland Avenue  
Rockville, MD 20850  
(301) 771-2000

Germanstown Campus  
10000 Germantown Road  
Germanstown, MD 20874  
(301) 771-2000

Rockville Campus  
100 Maryland Avenue  
Rockville, MD 20850  
(301) 771-3000

Takoma Park Campus  
Takoma Avenue at Fort Detrick  
Takoma Park, MD 20912  
(301) 387-4100

Bethesda Center  
10000 Wisconsin Avenue  
Bethesda, MD 20814  
(301) 771-2000



**HOUSING  
OPPORTUNITIES  
COMMISSION**  
OF MONTGOMERY COUNTY, MD

10400 Detrick Avenue  
Kensington, Maryland 20895-2484  
(301) 929-6700  
Fax numbers:  
(301) 929-8523 - Development  
(301) 929-8499 - Client Services

**M E M O R A N D U M**

TO: Joan Pederson, Office of Legislative Oversight  
FROM: Joyce B. Siegel, Public Affairs Officer  
RE: OLO Draft, Council Resolution No 12-608  
Public Information  
DATE: May 18, 1993

---

Thank you for providing me with an opportunity to comment on the draft report.

The information on page 12 has some inaccuracies. Enclosed is a copy of the County Contract, page two and three which refer to the role of the Public Affairs Office, "to develop and maintain community support for the Commission's goals and for related low and moderate income housing efforts."

I have tried, in my discussions with Linda Kovner, to make clear that publications are only a portion of the work of my office. I have enclosed a copy of my latest quarterly report to the County which gives some idea of the scope of the work of the office. I feel a more complete description of the scope of the work done here would put the publications and public information aspect in the correct context. The major part of my time is devoted to Community Relations, public notification related to HOC developments, Media Relations, legislative liaison and as agency Ombudsman.

In addition, also on page 12, the NOTE in the middle of the page should say, "HOC reports that less than 5% (not 15%) of its expenditures are supported through County funds."

Attached, also, is information requested by Linda regarding regularly published materials.

I hope all of this is helpful. Please call me if you have any questions (929-2382).





THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
Department of Parks, Montgomery County, Maryland  
9500 Brunett Avenue • Silver Spring, Maryland 20901

May 19, 1993

To: Andrew Mansinne, Jr. Director  
Joan M. Pederson, Program Evaluator  
Office of Legislative Oversight

Via: Donald K. Cochran, <sup>DKC</sup> Director of Parks

From: Carolyn D. Wainwright, Public Affairs Specialist <sup>CDW</sup>  
Re: Draft OLO Report No. 92-8

We have reviewed the report and have the following additions/corrections to make:

**(Corrections to Table 2, p.6)**

( In the chart, on line 2: "Parks Department, Public Affairs Office") Change Budget FY 93 to \$82,169; change "Workyears" to 1.5

( In the chart, on line 3: "Parks Department") Change "Design" to "Exhibit"

**(Corrections to page 7)**

Graphics, Printing and Mail Services. Graphics design for publications of the Parks Department is handled by the Exhibit Design and Construction Section (**EXHIBIT Central**) of the Division of Central Maintenance **AND** located on **LAYHILL ROAD IN WHEATON**. Staff of **EXHIBIT Central** are responsible for creating temporary and permanent displays, signs, models, exhibits and publications.

Maps and graphics included in master plans are produced by staff of the Park Planning and Development Division with the assistance of computers.

**(Additions within the content of text on P. 24)**

**Paragraph 1:** All requests for publications are channeled through the Public Affairs Specialist, who chairs the Publications Committee. Once the publication is printed, the Public Affairs Office takes a lead role in initial distribution to the general public, the Executive and Legislative Branches, Commissioners and other personnel within our agency and other agencies. Complete distribution and numbers of copies had been identified within the "Notice Of Intent" and used

*Yours for life*  
MONTGOMERY COUNTY PARKS

to determine the number of copies needed to be printed. Fee-based operations, such as ice rinks and conference centers, annually produce class and fee schedules. These Enterprise operations are responsible for distribution of these publications.

**New Paragraph 3:** In October 1991, the Commission directed that certain publications be available for a fee. Staff responded by developing an accountability system that tracks sales and inventory at 20 locations and requires quarterly reports. All requests for gratis copies of these publications are handled by Public Affairs.

**End of current Paragraph 3:** ...a computer through the use of a desktop publishing application in addition to the illustrative, free hand skills of the staff.

**New Paragraph 4:** Park master plans are designed and produced by staff of the Park Planning and Development Division, with some assistance from the Public Affairs Specialist and Exhibit Central. Enhanced photocopying capabilities within the agency allows for the inclusion of photos and advanced wordprocessing techniques provide better text presentation.

**(Within content of text giving examples of efficiencies and cost savings on p. 25)**

- *"Both departments have increased in-house publication efficiency..."*
- *"Both departments have streamlined word processing and publication procedures...."*
- "In FY 91, all REGIONAL parks' brochures were produced at a fixed quantity of 20,000 copies for each of the four REGIONAL PARKS:...."
- Between 1988 and 1992, a total of 18 publications were printed through outside contracts. However, with the exception of one publication ("Park It!"), staff of Exhibit Central did all of the conceptual design, and camera-ready composition.
- In FY 88, the Department of Parks began to annually preprint masthead for the quarterly publication of the employee newsletter, providing some color to a publication that is actually produced in-house.
- With enhanced desktop publishing capabilities and staff's word processing skills, all text and layout can be done in-house, thus saving typesetting costs and saving staff time for extra proof-reading.
- The Department of Parks standardized selected formats for flyers and certificates and, because they can be computer-generated in a matter of minutes, staff time is reduced in designing for each separate request.
- In FY 90, the Department of Parks standardized brochure sizes to economically cut paper and accommodate distribution in brochure racks. Brochure design for all regional parks was coordinated to offer a cohesive identity to the public.

- When only small quantities are required, some flyers can be produced at the Parkside Headquarters using upgraded quality photocopying, thus reducing the demand for staff time in the Planning Department Mailroom and the Printing Unit at BiCounty.
- BiCounty's capabilities to print in color has allowed for interesting publications at no additional costs.
- In October, 1991, the Department of Parks eliminated distribution of popular brochures to 11 state tourism centers, thus extending the shelf life of existing inventory.
- Since FY 88, the Department of Parks has required that all publications be printed on recycled paper and, in FY 92, it required that soy-based inks be used on commercially produced printed materials, such as letterhead and envelopes. It should be noted, however, that these papers and inks are not always the least expensive.
- Since FY 91 when the departmental publication budget was reduced 75%, the decreased demand for graphic services allowed Exhibit Central to reduce its staff by 1 workyear.
- Since FY 92, revenues from sales of publications produced by the Department of Parks are placed in an Enterprise account, thus providing a revenue source for re-printing publications.
- The introduction of a Labor Distribution system in FY 93 will allow a more realistic estimate of the cost to design, produce and distribute individual publications.

**(Add the following wherever appropriate)**

The Department of Parks has used accessibility symbols in all of its current publications. A whole universal handicapped symbol stands for those facilities that are defined as "accessible" and one-half a symbol stands for those which are "usable." Based on an evaluation of our facilities done in 1988 and 1991, a full definition accompanies these symbols in the legend of each map and the telephone number for our department's Accessibility Coordinator is given, along with TDD lines. Unfortunately, the passage of the Americans with Disabilities Act occurred after the printing of the majority of our publications and supplies in stock in addition to budget constraints prevent us from reprinting our publications to reflect modifications that we've made to parks' facilities. However, to illustrate our compliance with ADA, we do print a statement on all park permits, current flyers and notices, which encourage involvement of individuals with disabilities in all M-NCPPC programs and facilities.

**(Add attached chart of publications, their costs and fees charged)**

Initial distribution of all publications is determined during consideration by the Publications Committee and indicated on the "Notice of Intent to Publish." This distribution is achieved by the department's Public Affairs Office. Because most of the distribution points are within park facilities, our Mail Courier makes the deliveries. Remaining stock is held either by the individual regional parks or by our Stock Room.

Enterprise facilities (ice rinks, tennis facilities, golf courses, etc.) handle seasonal distribution of brochures and fee schedules marketing these facilities. The "Youngest in Household" distribution mechanism through Montgomery County Public Schools is frequently used for these facilities.

See attachments



May 28, 1993

To: Andrew Mansinne, Jr. Director  
Joan Pedersen, Program Evaluator  
Office of Legislative Oversight

Via: Robert W. Marriott, Jr. Director  
Montgomery County Planning Department *[Signature]*

From: Marion G. Joyce, Community Relations Manager *[Signature]*

Re: Draft OLO Report No. 92-8

-----  
Thank you for the opportunity to review the draft report before you prepare the final version. Both the Planning Department and the Community Relations Office have reviewed it, and we have the following additions and/or corrections to make to the copy:

**Correction:** Page 5, section B - add "Capital" between "National" and "Park" and in line 2 change "each of" to "both"  
Paragraph 2 - change "information office" to "Community Relations Office"

**Correction:** Page 6, Table 2 - change "County Commissioner's" to "Planning Board Commissioners" and "\*Until FY91," to "\*In FY89 and FY90,"

In "NOTE:" paragraph, delete "of the"

**Correction:** Page 7, paragraph 1 - change "press" to "news," add "for public distribution" after "and" and delete "distributing publications to the public," change "officers" to "staff," add a comma after "Council," delete "and the" and add ", and the Planning Department" after "Parks Department"

paragraph 2 - line 2, delete final "e" from "Brunette," change "Public Affairs Officer" to "Public Affairs Specialist" and change "social" to "special"

paragraph 3 - line 2, delete "Division of" and add "Division" after "Review"

paragraph 5 - line 3, delete "Division of" and add "Division." after "Preservation"

**Correction:** Page 25, paragraph 3 - add "often" between "are" and "printed" and change "." after "binding" to a comma and add "at competitive cost."

paragraph 5 - change "both" to "the", delete the "s" on "publications", delete "sometimes", add a comma after "publications", delete "and", add "and printing more documents in house" after "others" and add a comma after ")"

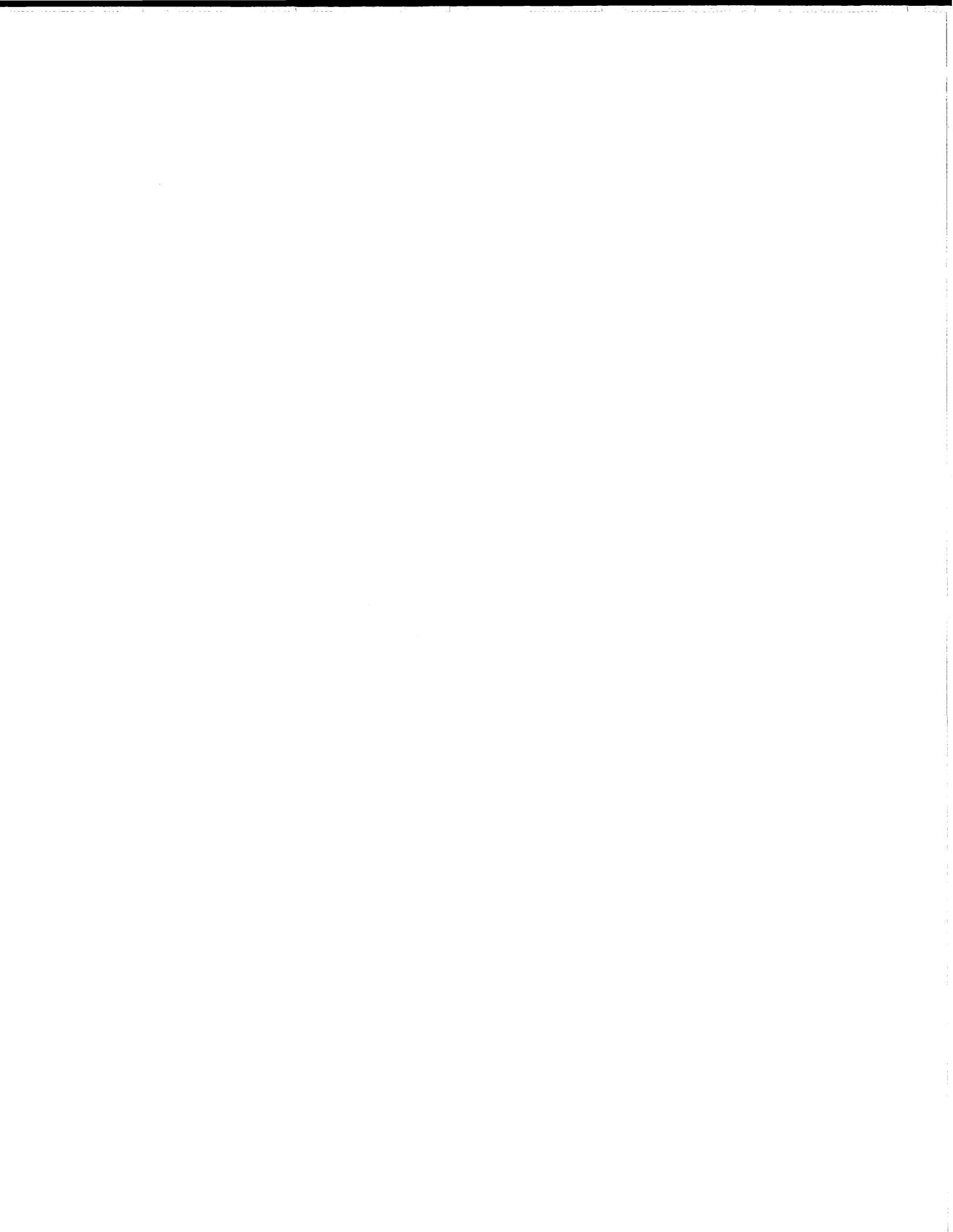
**Correction:** Page 31, VI. A. Interagency Public Information Working Group, fill in a number after "Resolution No."

**Correction:** Page 32, paragraph 1 - define "Cross advertising"

**Correction:** Page 34, Recommendation 2A: - change "their" to "its"

**Correction:** Page 35, Finding 4 - change "all" to "many"

For clarification, we've attached copies of the pages with significant changes.



OFFICE OF LEGISLATIVE OVERSIGHT PUBLICATION SURVEY QUESTIONNAIRE  
 COUNCIL OFFICE BUILDING, 100 MARYLAND AVENUE, ROOM 509, ROCKVILLE, MD. 20850  
 (See Instructions and Definitions on back of this form)

Return completed form by 01/10/92

Direct questions to: Rob Heckman 217-7991

This form prepared by: \_\_\_\_\_ Phone: \_\_\_\_\_ Date \_\_\_\_\_

Name of document (attach copy): \_\_\_\_\_

Author: Gov't Branch: \_\_\_\_\_ Department: \_\_\_\_\_

Section: \_\_\_\_\_ Agency Number: \_\_\_\_\_

Is this document legally mandated or otherwise required? Yes \_\_\_\_\_ No \_\_\_\_\_

Cite law or other requirement: \_\_\_\_\_

Purpose for producing this document: \_\_\_\_\_

Intended audience (general public, students, seniors, etc.) \_\_\_\_\_

Format of publication (report, pamphlet, newsletter, etc.): \_\_\_\_\_ Reason  
for selecting format \_\_\_\_\_

Attached document is published (once only, monthly, yearly, etc.) \_\_\_\_\_

If two or more documents of approximate same size and general format are produced  
 yearly, enter information for an average publication. OTHERWISE SKIP TO NEXT LINE.

Total published yearly: \_\_\_\_\_ Avg. No. printed: \_\_\_\_\_ Avg. No. distributed: \_\_\_\_\_

Document last published: Date: \_\_\_\_\_ No. printed: \_\_\_\_\_ No. distributed: \_\_\_\_\_

Method of distribution: \_\_\_\_\_

Explain any changes in method of distribution: \_\_\_\_\_

Number mailed: Inter-office: \_\_\_\_\_ County residents: \_\_\_\_\_ Outside County: \_\_\_\_\_

Copies mailed are determined by mailing list, upon request, other \_\_\_\_\_

If mailed, indicate kind and size of envelope: \_\_\_\_\_

If document required new or otherwise special design, indicate applicable costs:

Dept. staff \$ \_\_\_\_\_ Other in-house staff \$ \_\_\_\_\_ Contractor \$ \_\_\_\_\_

Document printed by: Agency print shop \_\_\_\_\_ Outside printer \_\_\_\_\_ Office copier \_\_\_\_\_

Printing cost per document (if known): \$ \_\_\_\_\_ or Total printing cost: \$ \_\_\_\_\_

Show additional costs (if known) for cover: \$ \_\_\_\_\_ for binding: \$ \_\_\_\_\_

Cost per envelope: \$ \_\_\_\_\_ Postage cost per document: \$ \_\_\_\_\_

Other costs (explain): \$ \_\_\_\_\_

Additional costs for special handling (if known):

Cost per photograph/image: \$ \_\_\_\_\_ Cost per non-black ink color: \$ \_\_\_\_\_

Other special process or handling (explain): \$ \_\_\_\_\_

Revenues:

Current charge per document: \$ \_\_\_\_\_ State who is charged: \_\_\_\_\_

Explain if fees are ever waived \_\_\_\_\_

When were fees/charges first instituted? FY \_\_\_\_\_ Give brief history of fee changes:

Other offsetting revenues received for this publication (grants, contributions, etc)

\$ \_\_\_\_\_ Specify source: \_\_\_\_\_

Revenues collected: FY90: \$ \_\_\_\_\_ FY91 \$ \_\_\_\_\_ FY92: \$ \_\_\_\_\_

IF MAJOR CHANGES ARE PLANNED FOR THIS DOCUMENT IN FY92, PLEASE ATTACH EXPLANATION

# **INSTRUCTIONS**

Please report on any publications printed in FYs 90, 91, or 92 and, any publications for which you have a supply or are currently distributing, regardless of the fiscal year in which it was printed.

**PUBLICATIONS TO REPORT:** reports, booklets, brochures, fliers, directories, guides, newsletters, tabloids, calendars of events, posters, public interest bus ads, etc. to be made available or directly distributed to employees or the public.

**FORMAT:** describe your publication using terms like those above. If your publication is an unusual size for its format, please include that information.

**DISTRIBUTION METHOD:** list in order of use. For example, if nearly all the copies are handed to clients, **HAND** would be your primary method. Indicate other methods in order of use, **ONLY** if they are used for a substantial number of copies. Please use the following terms to describe your distribution methods:

- Interoffice - Sent to individuals by pony or interoffice mail.
- Bulk Interoffice - Sent by pony or interoffice mail for countertop distribution or to be posted at libraries, community centers, etc.
- Child - Distributed to participants at schools, day care centers, etc. for take home.
- Bulk Mail - Mass distribution mailed at U.S. bulk rates.
- Mail List - Sent via U.S. mail regular rates per department list of regular recipients.
- Mail Request - Sent via U.S. mail regular rates per specific requests by individuals or organizations.
- SSAE - Sent only in stamped, self-addressed envelopes provided by recipients.
- Walk-In - Available in display rack at originating department for pick-up by interested parties, including employees and/or the general public.

**FAMILY RESOURCES DEPARTMENT** Criteria for material to be reviewed: a publication or anything that is informational, printed usually on paper in quantities of 100 or more and intended primarily for the public. Examples: brochure, booklet, book, tabloid, newsletter, report, poster, flier. Does not include announcements of one-time events, minor updates or reprints.

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Community Partnership Certificate	4/29	6563 *	Certificate, 8 1/2 x 11, black ink, parchment, 25 copies	\$2.50	No	Does not meet criteria. Not a publication.
Commission On Children and Youth Awards Program	5/11	6575 *	Program, 8 1/2 x 11 folded to 5 1/2 x 8 1/2, black ink, 70 lb. text, 150 copies	\$8.50	No	Does not meet criteria. One-time event. Also an update.
Friends of the Conservation Corps Letterhead	5/14	6580 *	Letterhead, 8 1/2 x 11, one color, rag bond, 1,000 copies	\$122	No	Does not meet criteria. Not a publication.
Resolution of Recognition	5/14	6582	Plaque	Handled by Dept.	No	Does not meet criteria. Not a publication.
Help for the Unemployed	8/31	6678 *	Brochure, 8 1/2 x 11 folded to #10, one color on 70 lb. text, 10,000 copies Purpose: provide information that will aid the unemployed in seeking new employment, counseling or financial help Audience: focus is on the unemployed, but anyone seeking employment or counseling Distribution: the Private Industry Council is handling distribution	Printing to be donated by the Private Industry Council	No	Does not meet criteria. Updated reprint.

\* indicates a sample is provided

B-1

Items Reviewed by the Publications Review Committee

ATTACHMENT B

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Senior Information and Assistance Program	9/15	6693	Certificate, 8 1/2 x 11, black ink, parchment, ---copies	None	No	Does not meet criteria. Not a publication.
Openig a Child Care Center	9/29	6701	Report Cover, 8 1/2 x 11, Sidewire	Handled by Dept.	No	Does not meet criteria. Not a publication. Also a reprint.
Senior Citizen's Guide to Programs and Services	10/7	6721 Not Yet Printed	Directory, 8 1/2 x 11, sidewire, 65 lb. cover, 20 lb. bond for text, black ink, 15 copies (possibly a larger printing later) <b>Purpose:</b> to aid seniors and providers in locating services for the elderly <b>Audience:</b> seniors and providers of services for the elderly <b>Distribution:</b> Initially, just to in-house staff. Will look for private funding for a larger printing. Distribution will be to service providers and the elderly.	\$67	Yes	O.K. for initial use. Needed to do referrals. Revisit if a larger printing for public is done. See if this duplicates the Directory of Community Resources.
<b>10/16 POLICY DECISION</b> — Updates and reprints are to be included for review for appropriateness of format, duplication of effort, economy, and effective distribution						
Give Me a Break	12/4	----	Filler, 8 1/2 x 11, 60 lb. offset, black ink, 500 copies. <b>Purpose:</b> recruit volunteers <b>Audience:</b> church groups, civic associations <b>Distribution:</b> mail.	\$12	Yes	O.K. Agree that it's appropriate. Economical
Community Access Program	12/4	6733	Brochure, 8 1/2 x 11 folded to #10, one color on 70lb. text <b>Purpose:</b> Update of existing brochure To explain program changes. <b>Audience:</b> Families of and schools for children with disabilities. <b>Distribution:</b> mail and handout	\$106	Yes	O.K. Program needs publicity. Economical.

\* indicates a sample is provided

B-2

**HEALTH DEPARTMENT** **Criteria for material to be reviewed:** a publication or anything that is informational, printed usually on paper in quantities of 100 or more and intended primarily for the public. Examples: brochure, booklet, book, tabloid, newsletter, report, poster, flier. Does not include announcements of one-time events, minor updates or reprints.

<b>TITLE</b>	<b>DATE RCVD</b>	<b>P&amp;G JOB #</b>	<b>DESCRIPTION</b>	<b>ESTIMATED COST</b>	<b>SUBMITTED FOR REVIEW</b>	<b>RECOMMENDATION</b>
Family Planning Clinic	4/20	6543 *	<b>Brochure</b> , 8 1/2 x 11 folded to 5 1/2 x 8 1/2, one ink color on 70 lb. text, 5,000 copies <b>Purpose:</b> informs potential clients of services <b>Audience:</b> potential clients <b>Distribution:</b> SEU, Holy Cross, handout at health fairs and special events. Also by counter top and a literatue racks at various clinics, libraries, and health and government centers	\$270	Yes	O.K. Not necessary for updates to be reviewed.
Maternity Clinic	4/20	6544 *	<b>Brochure</b> , 8 1/2 x 11 folded to 5 1/2 x 8 1/2, one ink color on 70 lb. text, 5,000 copies <b>Purpose:</b> informs potential clients of services <b>Audience:</b> potential clients <b>Distribution:</b> same as above	\$270	No	Not necessary for updates to be reviewed.
Care for Kids	4/28	6561 *	<b>Brochure</b> , 8 1/2 x 11 folded to #10, two ink colors on 70 lb. text, 1,000 copies <b>Purpose:</b> fund raiser for child health care program <b>Audience:</b> potential sponsors <b>Distribution:</b> potential clients, i.e. businesses, organizations and individuals	\$270	Yes	As a fund raising effort use of two colors is justified. Appropriate format.
Unmet Health Care Needs (English and Spanish)	4/29	6566 *	<b>Filler</b> , 8 1/2 x 11, two sided black on a color, 20lb. bond, 150 copies of Spanish, 500 English <b>Purpose:</b> to advertise the forum <b>Audience:</b> general public <b>Distribution:</b> mailing list including hispanic organizations	\$40	No	Does not meet criteria. Announcement of one-time event.

\* indicates a sample is provided

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
A Guide to Health Care for Children and Adolescents with Special Needs	6/16	6612 *	Brochure, 11 x 17 folded to #10, 2,000 copies, black ink on 70 lb. text <b>Purpose:</b> to assist parents of children with special needs in accessing health needs <b>Audience:</b> parents of children with special needs <b>Distribution:</b> health centers, schools	\$260	Yes	Does not duplicate other efforts. Appropriate format. Brochure is one result of a special needs study.
Employee of the Quarter (Director's Office)	6/16	6613 *	Poster, 16 x 20, one color on 65 lb. cover, 100 copies <b>Purpose:</b> employee recognition <b>Audience:</b> Health Department employees <b>Distribution:</b> post throughout department	\$75	No	Does not meet criteria. Not for public. Dropped division name to make more generic.
Employee of the Quarter (Director's Office)	6/16	6614 *	Poster, 18 x 24, black & white, 2 copies <b>Purpose:</b> employee recognition, morale <b>Audience:</b> Health Department employees <b>Distribution:</b> post throughout department	\$2	No	Does not meet criteria. Printed on large photocopier to reduce cost.
Measles (English, Spanish, Vietamese)	6/29	6625 *	Poster, 11 x 15, one color on 65 lb. cover, 2,000 copies <b>Purpose:</b> educate parents about new state vaccination regulations <b>Audience:</b> general public, parents <b>Distribution:</b>	\$230	Yes	O.K. Appropriate format. Does not duplicate an existing effort.
Measles	6/29	6626 *	Ride-On Bus Card, 11 x 28, one color, 217 copies <b>Purpose:</b> educate parents about new state vaccination regulations <b>Audience:</b> general public, parents <b>Distribution:</b> Ride-On Buses	\$500	Yes	Approved with #6625

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\* indicates a sample is provided

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Germantown Health Ctr. and the Service Eligibility Unit, How to Get There <i>(English and Spanish)</i>	7/6	6631 *	Brochure, 8 1/2 x 11 folded to 5 1/2 x 8 1/2, two colors on 70 lb. text, 1,000 copies each <b>Purpose:</b> Aid to directing citizens to the Germantown Health Center and the SEU <b>Audience:</b> potential clients <b>Distribution:</b> handout, counter top, and literature racks at clinics, health and government centers	\$50	Yes	O.K. Appropriate format.
AIDS Education for Risk Takers	7/7	6632 *	Brochure, 8 1/2 x 11, one color on 70 lb. text, 5,000 copies <b>Purpose:</b> outline of SASOE Program that encourages referrals of offenders to program <b>Audience:</b> legal and health counselors of substance abusers and sexual offenders <b>Distribution:</b> legal and health professionals	\$320	Yes	O.K. Suggested a flier format for a \$166 savings. Copy and audience changed causing need for a brochure.
Family Planning Clinic <i>(Spanish)</i>	7/30	6649 *	Brochure, 8 1/2 x 11 folded to 5 1/2 x 8 1/2, one ink color on 70 lb. text, 5,000 copies <b>Purpose:</b> informs potential hispanic clients of services <b>Audience:</b> potential hispanic clients <b>Distribution:</b> SEU, Holy Cross, handout at health fairs and special events. Also by counter top and a literature racks at various clinics, libraries, and health and government centers	\$270	No	Not necessary for updates to be reviewed.

\* indicates a sample is provided

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Service Eligibility Unit	8/4	6659 *	<b>Brochure, 7 1/2 x 8 1/2, one color on 70 lb. text, 1,000 copies</b> <b>Purpose:</b> Explains the purpose of the SEU and how to use the service <b>Audience:</b> potential clients <b>Distribution:</b> handout at health fairs and special events. Also by counter top and literature racks at various clinics, libraries, and health and government centers	\$60	Yes	O.K. Appropriate format. Recommended copy change to emphasize the purpose of the SEU.
Healthy People... Healthy Community	9/9	6691 *	<b>Brochure, 11 x 17 folded to #10, one color on 70 lb. stock, 5,000 copies</b> <b>Purpose:</b> to educate public and service providers about services available through the Health Dept and how to access them <b>Audience:</b> general public, lay and professional populations <b>Distribution:</b> through service providers, handout at health fairs and special events. Also by counter top and literature racks at various clinics, libraries, and health and government centers	\$500	Yes	O.K. Appropriate format. Not a duplicate effort.
Health Education Classes at Hospitals in M.C.	9/22/92	6707 *	<b>Flier, 8 1/2 x 11, two sided, black ink on color 60 lb. offset, 1,000 copies</b> <b>Purpose:</b> To promote free health classes available through county hospitals. <b>Audience:</b> eligible clients of Health Dept. clinics <b>Distribution:</b> handed out to eligible clients upon referral	\$38	Yes	Seems like good expenditure to piggyback on existing programs.

\* indicates a sample is provided

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Women's Cancer Control Program	10/1/92	6711 *	<p><b>Brochure</b>, 7 1/4 x 8 1/2 folded to #10, one ink color on color 70 lb. text, 2,000 copies</p> <p><b>Purpose:</b> explains and promotes cervical and breast cancer program for low income women, age 40+</p> <p><b>Audience:</b> potential clients (low income women, age 40+)</p> <p><b>Distribution:</b> literature racks, counter top and handed out to eligible clients upon referral</p>	\$120	Yes	O.K. Program and printing funded by grant money.
<p><b>10/16 POLICY DECISION</b> — Updates and reprints are to be included for review for appropriateness of format, duplication of effort, economy, and effective distribution</p>						
Healthy People... Healthy Community (Spanish)	10/16/92	6728 *	<p><b>Brochure</b>, 8 1/2 x 14 folded to #10, one color ink on 70 lb. text, 2,000 copies</p> <p><b>Purpose:</b> to inform Hispanic population about services available through the Health Department</p> <p><b>Audience:</b> Hispanic population</p> <p><b>Distribution:</b> through service providers, health fairs and special events. Also by counter top and literature racks at various clinics, libraries and government centers</p>	\$230	Yes	O.K. Important for reaching county population in need of this information.
Prenatal Care Campaign (English & Spanish)	1/6/93	----	<p><b>Ride-On Poster</b>, 3 versions, each in english and spanish. To be placed on buses at different times. 11 x 28, two colors on white, 217 copies each.</p> <p><b>Purpose:</b> to promote prenatal Health services for low-income women.</p> <p><b>Audience:</b> low-income women</p> <p><b>Distribution:</b> Ride-On buses</p>	\$3,000	Yes	O.K. Agree with P&G that program will benefit from publicity and that Ride-On is an appropriate medium for reaching the target audience.

\* indicates a sample is provided

TITLE	DATE RCVD	P&G JOB #	DESCRIPTION	ESTIMATED COST	SUBMITTED FOR REVIEW	RECOMMENDATION
Care for Kids	1/6/93	-----	Brochure, 8 1/2 x 11 folded to #10, update, two ink colors on color 70 lb. offset, 2,000 copies. Considering 4-color on coated stock.	\$343 if 2-color \$600 if 4-color	Yes	Agree with P&G. Appropriate format, expense justifiable as a fund-raiser. Dept. later changed number of copies to 3,000.

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\* indicates a sample is provided

List of OLO Database Elements

Publication number (assigned by OLO)  
 Name of publication  
 Type of publication (report, manual, flier, pamphlet)  
 Reason for selecting type  
 Intended audience  
 Purpose for producing the publication  
 Citation if publication was required by law  
 How often printed yearly  
 How often updated  
 Number of pieces of paper in the publication  
 Printed one-side or two-sides of paper  
 Size of paper used  
 Weight of paper used  
 Type of paper used  
 Number of ink colors used in the publication  
 Number of photographs, diagrams, or special images included  
 How the publication was held together or bound  
 Type of cover used  
 Number of ink colors used on the cover  
 Other notes relating to the cover  
 Whether production of the publication required special handling  
 Whether design or printing was contracted  
 Whether the publication was printed in-house  
 Whether printed by in-department copy machine  
 Number printed  
 Number distributed  
 How the publication was distributed  
 Number distributed through inter-office mail  
 Number distributed in-County through US Mail Service  
 Number distributed outside County through US Mail Service  
 Cost per document for printing  
 Cost for cover  
 Cost for binding  
 Cost per photograph  
 Cost per color ink  
 Cost for special handling  
 Cost for envelope to mail  
 Cost for postage  
 Total cost for mailing  
 Cost to design  
 Total cost  
 Whether a fee has been set for the document  
 When the fee was initiated  
 Amount of initial fee  
 Amount of current fee  
 Date fee was last changed  
 Source of other revenues contributing to the publication  
 Total revenues received FY90  
 Total revenues received FY91  
 Total revenues received FY92  
 Comments relating to revenues  
 General information or OLO comments about the publication



**Major Publications for Executive and Legislative Branches  
For the Eighteen Month Period July 1, 1990 Through December 31, 1991**

Publication Name or Description	Times Produced	Avg No Copies Each Printing	Avg Cost Each Copy	How Distributed	Annual US Mail Cost	Fee Per Copy
Property Tax Schedule and Taxpayers Information	once yearly	300,000	\$ .05	Mailed with tax bills	None	None
Silver Sounds Newsletter	monthly	3,800	\$ .26	U.S. Mail	\$ 1,102	None
Official Statement-General Obligation Bonds	once/twice yearly	1,600	\$11.55	U.S. Mail	\$ 1,500	None
Ride-On Timetables	3 times per year	500,000	\$ .02	Display racks	None	None
Directory of Community Resources	once each two years	2,675	\$ 3.86	Handout U.S. Mail	None	\$10.00 + postage
Precinct Maps	one-time printing	250	\$91.26	U.S. Mail handout	\$ 164	\$30.00
Department of Liquor Control Newsletter	monthly	1,150	\$ .82	U.S. Mail	\$18,324	\$50.00 annually for non-licensees
Police Department Written Directive System	one-time printing	1,200	\$14.89	Handout	None	None
Employment Opportunities Bulletin - Inside/Outside Version	once every two weeks	2,850	\$ .24	Display racks Interoffice U.S. Mail	\$ 2,187	None
Apartment Directory	once each three years	15,000	\$ .54	Display racks	None	None
Silver Spring Dining Guide	once each two years	20,000	\$ .78	Tourism offices Businesses	None	None

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ATTACHMENT D

Major Publications for Executive and Legislative Branches (Continued)

Publication Name or Description	Times Produced	Avg No Copies Each Printing	Avg Cost Each Copy	How Distributed	Annual US Mail Cost	Fee Per Copy
Bethesda Urban District Dining Guide	once yearly	30,000	\$ .41	Handout and SSAE	None	None
County Connection	six times yearly	79,000	\$ .20	U.S. Mail handout	\$55,380	None
Recreation Guide to Leisure Services	four times yearly	270,000	\$ .07	Newspaper handout	\$69,000 Wash Post	\$ 1.00 non-residents
Resident's Guide: Recycling in Montgomery County	one-time printing	180,000	\$ .22	Handout with recycle bins U.S. Mail	\$ 189	None
Recycling: The More You Do The More It Matters	one-time printing	180,000	\$ .16	Handout with recycle bins U.S. Mail	\$ 189	None
What Happens To Your Recyclables	one-time printing	15,000	\$ .97	Handout U.S. Mail	\$ 87	None
Silver Spring-A Guide To Maryland's Bright New City	yearly	25,000	\$ .39	Display racks U.S. Mail	\$ Unknown	None
Bethesda Urban District Calendar of Events	quarterly	44,000	\$ .12	U.S. Mail	\$21,393	None
Montgomery County Government Phone Directory	once each two years	4,500	\$ 3.01	Handout U.S. Mail	\$ 14	None

DATE: May 18, 1993

SALE OF PUBLICATIONS  
 DEPARTMENTAL RECONCILIATION REPORT FOR MONTH OF MARCH 1992  
 DEPARTMENT OF PARKS, MONTGOMERY COUNTY

NAME OF PUBLICATION	ORIGINAL INVENTORY	DATE PURCHASED	P.O. NUMBER	BUDGET CODE	COST	TOTAL BROCHURE COST	SELLING PRICE	DEPT-WIDE MONTHLY SALES	COMPLIMENTARY BROCHURES
<b>SALE OF PUBLICATIONS:</b>									
Park It! (Joint MC/PG Guide) (Reflects MC portion ONLY)	English	100,000	May 31, 1991	PO 21424	260505	\$22,277	\$24,467	66	14
	Spanish	6,000	Feb 18, 1992	CO# 1	268102	\$730			
				.	273003	\$730			
				.	277103	\$730			
Guide to Mont. Co. Parks	35,000	Feb 26, 1991	PO 20738	260505	\$10,272	\$14,022	\$2.00	18	
		Apr 29, 1991	CO# 1	260505	\$3,750				
Trails in Mont. Co. Parks	15,000	Jun 7, 1991	PO 21611	260505	\$11,285	\$17,839	\$2.00	Still in production	
			.	261503	\$5,000				
		Feb 21, 1992	CO#1	268102	\$518				
			.	273003	\$518				
			.	277103	\$518				
Black Hill Regional Park	20,000	(4 regional parks on same PO:)							
		Jun 14, 1991	PO 21494	260505	\$8,487	\$9,207	\$0.50	13	
		Feb 21, 1992	CO#1	268102	\$440				
			.	273003	\$440				
Mar 25, 1992	CO#2 (credit)		(\$600.00)						
Cabin John Regional Park	20,000		(see above)				\$0.50		
Wheaton Regional Park	20,000		(see above)				\$0.50		
Rock Creek Regional Park	20,000		(see above)				\$0.50		
Historic Sites & Trails in Little Bennett	10,000	Feb 7, 1991	PO 58140	260505	\$2,620	\$2,620	\$0.50	6	
<b>TOTALS:</b>						<b>\$68,155</b>	<b>\$68,155</b>	<b>103</b>	<b>14</b>

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ATTACHMENT E

SALE OF PUBLICATIONS  
 DEPARTMENTAL RECONCILIATION REPORT FOR MONTH OF MARCH 1992  
 DEPARTMENT OF PARKS, MONTGOMERY COUNTY

NAME OF PUBLICATION	ORIGINAL INVENTORY	DATE PURCHASED	P.O. NUMBER	BUDGET CODE	COST	TOTAL BROCHURE COST	SELLING PRICE	DEPT-WIDE MONTHLY SALES	COMPLIMENTARY BROCHURES
Parks, Recreation and Open Space Plan Update	100	June, 1993	n/a	n/a	printed in-house		free	n/a	all

NOTE: Distribution of this publication was to elected officials (local & state), Commissioners, internal staff and the State Departments of Natural Resources and Planning. All other distribution is by request.

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FREE PUBLICATIONS:

- Meeting Places in Montgomery County
- Woodlawn Manor Park
- Rockwood Manor Park
- Armory Place
- Olney Manor Park
- Martin Luther King Park
- Brookside Gardens
- Wheelchair Routes at Brookside Gardens
- McCrillis Gardens
- Historic Sites in Montgomery County
- Group Picnic Areas
- Camping at Little Bennett
- Ice Skating (seasonal brochure)
- Internship Opportunities
- Needwood Mansion
- Beauty Can Be Lethal
- Common Trees and Wildflowers
- Marketing Package for 4 Conference Centers

Maryland-National Capital Park & Planning Commission  
 Montgomery County Planning Department  
 PUBLICATION PRICING & COST INFORMATION  
 September 25, 1991

Year Publication	Copies	Cost	Cost/ Copy	Selling Price	Revenues If all Copies So
1983 Westbard Sector Plan	800	1,980	2.48	5.00	4,000
1985 Boyd's	1,000	2,119	2.12	5.00	5,000
1986 Plowing New Ground	3,000	1,622	0.54	2.00	6,000
MP of Highways	5,000	5,242	1.05	5.00	25,000
1988 North Silver Spring	1,000	4,100	4.10	5.00	5,000
Potomac Subregion	1,500	10,894	7.26	8.00	12,000
Takoma Park	1,000	1,841	1.84	5.00	5,000
1989 Potomac Subregion Map	2,000	1,674	0.84	3.00	6,000
Environmental Resources Map	1,000	4,230	4.23	6.00	6,000
Pres Ag & Rural Open Sp	2,000	13,792	6.90	8.00	16,000
Upper Rock Creek Map	500	1,464	2.93	3.00	1,500
Aspen Hill Map	1,000	6,281	6.28	3.00	3,000
Clarksburg Map	1,500	2,136	1.42	3.00	4,500
Damascus Map	1,000	1,800	1.80	3.00	3,000
N Bethesda-Garrett Park Map	1,000	1,971	1.97	3.00	3,000
West Portion Silver Spring	500	400	0.80	3.00	1,500
1990 Everything You Always Wanted	5,000	13,807	2.76	3.00	15,000
Kensington-Wheaton Map	1,000	1,742	1.74	3.00	3,000
Kensington-Wheaton Plan	1,500	16,907	11.27	10.00	15,000
Citiz & Homeowners Map&Index	500	5,633	11.27	10.00	5,000
1991 Georgetown Branch	2,500	7,201	2.88	5.00	12,500
Total		106,836			157,000

COSTS FOR SELECTED PROJECTS: (EXAMPLES ONLY, NOT TO BE USED AS PROTOTYPES)

Publication Name	Times Produced	Avg. No. Copies Each	Avg. Cost Each	How Distribute	Total US Mail Cost	Fee Per Copy
A. Master Plans						
Issues Reports	1	100	\$0.75	Inter Office	N/A	N/A
Staff Draft	1	500	\$3.63	Inter Office	N/A	N/A
Public Hearing Draft	1	500	\$3.63	Inter Office	N/A	N/A
Planning Board Draft	1	500	\$3.63	Inter Office	N/A	N/A
Approved and Adopted	1	3000	\$6.86	Inter Office	\$1.91	\$8.00
Germantown						
B. Special Reports						
AGP	2	250	\$3.78	Inter Office	N/A	N/A
Budget	1	75	\$1.08	Inter Office	N/A	N/A
C. Guidelines, Technical Manuals and Studies	2	500	\$1.23	Inter Office	N/A	\$5.00
Rec. Guidelines						
D. Research and Other Reports	1	500	\$1.89	Inter Office	N/A	N/A
Bethesda Retail Study						
E. Large Staff Reports	1	100	\$1.68	Inter Office	N/A	N/A
Apple Metro Project Plan						

NOTES: Final documents such as Approved and Adopted Master Plans which last approximately 10 years and require over 500 copies are usually printed outside and a fee is charged to cover all costs of the printing. Final copies of other reports approved by the Planning Board such as guidelines and technical manuals are printed inside and a fee is also charged to cover costs of printing. Draft reports of less than 500 copies which have a limited "time span" are printed inside and no fee is charged. All documents are available at the Information Counter and the use of U.S. Mail is limited.

**UNIT COSTS FOR REPORTS**

**A. Outside Printing**

**1. Germantown Master Plan (Outside Printer)**

Copies	Cost	Cost Per Copy	Cost Per Page
500			
1000			
1500	16,784.00	11.19	0.025
2000	18,678.00	9.34	0.021
2500	20,480.00	8.19	0.019
3000	22,266.00	7.42	0.017
3500	24,013.00	6.86	0.016

**2. Georgetown Branch (Outside Printer)**

Copies	Cost	Cost Per Copy	Cost Per Page
500	3,288.00	6.58	0.042
1000	4,943.00	4.94	0.031
1500	5,698.00	3.80	0.024
2000	6,452.00	3.23	0.020
2500	7,201.00	2.88	0.018
3000	7,760.00	2.59	0.016

**B. Inside Printing**

Copies	Cost	Cost Per Copy	Cost Per Page*
<500	-	-	0.015

Note: \*Cost Per Page includes price for paper and use of the equipment.



Major Publications  
for the Montgomery County Planning Board

List of CRO publications for 18 months July 1992 to December 1993:

Publication Name/Description	Times Produced	Avg.No. Copies Each	Avg. Cost Each	How Distribute	Total US Mail	Fee/ Copy
"Everything You Always Wanted to Know..."	once	5,000	\$2.76	Mail/Pickup	110 (\$2 over 25)	\$3.00
"Checklist for Testifying"	once	5,000	\$.40	Handout	0	\$0
"Welcome to the Montgomery..."	3x	100	\$.03	Handout	0	\$0
"MC Master Plan Dev. Process"	once	15	\$.03	Handout	0	\$0
"Guidelines for CACs"	once	50	\$.03	Handout	0	\$0
"Guidelines for TACs"	once	15	\$.03	Handout	0	\$0
"What is M-NCPPC"	once	200	\$.03	Handout	0	\$0
"Time Guidelines"	once	150	\$.03	Handout	0	\$0
"Update"	36	3,000	\$.18	Pony/Mail	300	\$0
"8787"	4	200	\$.06	Pony	0	\$0



Publications for  
Montgomery County Public Schools

<b>PUBLICATIONS/ PROJECT</b>	<b>NO. OF COPIES</b>	<b>AVG. COST PER COPY</b>	<b>DISTRIB. METHOD</b>	<b>US MAIL COST</b>	<b>NO. IN INVENTORY</b>
Comprehensive Calendar	25,000	\$ .625	IOM*	\$ .00	None
Film Catalog	2,000	6.32	IOM	.00	800**
Capital Improvements Pgm.	900	6.50	IOM, US Mail	22 @ 2.00 \$44	None
Master Plan	900	3.10	IOM, US Mail	19 @ 2.00 \$38	None
Supt. Proposed Oper. Budg.	800	6.70	IOM, Pick-up	.00	None
BOE Operating Budget	750	6.45	IOM, Pick-up	.00	None
Citizens Budget	7,200	.38	IOM, Pick-up	.00	None
Budget Summary	400	6.20	IOM, Pick-up	.00	None
Course Bulletin	27,000	.43	IOM	.00	None
MCPS Directory	7,000	1.78	IOM	.00	None
Annual Report	90,000	.22	IOM, US Mail	15,000 @ .12 \$1,800	None
Supt. Bulletin 40 issues/year	15,000/ issue	.017	IOM, US Mail	700 @ .12 \$84/issue	None

The following projects contain multiple components and various print quantities and distribution, but annual estimated costs below include both labor and supplies.

MSPS publications	\$ 12,000.00
CRT Testing	10,000.00
Summer Inst. of Achievement	3,164.00
Summer Search Pgm. materials	8,000.00
Instructional administrative forms	48,000.00
Misc. instructional materials	132,000.00

\* Interoffice Mail

\*\* Publication is produced every two to three years, resulting in a need to maintain a higher inventory.



Major Publications  
for Montgomery College

Montgomery College  
Office of Institutional Advancement  
Publications Information

Publication Name	Times Produced Annually	Average No. Copies Per Issue	Distribution	Fee per Copy	Postage Cost Per Copy
Class Schedules	Three	350,000	Mailed County-wide	.15	.10
College Catalog	Once	65,000	Picked up or mailed upon request	.92	
Registration Forms	Once	100,000	Picked-up or Mailed upon request	.03	
Evening/Weekend Brochures	Twice	95,000	Mailed County-wide	.15	.05
Inside MC	Weekly	1,800	Internal	.11	
MC Features	Three	24,000	Mailed to Current Students	.21	.07

Please note this information is based on FY92 actual cost.



Housing Opportunities Commission  
List of Frequently Published Items

## M E M O R A N D U M

TO: Linda Kovner  
FROM: Joyce B. Siegel, Public Affairs Officer  
RE: HOC Publications  
DATE: May 18, 1993

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Attached you will find a list of frequently published items but it doesn't include some of what you asked for which I will try to provide, below.

Housing Stories is distributed by internal mail.

Good Cents News is distributed through libraries, county offices and other outlets as well as first class mail on individual requests and handouts at workshops

Housing Programs for Seniors is distributed through Senior Centers, libraries, health centers and at workshops as well as some through first class mail on request

Housing Programs Guide is distributed in HOC information packets, generally at small workshops. It is provided to every staff member through inter-office mail. We are now trying to charge for it when requests come in.

Reference cards are provided to social service providers in and out of government. They are for staff use only, not public distribution. We distribute to government offices through the inter-office mail, to all HOC staff through inter-office mail and to non-profits first class mail.

Homeworks is mailed at non-profit rate (as of '92) to all HOC residents (public housing and Section 8) and distributed in bulk to the elderly developments by HOC delivery.

M E M O R A N D U M

TO: Joyce Siegel  
FROM: Berneta Green  
DATE: May 18, 1993  
SUBJECT: Request for list of P.O's from 1989 - 1993  
This list consist of Major Publications only.

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QUANTITY	PRINTER	DATE	AMOUNT
HOUSING STORIES			
275	Scribbler Press	4/1/89	300.00
280	Rockville Printing	11/17/89	160.75
280	Rockville Printing	12/29/89	83.75
300	Rockville Printing	7/25/90	144.00
320	Rockville Printing	5/23/90	80.00
300	Rockville Printing * No charge for plates	8/28/90	99.00
300	Rockville Printing* No charge for plates	8/28/90	99.00
300	Rockville Printing	10/2/90	136.40
300	Rockville Printers (includ. typeset, half tones)	12/6/90	399.00
320	Rockville Printing	3/19/91	315.00
325	Rockville Printing	4/9/91	200.00
330	Rockville Printing	7/22/91	335.00
330	Rockville Printing	7/23/91	254.50
330	Rockville Printing	9/22/91	448.00
350	Academy Printers	2/12/92	83.10

QUANTITY	PRINTER	DATE	AMOUNT
330	Rockville Printers	5/19/92	73.24
350	Calophon Press	10/28/92	70.00
350	Calophon Press	1/8/93	70.00
350	Kensington Copy	3/18/93	70.00
350	Kensington Copy	4/23/93	78.00
GOOD CENTS NEWS			
1500	Rockville Printing	8/1/89	500.00
15,000	Comprint-Span.& Engl	6/5/89	840.50
	Alicia Restrepo Spanish version	3/12/90	520.00
4000	Comprint	4/24/90	721.46
	Comprint	5/9/90	250.00
10,000	Comprint	1/23/91	1,141.00
3000	Comprint	3/21/91	830.00
3000	Comprint Span.Ver	4/23/91	187.75
10,000	Comprint	12/17//91	1,076.00
2000	Comprint	1/6/92	152.50
2000	Comprint-Span.Ver.	1/13/92	460.40
2000	Comprint	2/9/92	152.50
10,000	Comprint	2/2/93	540.00
HOUSING PROGRAM FOR SENIORS			
2500	Rockville Printing	7/20/90	450.00
2000	Rockville Printing	10/2/91	168.92
2000	Academy Printers	12/10/91	225.007
1000	Rockville Printers	7/16/92	193.29
2000	Knowles Printers	3/1/93	213.00

QUANTITY	PRINTER	DATE	AMOUNT
HOUSING PROGRAMS			
100	Rockville Printing	9/28/90	291.00
200	M.C. Print Shop	7/23/92	-
200	M.C. Print Shop	2/3/93	-
REFERENCE CARDS			
4500	Rockville Printers	5/16/90	320.54
4000	Rockville Printers	12/6/90	175.85
500	Rockville Printing	11/26/91	90.00
400	Rockville Printing	12/19/91	75.37
1000	Rockville Printing	3/23/92	182.28
1000	Print a Copy	6/22/92	179.00
500	Print A Copy	6/25/92	133.00
2000	Knowles (2x size of 1990 version)	2/23/93	175.85
HOMEWORKS (including labels)			
8000	Comprint	1/4/89	942.50
6500	Comprint	10/3/89	1565.33
1000	Comprint	2/20/90	350.78
7500	Comprint	6/13/90	800.00
8000	Comprint	1/15/91	775.63
8000	Comprint	5/14/91	1,050.00
8000	Comprint	9/12/91	632.06
8000	Comprint	12/19/91	569.52
2000	Comprint (Span.Vers)	1/2/92	625.77
8000	Comprint	1/6/92	569.52
7500	Comprint	2/24/92	700.00
8000	Comprint	5/20/92	984.00
8500	Comprint	12/21/92	720.00
8500	Comprint	3/16/93	612.10

QUANTITY	PRINTER	DATE	AMOUNT
FLYERS AND MINI RE-PRODUCTIONS			
60,000	Comprint - Annual Report	11/6/89	4000.00
2000	Record Newspaper Annual Report	12/23/91	240.00
300**	Rockville Printing Bauer Park Flyer	2/2/92	354.81
10,000	Comprint 4pg. Tabloid	2/2/93	540.00
2000**	Rockville Print Leafy House	2/14/92	197.73
2000**	Rockville Print Towne Centre Flyer	2/24/92	175.23
1500*	Rockville Printing Tanglewood Flyer	8/27/92	164.88
1000	Knowles Printing	3/2/93	74.00
1200*	Knowles Printing Pooks Hill Flyer	3/19/93	45.00
<p>* "Opportunity Housing" Flyer (Pooks Hill is Sample-There are seven different varieties)</p> <p>** Charged to HOC Managed Non-Profit</p>			



<b>WASHINGTON SUBURBAN SANITARY COMMISSION - PUBLICATION LISTING</b>			
<b>PUBLICATION TITLE</b>	<b>PUB. TYPE</b>	<b>PUB. DATE</b>	<b>REVISED IN PAST 5 YEARS</b>
WATER EFFICIENT LANDSCAPING	LEAFLET		NO
SUB-METER INFORMATION	LEAFLET		YES
WASTEWATER TREATMENT - RECLAIMING A VITAL RESOURCE	BROCHURE		YES
WATER STORAGE	BROCHURE	1992	YES
KEEPING THE GARDEN GREEN	BROCHURE	1987	NO
YOUR WATER FROM SOURCE TO SUPPLY	BROCHURE & LEAFLET	1988	YES
THE PATUXENT WATERSHED - AN ENDURING BOUNTY	BROCHURE		
WATERSHED USER REGULATIONS	BROCHURE		YES
HISTORY OF THE WSSC	BROCHURE	1988	NO
A GUIDE TO WINTERIZING YOUR HOME	LEAFLET		YES
UTILITY RIGHTS-OF-WAY REFORESTATION THROUGH NATION SUCCESSION	BROCHURE	1990	NO
CROSS CONNECTION CONTROL PROGRAM	LEAFLET		YES
COLD WEATHER PLUMBING TIPS	LEAFLET		NO
WELCOME TO THE BRIGHTON AZALEA GARDENS	BROCHURE		YES
WHAT TO DO IN CASE OF A...WATER LEAK OR SEWER STOPPAGE	BROCHURE	1990	NO
RESIDENTIAL DRAINAGE - DEALING WITH WET BASEMENTS & EROSION PROBLEMS	BROCHURE	1979	NO
THE TRUTH ABOUT WATER FILTERS	BROCHURE		NO
IT'S UP TO YOU! A CUSTOMER HANDBOOK ON WATER-SAVING & WASTEWATER REDUCTION	BROCHURE	1976	YES