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# REPORT TO THE CONGRESS

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Examination Of Financial Statements  
Government Printing Office  
Fiscal Year 1971<sub>B-114829</sub>

BY THE COMPTROLLER GENERAL  
OF THE UNITED STATES

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MAY 10, 1972



COMPTROLLER GENERAL OF THE UNITED STATES  
WASHINGTON, D.C. 20548

B-114829

C1 To the President of the Senate and the  
Speaker of the House of Representatives

This is our report on the examination of financial statements of the Government Printing Office for fiscal year 1971.

Our examination was made pursuant to the Legislative-Judiciary Appropriation Act, 1954 (44 U.S.C. 309).

C2 Copies of this report are being sent to the Director, <sup>TNT</sup>  
Office of Management and Budget; the Joint Committee on <sup>1300</sup>  
Printing; and the Public Printer.

*James B. Stacks*

Comptroller General  
of the United States

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## D I G E S T

### WHY THE EXAMINATION WAS MADE

The Comptroller General is required, by law, to audit annually the activities of the Government Printing Office.

### OPINION ON FINANCIAL STATEMENTS

In the opinion of the General Accounting Office, the Government Printing Office's financial statements present fairly its financial position at June 30, 1971, and the results of its operations and the sources and application of its funds for the year then ended, in conformity with principles and standards of accounting prescribed for executive agencies by the Comptroller General of the United States applied on a basis consistent with that of the preceding year.

### OTHER MATTERS OF INTEREST

In 1967 the Joint Committee on Printing began placing greater emphasis on the use of commercial sources to fill Government printing orders. A network of regional procurement offices was established to provide the Printing Office with greater capability for using commercial sources. In recent years the value of commercially procured printing has represented about half the total printing orders processed.

In the past Printing Office managers directed prime attention to improving printing production. During fiscal year 1971 the Public Printer, the late Mr. A. N. Spence, concentrated improvement efforts on nonmanufacturing aspects of management. Some of these improvements include

- establishing data processing as a separate office to develop a management information system;
- updating procurement policies and procedures consistent with the Printing Office's increasing reliance on commercial printers;
- hiring a full-time director to head the Equal Opportunity Office, increasing promotion opportunities for minority employees, improving community relationships, and providing more technical and management development training for employees; and
- initiating steps to modernize publications warehousing, starting an automated data base for publications, converting stenciled address

files to magnetic tape, and arranging for transfer of a low-usage library activity.

RECOMMENDATIONS OR SUGGESTIONS

This report contains no recommendations or suggestions.

MATTERS FOR CONSIDERATION BY THE CONGRESS

This report, required by law, informs the Congress of the operations and financial condition of the Government Printing Office.

## CHAPTER 1

### INTRODUCTION

The Government Printing Office is responsible for furnishing printing and binding work ordered by the Congress, departments of the executive branch, and independent agencies of the Federal Government. In addition, the Printing Office prints documents of general interest for sale to the public.

The Public Printer, appointed by the President of the United States with the advice and consent of the Senate, is responsible for the management of the Printing Office. The Joint Committee on Printing, consisting of the Chairman and two members of the Senate Committee on Rules and Administration and the Chairman and two members of the House Committee on House Administration, acts as the board of directors of the Printing Office.

The Superintendent of Documents, appointed by the Public Printer, directs the Public Documents Department which sells Government publications to the general public. This Department prepares official catalogs and indexes, distributes publications to depository libraries, and mails certain publications for other Federal departments and agencies.

## CHAPTER 2

### FINANCING OF GOVERNMENT PRINTING OFFICE ACTIVITIES

The activities of the Printing Office are financed by a revolving fund which is reimbursed by customers for whom printing services have been provided. The Congress provides annual appropriations for congressional printing and binding work and for the activities of the Superintendent of Documents. The methods of financing the printing and related activities are discussed in the following sections.

#### ACTIVITIES FINANCED THROUGH REVOLVING FUND

The revolving fund provides temporary financing for the printing and binding of publications ordered by Government agencies and the Congress. The fund is reimbursed for this work by payment from the agencies or by charges against the appropriation for congressional printing and binding.

In addition, revenues and costs pertaining to the operations of the Superintendent of Documents are accounted for in the revolving fund. The prices of publications included in the Superintendent's sales program are established pursuant to the United States Code (44 U.S.C. 1708), which provides that prices be based on cost as determined by the Public Printer plus 50 percent. Program receipts arise from publication sales to customers, appropriated funds used to finance program administration, and miscellaneous transactions. Periodically the excess of receipts over program costs are transferred from the revolving fund to miscellaneous receipts in the U.S. Treasury.

During fiscal year 1971 the revolving fund was reduced by payments of \$11.1 million to the U.S. Treasury. These payments consisted of \$7.1 million representing the balance of excess receipts pertaining to the fiscal year 1970 sales program and \$4 million in excess receipts pertaining to the fiscal year 1971 sales program. It has been the practice of the Printing Office to transfer the excess receipts in part during the program year in which they are originated and in part during the program year which follows.



## APPROPRIATION FOR CONGRESSIONAL PRINTING AND BINDING

The Congress annually appropriates funds to the Government Printing Office for congressional printing and binding work. The appropriation also provides funds for printing and binding work for the Architect of the Capitol; for printing, binding, and distributing the Federal Register and the Code of Federal Regulations; and for printing and binding Government publications authorized by law to be distributed without charge. Appropriated funds are transferred to the revolving fund to reimburse it for the cost of the printing and binding work performed. The appropriation for fiscal year 1971 was \$32 million.

As shown in schedule 3, obligations outstanding at June 30, 1971, exceeded the unexpended balance of appropriations by \$11 million. This amount, required to complete unfinished printing and binding work authorized in prior years, is to be included in subsequent years' budget requests. This funding practice is consistent with that of prior years. Since fiscal year 1958 the appropriation acts for the Printing Office have contained provisions permitting the appropriation for the year to be used for paying obligations incurred in preceding fiscal years.

## APPROPRIATION FOR ACTIVITIES OF SUPERINTENDENT OF DOCUMENTS

The Congress annually appropriates funds for the Superintendent of Documents to finance parts of the program for selling documents to the public and for non-revenue-producing activities, such as the depository library program and cataloging and indexing documents printed under Printing Office auspices. As shown in schedule 6, the Superintendent's appropriation, after a \$0.5 million reimbursement adjustment, amounted to \$12.7 million.

The \$12.7 million represented an increase of \$2.3 million over comparable funds available in the prior fiscal year. The increased funds primarily were used to pay the additional compensation required by a general pay raise.

## CHAPTER 3

### JOINT COMMITTEE POLICY EMPHASIZING

#### PROCUREMENT OF PRINTING FROM COMMERCIAL SOURCES

In 1965 the Joint Committee on Printing initiated a review of selected printing policies and procedures applicable to Government printing. The review was conducted over a 2-year period and included visits to selected Government printing plants throughout the country and evaluations of the work loads in relation to the printing production methods used.

Upon completion of the review, the Joint Committee instituted a change in policy, shifting the emphasis from filling Government printing orders on in-house production facilities to making greater use of commercial printers. The Federal Printing Program was the vehicle by which the Committee's change in policy was put into effect.

The Federal Printing Program established a network of regional procurement offices operated by Printing Office employees. At June 30, 1971, 12 procurement offices had been established. The network enables the Printing Office to place agencies' orders with commercial printers and to provide contract surveillance on orders being processed.

Over the 5-year period ended June 30, 1971, the value of commercially procured printing ranged from \$97.4 million to \$125.7 million, as follows:

<u>Fiscal year</u>	<u>Amount</u> <u>(millions)</u>
1967	\$ 97.4
1968	97.4
1969	103.0
1970	125.7
1971	108.3

On a fiscal-year basis, the value of commercially procured printing represented from 49 to 53 percent of the total printing orders processed.

## CHAPTER 4

### PUBLIC PRINTER'S MANAGEMENT

#### IMPROVEMENT EFFORTS

For many years Public Printers, in directing one of the world's largest concentrations of printing knowledge and craftsmanship, drew their management staffs primarily from in-house personnel having printing backgrounds. We believe that, as a consequence, printing-oriented managers gave prime attention to the management of printing production at the expense of developing systems to manage the nonmanufacturing aspects of Printing Office operations.

During fiscal year 1971 the Public Printer, the late Mr. A. N. Spence, concentrated his efforts on modernizing management systems to provide better coordination between the production and administrative activities necessary to operate a large, complex manufacturing operation. He considered the opinions of Government and industrial consulting groups and, where necessary, employed top-level managers possessing the experience needed to provide direction and impetus to selected management improvement efforts undertaken.

The Public Printer's improvement efforts did not deal with all significant gaps and weaknesses in management. In addition to numerous recommendations for change made by the consultants, the Public Printer's internal staff has compiled a lengthy list of apparent deficiencies needing attention in broad categories, such as accounting, funds control, materials management, and general management. There are, however, practical limitations on the changes that can be introduced while the Printing Office staff simultaneously is engaged in maintaining continuity of operations.

Some of the management improvement programs discussed in this chapter were still in planning stages or were being introduced at the end of the fiscal year, and others, which had become operational, were still being refined or expanded. We are presenting descriptions of the programs because we believe that the efforts to date represent a significant deployment of human resources to desirable organizational goals and show a strong propensity for changing operating methods

to better meet present and future printing needs of the Government.

#### CONSULTATIVE APPRAISALS OF OPERATIONS

The Public Printer obtained the assistance of several Government and industrial consultants to appraise Printing Office operations. We believe that these appraisals increased the assurance that major problem areas had been identified and that a reasonable order of priorities had been assigned to management-improvement programs.

A joint group, consisting of Government and industry executives, conducted a broad advisory study of printing production, procurement, administration, and publications distribution. The Civil Service Commission reviewed the management of human resources. The Printing Office auditors, with advisory assistance provided by officials of the Defense Contract Administration Services, reviewed procurement activities. During the year the National Archives and Records Service agreed to review the Printing Office records management, and individual consultants undertook reviews directed toward cash receipts aspects of financial management and toward work measurement in the Public Documents Department.

#### MANAGEMENT INFORMATION PROGRAM

Data processing activities were divorced organizationally from the Comptroller's Department in December 1970 to create the Data Systems Service. The Service was given a significant role in helping the Printing Office to improve its printing and administrative activities and its ability to serve the public. A director for the Service was hired from the outside.

One of the automated management applications completed by the Data Systems Service after June 30, 1971, was the creation of an employee data base intended to serve personnel and payroll needs and to replace 19 separate record systems, some of which had been maintained manually.

The Director also was put in charge of a newly created management information system program. Objectives of this program include improving communications among operating

managers and establishing a creative, rather than a restrictive, discipline over information handling. Under this program, the various departments are required to prepare weekly highlight summary reports and managers are required to attend weekly management meetings. Techniques, such as operations research and management by objectives, are expected to be incorporated in the program.

## PRINTING PROCUREMENT

A review completed in fiscal year 1971 by Printing Office auditors, with advisory assistance from Defense Contract Administration Services officials, concluded that modernization of Printing Office procurement procedures was not keeping pace with the growing materiality of procurements being placed with commercial printers.

On December 15, 1970, a Printing Procurement Department was established to be responsible for all printing procurement activities at the main plant and regional offices. Personnel for the regional offices were recruited and given training prior to being assigned to the field.

The Printing Procurement Department developed criteria for both the printing work to be performed in-house and to be procured commercially. A specialist on procurement and contract administration was hired, and a contract review board was established to provide review of significant and sensitive printing-procurement actions.

A preaward survey system was established, and a records system was started for evaluating the actual performance of contractors. The Department started preparation of a procurement handbook.

## PERSONNEL MANAGEMENT

A full-time director was hired to head the Equal Employment Opportunity Office. He has a professional staff of three, including a Federal Women's Program Coordinator. Also part-time counseling duties were assigned to 22 Printing Office employees.

Management efforts were directed toward increasing the upward mobility of minority employees in limited skills, crafts, and white-collar employment areas. To that end, the Public Printer set aside 25 of the 50 positions in each class of the apprenticeship program for in-house employees. Also job structures in other key organizational areas, such as financial management, were scrutinized to increase minority employee job opportunities. Personnel actions since

June 1971 show that upward mobility efforts have borne results, upgrading minority employees or inducting them into programs leading to greater responsibility and better pay.

In his newly created position of Assistant for Community Affairs, the Equal Employment Opportunity Director has initiated organizational outreach into the community and has acted as liaison in communications and other relations between the Printing Office and the traditional local institutions, the newer inner-city action groups, clubs, industrial organizations, and foreign visitors.

In addition to apprentice training, other in-house training programs were increased substantially. Approximately 1,500 employees were given technical or management-development training. The number of employees attending Civil Service Commission executive seminars doubled. Printing Office executive and management-training needs were further studied.

A full-time security officer was employed, and all security activities were brought together under his supervision. Leave procedures and the incentive awards program were under study.

#### PUBLICATIONS DISTRIBUTION

The Public Printer assigned high priority to improving publications management. A 100,000-square-foot publications warehouse was authorized to consolidate dispersed storage facilities, and construction was started. Publications were evaluated on an item-by-item basis. (The allowance for eliminating excessive and obsolete stocks is shown in sch. 1, footnote b.) The physical aspects of warehouse handling and storage were reviewed for modernization. Policies on inventory-stocking levels were studied. An objective of the improvement efforts was to reduce warehouse space requirements by 50 percent without sacrificing quality of services to customers.

Plans were developed for opening eastern and western publication distribution centers to relieve space congestion at the main plant and to shorten the distribution channels to customers. The eastern center, at Philadelphia,

Pennsylvania, was opened in April 1971; the western center, at Pueblo, Colorado, was scheduled to open during the following fiscal year.

Work was started on automating the publications data base which would be used for rapid reference to documents, for maintaining accounting control over inventories, and for preparing price lists and catalogs.

By the close of the fiscal year, the Printing Office had converted more than 2 million of the 3 million addresses in the stenciled customer files to magnetic tape. The tape files produce mailing labels at the rate of 100,000 an hour.

The Printing Office offered to transfer a library of approximately 2.3 million publications, maps, and file cards--accumulated from 1790 to 1971--to the custody of the National Archives and Records Service.

#### OTHER IMPROVEMENT EFFORTS

The following improvements in financial management and operations are noted in brief.

- The Management Systems Division of the Financial Management Service was completing a statement of accounting principles and standards to be used in the design and operation of the Printing Office accounting system.
- An instruction was issued to establish, as of the beginning of the next fiscal year, an imprest fund for simplifying small purchases.
- Arrangements were being developed for simultaneous billing and collection procedures, which would permit the Printing Office to draw directly upon the appropriations of agency customers for the purpose of eliminating invoices and checks.
- Arrangements were being worked out with the Defense Supply Agency to use its optical character-recognition equipment to update the magnetic tape mailing lists of the Public Documents Department and the employee data base of the Personnel Service.



- The construction of an H Street loading dock was started. The dock, in addition to overcoming problems caused by public transit construction, was designed to relieve truck congestion on Printing Office premises, improve the handling of incoming and outgoing printed matter, and simplify in-plant material flow.
- The purchase of a third press to print the Congressional Record was studied. The justification to purchase the press was approved subsequently by the Joint Committee on Printing.
- On the basis of cost savings, stenographic pads and composition books were designated for commercial procurement and in-house production of these items was terminated.

## CHAPTER 5

### SCOPE OF EXAMINATION

Our examination included a review of the Government Printing Office's statement of assets and liabilities as of June 30, 1971, related statements of income and expense, status of appropriations and other fund balances, payments from appropriations to the revolving fund, amounts due the U.S. Treasury from the sale of publications, and the statement of sources and application of funds for the year then ended. Our examination included auditing procedures and tests of the accounting records which we considered necessary in the circumstances.

## CHAPTER 6

### OPINION ON FINANCIAL STATEMENTS

The financial statements accompanying this report were prepared by the Government Printing Office. In our opinion the financial statements (schs. 1 through 6) present fairly the financial position of the Government Printing Office at June 30, 1971, the results of its operations, and the sources and application of its funds for the year then ended, in conformity with principles and standards of accounting prescribed for executive agencies by the Comptroller General of the United States applied on a basis consistent with that of the preceding year.

**FINANCIAL STATEMENTS**

## GOVERNMENT PRINTING OFFICE

## STATEMENT OF ASSETS AND LIABILITIES

AS OF JUNE 30, 1971

## A S S E T S

	Revolving fund	Other funds (note a)	Combined funds
FUND BALANCES WITH U.S. TREASURY AND CASH:			
Fund balances in U.S. Treasury	\$ 37,907,153	\$11,398,252	\$ 49,305,405
Cash on hand and in transit	<u>341,991</u>	<u>-</u>	<u>341,991</u>
	<u>38,249,144</u>	<u>11,398,252</u>	<u>49,647,396</u>
ACCOUNTS RECEIVABLE AND ADVANCES:			
Accounts receivable:			
Government agencies	67,380,386	156,890	67,537,276
Other	<u>323,576</u>	<u>-</u>	<u>323,576</u>
Advances to employees	<u>9,944</u>	<u>-</u>	<u>9,944</u>
	<u>67,713,906</u>	<u>156,890</u>	<u>67,870,796</u>
INVENTORIES:			
Publications for sale, at cost (note b)	6,636,263	-	6,636,263
Printing work in process, at standard cost	<u>16,340,905</u>	<u>-</u>	<u>16,340,905</u>
Paper, envelopes, and other supplies, at cost	<u>9,478,126</u>	<u>-</u>	<u>9,478,126</u>
	<u>32,455,294</u>	<u>-</u>	<u>32,455,294</u>
DEFERRED CHARGES	<u>26,006</u>	<u>-</u>	<u>26,006</u>
PROPERTY, PLANT, AND EQUIPMENT:			
Land and buildings, at cost	-	9,085,173	9,085,173
Equipment and building appurtenances	<u>33,265,915</u>	<u>940,543</u>	<u>34,206,458</u>
Construction in progress	<u>37,938</u>	<u>-</u>	<u>37,938</u>
	<u>33,303,853</u>	<u>10,025,716</u>	<u>43,329,569</u>
Less allowance for depreciation	<u>24,717,606</u>	<u>7,246,803</u>	<u>31,964,409</u>
	<u>8,586,247</u>	<u>2,778,913</u>	<u>11,365,160</u>
Total assets	<u>\$147,030,597</u>	<u>\$14,334,055</u>	<u>\$161,364,652</u>

<sup>a</sup>Other funds consist of balances of the printing and binding appropriation, the Superintendent of Documents salaries and expenses appropriation, and the value of building structures and land which is specifically excluded from the Government Printing Office revolving fund by law (44 U.S.C. 309). The expenditures from the congressional printing and binding appropriation can be used only to reimburse the Government Printing Office revolving fund for work ordered by the Congress.

<sup>b</sup>Publications for sale, at cost after deduction of allowance for unsalable publications of \$2,517,760.

<sup>c</sup>Does not include a contingent liability for \$107,997, the value of compensatory time off in lieu of overtime pay earned and accumulated by employees of the Government Printing Office, and \$15,016,000, the net value of sick leave earned and accumulated by employees of the Government Printing Office.

## BEST DOCUMENT AVAILABLE

## LIABILITIES

	Revolving fund	Other funds (note a)	Combined funds
LIABILITIES (note c):			
Accounts payable	\$ 16,365,641	\$ 805,394 <sup>d</sup>	\$ 17,171,035
Accrued salaries and wages	1,032,327	95,762	1,128,089
Amounts withheld from employees for purchase of savings bonds and payment of taxes	1,213,415	-	1,213,415
Employees' accrued annual leave	4,245,316	269,958	4,515,274
Customers' deposits and prepaid subscriptions	5,816,870	-	5,816,870
	<u>28,673,569</u>	<u>1,171,114</u>	<u>29,844,683</u>

## INVESTMENT OF U.S. GOVERNMENT:

Capital (note e)	81,815,383	-	81,815,383
Retained earnings (note f) (sch. 2)	30,835,224	-	30,835,224
Appropriations and other fund balances (sch. 3)	-	13,162,941	13,162,941
Amount payable to U.S. Treasury from sales of publications (sch. 5)	5,706,421	-	5,706,421
Total investment of U.S. Government	<u>118,357,028</u>	<u>13,162,941</u>	<u>131,519,969</u>

Total liabilities and investment of  
U.S. Government

\$147,030,597   \$14,334,055   \$161,364,652

<sup>d</sup>Accounts payable other funds consist of amount owed to the Government Printing Office revolving fund by the Superintendent of Documents salaries and expenses appropriations.

<sup>e</sup>During fiscal year 1971 revolving fund capital was increased \$22 million. This amount was appropriated under Public Law 91-382 to provide additional working capital and to provide funds for improving the electrical and air-conditioning systems and building appurtenances.

<sup>f</sup>Retained earnings of \$3,304,004 have been reserved for the purchase of machinery and equipment.

# SCHEDULE 2

## GOVERNMENT PRINTING OFFICE REVOLVING FUND

### COMPARATIVE STATEMENT OF INCOME AND EXPENSES

FISCAL YEARS ENDED JUNE 30, 1971 AND 1970

	Fiscal year <u>1971</u>	Fiscal year <u>1970</u>	Increase or decrease(-)
INCOME:			
Printing and binding services performed for Government agencies and the Congress	\$202,011,292	\$214,843,105	-\$12,831,813
Document sales to the public	21,689,090	20,946,687	742,403
Services associated with document sales:			
Reimbursements by appropriations to the Superintendent of Documents (sch. 3)	7,874,974	5,980,295	1,894,679
Services associated with depository libraries, cataloging and indexing, and distributions for other agencies:			
Reimbursements by appropriations to the Superintendent of Documents (sch. 3)	4,703,696	4,395,383	308,313
Blank paper sales:			
Receipts from other Government agencies	11,434,094	12,599,788	-1,165,694
Other	<u>553,295</u>	<u>563,647</u>	<u>-10,352</u>
Total income	<u>248,266,441</u>	<u>259,328,905</u>	<u>-11,062,464</u>
DIRECT COSTS:			
Labor	68,333,041	65,397,413	2,935,628
Material	28,022,541	31,286,084	-3,263,543
Purchase of printing	<u>98,035,350</u>	<u>117,144,158</u>	<u>-19,108,808</u>
Total direct costs	<u>194,390,932</u>	<u>213,827,655</u>	<u>-19,436,723</u>
GENERAL AND ADMINISTRATIVE COSTS	<u>42,101,318</u>	<u>35,383,731</u>	<u>6,717,587</u>
Total costs	<u>236,492,250</u>	<u>249,211,386</u>	<u>-12,719,136</u>
NET INCOME TO THE REVOLVING FUND	11,774,191	10,117,519	1,656,672
Less amount payable to the U.S. Treasury (sch. 5)	<u>9,706,421</u>	<u>9,098,294</u>	<u>608,127</u>
NET INCOME RETAINED BY THE REVOLVING FUND	<u>\$ 2,067,770</u>	<u>\$ 1,019,225</u>	<u>\$ 1,048,545</u>
CHANGE IN EARNINGS RETAINED BY THE REVOLVING FUND:			
Balance July 1, 1970	\$ 28,767,454		
Add net income retained by revolving fund (as above)	<u>2,067,770</u>		
Balance June 30, 1971 (sch. 1)	<u>\$ 30,835,224</u>		

LAST DOCUMENT AVAILABLE

## GOVERNMENT PRINTING OFFICE

## OTHER FUNDS

## STATUS OF APPROPRIATIONS AND OTHER FUND BALANCES

AS OF JUNE 30, 1971

	Appropriation for printing and binding for the <u>Congress</u>	Appropriation for the Superintendent of Documents	<u>Other</u>	<u>Total</u>
APPROPRIATION BALANCES AT JULY 1, 1970	\$13,754,757	\$ 181,972	\$2,660,658	\$16,597,387
ADDITIONS:				
Appropriations for fiscal year 1971	32,000,000	12,236,000	-	44,236,000
Reimbursements	-	481,948	-	481,948
Increase in investment in furniture and fixtures	-	-	4,688	4,688
Total	<u>45,754,757</u>	<u>12,899,920</u>	<u>2,665,346</u>	<u>61,320,023</u>
LESS:				
Amounts paid to the revolving fund in payment for:				
Congressional printing and binding (sch. 4)	35,356,173	-	-	35,356,173
Sales distribution (sch. 4)	-	7,874,974	-	7,874,974
Other expenses (sch. 4)	-	4,703,696	-	4,703,696
Unobligated funds returned to U.S. Treasury	-	65,848	-	65,848
Depreciation on buildings and furniture and fixtures	-	-	144,864	144,864
Increase in liability for employees' annual leave, Superintendent of Documents	-	-	11,527	11,527
Total deductions	<u>35,356,173</u>	<u>12,644,518</u>	<u>156,391</u>	<u>48,157,082</u>
BALANCE JUNE 30, 1971 (sch. 1)	<u>\$10,398,584</u>	<u>\$ 255,402</u>	<u>\$2,508,955</u>	<u>\$13,162,941</u>
APPROPRIATION UNOBLIGATED OR OVER-OBLIGATED (-):				
Unexpended balance at June 30, 1971 (as above)	\$10,398,584	\$ 255,402		
Less obligations outstanding	<u>21,436,997</u>	<u>255,402</u>		
Overobligation (-)	<u>-\$11,038,413<sup>a</sup></u>	<u>-</u>		

<sup>a</sup>To be funded from subsequent years' appropriations.



SCHEDULE 4

GOVERNMENT PRINTING OFFICE

OTHER FUNDS

STATEMENT OF PAYMENTS

FROM APPROPRIATIONS TO THE REVOLVING FUND

FISCAL YEARS ENDED JUNE 30, 1971 AND 1970

	Fiscal year <u>1971</u>	Fiscal year <u>1970</u>	Increase or <u>decrease(-)</u>
PAYMENTS FROM CONGRESSIONAL PRINTING AND BINDING APPROPRIATIONS TO REVOLVING FUND:			
Congressional Record	\$ 7,391,115	\$ 6,491,896	\$ 899,219
Hearings	7,852,068	7,429,858	422,210
Miscellaneous printing and binding	3,984,106	3,041,961	942,145
Bills, resolutions, and amendments	4,308,085	2,903,286	1,404,799
Miscellaneous publications	2,239,407	2,196,454	42,953
Federal Register	2,395,970	1,834,157	561,813
Committee prints	1,722,717	1,474,863	247,854
House and Senate calendars	1,223,935	938,970	284,965
Documents	1,072,053	856,095	215,958
Supplements to the Code of Federal Regulations	910,622	1,058,928	-148,306
Committee reports	1,307,761	1,044,321	263,440
Franked envelopes	602,085	607,721	-5,636
Publications for international exchange	309,525	293,918	15,607
Document franks	<u>36,724</u>	<u>32,030</u>	<u>4,694</u>
Total (sch. 3)	<u>\$35,356,173</u>	<u>\$30,204,458</u>	<u>\$5,151,715</u>
PAYMENTS FROM APPROPRIATIONS TO THE SUPERINTENDENT OF DOCUMENTS TO THE REVOLVING FUND:			
Sales distribution expense (sch. 3)	\$ <u>7,874,974</u>	\$ <u>5,980,295</u>	\$ <u>1,894,679</u>
Other:			
Distribution for other agencies	1,379,255	1,602,596	-223,341
Depository library distribution	2,856,377	2,304,880	551,497
Cataloging and indexing	<u>468,064</u>	<u>487,907</u>	<u>-19,843</u>
Total (sch. 3)	<u>4,703,696</u>	<u>4,395,383</u>	<u>308,313</u>
Total disbursements	<u>\$12,578,670</u>	<u>\$10,375,678</u>	<u>\$2,202,992</u>

## GOVERNMENT PRINTING OFFICE

## REVOLVING FUND

## AMOUNTS PAYABLE TO U.S. TREASURY

## FROM SALE OF PUBLICATIONS

FISCAL YEARS ENDED JUNE 30, 1971 AND 1970

	Fiscal year <u>1971</u>	Fiscal year <u>1970</u>	Increase or <u>decrease(-)</u>
INCOME:			
Income from document sales to the public (sch. 2)	\$21,689,090	\$20,946,687	\$ 742,403
Reimbursements by appropriations to the Superintendent of Documents (sch. 3)	7,874,974	5,980,295	1,894,679
Other income	<u>491,101</u>	<u>394,024</u>	<u>97,077</u>
Total income	<u>30,055,165</u>	<u>27,321,006</u>	<u>2,734,159</u>
COST OF PRINTING AND BINDING	<u>8,874,117</u>	<u>9,133,653</u>	<u>-259,536</u>
OTHER EXPENSES:			
Salaries and expenses (sch. 3)	7,874,974	5,980,295	1,894,679
Administrative	1,841,042	1,705,495	135,547
Mailing costs	<u>1,758,611</u>	<u>1,403,269</u>	<u>355,342</u>
Total other expenses	<u>11,474,627</u>	<u>9,089,059</u>	<u>2,385,568</u>
AMOUNTS PAYABLE TO U.S. TREASURY FROM SALES OF PUBLICATIONS (sch. 2)	<u>\$ 9,706,421</u>	<u>\$ 9,098,294</u>	<u>\$ 608,127</u>
STATUS OF PAYMENTS DUE U.S. TREASURY:			
Balance payable July 1, 1970	\$ 7,098,293		
Add additional amounts payable to U.S. Treasury for fiscal year 1971 (as above)	<u>9,706,421</u>		
Total	16,804,714		
Less payments to U.S. Treasury during fiscal year 1971	<u>11,098,293</u>		
Balance payable June 30, 1971 (sch. 1)	<u>\$ 5,706,421</u>		

# SCHEDULE 6

## GOVERNMENT PRINTING OFFICE

### REVOLVING AND OTHER FUNDS

#### STATEMENT OF SOURCES AND APPLICATION OF FUNDS

FISCAL YEAR ENDED JUNE 30, 1971

#### FUNDS WERE PROVIDED BY:

Printing and binding services performed (sch. 2)	\$202,011,292
Document sales to the public (sch. 2)	21,689,090
Sales of paper (sch. 2)	11,434,094
Appropriations:	
For congressional printing and binding	32,000,000
For the revolving fund	22,000,000
For the Superintendent of Documents	
\$12,236,000 plus reimbursements of	
\$481,948	12,717,948
Miscellaneous	<u>575,169</u>
Total funds provided	<u>302,427,593</u>

#### FUNDS WERE APPLIED TO:

Operating costs, less allowance for depreciation not requiring expenditure of funds	270,045,663
Payments to U.S. Treasury of income from publications sold (sch. 5)	11,098,293
Purchase of equipment	394,086
Unobligated funds returned to U.S. Treasury (sch. 3)	<u>65,848</u>
Total funds applied	<u>281,603,890</u>

INCREASE IN WORKING CAPITAL \$ 20,823,703

	<u>1971</u>	<u>1970</u>	<u>Increase or decrease(-)</u>
INCREASE IN WORKING CAPITAL:			
Fund balances with U.S. Treasury and cash	\$49,647,396	\$33,400,080	\$ 16,247,316
Accounts receivable and advances	67,870,796	62,419,800	5,450,996
Inventories	32,455,294	33,708,300	-1,253,006
Deferred charges	26,006	33,285	<u>-7,279</u>
			20,438,027
Less liabilities excluding employees' accrued annual leave, other funds	29,574,724	29,960,400	<u>-385,676</u>
Total			<u>\$ 20,823,703</u>

**APPENDIX**

# APPENDIX I

## PRINCIPAL OFFICIALS OF THE GOVERNMENT PRINTING OFFICE RESPONSIBLE FOR ADMINISTRATION OF ACTIVITIES DISCUSSED IN THIS REPORT

	<u>Tenure of office</u>	
	<u>From</u>	<u>To</u>
PUBLIC PRINTER:		
Harry J. Humphrey (acting)	Jan. 1972	Present
A. N. Spence	Apr. 1970	Jan. 1972
DEPUTY PUBLIC PRINTER:		
Harry J. Humphrey	Dec. 1970	Present
James W. Tew	Nov. 1969	Dec. 1970
COMPTROLLER:		
Herbert J. Thayer	July 1971	Present
Walter C. DeVaughn	May 1968	July 1971
ASSISTANT PUBLIC PRINTER (OPERATIONS):		
Leonard T. Golden (acting)	Feb. 1972	Present
Wallace L. Burton	Dec. 1970	Feb. 1972
ASSISTANT PUBLIC PRINTER (MANAGE- MENT AND ADMINISTRATION):		
W. H. Lewis (acting)	Nov. 1971	Present
Edwin R. Lannon	July 1971	Nov. 1971
Walter C. DeVaughn (acting)	Dec. 1970	July 1971
GENERAL COUNSEL:		
Walter C. DeVaughn	July 1971	Present

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