

**ANNUAL REPORT**

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**RECORDS  
MANAGEMENT  
PROGRAMS**

**Major Activities  
Fiscal Year 2001-2002**



California  
Department of General Services

**Dr. William J. Jefferds**  
Director

*Prepared by*



*Empowering Government with Services, Solutions and Customer Success*

# PROLOGUE

The records of California state government are an important resource for citizens and public officials. State records may provide proof of a particular action, contain evidence to protect the rights of individuals or the government, and provide decision support, which is valuable to the progress of state business. Whatever the content, records created and received in the course of government are significant to Californians.

Effectively managing the accumulation of state records requires a system of procedures, standards, and facilitative controls. Without efficient management, important data may become inaccessible. Volumes continue to increase until more expensive storage equipment and facilities are required. The long-term success of these systems is dependent on appropriate use of technology and accuracy of growth estimations.

Records Management is the professional management of information in the physical or electronic form of records. The life cycle extends from the time records are received or created, through processing and use, to placement in storage and retrieval systems until eventual elimination or permanent archival retention.

Records management emphasizes the value of knowledge and information as a resource. A structured approach to records creation, retention, and disposition yields faster retrieval of needed information. Faster and easier access frees personnel from searching for information and allows them to devote more time to essential tasks.

According to the World Resources Institute, an environmental organization in Washington D.C., global paper consumption has tripled over the past three decades and is expected to grow again by 50 percent before 2010. The scope of records management in California has evolved from dealing individually with uncontrolled growth to an area involving statewide laws, and greater information management responsibility for state agencies.

Regardless of the format, state records are as valuable now as they have ever been. Providing the principles and policies necessary to establish and administer a legal and efficient statewide records management program is essential to successful government. Proper control is the statutory responsibility of each state agency and especially the State of California Records Management Program as entrusted by the Legislature.

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## ACRONYMS USED

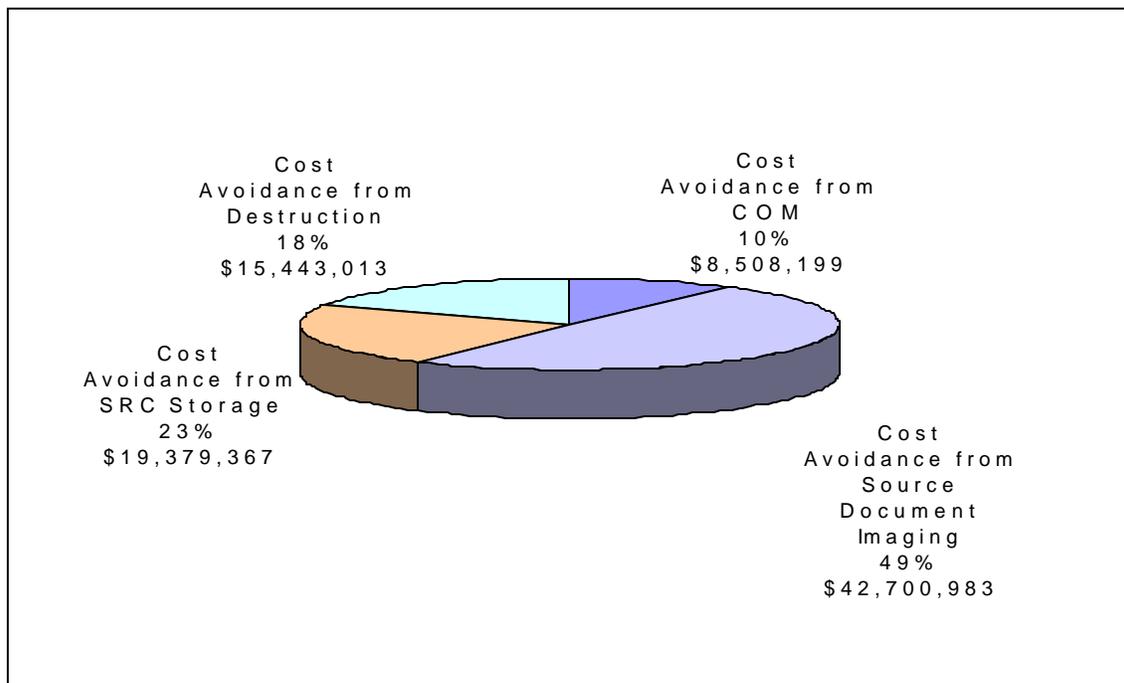
AIIM	Association of Information and Image Management
ARMA	Association for Information Management Professionals, formerly Association of Records Managers and Administrators
ASP	Application Service Provider
CalPERS	California Public Employees' Retirement System
CalRIM	California Records and Information Management Program
CAM	California Acquisitions Manual
CalTrans	California Department of Transportation
CD	Computer Disk
CIWMB	California Integrated Waste Management Board
COLD/ERM	Computer Output to Laser Disk/Enterprise Report Management
COM	Computer Output to Microfilm
DCA	Department of Consumer Affairs
DDC	Document Destruction Center
DGS	Department of General Services
DHS	Department of Health Services
DIR	Department of Industrial Relations
DMV	Department of Motor Vehicles
DOJ	Department of Justice
DTSC	Department of Toxic Substances Control
DVD	Digital Video Disk
EDD	Employment Development Department
ERM	Enterprise Report Management
FSR	Feasibility Study Report
GC	Government Code
ISO	International Standard Organization
MSA	Master Services Agreement
PD	Procurement Division
PIN	Procurement Information Network
RESD	Real Estate Services Division
RMA	Records Management Analyst
RMC	Records Management Coordinator
SCO	State Controller's Office
SPB	State Personnel Board
SRC	State Records Center
STO	State Treasurer's Office

# EXECUTIVE SUMMARY

The theme and purpose of this report is to provide the status of the records management program and to provide recommendations for improvement of the management of state records. This report documents savings and cost avoidance of over \$86 million for fiscal year 2001-2002, an increase over the 2000-2001 report (see Appendix D for the total cost avoidances). The statistics gathered this year show an increase in document conversion and imaging projects. The information provided by agency reports included significant imaging and document conversion activity. These statistics are a source of encouragement for both records and information technology professionals and reflect continuous migration from the paper to the paperless office.

Total cost avoidance/savings reflected in this report were calculated using four major categories: (1) Source Document Imaging; (2) Computer Output Microfilm; (3) State Records Center Storage; and (4) Records Destruction. Of the \$86 million in savings and cost avoidance, well over half was generated by ten agencies. Of those ten, four had savings in all major categories. Noteworthy are the increases in source document imaging by 50 percent and destruction of records by 279 percent. Both efforts reduce state information storage and retrieval costs.

Figure 1. 2001-2002 Cost Avoidance and Savings: \$86 million



Although numerous state agencies made significant advances in the areas of records and document management conversion and cost avoidance, the state of the records management program is one of graceful degradation. Twenty percent of state agencies did not submit reports. Those agencies that failed to submit are considered noncompliant with GC Section 14760, Article 5. (See Appendix C for a listing of agencies that failed to submit the required report.)

The agencies' records management programs as a whole were less active in both traditional records management and less aggressive in acting on issues of electronic records management, including taking all steps to protect their records and information. Although the role of the records manager is increasing in scope, due to limited resources many agencies have reduced staffing and level of staffing to the extent that the future of information in the form of records is increasingly at risk. (See Appendix B for expected responsibilities, duties, and abilities of the agency records manager.)

The volume of electronic records in California state government is growing exponentially. Rapid expansion in the implementation and use of e-mail systems, ease of downloading records from the Internet, and the continued trend to convert paper business forms to electronic, have significantly added to the creation of electronic records generated by state government. Newly emerging electronic records-keeping systems are vital to state government business. These systems are designed to provide efficient management techniques for receiving, creating, identifying, storing, accessing, and disposing of electronic government records.

### **Current and Future Outlook**

Although this report shows that the state progressed well in this field, the reality is that its future is uncertain. Since the period covered by this report, the CalRIM Program and most agency records management programs have experienced one of their worst setbacks since the enactment of the State Records Management Act in 1963. The effect of the state's budget crisis was felt by all state agencies with across-the-board hiring freezes, permanent personnel cuts, reduced spending, reduction of services, and a temporary moratorium on many state contracts. Adverse impacts include:

- The state's inability to purchase replacement or newly emerging electronic records-keeping systems to keep pace with the increase. The difficulty in upgrading/replacing aging or ineffective "information processing systems" with required "electronic records-keeping systems" may eventually result in the creation of more paper records than our existing government records storage facilities can handle. This is further aggravated when electronic records are created without the proper electronic records management system oversight.
- The need to halt new accessions of state records in September 2002 for the SRC and simultaneously the closure of the DDC to records not currently stored in the SRC. These events increased overall state costs for managing records estimated at 25 percent in storage costs with a 60 percent increase in cost for the destruction of confidential documents. (This estimate is based upon a survey of private facilities offering similar services.) The records storage and destruction cost avoidance gains reflected in this report are encouraging, but loss of momentum will occur if continued emphasis is not placed on effective records management and the values derived from document conversion technologies.
- A 42 percent reduction in staffing hours (18 percent from position reductions and 24 percent due to injured staff whose positions were not backfilled). An additional six percent of authorized positions were identified as surplus. The trend of these reductions is that the program is only able to deliver limited policy direction and resources, review of and training in the basic records and retention schedules, and three MSAs to facilitate agencies' proper records and document management.

Recommendations are identified in this report for agency heads and their programs, the DGS and its managers, and the Governor in respect to placing more emphasis on this vital program to mitigate these adverse impacts.

# RECORDS MANAGEMENT REQUIREMENTS AND ENVIRONMENT

## CalRIM's Current Statutory Requirements

The State Records Management Act, as contained in GC Sections 14740-14774, statutorily mandates the State of California Records Management Program. The program is located in the DGS PD and its program functions and responsibilities are described in Appendix A of this report.

The GC also requires the head of each agency to “establish and maintain an active, continuing program for the economical and efficient management of the records and information collection practices of the agency”.

The Director of the DGS through the Secretary of State and Consumer Services Agency provides this report annually to the Governor in conformance with the State Records Management Act. It describes the status and progress of programs established pursuant to the State Records Management Act and includes recommendations for improvement in the management of records in state government.

## The State's Business Environment

### Cost Avoidance

With the exception of a few years when the report was produced bi-annually, this report has been generated on an annual basis since 1962. The existing records management program was administratively established in 1961 and officially adopted in 1963 with the passage of the State Records Management Act (GC Sections 14740-14774).

Listed below are statistics covering the past two fiscal years. The information shows the growth and importance of records management activities within the State of California:

- The Annual Report for 1999-2000 was presented to Governor Gray Davis and documented a savings and cost avoidance of \$49.5 million, plus an unspecified amount for document management projects. Further reductions were realized by state agencies involved in migrating their data to the Internet as opposed to creating paper or COM.
- The 2000-2001 report was also presented to Governor Gray Davis and documented a savings and cost avoidance of nearly \$59 million. Record-high levels in cost avoidance from source document imaging, SRC storage and records destruction were reported. This fiscal year's continued increase in the statewide migration of data to electronic media was welcome news and hopefully the beginning of a healthy trend.

This Annual Report contains data supporting savings and cost avoidance of over \$86 million. This figure represents an increase over the 2000-2001 Annual Report. A

significant portion of the increase can be attributed to the reporting of DMV's Polaroid drivers' license and identification card images.

State agency cost avoidance computations for FY 2001-2002 were developed from various sources including the PIN system, contractor reports, and information supplied by the agencies on the Annual Microform-Electronic Document Management Activity Report, CalRIM Form 25.

### **Proper Retention of Records**

A review of state agencies' records management programs reveals that state agencies did not always apply or update their schedules as required. This includes meeting acceptable standards and requirements as outlined by the State Administrative Manual Chapter 1600, pertaining to records management, and CalRIM's Records Retention Handbook. Needless costs and risk during litigation can result from a state agency's inability to locate needed records in a timely manner. An additional consequence is that records scheduled for destruction are not promptly destroyed even though their legal or mandated life has expired. In either instance, the records involved can be subpoenaed during the pretrial discovery portion of a lawsuit.

A well-managed records retention program establishes the official timetable and the procedures for destroying records. The program ensures that an organization will not destroy records prematurely. Agency staff should destroy records systematically according to policy, thereby reducing the risk of inconsistent, reckless or personally motivated destruction of records. A sound records management program ensures compliance with the multitude of laws affecting records and the government programs they support. Compliance with the State Records Management Act allows agencies to deliver required products, goods, and services to the people of California.

### **Master Services Agreements for Records Management**

The Records Management Program facilitates the establishment of three MSAs. Use of the Masters and CMAS programs should be maximized by agencies with the goal being acquisition of "the best buy for the State of California." Work started on the revision of the Master Services Agreement that will provide consulting services for document management, document imaging, electronic workflow, capture subsystems software, electronic forms, database management, record center management, records information management software, computer output to laser disk, enterprise report management, and disaster preparedness.

The revised MSA will offer some new and advanced technologies that will further facilitate the task of managing state records. Also under revision is the MSA that is designed to assist agencies in the document conversion process. This MSA is becoming increasingly popular as state agencies become cognizant of the advantages of converting paper records to electronic form.

# AGENCY ACCOMPLISHMENTS

## Top Ten Agencies in Cost Avoidance

Program managers continued to strive for cost avoidance within their respective agencies. Each are commended for their efforts and significant advances in the areas of records management and document conversion.

The following are the top ten agencies in cost avoidance. Their combined cost avoidance was in excess of \$63 million. The savings were generated as a result of adherence to approved records retention schedules and the agencies' successful transition from traditional paper records to more manageable electronic and magnetic solutions.

### Department of Motor Vehicles (DMV)

The DMV was recognized as the leader over all other state agencies in cost savings. Their total cost avoidance amounted to approximately \$10.8 million. The DMV led in the production of roll-microfilm and electronically produced images. It is noteworthy that their Micrographics Unit continues to produce thousands of high-resolution images of drivers' license and vehicle registration transactions. The technical and supervisory staff of this small unit are applauded for their ability to successfully operate and maintain aging rotary cameras, film duplicators and film development systems. This unit has been the DMV's imaging mainstay for the past 23 years. The department is now transitioning into more advanced automated systems that allow customers to transact their motor vehicle business over the Internet. Adding to the myriad of services offered by the department is their Polaroid drivers' license production contract, which produced over five million customer photos during the period covered by this report.

### State Treasurer's Office (STO)

The STO ranked second in the top ten agencies with approximately \$9.8 million in cost avoidance. The office produced well over 152 million images during the reporting period. After negotiations with the EDD Benefit Accounting Group, a new processing program was implemented in January 2002, for the EDD Unemployment and Disability Insurance checks. The new program eliminated the daily microfilming of checks and implemented a new process of receiving daily queries from EDD and transmitting their requests electronically. Item processing includes check research through the Image Depot System and transmission of data and check image requests. Images are saved and stored daily on DVD for archival history.

### Department of Transportation (CalTrans)

CalTrans ranked third with a cost avoidance of approximately \$9 million. The major accomplishments of this department were reflected in the areas of document conversion, records storage, records management, and electronic forms. The department avoided office storage costs by maximizing use of the services offered by the SRC and the DDC. Much of the credit for the department's records and forms management successes can be directly attributed to the efforts of its RMC. It was encouraging to note that each of the

26 reporting programs were involved in ongoing purge efforts to ensure compliance with records retention schedules.

### **Department of Justice (DOJ)**

The DOJ ranked fourth with approximately \$7.5 million in cost avoidance. The majority of the cost savings was derived from the use of microfilm, optical and CDs in lieu of paper documentation. The Firearms Division placed their registration form on the Internet, which reduced the volume of paper records. They are also in the process of purchasing an additional microfiche camera, which will eliminate paper versions of the records involved.

### **Department of Consumer Affairs (DCA)**

The DCA ranked fifth with approximately \$5.8 million in cost avoidance through savings derived from efficient records management. The majority of their cost savings came from the conversion of paper documents to CD format. Over 1,380,000 documents were scanned. The department also saved money by transferring approximately 290 cubic feet of paper records from department storage to the SRC.

### **Department of Toxic Substances Control (DTSC)**

The DTSC ranked sixth with approximately \$4.7 million in cost avoidance. Approximately 2 million microfilm images were captured on film, and 1.75 million images were recorded on CD. This department was also active in other areas of records management. Eighty-six cubic feet of inactive records were transferred to the SRC, 53 cubic feet were sent to the California State Archives, and almost 1,400 cubic feet of obsolete records were destroyed. As in other top achievers, the Department's Records Management Coordinator played a major role in the agency's cost avoidance.

### **Public Employees Retirement System (CalPERS)**

CalPERS ranked seventh with approximately \$4.6 million in cost avoidance. Approximately 13 million microform images were captured during the period covered by this report. CalPERS was also heavily involved in a large back-file conversion project involving all member records. Approximately 51.2 million images were recorded in support of this effort. CalPERS staff are now using their new document management system to retrieve imaged documents. The next automated phase will begin a new CalPERS project known as "Business Solution Workflow." This new system will leverage image technology to develop and implement workflow for select business processes. A new Records Management Unit was established which provides document management policy, records retention advice, and records management consulting service.

### **Department of Health Services (DHS)**

The DHS ranked eighth with approximately \$4.2 million in cost savings. The majority of these savings were derived from the document conversion process. Approximately 16 million images were electronically produced while another 3.6 million were produced in microforms. As evidenced by the 34 records retention schedules revised during the year, the DHS continues to stress the importance of maintaining current retention schedules. Consistent and diligent records appraisal habits resulted in the destruction of over 2,000 cubic feet of non-current records. Adherence to records retention schedules also resulted in the transfer of approximately 2,300 cubic feet of semi-active records to the SRC.

### **Department of Industrial Relations (DIR)**

The DIR ranked ninth with approximately \$3.8 million in cost savings. The majority of cost savings was derived through the transfer of semi-active appeal files from expensive DIR space to less costly SRC storage. Approximately 147,000 cubic feet of workers compensation appeals files are presently stored at the SRC.

### **State Controller's Office (SCO)**

The SCO ranked tenth with a total of approximately \$3.1 million in cost savings. The majority of the cost avoidance was generated as a result of the use of COM, source document imaging, destruction of noncurrent records, and storage of records at the SRC in lieu of more expensive agency storage.

## Source Document Imaging

Source document imaging is the process of scanning documents and storing them electronically on optical disk, magnetic disk, or microforms in lieu of paper records storage. The use of images in lieu of printed pages permits the legal destruction of the original source documents, greatly reducing storage costs. Properly certified reproductions are deemed to be original public records for all purposes, including introduction in courts of law and state agencies (GC Section 14756). As an additional benefit, less time is devoted to searching through paper files, lowering personnel costs and improving customer satisfaction.

The DGS CalRIM assists government agencies in streamlining their contracting processes by helping to implement imaging services through the use of MSAs. These agreements and resultant contracts are designed to meet the individual needs of customers. CalRIM offers three MSAs that provide a wide variety of services that may be used by state and local agencies.

- **Document Conversion Services (MSA 6017).** This MSA provides document conversion services to convert paper documents to electronic format, paper documents to micrographic form, and micrographic images to electronic formats.
- **Records Management Consulting and Document Imaging/Workflow Project FSR Services (MSA 9017).** This MSA provides records management consulting, and imaging services for small, medium, and large workgroups.
- **Imaging, Workflow, Document Management, Project Implementation/Integration Services and Related Software (MSA 6033).** This MSA provides software and implementation services for electronic document imaging, electronic document management, electronic workflow, physical document management/tracking, computer output to laser disk, database electronic forms, document data capture, and supporting services (programming, integration, installation, training and maintenance).

Some of the larger state agencies, such as the DMV and DWR, perform their own imaging, workflow, document management, and data capture/text retrieval. In the past, these self-reliant agencies allowed other state entities to utilize their imaging services by entering into separate support agreements. Due to the increased popularity of MSA and CMAS contracting, the practice of one agency supporting another is on the wane.

As shown in the chart below, estimates for savings and cost avoidances for fiscal year 2001-2002 for Source Document Imaging were nearly \$43 million.

FIGURE 2. COST AVOIDANCE FOR SOURCE DOCUMENT IMAGING

Agency	Cost Avoidance for Source Document Images
Treasurer, State	\$9,703,289
Motor Vehicles, Department of	8,545,400
Toxics Substances Control, Department of	4,644,629
Consumer Affairs, Department of	4,411,794
Justice, Department of	4,367,325
Public Employees Retirement System	3,850,036
Health Services, Department of	1,204,157
Housing and Community Development, Dept. of	1,116,000
Corporations, Department of	991,745
Student Aid Commission, California	681,780
<b>Total for the Top Ten</b>	<b>\$39,516,155</b>
<b>All Other Agencies</b>	<b>\$3,184,828</b>
<b>Total for All Agencies</b>	<b>\$42,700,983</b>

NOTE: The number of images was calculated by dividing the price of each MSA contract by \$0.0267, the cost per image found in one of the MSA supplier catalogs. The cost avoidance was calculated by multiplying the number of images by \$0.06.

NOTE ALSO: The \$6 million increase over last year's report is due to the DMV's reporting of photos captured as a result of their Polaroid contract. These photos were not included in the previous year's report.

## Computer Output to Microfilm (COM)

COM is the process of recording data from computer recorded electronic images onto microfiche in lieu of printing the same data in paper format. This method results in cost reduction through hard dollar savings in the computer room, improved staff efficiency, reduction in paper costs, reduced mailing and distribution costs, reduced data retrieval time, improved file integrity, vital records protection and faster client response time. State-of-the-art media such as optical disk, compact disk, digital visual display, computer output to laser disk, and enterprise report management are gradually taking over the niche previously dominated by computer output microfilm. Much of the hesitance to migrate to electronic or magnetic systems can be attributed to high initial investment costs, risks involved in migration, training complexities, and lack of technical skills at the department level. As detailed below, COM estimated cost avoidance for FY 2001-2002 is \$8.5 million.

FIGURE 3. COST AVOIDANCE FOR COM

Agency	COM Pages	Cost Avoidance for COM
Transportation, Department of	51,199,468	\$2,250,217
Motor Vehicles, Department of	44,740,978	1,966,366
Controller, State	37,384,477	1,643,048
Consumer Affairs, Department of	20,353,912	894,554
Lottery Commission, California State	20,225,981	888,932
Public Employees' Retirement System	7,014,978	308,308
Personnel Board, State	3,547,019	155,891
Justice, Department of	2,665,302	117,140
Equalization, State Board of	2,311,789	101,603
Treasurer, State	1,402,740	61,650
Corrections, Department of	1,120,500	49,246
Secretary of State	746,795	32,822
Youth Authority, Department of the	319,485	14,041
Education, Department of	231,387	10,169
General Services, Department of	163,268	7,176
Teachers' Retirement System, State	120,911	5,314
Forestry and Fire Protection, Department of	34,931	1,535
Parks and Recreation, Department of	4,232	186
<b>Total COM for All Agencies</b>	<b>193,588,153</b>	<b>\$8,508,198</b>

NOTE: Cost avoidance is based on Stephen P. Teale Data Center costs and is the difference between printing a page on paper at \$0.044 and producing microfiche (COM) at \$0.00005 per page which equals a \$.04395 savings. Additionally, costs are avoided in bursting, handling, and mailing of paper forms.

## State Records Center (SRC) Records Storage

The DGS SRC provides California government with a total storage capacity of 1,057,000 cubic feet of records. This is the equivalent of 2.1 billion paper documents. The SRC is the largest state records center in the nation. The operation is divided into two separate facilities located in West Sacramento. Combined, the two facilities provide a total of 259,000 square feet of floor space.

FIGURE 4. TOP TEN STATE AGENCIES IN COST AVOIDANCE FOR STORAGE

Agency	Storage in cu ft at SRC	Cost Avoidance for Storage
Industrial Relations, Department of	146,872	\$3,837,765
Justice, Department of	106,427	2,780,938
General Services, Department of	79,432	2,075,558
Controller, State	51,607	1,348,491
Health Services, Department of	36,951	965,530
Social Services, Department of	34,992	914,341
Transportation, Department of	34,445	900,048
Employment Development Department	30,033	784,762
Corrections, Department of	21,891	572,012
Consumer Affairs, Department of	19,268	503,473
<b>Total for the Top Ten</b>	<b>561,918</b>	<b>\$14,682,918</b>
<b>Totals Not Including the Top Ten Agencies</b>	<b>179,734</b>	<b>\$4,696,449</b>
<b>Total for All Agencies</b>	<b>741,652</b>	<b>\$19,379,367</b>

NOTE: Office storage costs without staffing are estimated at \$27.32/cu. ft. based on office space figures provided by the DGS RESD and includes average shelving costs. Storage in the SRC costs \$1.19/cu. ft. using the same conditions. This is a cost avoidance of \$26.13/cu. ft.

## Destruction of State Records

The destruction of state records increased by 279 percent during FY 2001-2002. This huge increase is a result of increased emphasis on entry-level records management training and properly applying records retention instructions. The timely disposal of state records saves costs and reduces the threat of litigation. Destruction may be handled internally by the agency, contracted to a commercial provider, or by using the services offered by the DDC. Retention schedules provide instructions on the length of time records are maintained in office areas, departmental storage areas, and the SRC. The schedules also provide the legal basis for agencies to retain, transfer, and destroy records. The amount of records destroyed by agencies has increased from previous years; however, in some cases agencies continue to store records that are eligible for destruction. This practice is legally hazardous and an indication that records retention schedules are not consistently applied. Please note: "Confidential" destruction as performed by the DDC is not collected separately, but may not be part of this increase since the records destroyed at the DDC did not increase.

The chart below shows the top ten agencies in cost avoidance from all forms of destruction.

FIGURE 5. TOP TEN AGENCIES IN COST AVOIDANCE FOR DESTRUCTION

Agency	Cost Avoidance for Destruction
Transportation, Department of	\$5,428,418
Social Services, Department of	2,076,017
Health Services, Department of	2,049,069
Corrections, Department of	1,729,377
California Highway Patrol, Department of the	1,072,996
Employment Development Department	577,355
Equalization, State Board of	372,811
Mental Health, Department of	237,790
Teale Data Center, Stephen P.	221,920
Education, Department of	197,755
<b>Total for the Top Ten</b>	<b>\$13,963,508</b>
<b>All Other Agencies</b>	<b>\$1,479,505</b>
<b>Total for All Agencies</b>	<b>\$15,443,013</b>

**NOTE:** These amounts include three categories of records: (1) records destroyed, previously held in office space; (2) records destroyed, previously held in departmental storage; and (3) agencies' records destroyed, previously stored at the SRC. The amount shown for (1) is based on the cost of office storage @ \$27.32/cu. ft. calculated from RESD's space costs and the CalRIM estimate for filing equipment costs from market prices. For (2), where agencies destroy records that were in their departmental storage (other than office space), the amount is based on \$1.69/cu. ft., calculated from RESD's space costs including the CalRIM filing equipment costs. For (3), the amount is determined using SRC's billing rate of \$3.50/cu. ft. for destruction of records stored in their facility. This amount also includes staffing costs that were not available for the other two storage categories.

## Document Destruction Center (DDC)

The DDC is an organizational part of the CalRIM Program. The DDC staff shreds confidential material that includes paper of all types and plastic (e.g., computer tapes and diskettes, microfiche, microfilm, and videos). This recycle activity is performed under agreement with the CIWMB. The CIWMB has statutory authority for recycling.

The DDC annually destroys approximately 3,000 tons of confidential paper records. The shredded computer and office-quality paper are sold to recycling companies. In fiscal year 2001-02, the sales generated \$438,000 in added income. This recycling effort avoided placing paper in a landfill.

Staff shortages caused elimination of the swing shift and affected DDC services in 2001-02. Due to the staff reduction, it was necessary for the Director DGS to send a memorandum to all departments advising that the DDC would not accept records for destruction after September 2002 unless they were stored in the SRC. This resulted in departments seeking vendors to destroy their confidential records and paying a significant service fee. State costs increased. Based on vendor pricing, the table below shows a comparison of DDC versus the private sector costs. The table displays the DDC fee and income from paper bale sales. It also displays the cost if the private vendor were to destroy the 3,000 tons of paper recycled annually off-site or by mobile on-site destruction.

FIGURE 6. ESTIMATED COST TO STATE USING DDC VS. PRIVATE VENDORS

	<b>DDC</b>	<b>Off-Site Vendor</b>	<b>Mobile Vendor</b>
Fee per pound	\$0.08	\$0.145	\$0.36
Cost Difference in DDC fee		<b>80%</b>	<b>350%</b>
<b>Estimated additional expense to state</b>	\$480,000	\$870,000	\$2,160,000
<b>FY 2001-02 Income from Bale Sales</b>	<b>\$438,000</b>	<b>0</b>	<b>0</b>
<b>Net Cost to the state</b>	<b>\$42,000/yr.</b>	<b>\$870,000/yr.</b>	<b>\$2,160,000/yr.</b>

Many agencies chose the mobile alternative. Those agencies electing to destroy their confidential material at their contract vendors' facilities are required to provide a state-employee witness to observe the destruction process as it takes place. An important advantage of using the DDC is that state employees actually perform the destruction, thus satisfying the state-employee witness requirement at no additional cost to the customer.

## State Records Holdings

The total state records holdings of paper records was approximately 3.8 million cubic feet of records (see Appendix C). In an effort to describe the overall status and progress of all records management programs in state government, with 20 percent of the agencies not reporting, CalRIM compared the statistical characteristics of the 80 percent that did report and arrived at an estimated calculation for records holdings. Electronic information was also gathered from control agencies.

# RECOMMENDATIONS

## Commentary

Agency secretaries and departmental heads need to continue their commitment to protect their state information.

## Specific Recommendations For State Agencies

- State agencies must make a top-management commitment to support an aggressive ongoing records and information management program. The current state of affairs makes it absolutely imperative.
- To meet the statutory requirements, state agencies' top management must staff their records program to ensure compliance with the records management program. Details of general duties are found in Appendix B.
- State agencies' training officers should include records management in the orientation of all new employees. State agencies should also periodically update their staff with information on the purpose of records management and its related functions. This will ensure that personnel at all levels know the program functions and the employees' responsibilities.
- With the rapid pace of technology, state agencies' managers must ensure that records management policy includes a realistic migration path for long-term automated records. This will ensure that long-term records can be accessed with current software and hardware. It also assures that the correct media is used for each record series. The established migration path needs to be periodically reviewed to ensure that it is keeping pace with advancements in technology.
- State agencies' top management should solicit input of their records management staff as partners in new information technology projects.

# APPENDICES

## **Appendix A – The State of California Records Management Program**

### **Program Description**

**Mission** <sup>3</sup>/<sub>4</sub> To assist state agencies in resolving their records management issues, enhancing program awareness and services, and streamlining their business processes through development of state-of-the-art information technology and records management projects.

**Vision** <sup>3</sup>/<sub>4</sub> Empower government optimization of various records media, facilitating a records solution that balances needs and resources. Strive to develop the full potential of staff to meet the expectations of our customers through quality, timely, effective, and efficient services for information and records management. Lead the way for other states and local governments to improve the status quo.

The CalRIM (State Records Program) has two main functions:

- Establishes guidelines for state agencies to manage their records programs, including the management of electronic records and imaging technology. The program provides MSAs and training to streamline the contracting process for records and imaging technologies and consultation, and other services to help customers establish and maintain effective records programs. CalRIM also reviews and maintains all state agency Records Retention Schedules.
- Offers low-cost storage for semi-active, inactive and vital records, and provides destruction of confidential records, including plastic items.

### **Statutory Requirements and Program Responsibilities**

The State Records Management Act contained in GC Sections 14740-14774 describes the duties and responsibilities of the Director of the DGS, the Secretary of State, the California State Archives, and state agencies in managing the state's records. Within the DGS, the PD has been assigned the overall responsibility for development and coordination of the State's Records Management Program. Within PD, the CalRIM Program is responsible for the direct administration of the State of California Records Management Program.

The Director of the DGS is required to: "Establish and administer, in the executive branch of government, a records management program which will apply efficient and economical management methods to the creation, utilization, maintenance, retention, preservation, and disposal of state records".

The DGS is mandated to oversee the management of state records and to establish policies necessary for the efficient operation of the statewide records management program. The DGS, through the CalRIM Program, also acts as a consulting body to assist state agencies in carrying out the policies.

As stated in the GC Section 14746, the duties of the Director of the DGS shall include but not be limited to:

- Establishing standards, procedures, and techniques for effective management of records;
- Providing appropriate protection for records designated by state agencies as essential to the functioning of state government in the event of a major disaster; and
- Obtaining from agencies' reports required for the administration of the program.

The CalRIM program provides complete training and consultation services. It provides MSAs to speed contracting in the area of records management. Specialized services are also provided in electronic records management, a forum on Imaging and Records Management, records management technologies, program updates, a Records Management Customer Council, and scheduled agency records management meetings that inform, clarify, share, and discuss program policies, procedures, concerns and issues.

The CalRIM also administers the SRC and DDC. Records accession and destruction services are provided to state agencies for records stored at the SRC. Destruction services of confidential records are provided by the DDC.

The SRC provides low-cost storage, security, protection, processing, and servicing of semi-active and inactive records. It is located in two facilities in West Sacramento with the potential for over one million cubic feet of storage capacity. The SRC manages and provides confidential document destruction services, including plastic (e.g., computer tapes and disks, video and audio tapes, microfilm and microfiche, etc.), which helps facilitate the Paperwork Reduction Act. A vital records vault is provided by contract with a private firm and serves as a microfilm and essential record storage facility to be used in case of operational recovery after a major disaster.

As statutorily required, all agencies must conform to records preservation requirements as reflected in approved and current records retention schedules when disposing of, or erasing, electronic media that store the only copy or the official copy of the record. All executive branch agencies are statutorily required to participate in the State's Records Management Program.

## **Appendix B – Role of Agency Records Managers**

### **State Agency’s Management Responsibility**

Each agency is required to have a records management manager (and an assistant or back-up). The appointment is made by the head of each agency, in writing and submitted to the state’s Records Management Program, DGS. Announcement of this appointment should be disseminated throughout the agency so all are aware of this individual’s position, role, and responsibility regarding the agency-wide records management program. The main functions require support by the state agency’s executive management.

The records management manager functions as the liaison between the State’s Records Management Program, the California State Archives, and the respective agency. The role is to manage and/or coordinate the records activity of the agency.

The effective discharging of the responsibilities and functions are critical to ensure statutory compliance. It ensures that the agency establishes and maintains an active, continuing program for the economical and efficient management of all records and information collection practices, regardless of the media.

As outlined in the California Records and Information Management Manual, the following are required to manage an effective agency-wide enterprise records management program:

### **State Agency’s Records Manager Duties and Abilities**

#### **Duties and Responsibilities**

SAM Section 1611 requires the agency coordinator to:

- Send all reports to CalRIM. These include, but are not limited to, the “Annual Progress Report on Records Management”.
- Dispose of, or recycle, obsolete records in accordance with approved and current Records Retention Schedules;.
- Transfer the custody of records appropriately when a program or function is discontinued.

Administer the records management program within the agency.

Establish, maintain, and update a knowledge base of the agency records management program, including procedures, handbooks, retention schedules, agency training materials and presentations.

Ensure policy adherence to the agency’s records retention schedule.

Coordinate and undertake more complex records-keeping activities, to include document management projects, selection and implementation of records management software, and support of information technology projects.

Conduct or oversee the preparation and maintenance of the agency records retention schedule program, including the inventory of all agency records.

Research and analyze complex issues, prepare related documentation including policies, procedures, guidelines, training materials, statistics and reports, and make practical recommendations.

Approve documentation for transfer of records to the SRC, the California State Archives and departmental or private storage.

Originate and/or approve all requests to dispose of state records or to transfer records to the California State Archives as designated by an approved records retention schedule (agency's official policy).

Attend quarterly records management staff meetings and training and information classes offered by the State's Records Management Program.

Orient new staff and provide periodic training in the records management functions to agency staff.

Develop and implement best practice records-keeping processes and practices within the agency.

Monitor and maintain records-keeping standards within the agency including user education.

### **Knowledge and Abilities**

Knowledge and understanding of records-keeping principles and processes and their application in the context of:

- Agency policy, legislation and standards for records-keeping management including electronic records;
- Best practice in records-keeping and information management; and
- The structure and workings of government.

Interpersonal and oral and written communication skills including the ability to communicate effectively with internal and external customers and to represent the agency.

Ability to interpret and apply operational procedures and to monitor and maintain standards.

Ability to prepare complex reports.

Management ability, including project management skills and the ability to brief senior management on records management issues and/or concerns.

A desirable qualification is professional membership or qualification for professional membership of ARMA International and AIIM International.

## Appendix C – State Records Paper Holdings

This chart represents the total records holdings as reported by state agencies. At the end are the cost avoidance figures from storage of records in the SRC as opposed to storage in office space. Holdings are in cubic feet. A cubic foot holds approximately 2,500 sheets of paper.

Agency	No Rpt *	Storage				Cost Avoidance by Storage in SRC
		Cu. Ft. In Office	Cu. Ft. In Dept.	Cu. Ft. in the SRC	Total Cubic Feet	
Administrative Law, Office of		470			470	
Aging, California Commission on	X	121			121	
Aging, Department of		1,722	294	163	2,179	4,259
Agricultural Labor Relations Board	X	4,408	864	554	5,826	14,476
Air Resources Board		8,000		3,646	11,646	95,270
Alcohol & Drug Programs, Department of		2,186		1,211	3,397	31,643
Alcoholic Beverage Control Appeals Board		114		24	138	627
Alcoholic Beverage Control, Department of		8,063		40	8,103	1,045
Arts Council, California	X	976	134	63	1,173	1,646
Boating & Waterways, Department of		2,943	5,360		8,303	
Business, Transportation & Housing Agency		264		289	553	7,552
California Energy Commission		9,168		1,453	10,621	37,967
Calif. Environmental Protect. Agency, Office of Secretary	X	120		99	219	2,587
California Exposition & State Fair	X	1,238	2,006		3,244	
California Highway Patrol, Department of the		28,898	13,915	1,732	44,545	45,257
California Integrated Waste Management Board		4,238		108	4,346	2,822
California Maritime Academy	X	2,288	618	1	2,907	26
California Occup. Information Coord. Committee		23			23	
California Trade & Commerce Agency	X	738	240	1,080	2,058	28,220
Child Development Policy Advisory Committee		4			4	
Child Support Services, Office of		2,540		1,963	4,503	51,293
Chiropractic Examiners, Board of		128		265	393	6,924
Coastal Commission, California	X	24,564	14,778	4,631	43,973	121,008
Coastal Conservancy, State		1,174	893	12	2,079	314
Colorado River Board of California	X	637			637	
Community Colleges	X	3,776	406	328	4,510	8,571
Community Services & Development, Dept. of		810		1,163	1,973	30,389
Conservation Corps, California		4,886	2,691		7,577	
Conservation, Department of		12,254		3,005	15,259	78,521
Consumer Affairs, Department of		6,650		19,268	25,918	503,473
Controller, State		20,010	2,785	51,607	74,402	1,348,491
Corporations, Department of		3,595	7,630	1,052	12,277	27,489
Corrections, Board of		328		407	735	10,635
Corrections, Department of		352,623	62,453	21,891	436,967	572,012
Criminal Justice Planning, Office of	X	2,219		400	2,619	10,452
Debt & Investment Advisory Commission, California		358		281	639	7,343
Developmental Services, Department of		26,576	7,650	791	35,017	20,669
Education, Department of		32,860		3,838	36,698	100,287
Educational Facilities Authority, California		101			101	
Emergency Medical Services Authority		405			405	
Emergency Services, Office of		7,141		1,667	8,808	43,559

Agency	No Rpt *	Storage				Total Cubic Feet	Cost Avoidance by Storage in SRC
		Cu. Ft. In Office	Cu. Ft. In Dept.	Cu. Ft. in the SRC			
Employment Development Department		84,050		30,033	114,083	784,762	
Environmental Health Hazard Assessment, Office of	X	38,166	2,320	56	40,542	1,463	
Equalization, State Board of		56,733	4,243	5,177	66,153	135,275	
Fair Employment & Housing Commission		241	46		287		
Fair Employment & Housing, Department of		1,696	2,107	583	4,386	15,234	
Fair Political Practices Commission		779		928	1,707	24,249	
Finance, Department of		8,485		898	9,383	23,465	
Financial Institutions, Department of		5,015		1,057	6,072	27,619	
Fish & Game, Department of		21,940	8,974	4,146	35,060	108,335	
Fish & Game Commission		214	139		353		
Fish & Game, Wildlife Conservation Board		240			240		
Food & Agriculture, Department of		10,587	1,785	279	12,651	7,290	
Forestry & Fire Protection, Department of		6,342	2,551	2,206	11,099	57,643	
Franchise Tax Board		26,741	336,552	1,411	364,704	36,869	
General Services, Department of		63,231	1,296	79,432	143,959	2,075,558	
Governor's Office	X	925	324		1,249		
Health & Human Services Data Center		4,100			4,100		
Health Facility Finance Authority, California		420			420		
Health Services, Department of		62,526		36,951	99,477	965,530	
High Speed Rail, Department of		23		7	30	183	
Horse Racing Board, California		332	90	35	457	915	
Housing & Community Development, Dept. of		6,000		2,042	8,042	53,357	
Housing & Finance Agency, California	X	3,066		5,155	8,221	134,700	
Indust. Develop. Financing Advisory Comm., Calif.		10	29	103	142	2,691	
Industrial Relations, Department of	X	276,228	1,407	146,872	424,507	3,837,765	
Insurance, Department of		23,327	10,076	4,942	38,345	129,134	
Justice, Department of		174,850	6,314	106,427	287,591	2,780,938	
Law Revision Commission, California	X	72	80		152		
Library, California State	X	1,329	2,870	100	4,299	2,613	
Lieutenant Governor, Office of the	X	325	32	12	369	314	
Lottery Commission, California State		2,700	7,655		10,355		
Managed Health Care, Department of		2,029		2,092	4,121	54,664	
Managed Risk Medical Insurance Board		84		25	109	653	
Mandates, Commission on State		180	20	202	402	5,278	
Medical Assistance Commission, California		265		24	289	627	
Mental Health, Department of		52,236	24,018	3,528	79,782	92,187	
Military Department		8,268	2,700	1,956	12,924	51,110	
Motor Vehicles, Department of		52,772	88,893	6,274	147,939	163,940	
Museum of Science & Industry, California		200			200		
Native American Heritage Commission	X	103		6	109	157	
New Motor Vehicle Board	X	520			520		
Organization & Economy, Comm. on Calif. St. Gov't.		191		11	202	287	
Osteopathic Examiners, Board of	X	164		84	248	2,195	
Parks & Recreation, Department of		23,342	4,165	3,790	31,297	99,033	
Peace Officers Standards & Training, Commission of	X	253		492	745	12,856	
Personnel Administration, Department of		848		1,756	2,604	45,884	
Personnel Board, State		42,870		335	43,205	8,754	

Agency	No Rpt *	Storage				
		Cu. Ft. In Office	Cu. Ft. In Dept.	Cu. Ft. in the SRC	Total Cubic Feet	Cost Avoidance by Storage in SRC
Pesticide Regulation, Department of		6,610	406	498	7,514	13,013
Planning & Research, Office of	X	1,811	1,710	22	3,543	575
Pollution Control Financing Authority			282	33	315	862
Postsecondary Education Commission		644			644	
Prison Industry Authority		1,446	1,843		3,289	
Prison Terms, Board of		786		13	799	340
Public Defender, State		4,628	393	1,942	6,963	50,744
Public Employees' Retirement System		10,381		15,344	25,725	400,939
Public Employment Relations Board		391	39	926	1,356	24,196
Public Utilities Commission		27,260	4,364	7,137	38,761	186,490
Real Estate Appraisers, Office of		610	57	354	1,021	9,250
Real Estate, Department of		9,255	1,684	13,496	24,435	352,650
Rehabilitation, Department of			22,901	4,392	27,293	114,763
Resources Agency		514		213	727	5,566
San Francisco Bay Conservancy & Dev. Comm.		1,480			1,480	
Santa Monica Mountains Conservancy	X	2,645		19	2,664	496
Scholar Share Investment Board		59			59	
Secretary of State		6,666		4,752	11,418	124,170
Seismic Safety Commission		134		89	223	2,326
Social Services, Department of		22,829		34,992	57,821	914,341
State & Consumer Services Agency		384		103	487	2,691
State Lands Commission		14,282		2,925	17,207	76,430
Statewide Health Planning & Development, Office of		14,385	102	13,037	27,524	340,657
Status of Women, Commission on the		486			486	
Student Aid Commission, California		2,934	450	2,736	6,120	71,492
Tax Credit Allocation Commission				1,176	1,176	30,729
Teacher Credentialing, Commission on		1,309	143	3,065	4,517	80,088
Teachers' Retirement System, State		2,074		1,884	3,958	49,229
Teale Data Center, Stephen P.		1,555			1,555	
Toxic Substances Control, Department of		32,001		2,199	34,200	57,460
Traffic Safety, Office of	X	738	240		978	
Transportation, Department of		460,526	14,752	34,445	509,723	900,048
Treasurer, State		3,812	6,195	471	10,478	12,307
Veterans Affairs, Department of		830		4,059	4,889	106,062
Veterans Home of California	X	9,272	707	286	10,265	7,473
Victim Comp. and Government Claims Board, Calif.		2,100	3,352	6,702	12,154	175,123
Water Resources Control Board, State		36,299	18,782	6,162	61,243	161,013
Water Resources, Department of		41,898		1,934	43,832	50,535
Youth & Adult Correctional Agency				42	42	1,097
Youth Authority, Department of the		24,458		3,745	28,203	97,857
Youthful Offender Parole Board		37			37	
<b>Total Cubic Feet</b>		<b>2,392,164</b>	<b>709,805</b>	<b>741,652</b>	<b>3,843,621</b>	<b>\$19,379,367</b>
<b>Cost of records stored at SRC if stored in the office @ \$ 27.32 =</b>				<b>\$20,261,933</b>		
<b>Cost of the same records stored at the SRC @ \$1.19 =</b>				<b>\$882,566</b>		
<b>Cost Avoidance by storing at the SRC =</b>				<b>\$19,379,367</b>		

Note: The X indicates the agency did not submit data this year. The figures were calculated using the last known valid submittal plus 15%.

## Appendix D – Cost Avoidance Calculations

Agency	COM	Source Document Imaging	Storage	Destruction	Total Cost Avoidance
Motor Vehicles, Department of	\$1,966,366	\$8,545,400	\$163,940	\$104,950	\$10,780,656
Treasurer, State	61,650	9,703,289	12,307	19,788	9,797,035
Transportation, Department of	2,250,217	449,438	900,048	5,428,418	9,028,121
Justice, Department of	117,140	4,367,325	2,780,938	195,008	7,460,411
Consumer Affairs, Department of	894,554	4,411,794	503,473	35,172	5,844,993
Toxic Substances Control, Department of		4,644,629	57,460	20,583	4,722,672
Public Employees' Retirement System	308,308	3,850,036	400,939	20	4,559,303
Health Services, Department of		1,204,157	965,530	2,049,069	4,218,755
Industrial Relations, Department of			3,837,765	75	3,837,840
Controller, State	1,643,048	92,144	1,348,491	37,536	3,121,219
<b>Total for the Top Ten Agencies</b>	<b>\$7,241,283</b>	<b>\$37,268,212</b>	<b>\$10,970,891</b>	<b>\$7,890,619</b>	<b>\$63,371,005</b>

Aging, Department of			4,259	28,446	32,705
Agricultural Labor Relations Board		7,416	14,476	57	21,949
Air Resources Board			95,270	7,903	103,173
Alcohol & Drug Programs, Department of			31,643		31,643
Alcoholic Beverage Control Appeals Board			627		627
Alcoholic Beverage Control, Department of			1,045	19,698	20,743
Arts Council, California			1,646	26,967	28,613
Boating & Waterways, Department of		80,000		437	80,437
Business, Transportation & Housing Agency			7,552		7,552
California Energy Commission			37,967		37,967
Calif. Envir. Protection Agency, Office of Secretary			2,587	156	2,743
California Highway Patrol, Department of the		16,575	45,257	1,072,996	1,134,828
California Integrated Waste Management Board			2,822	3,705	6,527
California Maritime Academy			26		26
California Occup. Information Coord. Committee				765	765
California Trade & Commerce Agency			28,220		28,220
Child Support Services, Office of			51,293	820	52,113
Chiropractic Examiners, Board of			6,924		6,924
Coastal Commission, California			121,008		121,008
Coastal Conservancy, State			314	1,767	2,081
Community Colleges, California			8,571		8,571
Community Services & Development, Dept. of		30	30,389		30,419
Conservation Corps, California		11,321			11,321
Conservation, Department of		9,232	78,521	3,096	90,849
Corporations, Department of		991,745	27,489	9,589	1,028,823
Corrections, Board of			10,635	1,173	11,808
Corrections, Department of	49,246	2,769	572,012	1,729,377	2,353,404
Criminal Justice Planning, Office of			10,452		10,452
Debt & Investment Advisory Commission, Calif.			7,343		7,343
Developmental Services, Department of		468,345	20,669	77,534	566,548
Education, Department of	10,169		100,287	197,755	308,211
Educational Facilities Authority, California				410	410
Emergency Medical Services Authority				191	191
Emergency Services, Office of			43,559		43,559
Employment Development Department		1,695	784,762	577,355	1,363,812
Energy Resources, Conservation & Dev. Com.		19,070			19,070
Environmental Health Haz. Assessment, Ofc. of			1,463		1,463
Equalization, State Board of	101,603	672,240	135,275	372,811	1,281,929

Agency	COM	Source Document Imaging	Storage	Destruction	Total Cost Avoidance
Fair Employment & Housing Commission				109	109
Fair Employment & Housing, Department of			15,234	6,611	21,845
Fair Political Practices Commission			24,249		24,249
Finance, Department of			23,465	8,298	31,763
Financial Institutions, Department of			27,619	238	27,857
Fish & Game, Department of		16,629	108,335	14,733	139,697
Food and Agriculture, Department of			7,290	21,080	28,370
Forestry and Fire Protection, Department of	1,535	14,453	57,643	24,177	97,808
Franchise Tax Board			36,869	116,591	153,460
General Services, Department of	7,176		2,075,558	29,274	2,112,008
High Speed Rail, Department of			183		183
Horse Racing Board, California			915	2,395	3,310
Housing & Community Development, Dept. of		1,116,000	53,357	64,744	1,234,101
Housing & Finance Agency, California			134,700		134,700
Indust. Development Financing Adv. Comm., Calif			2,691		2,691
Insurance, Department of			129,134	166,945	296,079
Library, California State			2,613		2,613
Lieutenant Governor, Office of the			314		314
Lottery Commission, California State	888,932			38,220	927,152
Managed Health Care, Department of		47,022	54,664		101,686
Managed Risk Medical Insurance Board			653	903	1,556
Mandates, Commission on State			5,278	299	5,577
Medical Assistance Commission, California			627	2,459	3,086
Mental Health, Department of		248,449	92,187	237,790	578,426
Military Department			51,110		51,110
Native American Heritage Commission			157		157
Organization & Economics, Comm. on Calif. St. Gov't			287		287
Osteopathic Examiners, Board of			2,195		2,195
Parks & Recreation, Department of	186	1,941	99,033	45,384	146,544
Peace Officers Stds. & Train., Commission on		44,550	12,856		57,406
Personnel Administration, Department of		10,258	45,884	420	56,563
Personnel Board, State	155,891		8,754	1	164,646
Pesticide Regulation, Department of		1,240	13,013	6,172	20,424
Planning & Research, Office of			575		575
Pollution Control Financing Authority			862		862
Postsecondary Education Commission		39,073		2,076	41,149
Prison Industry Authority				44,404	44,404
Prison Terms, Board of		24	340	1	365
Public Defender, State			50,744	1,195	51,939
Public Employment Relations Board			24,196		24,196
Public Utilities Commission			186,490	44,258	230,748
Real Estate Appraisers, Office of			9,250		9,250
Real Estate, Department of		59,485	352,650	25,350	437,485
Rehabilitation, Department of			114,763	6,942	121,705
Resources Agency			5,566	235	5,801
San Francisco Bay Conservancy & Dev. Comm.				10,928	10,928
Santa Monica Mountains Conservancy			496		496
Secretary of State	32,822	228,630	124,170	75,259	460,880
Seismic Safety Commission			2,326	27	2,353
Social Services, Department of			914,341	2,076,017	2,990,358
State & Consumer Services Agency			2,691		2,691
State Lands Commission		41	76,430	1,421	77,892
Statewide Health Planning & Dev., Office of			340,657		340,657

Agency	COM	Source Document Imaging	Storage	Destruction	Total Cost Avoidance
Student Aid Commission, California		681,780	71,492	52,513	805,785
Tax Credit Allocation Commission			30,729		30,729
Teacher Credentialing, Commission on		493,492	80,088	2,905	576,486
Teachers' Retirement System, State	5,314	49,508	49,229	1,746	105,797
Teale Data Center, Stephen P.		1,440		221,920	223,360
Veterans Affairs, Department of			106,062	11	106,073
Veterans Home of California			7,473		7,473
Victim Comp. and Government Claims Board			175,123	9,482	184,605
Water Resources Control Board, State		62,531	161,013	8,505	232,049
Water Resources, Department of		35,787	50,535	31,480	117,802
Youth & Adult Correctional Agency			1,097		1,097
Youth Authority, Department of the	14,041		97,857	15,868	127,766
<b>Totals for Other than the Top Ten</b>	<b>1,266,915</b>	<b>5,432,771</b>	<b>8,408,477</b>	<b>7,552,394</b>	<b>22,660,555</b>
<b>Totals for All Agencies 2001-2002</b>	<b>\$8,508,199</b>	<b>\$42,700,983</b>	<b>\$19,379,367</b>	<b>\$15,443,013</b>	<b>\$86,031,562</b>
<b>Totals for All Agencies 2000-2001</b>	<b>\$8,824,097</b>	<b>\$29,624,530</b>	<b>\$14,703,351</b>	<b>\$5,527,931</b>	<b>\$58,319,909</b>
<b>Difference</b>	<b>-\$315,898</b>	<b>\$13,076,453</b>	<b>\$4,676,016</b>	<b>\$9,915,082</b>	<b>\$27,711,653</b>