



L. C. B.  
FISCAL ANALYSIS DIVISION

*Central Services and Records Division*

# *License Plate Factory Relocation Analysis*

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## **Introduction**

Since 1928, the License Plate Factory has been located on the grounds of the Nevada State Prison (NSP) in Carson City. This location alone produces all of Nevada's license plates. However, NSP will soon be closing and in anticipation of the impending closure scheduled for March 2012, the "*DMV License Plate Factory Relocation Analysis*" has been created to overview options for the Factory once the Prison is closed.

The Factory could potentially remain in its present location at NSP but could also be relocated to the Northern Nevada Correctional Center (NNCC) in Carson City or the Lovelock Correctional Center (LCC) in Lovelock. How each of the proposed locations is staffed and what it would take to relocate the Factory are points of discussion throughout this report resulting in eleven potential solutions.

The Department of Motor Vehicles' License Plate Factory works in partnership with The Nevada Department of Corrections (NDOC). It is managed by the Department of Motor Vehicles who staffs the operation with a State employed management team, while plate production and clerical tasks are handled by inmates housed within the prison system. Together, the team's processes have been perfected over eighty years and have made the License Plate Factory one of the State's most efficiently run governmental operations.

Since its inception, teams of inmates and DMV employees alike have perfected processes and passed on knowledge to one another. This successive chain has equipped the current team of four state employees and thirteen inmates to meet the plate producing needs of well over two-million registered vehicles in the state. If the team is dispersed in favor of re-staffing or relocation, years of acquired knowledge passed on from one generation of workers to another would be lost and the efficient processes we experience in our operations today would be greatly impacted. The loss of such experience and technical expertise currently benefiting the Department and the citizens of Nevada is non-quantifiable.

It has been determined the most cost effective option afforded to the State is to keep the License Plate Factory in its present location, operating from NSP with the existing team of inmates. Conversely, the most cost prohibitive of all options would be to relocate the facility to the Lovelock Correctional Center (LCC) and staff it with new inmates.

The following report incorporates all possible factors, real costs and potential impacts to the License Plates Factory's operation should it remain in its present location on the grounds of the Nevada State Prison or be moved to either the Northern Nevada Correctional Center or the Lovelock Correctional Center.

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- ✓ If the Factory was to remain in its present location, a fence adjoining The Nevada State Prison and the Warm Springs Correctional Center would need to be erected. It is anticipated this would be a cost encumbered by the Department of Corrections and is not quantified within this report.
- ✓ If the License Plate Factory was relocated to the Lovelock Correctional Center (LCC), current managerial staff would not be able to assume their positions in the new location.
- ✓ Expenditures and plate fee revenues used in this analysis are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs and plate fee revenues, versus using legislatively approved budget figures.



## *Central Services and Records Division*

### *Section Two* *The License Plate Factory:* *Then and Now*

*In this section...*

- License Plate Factory History
- Management and Organizational Structure
- Biographies and Histories
- Training the Team
- Changing Staff

## 2. The License Plate Factory – Then and Now:

### A. License Plate Factory History:

Nevada's vehicle registration process began in 1913 with the issuance of a small round metal disc resembling a coin. Motorists were instructed to display the metallic discs issued by the Department on the dashboards of their vehicles as proof of registration. Any person who was issued a disc could have also chosen to have a metal license plate made bearing the same number as the disc if that person so desired. This procedure was revised three years later in 1916 when the metallic discs were replaced solely by the license plate.

Originally, license plate manufacturing was performed by an out-of-state vendor. However, in 1928 the State of Nevada assumed responsibility for producing its own license plates and license plate manufacturing responsibility was transferred to the Nevada State Prison. Since that time, license plates have been manufactured by prison inmates at the Nevada State Prison (NSP) located in Carson City.

Plate colors from 1916 through 1935 varied from year to year, being chosen at random. However in 1936 a more standardized approach to plate coloration was initiated. From 1936 through 1942 colors were limited to either cobalt blue (Nevada's State color) or Silver (for the "Silver State"), alternating from year-to-year.

In 1943 due to the shortage of metal resulting from World War II, Nevada began producing metal tags which were placed over the expiration year of existing license plates. This method only lasted one year but earned the plate factory its nickname as the "*Tag Plant*."

Because metal shortages were still a concern, in 1944 the state elected to forego tab production in favor of single plate per vehicle production runs. It wasn't until 1982 that Nevada would return to the practice of issuing two plates per vehicle.

Since the middle of 1969, the Nevada registration period for cars, motorcycles, and trailers 3500 pounds and under has been on the staggered annual registration system. On July 1, 1971, trucks weighing 5000 pounds or less were also added to the staggered registration system. Finally, on July 1, 1983 all remaining vehicle types not covered in 1969 or 1971, (with the exception of some fleets) were added to the staggered registration system which is still in use today.

In March of 1984 Nevada converted to an embossed plate with a Nevada wilderness theme and a big horn sheep located in the background. Affectionately known as the "Goat Plate," this new license plate was constructed on fully reflective graphic sheeting. The Goat Plate was used until May of 2000 when the state converted to the "Sunset Plate" which remains in use to this day.

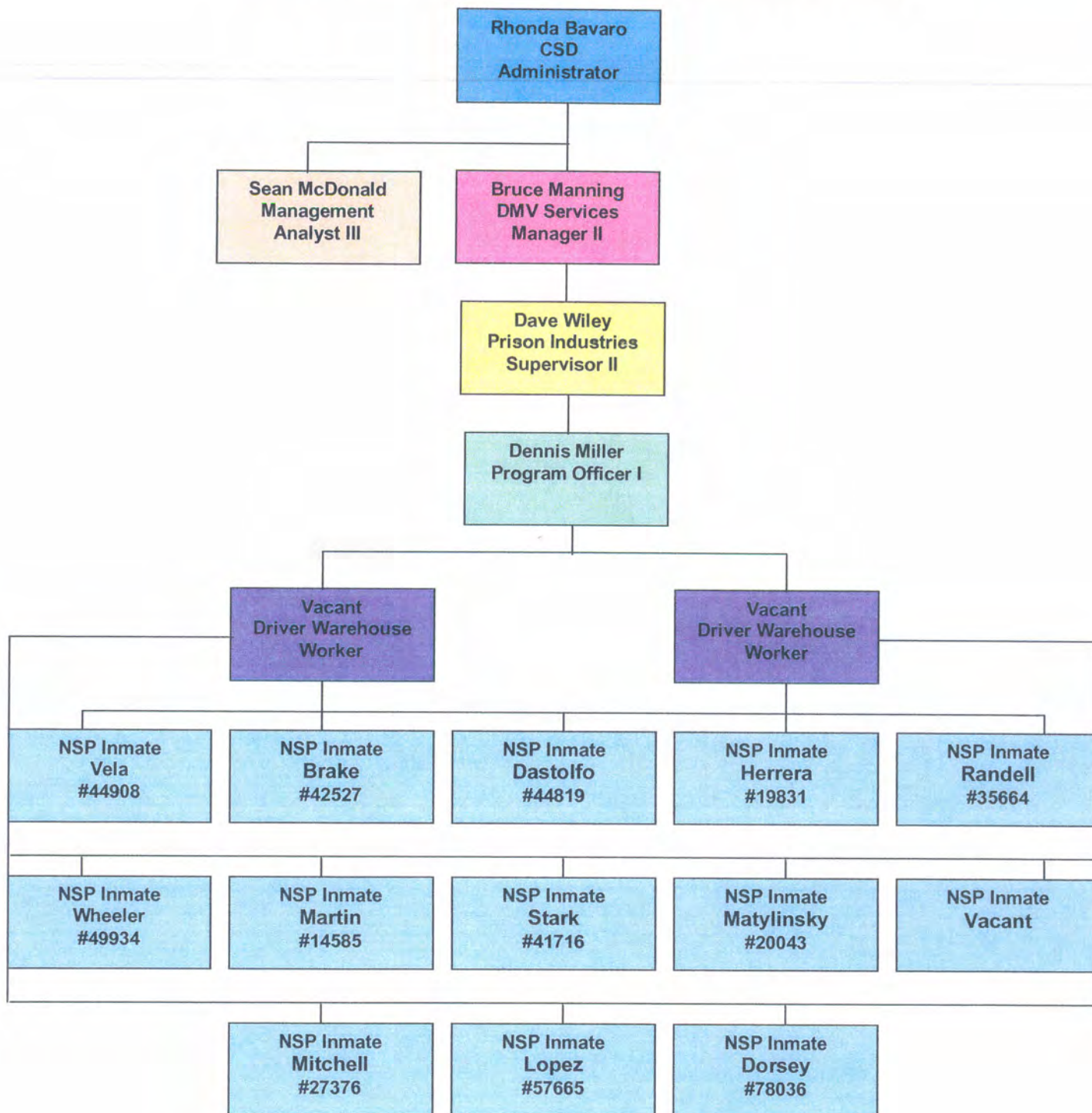
Nevada license debossed / embossed plates are made of aluminum that is .032" thick and measure 6" tall and 12" wide. Digitized License Plates are made of aluminum that is .022" thick and measure 6" tall and 12" wide. Currently motorists pay \$0.50 on each plate they purchase and revenues are deposited into a fund for Prison Industries.

### B. Management and Organizational Structure:

The following organizational chart provides an overview of each position as it relates to the hierarchy of the Central Services Division. Rhonda Bavaro, serves as the Division's Administrator and Bruce Manning, DMV Services Manager II, directly supervises Dave Wiley, Prison Industry Supervisor I.

Bruce himself led the License Plate Factory's team for many years before being promoted to his current position overseeing the Department's Processing Center. He still remains actively involved in all major projects relating to the License Plate Factory.

Central Services and Records Division (CSD) – License Plate Factory



**C. Biographies and Histories:****(1) Dave Wiley – Prison Industries Supervisor II / License Plate Factory Manager:****2003 – Present: State of Nevada, Department of Motor Vehicles**

- Six Years in Field Services
  - Safety Committee
  - P&P Review Panel
  - Front line, Test Room and Information Booth
  - Title Window, Title Matching and Correspondence
  - Duplicate License Plate Research and Correspondence
- Program Officer I and Prison Industry Supervisor II for Tag Plant

**1993 – 2003: Temp Staffing / Zytec / Artesyn Solutions / Solectron Global Services**

- Receiving lead for 125 – 130 employees
  - Global Returns for multiple computer companies
  - Data recovery from 35,000+ different computer parts
  - Packaging and disposition routing of material per multiple vendors
  - Safety and training specialist
- Supervisor for three specialized supply chains for Hewlett Packard production lines
  - Battery recharging Process (Mainframe and Uninterruptable Power Supplies)
  - Battery Supply for Hewlett Packard Production line of Mainframe systems.
  - Warehouse & Process Manager for Asia/Pacific Rim Reverse Supply Chain for Colorado Personal Storage Solutions (CD-R & CD-RW)
    - Development of testing hardware and software
    - Receiving/Shipping of International Materials
    - Free Trade Zone Regulations
    - Testing, Refurbishment, Packaging & Storage
    - International Order Replenishment
- Heavy Industrial Warehouse Equipment Certification
  - Train the Trainer Certification
  - Industrial Battery Maintenance
- Hazmat and First Responder Certified
- Warehouse Industrial Equipment Specialist
- OSHA Training
- Sixth Sigma Certification
  - Continuous Process Improvement
- Inventory Specialist
  - Research, Justification & Reconciliation
- New Hardware & Software Implementation
- Distribution Center Manager
  - Multiple Warehouses
  - Multiple Production & Repair lines
- Ordering and Replenishment to maintain parts for Production and Repair lines
- ISO Certification
  - Creation and Modification of ISO documents
  - Training per regulations of all new staff

**(2) Dennis Miller - Program Officer I:****2011 – Current: DMV License Plate Factory (Program Officer I)**

- Scheduling of delivery of all plate types statewide
- Overseeing production of license plates
- Assist the License Plate Factory Manager in any tasks at hand
- Maintain equipment

- Maintain offsite warehouse
- Ensure safety and security procedures of Dept of Corrections adhered to
- Evaluation of inmate workforce
- Inventory control
- (coming soon) evaluation of two Driver/Warehouse Workers

**2007 – 2010: DMV License Plate Factory (Driver/Warehouse Worker)**

- Delivery of all plate types statewide
- Assist in overseeing production of license plates
- Maintain equipment
- Maintain offsite warehouse
- Ensure safety and security procedures of Dept of Corrections adhered to
- Evaluation of inmate workforce
- Inventory control

**2003 – 2006: Starbucks Corp. (Truck Operator)**

- Yard Jockey (staging trailers in yard)
- Maintenance of equipment
- Warehouse operator (various equipment)

**1987 – 2003: Amway Global (Third Party Logistics Supervisor)**

- Account Management and Supervision
- Recommending Budget Items (receivables / payables)
- Organize / Coordination of leadership teams
- Inventory control
- Evaluations / Safety Records
- Customer Service

**(3) Driver Warehouse Workers: Profile**

The License Plate Factory employs two Driver Warehouse Worker I's. Recruitment for both of these positions is currently underway. Department staff will soon be interviewing prospective candidates and the positions will be filled by September 1, 2011.

**(4) Current Tag Plant Inmate Workforce****(a) Inmate Vela, #44908:**

Mr. Vela began working for the Tag Plant September 1995. He has worked in each department with the exception of the DLP design and printing department and is currently our Shop Floor Lead. He is a Master Mechanic and Master Machinist and has been for over 50 years. He is an experienced Welder, Plumber and Electrician. He has experience working on trucks and vehicles of all sorts. He has maintained the internal workings of the existing shop for the last 15+ years. He has saved the Department tens of thousands of dollars with his expertise in his fields of work with the maintenance and repair work he has performed. He is dedicated to the job and has a fantastic work ethic. He is forklift certified by the State of Nevada.

- Shop Floor Lead
- Master Mechanic
- Master Machinist
- Welder
- Plumber
- Electrician
- Handyman (Construction Experience)

**(b) Inmate Brake, #42527:**

Mr. Brake began working for the Tag Plant November 2001. He has worked in each department and is currently our Clerk. He was instrumental in streamlining the mailing process for the last license plate re-issue and the changing from the Goat plates to Sunset plates. He has developed numerous spreadsheets and databases to assist in the record keeping of all aspects of the operation of the facility including statewide inventories and usage. He maintains the Tag Plant's "Tree of Life" which is our history of license plates for the State of Nevada. When the Digitalized License Plate system was implemented, he was included in the training of all the equipment and computer systems.

As our clerk, he has worked side by side with free staff. He is accustomed to all aspects of license plates to include NRS, NAC, the legislative process, new plate design and procedures, DMV policy and procedure regarding plates, knowledge of raw materials, as well as all other supplies in the shop. With his knowledge of the entire process, he essentially functions as the brain center for the tag plant. He is forklift certified by the State of Nevada.

- Clerk
- Micro Soft Office Works Module
- A+ certification (college credit courses)
- Visual Basic proficiency (college course)
- HTML (college course)
- Visio (self taught)
- Adobe Photoshop/Illustrator/Premier
- Dreamweaver
- 3D FX

Before the Tag Plant transitioned to Digitized License Plates (DLP), Mr. Brake paid for college courses through the Department of Corrections to take classes on some of the above mentioned applications to better prepare himself for the new technology.

**(c) Inmate Dastolfo, #44819:**

Mr. Dastolfo began working for the Tag Plant August 2000. He has worked in each department with the exception of the DLP design and printing department and is currently our Packaging Lead. He is work oriented and cares deeply about his responsibilities. He has trained individuals to work in multiple areas of the plant and finds work to do when time permits. He excels at recycling and reusing material to help keep costs down. In the past seven years he has been working in the packaging department; the amount of money he has saved the department is incalculable.

**(d) Inmate Herrera, #19831:**

Mr. Herrera began working for the Tag Plant November 2001. He has worked in each department with the exception of the DLP design and printing department and is currently our Shipping/Receiving lead. He maintains the plants license plate and supply inventories. He also maintains stock levels for specialty license plates for statewide replenishment. He is forklift certified by the State of Nevada. Mr. Herrera also had the opportunity to work for the plant from 1985 through 1987, prior to the newer technology that is being used today.

**(e) Inmate Randell, #35664:**

Mr. Randell began working for the Tag Plant August 2001. He has worked in each department of the plant. He has taught himself the design process for DLP. He has taken the initiative to learn every aspect of license plate design which he has had access to. His knowledge with Adobe Creative Suite 3 has been invaluable for the support of specialty plate design. He has worked with our current vendor on maintaining the DLP

printer. He will perform repairs when necessary to maintain printer production and reduce down time. He has intimate knowledge of the M-31 painting systems.

- (f) **Inmate Wheeler, #49934:**  
Mr. Wheeler began working for the Tag Plant January 2002. He has worked in each department of the plant. He has taught himself the design process for DLP. He has taken the initiative to learn every aspect of license plate design which he has had access to. His knowledge with Adobe Creative Suite 3 has been invaluable for the support of specialty plate design. He has worked with our current vendor on maintaining the DLP printer. He will perform repairs when necessary to maintain printer production to reduce down time. He has intimate knowledge of the M-31 painting systems. He has additional knowledge in maintaining the larger presses, Precision press, applicator and decoiler as he has taken instruction from Mr. Vela. He is forklift certified by the State of Nevada.
- (g) **Inmate Martin, #14585:**  
Mr. Martin began working for the Tag Plant September 2000. He has worked in multiple departments of the Tag Plant and is currently responsible for the separation, destruction and recycling of returned license plates. He diligently works outside in all weather conditions. He will take the initiative to help in areas which are in need of assistance.
- (h) **Inmate Stark, #41716:**  
Mr. Stark began working for the Tag Plant May 2001. He has worked in multiple departments of the Tag Plant and is currently working on the blanking line crew and is responsible for quality control and tracking waste. He also keeps inventory on raw material storage and is instrumental in the production of our pressed plates. He is a highly energetic worker who will take the initiative to perform tasks which most others will overlook. He is forklift certified by the State of Nevada.
- (i) **Inmate Matylinsky, #20043:**  
Mr. Matylinsky began working for the Tag Plant in July 2005. He was originally hired to assist with helping the Department of Motor Vehicles in preparing material for electronic imaging and general shop duties. He was brought on to a full time status in 2011 to assist in our Shipping/Receiving department. Mr. Matylinsky worked for the Tag Plant briefly in 1999 to assist with plate production and was rehired in 2005.
- (j) **Inmate Mitchell, #27376:**  
Mr. Mitchell began working for the Tag Plant in July 2005. He was originally hired to assist with helping the Department of Motor Vehicles in preparing material for electronic imaging and general shop duties. He was brought on to a full time status in 2011. He helps in most departments. He is a self starter and will find work to do during non-production moments. He is willing to help anywhere when needed or assigned.
- (k) **Inmate Lopez, #57665:**  
Mr. Lopez began working for the Tag Plant in July 2005. He was originally hired to assist with helping the Department of Motor Vehicles in preparing material for electronic imaging and general shop duties. He was brought on to a full time status in 2011. He helps in most departments. He is willing to help anywhere when needed or assigned.
- (m) **Inmate Dorsey, #78036:**  
Mr. Dorsey began working for the Tag Plant in July 2005. He was originally hired to assist with helping the Department of Motor Vehicles in preparing material for electronic imaging and general shop duties. He was brought on to a full time status in 2011.

Each of these gentlemen are instrumental in operating the license plate factory in an efficient manner and each brings years of substantial mechanical and technical experience to the Department's operation. Together they operate as a cohesive unit dependent on one another to expedite his responsibility in an organized and timely manner.

*Since 1928, teams of inmates and Departmental employees alike have passed on knowledge to one another making this quite possibly one of the most efficiently run operations in State Government today. It should be noted if the team is dispersed in favor of re-staffing or relocation, years of acquired knowledge passed on from one generation of workers to another will be lost and the efficient processes we experience in our operations today will cease to exist. The loss of experience and technical expertise currently benefiting the Department and citizens of Nevada is non-quantifiable.*

#### **D. Training the Team:**

The factory relies on the “on-the-job” model for training its inmate workforce. This does have its drawbacks but has worked very well for a very long time. When inmates begin working in the factory, they perform duties in each of the Factory’s departments until they’ve mastered each duty station. This allows an “in-depth” understanding of the Factory as a whole. Using this system ensures the Factory’s workforce is cross-trained in all areas of the operation and capable of assuming any and all tasks associated with running the Factory.

Processes evolve however and the plate production process is no exception. When the Factory transitioned to Digitized License Plate (DLP) production, certain positions required a different skill set than were previously used. The team had to adapt to methodologies and they worked together to gain insight into the new practices. Although, user manuals were provided by vendors for areas impacted by the new job function, on the job training and teamwork were critical to ensure transition from the old system was executed efficiently. Some of the changes included a design and printing station, an order processing area and a newly revised shipping department. To this day, manuals provided by the Factory’s vendors cover the basic operation of these sections but it is up to the experience of the team to bring those changes into fruition.

#### **E. Changing Staff:**

Six of the eleven proposed options outlined in this report, overview impacts associated with hiring a new inmate workforce and/or supplementing existing inmate staff with State employees. It is anticipated replacing the existing inmate workforce with new inmate crews and/or State employees would be cost prohibitive.

New inmate crews would consist of “short-timers,” who are inmates scheduled for release from prison within two years; this presents a problem for the License Plate Factory. Much of the work performed by those in the factory is diverse and intricate. Each duty station has specific functions and responsibilities not shared in other areas of the manufacturing process. Some of the most critical job responsibilities range from machinist to graphic design. For the License Plate Factory to operate at optimum levels a skilled and experienced team is required; currently that is what the Factory has.

The existing inmate workforce has been employed in the Factory for a number of years. The most recent hiring occurred over six years ago and since that time each inmate has been cross trained and gained a solid understanding of multiple areas within the Factory. This significantly limits the amount of waste product generated by the facility, promotes a safe working environment and ensures each of the Factory’s positions has the coverage needed to operate in an efficient manner.

Using State workers as a replacement for the existing workforce also presents many of the same challenges found with using new inmates. Although it is assumed “free staff” (non-inmates) would remain in their positions longer than two years, perpetual rotation through the factory would still be a consideration.

Finally, management of the License Plate Factory is also an area of concern. The Factory is led by Dave Wiley and Dennis Miller who are both employees of the Department of Motor Vehicles. However, both Mr. Wiley and Mr. Miller have indicated if the Factory were relocated to Lovelock, they would be forced to resign their positions in the factory. Commuting between home and work (120 miles / 2hrs – one way) is not practical.



## *Central Services and Records Division*

### *Section Three* *The License Plate Factory:* *A Plant Tour*

*In this section...*

- The Aluminum Decoiler
- The Hot Water Tank and Straightener
- The Graphic Applicator
- The Electronic Roll Fee (ERF) & Accompanying Precision Press
- The Two 130 Ton Cincinnati Presses
- The Federal Press, Niagra Press, and the Forklift Recharging Station
- The Ampak Packaging System
- The Digitized License Plate (DLP) Room
- The Shipping and Receiving Department

3. The License Plate Factory - A Plant Tour:

Nevada Department of Motor Vehicles  
License Plate Factory  
c/o Nevada State Prison  
3301 East Fifth Street,  
Carson City, NV. 89701

(775) 887-3433



Welcome to the Department's License Plate Factory. There are numerous machines utilized in the production of the State's license plates. The following overview provides an in-depth look at each of the steps and components used throughout the manufacturing process. I would encourage anyone who is interested in the overall process to contact Dave Wiley for a guided tour. However, the following presentation provides a synopsis of the process and an overview of the machinery that would need to be moved should the factory be selected for relocation to another facility.

### A. The Aluminum Decoiler:

Decoiler



The first step required in the manufacturing of new license plates is to unwind the large rolls of aluminum required in their production. Aluminum is received by the facility in large spools as seen above and the material must be removed in order to begin production. A decoiler is instrumental in this process and is used to unroll the raw aluminum for the pressing of blank license plates and the production of Digital License Plates (DLP).

#### ✚ Technical Requirements:

- ✓ In order to operate the decoiling unit a 110 Volt 30 Amp Single phase power supply is needed.

### B. The Hot Water Tank and Straightener:

Hot Water Tank  
&  
Straightener



Once the aluminum has been unrolled, it is fed into a hot tank where it is washed in preparation for graphic application. In addition, aluminum is also fed through a straightener at the same time to ensure the material remains smooth and properly aligned for the next step in the plate manufacturing process.

#### ✚ Technical Requirements:

- ✓ The hot water unit requires an electrical and a pneumatic connection in order to function properly.
- ✓ The straightening unit requires a 220 Volt 50 Amp 3 phase power supply.

## C. The Graphic Applicator:

Graphic Applicator



Once the product has been cleaned and straightened it is fed into the Applicator. Simultaneously, license plate graphic is also fed into the Factory's Applicator where it is unrolled in preparation for adherence to the aluminum. License plate graphic, is the picturesque background found on most of the Departments license plates (the Sunset Plate for example).

### Technical Requirements:

- ✓ This unit requires two (2) 110 Volt 30 Amp power supplies and a pneumatic connection.

## D. The ERF & Accompanying Precision Press:

The ERF  
&  
Precision Press



The Electronic Roll Fee (ERF) is the factory's computer "brain" for the next portion of the plate production process. The ERF coordinates the functions associated with controlling speed and stretch of the aluminum substrate and graphic-laminate. This computerized brain ensures correct sized plates are produced and properly cut.

Working along side of the ERF is the Precision Press machine which stamps the aluminum, punching out blanks (no lettering) which are produced when the machine is started up and/or product is changed. Together with the vacuum and conveyer belt, the Precision Press delivers it's product to the next step in production.

### Technical Requirements:

- ✓ The ERF unit requires a 110 Volt 30 Amp power supply.
- ✓ The Precision Press requires 220 Volt 50 Amp 3 phase power supply and a pneumatic connection and also powers the accompanying vacuum and conveyer belt.

**E. The Two 130 Ton Cincinnati Presses:**

Cincinnati Presses



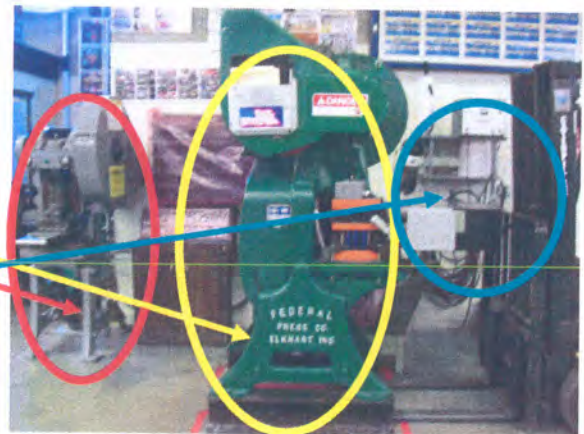
Based on particular plate production requirements, the License Plate Factory still embosses (raised design) and debosses (indented design) plates using two (2) 130 Ton Cincinnati press brakes. Because of their enormous weight, both of the units require 16" steel reinforced foundations with lag bolts and expansion joints.

**Technical Requirements:**

- ✓ Each unit requires a 220 Volt 90 Amp 3 phase power supply, a 110 Volt 30 Amp power supply and a pneumatic connection.

**F. The Federal Press, Niagra Press and the Forklift Recharging Station:**

Federal Press,  
Niagra Press,  
&  
Forklift Recharging Station



A Federal Press and a Niagra Press are also used within the Tag Plant. Both presses are equipped with license plate feeders and dies used in the production of license plates and are used for special requests. Special requests may be embossed non production plates, prison signs or special managerial requests. Newer technology has replaced much of the work previously performed by these presses but they are still used on occasion.

In addition to the Federal Press and the Niagra Press a forklift recharging station is also located in the same area.

**Technical Requirements:**

- ✓ Each press requires a 220 Volt 50 Amp 3 phase power supply and pneumatic connections.
- ✓ The forklift recharging station requires a 220 Volt 50 Amp single phase power connection.

## G. The Oven and Paint Machines:



The License Plate Factory's oven and paint machine(s) require a considerable amount of space and have a very large floor footprint, 14' x 76'. In addition to the paint machines, a paint locker and solvent tank also need to be near the painting area. Both the paint machine and the solvent tank require venting to remove chemical vapors to the exterior of the building.

The oven weighs approximately 22,000 pounds and was purchased in the fall of 1997. It contains an "air heater burner" and is designed to provide a heat output of 1,000,000 British Thermal Units (BTUs) per hour, per linear foot of burner length (while under maximum output). Currently the factory operates the oven at 800,000 BTUs.

### Technical Requirements:

- ✓ The cooling process, which is incorporated into the oven design, must vent to the roof where a chiller unit must be installed.
- ✓ The oven requires a 220 Volt 50 Amp 3 phase power supply. The gas supply should be a 3" main to the meter and a 2" line inside to the oven.
- ✓ The painting station requires a 220 Volt 50 Amp 3 phase power supply and a pneumatic connection.
- ✓ The oven cooling system requires a 220 Volt 50 3 phase power supply and a 110 Volt 30 Amp power supply.
- ✓ The solvent tank and exhaust hood require a 110 Volt 30 Amp power supply.

## H. The Ampak Packaging System:



The Ampak packaging system is used to wrap sets of plates for plate distribution to DMV offices and DMV partnerships. Package ready plates are then boxed, put on a pallet and shipped or stored for distribution.

## ✚ Technical Requirements:

- ✓ 220 Volt 50 Amp single phase power supply.
- ✓ Technical Requirements: 110 Volt 30 Amp power supply.
- ✓ A Conveyor

### I. The Digitized License Plate DLP Room:



The Digitized License Plate (DLP) room houses the License Plate Factory's Design and Production computers, a special Condor printer and an accompanying chiller unit which must be in an isolated, insulated, climate controlled room with at least 380 square feet (minimum of 28 feet in length).

## ✚ Technical Requirements:

- ✓ The room housing the Condor printer must have a clean power source of 220 Volt 50 Amp 3 phase, 220 Volt 50 Amp single phase and two (2) 110 Volt power supplies. Pneumatic and electrical supplies to the DLP Condor machine must drop down from the ceiling. The door to this area needs to be seven (7) feet in height and five (5) feet in width (walkthrough door contained within these dimensions). This room should contain enough outlets for three (3) computer systems, two (2) PC printers, an outside phone line and a chemical ventilation system. The existing room has a climate control system that requires a 220 Volt 50 Amp single phase power supply.

### J. The Shipping and Receiving Department:



The shipping/receiving department handles all of the outbound plates. Personalized plates and Electronic Dealer's Report of Sale (EDRS) require a fast turnaround per established DMV procedures. Once a personalized plate has been entered into the Department's database, the request remains in the queue for seven days so the personalized plate request can be reviewed and inappropriate requests may be denied. The following week, the request is approved and sent to the License Plate Factory for production. The License Plate Factory's Team has an efficient streamlined process in place. From customer request to customer receipt in the mail, the overall process takes less than three weeks to complete.

✚ *Technical Requirements:*

- ✓ 110 Volt power source to support one computer and printer for labels.

Each month a member of the Tag Plant Team travels throughout Southern Nevada and quarterly, Northern Nevada, replenishing license plate stock. In Southern Nevada, plates are restocked monthly at each of the offices located on the team's southern route and supplies are replenished at Department's Southern Nevada distribution center located in Las Vegas. In Northern Nevada the Tag Plant serves as the distribution hub. As required, stock in each of the offices in Northern Nevada is also replenished.



## *Central Services and Records Division*

### *Section Four*

### *Location Option Analysis*

*In this section...*

- Current and Proposed Facility Locations
- Nevada State Prison (NSP)
- Northern Nevada Correctional Center (NNCC)
- Lovelock Correctional Center (LCC)
- Two Separate Shops??
- Prison Industries - Graphic Designer
- Nevada Department of Corrections (NDOC) Involvement

#### 4. Location Option Analysis:

The following analysis provides an overview of options associated with keeping the License Plate Factory in its current location at the Nevada State Prison or relocating it to either the Northern Nevada Correctional Center or Lovelock Correctional Center. Any move outside the existing facility or change in inmate workforce will disrupt public service. Providing NSP is closed at the end of March 2012, we anticipate the factory could potentially be closed for up to three months. All move projections and changes to existing operations are based on relocating the factory during the months of April, May and June 2012. Time would be needed for equipment disassembly, removal and set up, as well as building modifications, staff selection and training. It is assumed plate production would then resume July 1, 2012.

Some of the greatest impacts associated with relocating the License Plate Factory and training of new staff will be felt in the following areas:

- **The Electronic Dealers Report of Sale (EDRS) Program:** EDRS orders are transmitted directly from vehicle dealerships to the Department. Once an EDRS vehicle registration is processed, the License Plate Factory receives a report and manufactures the license plate. From the day a vehicle is purchased to the date the vehicle must be registered and paired with the mail delivery process, a shut down of the License Plate Factory will mean delays in the Department's ability to issue license plates to EDRS customers.
- **Special Plate Orders:** All special plate orders will have to be placed on hold until the plant is reestablished in its new location. Special plate orders consist of all plates not maintained under the counter of the Department's offices and partnerships (county assessors). These plates are guaranteed a three week turnaround; however if the factory is moved plate production will be temporarily halted until a new facility is chosen and equipment is readied for production.
- **Statewide Plate Distribution:** All shipments throughout the State will be temporary halted until existing plates are inventoried and staff is available to resume deliveries.

Should the License Plate Factory be relocated, in the three months it is closed (April, May and June 2012) Departmental staff will be performing the following duties in preparation of a July 1 reopening:

- Interviewing, selecting and hiring a new inmate workforce, if the NDOC denies retention of current employees;
- Training and developing the new inmate workforce staff;
- Preparing the new facility for plant relocation – plant foundation, electrical and gas requirements;
- Working and coordinating with vendors for equipment moves and facility upgrades;
- Inventorying and cataloging existing product for transfer to the new facility;
- Moving and set up of all computers, printers and office equipment;
- Teardown and disassembly of all equipment not under vendor contract and respective reassembly in the new location;
- Moving and set up of tool and die room equipment.

Additional information outlining relocation requirements may be found in section 5 "The License Plate Factory Relocation Plan."

**Please Note: The following options are quantified in "Section Seven" of this report.**

**A. Current and Proposed Facility Locations:**

The Department's License Plate Factory to this day remains on the grounds of the Nevada State Prison (NSP), the same location where it was established in 1928. Proposed facilities for relocating the factory from its present location at NSP include the Northern Nevada Correctional Center (NNCC) in Carson City and the Lovelock Correctional Center (LCC) in Lovelock. The following synopsis provides background and information pertinent to each of these locations.

- (1) **The Nevada State Prison (NSP)** located in Carson City has been in continuous operation since it was established in 1862 and is managed by the Nevada Department of Corrections. It is recognized as one of the oldest prisons still operating in the United States, however due to State budgetary constraints NSP is scheduled to close March 2012. This high / medium security facility currently houses approximately 700 male inmates but is capable of housing 840 inmates. In addition to the Department's plate factory, a bookbindery and print shop are also located onsite. **\*Note:** The Nevada State Prison employs 211 staff members.

**Nevada State Prison (NSP)**



- (2) **The Northern Nevada Correctional Center (NNCC)** located in Carson City, was established in 1964 and is managed by the Nevada Department of Corrections. This medium custody facility currently houses approximately 1,400 male inmates and 9 female inmates but is designed to hold 1,619 total inmates. Silver State Industries currently operates a wood shop, a metal shop, a paint shop and an upholstery shop from NNCC. These goods are sold to both public and private entities. **\*Note:** The Northern Nevada Correctional Center employs 373 staff members.

**Northern Nevada Correctional Center (NNCC)**



- (3) **The Lovelock Correctional Center**, located in Pershing County, is the seventh major institution of the Nevada Department of Corrections and has the capacity to house a total of 1680 medium security and minimum security offenders. The prison industries complex located at the facility is comprised of two buildings, containing two rooms equaling 10,000 square feet each. Currently both buildings are occupied. **\*Note:** The Lovelock Correctional Center employs 248 staff members.

**Lovelock Correctional Center (LCC)**



**B. Nevada State Prison (NSP):**

**(1) Nevada State Prison (NSP) – Retain Existing Workforce:**

*Retain the existing License Plate Factory location while using the existing workforce who've been transferred to the adjacent Warm Springs Correctional Facility:*

Under this option, The Nevada Department of Corrections (NDOC) would provide the Department of Motor Vehicles' License Plate Factory with a workforce consisting of the existing inmates currently working in the License Plate Factory. The existing inmate workforce would be transferred to the Warm Springs Correctional Center located adjacent to the Nevada State Prison (NSP).

Daily practices would remain relatively unchanged representing minimal disruption in service provided to the public. The only difference would be where the current workforce is housed. Because the inmate workforce would be housed at the adjacent Warm Springs facility, the Department would likely not encumber significant costs associated with transporting the inmate workforce to and from the License Plate Factory. Under this proposal inmate staff would walk between the two facilities under surveillance from prison staff.

This option represents the most cost effective method of keeping our operations functioning at peak performance levels. Using NSP and the existing workforce would significantly decrease worker turnover when compared to other options afforded to the Department, would limit unnecessary waste material disposition and limit costs associated with training a new inmate workforce. Existing staff is experienced, fully trained and operates the factory in a cohesive productive fashion.

**(2) Nevada State Prison (NSP) – Utilize A New Inmate Workforce Housed at the Warm Springs Correctional Facility:**

*Retain the existing License Plate Factory location while utilizing a workforce consisting of new minimum custody inmates housed at the adjacent Warm Springs Correctional Facility:*

Under this option, The Nevada Department of Corrections (NDOC) would provide the Department of Motor Vehicles' License Plate Factory with a workforce consisting of minimum security inmates selected from the prison's minimum custody population. The proposed inmate workforce would be housed at the Warm Springs Correctional Center located adjacent to the Nevada State Prison (NSP) where the License Plate Factory is presently located. A minimum custody inmate within thirty-six (36) months of completing a sentence would be eligible to work in the Plate Factory pursuant to NDOC AR521, in much the same way The Nevada Division of Forestry (NDF) uses inmate fire crews.

Because the inmate workforce would consist of minimum security inmates housed at the adjacent Warm Springs facility, the Department would not encumber additional costs associated with transporting prisoners to and from the License Plate Factory; the only exception would be in situations where severe inclement weather hindered movement between the two facilities. Under this proposal inmate staff would walk between the two facilities under surveillance from prison staff.

To implement this proposal a change in the inmate workers currently employed at the factory would be required. The Factory employs inmates with life sentences who are not eligible to work outside the confines of NDOC. Inmate workers would be restricted to "short-liners" or those inmates eligible for work-release programs. By nature "short-liners" are in work-release programs for a short time period; therefore, the inmate turnover would be constant, requiring continual training from Factory personnel. Although this option is somewhat favorable when compared to other options afforded to the Department, it wouldn't prevent perpetual training of new staff nor limit unnecessary waste material disposition.

**(3) Nevada State Prison (NSP) – Utilize Department of Motor Vehicles Employees (No Inmates)**

*Retain the existing License Plate Factory location while employing a non-inmate staff:*

The Department of Motor Vehicles is offering an alternative plan utilizing the existing facility located at the Nevada State Prison (NSP), without the partnership of the Nevada Department of Corrections (NDOC). Under this proposed option, the Department of Motor Vehicles would assume all roles of producing license plates at the License Plate Factory. An inmate workforce would no longer be employed by the Department and all laborers would be State employees working for the Department of Motor Vehicles. In order to bring this option into fruition, NRS 482.267 & 482.268 would need to be amended, introducing language allowing for the deferment of funds from Prison Industries to the DMV. Funding originally allocated to Prison Industries, could then be credited to the Highway Fund and used to offset costs associated with license plate production (please see NRS 482.268 outlined in section 3):

- a) Amend NRS 482.267 to allow the transference of the License Plate Factory from the Nevada Department of Corrections to the Nevada Department of Motor Vehicles
- b) Amend NRS 482.268 to:
  - 1) Change the \$0.50 fee transferred to the fund for Prison Industries; in favor of transferring those revenues to the Highway Fund
  - 2) Allow the transference of fees collected to offset costs incurred by the Central Services Division since the intent of the funding is to "defray the cost of producing license plates."

Additionally, the Department's budget includes \$80,000 stipend pay, which is currently budgeted for inmate payroll that would be reallocated towards paying salaries associated with staffing the facility with Departmental employees.

The existing budget for the License Plate Factory includes the following positions presently employed by the Department of Motor Vehicles' Central Services and Records Division:

- **One (1) – Prison Industry Supervisor II** – License Plate Factory Manager
- **One (1) – Program Officer I**
- **Two (2) – Driver/Warehouse Worker I**

Providing the DMV's License Plate Factory was to maintain its current existing workload (producing Digital License Plates (DLP) and pressing 1982 Replica plates and souvenir plates), the following additional staff would need to be added in order to supplement inmate workforce positions lost due to the prison closure. This alternative plan would not utilize an inmate workforce; therefore nine additional staff members would be required to operate the factory.

- **One (1) – Maintenance and Repair Worker IV** – This position is charged with the operation and maintenance of the Applicator, Presses and other equipment as needed.
- **One (1) – Graphic Designer II** – This position is charged with designing license plates and operates machinery associated with printing graphic for license plate production.
- **Five (5) – Supply Technician I** – Two supply technicians will be responsible for working on the production line; two supply technicians will work in the packaging department and one will work in the shipping and receiving department.
- **Two (2) – Supply Technician II** – One supply technician II will serve as packaging lead and one will serve as shipping/receiving lead.

Unlike any of the other options proposed in this report, this option requires State employees to assume tasks performed by an inmate workforce. A state employee's pay is significantly higher when compared to inmates. Labor costs to replace inmates with State employees would represent a significant increase for the Department.

#### (4) Nevada State Prison Move Commentary:

Current projections don't forecast a need for the Department of Corrections to re-open any of NSP's beds for the next 10 years. Even if those projections are revised (slightly) upward, the Nevada Department of Corrections (NDOC) has indicated it will still be able to manage the existing prison population for the next 3 to 5 years without reopening the facility. However, NDOC has indicated they will continue to maintain NSP much in the same way as the Southern Nevada Correctional Center has been maintained. The existing prison will continue to employ a nominal staff in case all or a portion of the institution's beds should be needed in the future. This suggests the License Plate Factory will have the capability to continue operating in its present location indefinitely.

All utilities (i.e. electricity, natural gas and water) are fed to NSP and the Warm Springs Correctional Center using the same grids. However for tracking purposes, the License Plate Factory has meters specific to its utility usage for both natural gas and electricity. On a quarterly basis, these meters are read and the information is supplied to the Nevada Department of Corrections NDOC wherein usage is reported and the Department of Motor Vehicles (DMV) reimburses NDOC for the License Plate Factory's utility usage. As proposed in this option, no real changes would be required to the current utility reporting procedures.

An e-mail regarding the option of retaining the NSP location and existing inmate workforce was sent from Bruce Manning (Processing Center Manager) to Rhonda Bavaro (CSD Administrator) on February 16, 2011. In this e-mail The Director of the Department of Corrections was quoted as saying *"...the Prison Industries will remain as they are and operate as they are. The workers (inmates) will be transported to and from work area."* A copy of the e-mail in its entirety is provided in the License Plate Factory Appendix.

### C. Northern Nevada Correctional Center (NNCC):

The following information has been gathered for a potential move of the License Plate Factory (Tag Plant) from the Nevada State Prison (NSP) to a vacant building located on the institutional grounds of Northern Nevada Correctional Facility (NNCC). NDOC, Public Works and the DMV have been working together on building schematics detailing what it would take to bring such a move into fruition. Although the proposed building at NNCC is vacant it does not currently meet the needs of the License Plate Factory. The proposed location offers some existing infrastructure refinements (left from a previous tenant) that could be of use to the Factory but extensive modifications will still be needed in order to accommodate the Factory's production requirements.

The license plate factory's team has ascertained the location at NNCC is both underpowered and lacking the proper natural gas lines needed to make such a move feasible. Although electrical modifications could be made to the facility, Department staff has determined that the most cost effective approach to offsetting movement of the License Plate Factory's oven would be to purchase a new green energy paint curing system offered by JR Wald. The purchase of this new system would offset all costs associated with moving the existing oven and upgrading the equipments natural gas lines.

Properly ventilating the factory's equipment is an area of concern for the Department. Although most of the License Plate Factory's ventilation requirements can be met by ventilating equipment through side walls of the proposed building, the oven's existing cooling system will need to be relocated to the roof of the proposed building if the Department is unable to acquire a new UV paint curing system.

A decontamination shower is currently not available at the new facility. Pursuant to the Occupational Safety Health Administration (OSHA) standards a decontamination shower is required. Maintenance staff at NNCC is aware of this discrepancy and will have it addressed. In addition no chemical room exists at the new location. The construction of an adequate chemical room will need to be finalized.

Several other refinements will also be required to make NNCC a viable alternative. The License Plate Factory utilizes two (2) recycle containers for steel and aluminum recycling and placement of these containers will need to be determined as there are security concerns, due to the accessibility to inmates. the DLP room will need to be constructed to meet requirements of the Condor printer and the two Cincinnati Press Brakes will need proper foundation reinforcement (in addition to building foundation reinforcement).

Maintenance and/or inmates of NNCC could assist with the internal building preparation needed to prepare for the factory's move to the new facility. Many of the inmates who could be chosen for the necessary prep work have the shop skills necessary to complete the task. Using an inmate workforce to complete the necessary preparation work would significantly reduce associated labor costs when measured against potential vendors offering the same services.

An area of concern involves the foundation of the building at NNCC. The building plans indicated the foundation consisted of a six (6) inch concrete slab, however, the information provided from Public Works indicated the foundation was actually a four (4) inch concrete slab, lightly reinforced with wire mesh; this was verified by drilling into the existing foundation. If the foundation is too thin, the weight of the factory's equipment and/or the weight of a forklift carrying a 5000 pound pallet of aluminum may crack the foundation. The precise areas in the building needing foundation re-enforcement can be identified and NNCC has access to an inmate workforce capable of assisting in the demolition of the existing floor. NNCC staff has access to a metal shop and inmate labor which could provide the work necessary for steel foundation reinforcement. Once completed, an outside vendor could then be hired to pour concrete.

Much of the work proposed and outlined above will be processed through the Department of Administration's Public Works Division team. It is within their purview to ensure all work completed is safe, efficient, well planned, within scope, within budget and on schedule.

## **(1) Northern Nevada Correctional Center (NNCC) – Retain the Existing Workforce**

*Relocate the License Plate Factory from the Nevada State Prison (NSP) to the Northern Nevada Correctional Center (NNCC) while retaining the existing inmate workforce who've been transferred from NSP to NNCC:*

Under this option, The Nevada Department of Corrections (NDOC) would provide the Department of Motor Vehicles' License Plate Factory with the same workforce currently employed at the License Plate Factory at NSP. The existing crew would be transferred to the Northern Nevada Correctional Center and resume their duties in the new location.

Once the move was completed, daily practices would remain relatively unchanged representing a lessened disruption in service provided to the public. In addition, once the equipment and items associated with operating the factory had been moved and set up at NNCC, the only difference would be where the current workforce is housed.

This option represents one of the more cost effective methods afforded to the Department. Using the existing workforce would significantly decrease worker turnover when compared to other options afforded to the Department, would limit unnecessary waste material disposition and limit costs associated with training a new inmate workforce. Existing staff is experienced, fully trained and operates the factory in a cohesive productive fashion.

**(2) Northern Nevada Correctional Center (NNCC) – Utilize A New Inmate Workforce:**

*Relocate the License Plate Factory from the Nevada State Prison (NSP) to the Northern Nevada Correctional Center (NNCC) while utilizing a workforce consisting of new inmates selected for work in the new factory:*

Under this proposal, if the License Plate Factory was relocated to the Northern Nevada Correctional Center, a new inmate workforce would be interviewed and selected for work in the factory. Training and waste material disposition costs would be a factor until such time when the new team had acquired the skills needed to operate the factory in an efficient manner. Ongoing inmate turnover would also impact productivity and material waste.

**D. Lovelock Correctional Center (LCC):**

*Move the License Plate Factory to the Lovelock Correctional Center:*

The following information has been gathered for a potential move of the License Plate Factory (Tag Plant) from the Nevada State Prison (NSP) to a new physical location on the institutional grounds of the Lovelock Correctional Center. Many of the costs associated with moving the License Plate Factory to Lovelock resemble those outlined in the NNCC option. However, it should be noted if the factory were relocated to Lovelock, the costs associated with phone calls and faxes would greatly increase. In addition because of Lovelock's remote location, an increase in transportation costs will have to be factored in as well. Existing staff would likely be forced to resign if the Lovelock option is selected as commuting between their homes and the facility would be impractical.

As with NNCC, foundational enhancements involving the Cincinnati Presses are anticipated. However, NDOC engineer Kent LeFevre, has stated the foundation and electrical work needed inside the building to operate the Factory at Lovelock should not be a problem (see below):

*"...Building # 5 has a 6" reinforced concrete floor slab, the clearance to the bottom of the structural joist is 15'- 6". Power is furnished to this facility via (4) 225 Amp panels 120/208 and (1) 600 amp cabinet at 480V 3 phase. 4" Natural gas piping is to the suite. There are roll up service doors, fire protection, truck access, etc. Please check with the PI manager for the location that is available."*

Department staff has determined that the most cost effective approach to offsetting movement of the License Plate Factory's oven would be to purchase a new green energy paint curing system offered by

JR Wald. The purchase of this new system would offset all costs associated with moving the existing oven and upgrading the equipment's natural gas lines.

As with NNCC, properly ventilating the factory's equipment is an area of concern and a point of consideration for the Department. Although most of the License Plate Factory's ventilation requirements can be met by ventilating equipment through side walls of the proposed building, the oven's existing cooling system will need to be relocated to the roof of the proposed building if the Department is unable to acquire a new UV paint curing system.

Several other refinements will also be required to make LCC a viable alternative. The Tag Plant utilizes two (2) recycle containers for steel and aluminum recycling and placement of these containers will need to be determined (as there are security concerns, due to the accessibility to inmates), a DLP room will need to be constructed to meet requirements of the Condor printer and the two Cincinnati Press Brakes will need proper foundation reinforcement.

As with NNCC, much of the work proposed and outlined above will be processed through the Department of Administration's Public Works Division team. It is within their purview to ensure all work completed is safe, efficient, well planned, within scope, within budget and on schedule.

**(1) Lovelock Correctional Center (LCC) – Retain the Existing Workforce**

*Relocate the License Plate Factory from the Nevada State Prison (NSP) to the Lovelock Correctional Center (LCC) while retaining the existing inmate workforce who'd be transferred from NSP to LCC:*

Under this option, The Nevada Department of Corrections (NDOC) would provide the Department of Motor Vehicles' License Plate Factory with the same workforce currently employed at the License Plate Factory at NSP. The existing crew would be transferred to the Lovelock Correctional Center and resume their duties in the new location.

Once the move was completed, daily practices would remain relatively unchanged representing a lessened disruption in service provided to the public. In addition, once the equipment and items associated with operating the factory had been moved and set up at LCC, the only difference would be where the current workforce is housed.

Using the existing workforce would significantly decrease worker turnover when compared to other options afforded to the Department, would limit unnecessary waste material disposition and limit costs associated with training a new inmate workforce. Existing staff is experienced, fully trained and operates the factory in a cohesive productive fashion.

**(2) Lovelock Correctional Center (LCC) – Utilize A New Inmate Workforce:**

*Relocate the License Plate Factory from the Nevada State Prison (NSP) to the Lovelock Correctional Center (LCC) while utilizing a workforce consisting of new inmates selected for work in the new factory:*

Under this proposal, if the License Plate Factory was relocated to the Lovelock Correctional Center, a new inmate workforce would be interviewed and selected for work in the factory. Training and waste material disposition costs would be a factor until such time when the new team had acquired the skills needed to operate the factory in an efficient manner.

**(3) License Plate Factory Management:**

*If either of the two options outlined above for LCC are chosen, the current management team will be unable to assume their roles in the new location. The Factory is led by Dave Wiley and Dennis Miller who are both employees of the Department of Motor Vehicles.*

*Both Mr. Wiley and Mr. Miller have indicated if the Factory were relocated to Lovelock, they would be forced to resign their positions in the factory. Commuting between home and work (120 miles / 2hrs – one way) is not practical. Neither Dave nor Dennis is able to relocate their families to Lovelock.*

Moving the License Plate Factory to Lovelock would mean a new management team would need to be hired and trained to operate the facility.

#### E. Two Separate Shops??:

There is the potential for the option of running two separate shops. One shop would be housed at the NNCC facility and the other would be the current factory at NSP.

(Note: Because of the number of variables involved, this option was not quantified in this report).

The NSP facility would maintain the housing of the two large Cincinnati Presses for both embossing and de-bossing of license plates along with the Federal and Niagra motorcycle pressing machines. The 76' long bake oven with the M31 paint feeder would remain at this facility as well.

All other equipment would be moved to the NNCC facility where all DLP printing, all blanking (both DLP and plates for pressing), all packaging, shipping and receiving would be conducted.

While it may seem a feasible solution in keeping our current inmate workforce, it would in fact create a dilemma in the future.

The first of the problems of maintaining two facilities is in the logistics of manufacturing. The blanks would need to be made at the NNCC facility, loaded and transported to the NSP facility, unloaded and stored for future use. When an order is to be filled, which is currently taking place once a week, the NNCC facility would need to be shut down completely while all free staff worked at the NSP facility to press, paint and bake the plates in the order. Once baked, finished products would then need to be transferred back to the NNCC facility for packaging in the hopes that no damage would be incurred during transportation.

Perhaps the biggest hurdle needing to be addressed is in regards to requests associated with embossing the first year of a re-issue. During the last re-issue, inmates worked 13 hours a day in both creating new series for distribution and filling orders for customers to keep the same number on the new background. This would entail a large fiscal impact in running two shops simultaneously; one to press the orders and new series, while maintaining the DLP system to conduct normal manufacturing. This would directly impact payroll, greatly increase electrical and natural gas usage, as well as fuel for vehicles in the daily transportation of finished product for packaging; again hoping for a minimal amount of damage. Another fiscal impact would be incurred in the MVIT division, potentially setting up two systems for the retrieval of orders.

While there may be an initial savings due to the lack of moving equipment, there are still incurred costs. The foundation at the NNCC facility would still need to be upgraded to handle the weight of the Precision Press and the load of the Aluminum rolls. By maintaining two facilities, we are incurring a greater usage of fuel in both vehicles and utility costs.

#### F. Prison Industries - Graphic Designer:

Department of Administration Director Jeff Mohlenkamp has stated ***"Prison Industries would pay for a Graphic Designer to work in the License Plate Factory."*** This option is applicable to any one of the proposals outlined in this report. Accounting for salary and benefits, a Graphic Designer II at a grade five (5) level, is anticipated to cost the State approximately \$60,084.00 annually. Please see the Labor Cost Analysis provided in Section Seven.

**G. Nevada Department of Corrections (NDOC) Involvement:**

**(1) Correctional Officer:**

The Nevada Department of Corrections (NDOC) may potentially need to staff any one of the three locations (NSP, NNCC or LCC) with a Corrections Officer. If NDOC was to commit a Corrections Officer to oversee the facility salary and benefits would equate to approximately \$63,742.00 annually. This estimate is based on a Grade 33 - Step 5 position. Information provided to us by the Nevada Department of Corrections has indicated only one Corrections Officer would be needed to fill this position.

**(2) Fencing Between NSP and WSCC:**

Although The Nevada State Prison and the Warm Springs Correctional Center are located next door to one another, currently there isn't a fence linking the two facilities. The Department of Motor Vehicles has noted that fencing between the Warm Springs Correctional Center (WSCC) and the Nevada State Prison would be a point of consideration for NDOC. If the Factory remains at NSP and continues to operate using inmates housed at WSCC, a fence adjoining the two facilities may need to be built.

The shortest and least undulating area between the two locations is approximately 40 feet. Based on this information, Dave Wiley contacted Artistic fence for a preliminary estimate and was told fencing materials would cost approximately \$1174.36. However, Artistic refused to provide a labor estimate without physically inspecting the site.

Although preliminary research has been provided by The Department of Motor Vehicles, it is anticipated that costs associated with erecting a fence adjoining the two facilities would be encumbered by the Department of Corrections and therefore is not quantified within this report.



## *Central Services and Records Division*

### *Section Five*

### *License Plate Factory Relocation Plan*

*In this section...*

- Identify Closing Date of Existing Facility
- Dismantle Existing Infrastructure For Use At The New Facility
- Dismantle The Office
- Prepare New Facility Utilizing The Old Facility's Materials
- Transport And Reassemble Equipment In The New Location
- Set Up The Office And Electronics

**5. License Plate Factory Relocation Plan:****A. Identify The Closing Date of The Existing Facility:**

- (1) Based on information provided by the Nevada Department of Corrections (NDOC), the Nevada State Prison is anticipated to close the end of March 2012. All move projections and changes to existing operations are based on relocating the factory during the months of April, May and June 2012. It is assumed plate production will resume July 1, 2012.
- (2) Set up process for plate orders while manufacturing facility is unavailable.
  - (a) Supply orders for DMV, Assessor & Recorder offices.
    - 1) Miscellaneous supplies if no deliveries are performed.
  - (b) EDRS orders.
  - (c) Personalized plate orders.
  - (d) New plate designs will be unavailable.

**B. Dismantle Existing Infrastructure for Use at The New Facility:**

- (1) Prepare equipment for transport.
  - (a) Disconnect equipment from internal building infrastructure.
  - (b) Removal and storage or disposal of fluids.
  - (c) Disassemble machines for safe transport.
    - 1) Palletize or box parts and label as necessary.
    - 2) Ensure equipment is safe for transport.
- (2) Prepare stock and other items for transport.
  - (a) Palletize and label inventory correctly and securely.
  - (b) Palletize and label warehouse items securely.
    - 1) Desks, tables, chairs, shelves, tool room, storage, chemical room, dies, machine parts, shipping/receiving department, DLP room infrastructure and non-vendor components, shop floor materials, etc...
- (3) Disassemble internal infrastructure. (I.e. Wiring, conduit, pneumatic lines, etc...)

**C. Dismantle The Office:**

- (1) Make preparations for data inaccessibility.
- (2) Coordinate disassembly and transport of computer equipment.

**D. Prepare The New Facility Utilizing The Old Facility's Materials:**

- (1) Ensure internal infrastructure is ready to accept equipment.
  - (a) Wiring, conduit and pneumatic lines to appropriate locations.
- (2) Prepare for equipment.
- (3) Set up Auxiliary areas.
  - (a) DLP Room
  - (b) Chemical Room
  - (c) Forklift Recharging Station.
  - (d) Eyewash/Emergency wash/rinse stations.
  - (e) Shipping/Receiving areas.

**E. Transport and Reassemble Equipment In The New Location:**

- (1) Unload material to appropriate locations within new facility.
  - (a) Set up equipment per factory specifications. (i.e. Cincinnati Press Brakes must be leveled and on correct foundation, etc...)
  - (b) Finish running supporting infrastructure. (i.e. adjust pneumatic lines to connect properly, adjust electrical wiring for proper connection, etc...)
- (2) Test all equipment.
- (3) Set up supporting components for operation of License Plate Factory.
  - (a) Storage racking and shelves.
  - (b) Support areas for all equipment components.
    - 1) Die storage, etc...
    - 2) Tool Room

**F. Set up The Office and The Electronics:**

- (1) Electronic Equipment Installation
  - (a) Internal cabling
  - (b) Coordinate with IT department to install all office PC's, phones, fax lines, etc...
  - (c) Coordinate with vendor and IT department to install all vendors PC's, printers, and server.



## *Central Services and Records Division*

### *Section Six* *Legislative Authorities*

*In this section...*

- License Plate Factory Statutory Authorities
- Legislative Testimony, Commentary and Response

## 6. Legislative Authorities:

### A. License Plate Factory Statutory Authorities:

**NRS 482.1805 Revolving Account for Issuance of Special License Plates: Creation; deposit of certain fees; use of money in Account; transfer of excess balance to State Highway Fund.**

1. The Revolving Account for the Issuance of Special License Plates is hereby created as a special account in the State Highway Fund. An amount equal to \$35 of the fee received by the Department for the initial issuance of a special license plate, not including any additional fee which may be added to generate financial support for a particular cause or charitable organization, must be deposited in the State Highway Fund for credit to the Account.

2. The Department shall use the money in the Account to:

(a) Pay the expenses involved in issuing special license plates; and

(b) Purchase improved and upgraded technology, including, without limitation, digital technology for the production of special license plates, to ensure that special license plates are produced in the most efficient manner possible.

3. Money in the Account must be used only for the purposes specified in subsection 2.

4. At the end of each fiscal year, the State Controller shall transfer from the Account to the State Highway Fund an amount of money equal to the balance in the Account which exceeds \$50,000.

(Added to NRS by 1999, 779; A 2001, 1837; 2003, 3067, 3346; 2009, 1029)

**NRS 482.268 License plates: Additional fee for issuance; deposit of fee** In addition to any other applicable fee, there must be paid to the Department a fee of 50 cents for each license plate issued for a motor vehicle, trailer or semitrailer. The fee paid pursuant to this section must be deposited with the State Treasurer for credit to the Fund for Prison Industries to defray the cost of producing the license plate.

(Added to NRS by 1987, 1022)

**NRS 482.267 License plates: Production at facility of Department of Corrections.** The Director shall utilize the facility for the production of license plates which is located at the Department of Corrections to produce all license plates required by the Department of Motor Vehicles.

(Added to NRS by 1987, 1022; A 2001, 2547; 2001 Special Session, 244; 2003, 289)

**NRS 482.367 Fees; deposit of fees to credit of Motor Vehicle Fund.**

1. The Department shall charge and collect the following fees for the issuance of personalized prestige license plates, which fees are in addition to all other license fees and applicable taxes:

(a) For the first issuance..... \$35

(b) For a renewal sticker..... 20

(c) For changing to another personalized prestige license plate..... 35

2. The additional fees collected by the Department for the issuing of personalized prestige license plates must be deposited with the State Treasurer to the credit of the Motor Vehicle Fund.

(Added to NRS by 1969, 100; A 1969, 404; 1973, 451; 1975, 211; 1991, 2313; 2001, 314)

**NRS 482.367006 Fees.**

1. The fee for special license plates designed, prepared and issued pursuant to NRS 482.367002 is \$35, in addition to all other applicable registration and license fees and governmental services taxes. The license plates are renewable upon the payment of \$10.

2. In addition to all other applicable registration and license fees and governmental services taxes and the fee prescribed in subsection 1, if a special license plate is designed, prepared and issued pursuant to NRS 482.367002 to generate financial support for a particular cause or charitable organization, a person who requests a set of such license plates must pay for the initial issuance of the plates an additional fee of \$25 and for each renewal of the plates an additional fee of \$20, to be distributed in the manner described in subsection 3.

3. The Department shall deposit the additional fees collected pursuant to subsection 2 with the State Treasurer for credit to an account created in the State General Fund for the benefit of the particular cause or charitable organization for whose financial benefit the special license plate was created. The Department shall designate an appropriate state agency to administer the account. The state agency

designated by the Department to administer the account shall, at least once each quarter, distribute the fees deposited pursuant to this subsection to the particular cause or charitable organization for whose benefit the special license plate was created.

4. Money in an account created pursuant to subsection 3 does not lapse to the State General Fund at the end of a fiscal year. The interest and income earned on money in such an account, after deducting any applicable charges, must be credited to the account.

(Added to NRS by 2003, 3066)

## **B. Legislative Testimony, Commentary and Response:**

The following commentary regarding the License Plate Factory appeared in a memorandum dated 3/23/2011, from the Department's Director Bruce Breslow to Scott Edwards of the Legislative Counsel Bureau's Fiscal Analysis Division:

**Fiscal Analysis Division:** *The Subcommittee questioned the agency about the options for continuing License Plate Factory operations should Nevada State Prison (NSP) close. Accordingly, please provide more information on the options discussed during the hearing, including maintaining the factory on site or relocating the factory to a new location. What are the agency's costs and operational impacts associated with each option?*

**Department Response:** *The DMV has had discussions with the Nevada Department of Corrections (NDOC). The NDOC is willing to keep the License Plate factory running at its current location even if the prison as a whole is shut down. This would save quite a bit of moving costs as outlined below. In addition, the NDOC is also willing to relocate the system to NNCC but the State would have to pay for the costs as outlined below. It's very important to the State to keep the same experienced crew of prisoners together that have been working at the License Plate Factory. The crew has been together for many years. In fact, the newest member of the team came on board six years ago. It is one of the most sought after jobs at the prison.*

*There are no costs associated to the Department of Motor Vehicles if the License Plate Factory remains in its current location at NSP. However, in order to facilitate a relocation of the License Plate Factory, the Department of Motor Vehicles is projecting the following costs;*

- *\$127,704 to 3M to remove the 90 ton press brakes, Blanking Line and DLP Printer System (owned by 3M)*
- *\$5,665 to Fallon Heating and Air for mechanical*
- *\$31,190 to Willis Electric, Inc. to install and connect power sources to the new location*
- *\$37,890 to Bragg Crane for removal and placement of the four DMV owned presses*
- *Total \$202,449*

*This projected estimate does not include potential costs associated to the movement of all other License Plate Factory supplies and equipment, the impact on the Department relating to 'down time' the factory will incur or personnel related costs for the DMV and NDOC for training both Department and inmate staff. If the existing inmate staff is no longer available, training costs would include training new inmate staff on the highly technical equipment.*

*The proposed move will also have a negative impact on the Electronic Dealer Report of Sale program. EDRS orders are transmitted directly from the vehicle dealerships to the Department. Once the vehicle registration is processed, the License Plate Factory receives a report and manufactures the license plate. Due to the 30 day period of time allowed from the date the vehicle is purchased to the date the vehicle must be registered, paired with the mail delivery process, a shut down of the License Plate Factory will cause a delay in the Department's processing and the customer's receipt of their license plates and vehicle registration certificate.*

*In addition there will be incidental costs associated to mainframe requirements, additional wiring requirements, additional plumbing needs, phone lines, etc. which we are estimating at approximately \$20,000.*

**Fiscal Analysis Division:** *In addition, the agency provided testimony concerning the potential relocation of the original license plate press, which would require removing the existing roof at NSP. What are the estimated costs to remove the original license plate press from its current NSP location?*

**Department Response:** *It has subsequently been determined that the License Plate Factory can be relocated without removing the roof from the existing location. Existing equipment will be removed with the aforementioned equipment by Bragg Crane."*



## *Central Services and Records Division*

### *Section Seven*

### *Financial Statements and Projections*

*In this section...*

- Revenue, Cost Estimates and Analysis
- Prison Industry Fee
- Basis for Projections
- Forecasted Expenditures
- Spreadsheet Backups

## 7. Financial Statements and Projections:

### A. Revenue, Cost Estimates and Analysis:

- (1) NRS 482.267 states "The Director shall utilize the facility for the production of license plates which is located at the Department of Corrections to produce all license plates required by the Department of Motor Vehicles." The following revenue and cost analysis is provided to show operating income and expenditures as they relate to the Department:
  - (a) In fiscal year 2011 costs associated with the operation of the License Plate Factory amounted to \$1,545,207.39. These costs include utilities, building maintenance costs, inmate payroll and worker's compensation costs.
  - (b) If the Factory were to be transferred to a state-owned building such as NNCC or LCC, costs projected to move and staff the facility are anticipated to range between \$350,509.00 – \$763,423.62 depending on the equipment moved and location chosen.
- (2) NRS 482.268 mandates a fee of 50 cents for each license plate issued for a motor vehicle, trailer or semi-trailer be credited to the Fund for Prison Industries to "defray the cost of producing the license plate".
  - (a) Fees collected from the sale of license plates are deposited to the Fund for Prison Industries, budget account 525-3719 — Prison Industries. In FY11, \$462,756.66 was distributed to Prison Industries.
  - (b) The Department pays electric and natural gas utilities while NDOC is responsible for the water and garbage costs. DMV's portion of the FY11 utility costs was \$21,968.73.
- (3) Pay for inmate workers is significantly less than a full time employee of the State.
- (4) Reno Salvage provides the License Plate Factory with two dumpsters, one for aluminum and one for steel. Reno Salvage keeps the proceeds of the steel recycling and the Department receives payment for the aluminum, that reverts to the Highway Fund. In exchange for the proceeds of the steel recycling, Reno Salvage allows the Factory to use its dumpsters free of charge.

### B. Prison Industry Fee:

As outlined in the "NSP – Staffed with State Employee and no Inmates Option," if the Department assumes all operations associated with plate manufacturing, NRS 482.268 would need to be changed. Currently license plates are sold for \$0.50 each (\$1.00 set). Monies received are receipted into the Fund for Prison Industries to defray costs associated with license plate production. However if the Department assumes this responsibility funding will need to be diverted back to the Department. The following revenues were collected in FY09, FY10 and FY11:

**FY 2011: \$462,756.66**

**FY 2010: \$450,119.76**

**FY 2009: \$462,603.95**

**Note:** In order to project out anticipated revenues resulting from the \$0.50 plate fee, plate production was forecasted out through FY13. Revenue is forecasted to be \$451,994.11 based on an estimated 903,988 plates produced (see Cost per Plates analysis).

### C. Basis for Projections:

- (1) Based on information provided by the Nevada Department of Corrections (NDOC), the Nevada State Prison is anticipated to close the end of March 2012. All move calculations and changes to existing operations are based on relocating the factory during the months of April, May and June 2012. It is assumed plate production will resume July 1, 2012.
- (2) Cost benefits analysis indicates purchasing a new paint curing system in lieu of moving the existing oven to be more cost effective. However for comparative purposes costs associated with moving the oven are provided.
- (3) Charges associated with delivering product throughout the state have been quantified and projected out based on a per mile basis. Analysis includes average cost for repairs, tires, per diem, and miscellaneous expenses. Delivery charges over and above what currently already exist are reflective in the totals for Lovelock.

**Note:** Because NNCC is located in Carson City mileage will remain relatively unchanged when compared to mileage currently assessed at NSP.

- (4) In 2005, the Department switched to a new DLP process. This was the last year training regarding a new plate production process on a mass scale occurred.

For the purposes of ascertaining training costs, 2005 was used as a basis to determine what the Department should anticipate if a new staff was chosen to replace the existing inmate crew presently working at the License Plate Factory.

Currently 3.61% of all license plates produced result in waste product (FY09, FY10 & FY11 average). In 2005 waste increased an additional 4% of total production. It is therefore assumed if a new staff or inmate crew were to be assigned to work in the Factory, waste would increase 4% relative to the total amount of plates produced (waste resulting from training and inexperience).

At LCC these costs are higher because of the remoteness of the location and the fact a new management team would be in control of the facility. Additional, training costs and transportation costs must also be factored (fuel, per diem, meeting time etc.). These costs are in addition to anticipated delivery expenses.

The following prices were used to capture materials cost:

**Graphic sheeting = \$2.25 per sheet and \$2.91 per sheet**  
**Aluminum = \$1.60 per pound.**

**Note:** Graphic sheeting is sold at two different prices depending on the type of plate produced (\$2.25 per sheet & \$2.91 per sheet). For the purposes of this analysis, an average of both prices (\$2.58) has been used.

- (5) Additional Lovelock Correctional Center (LCC) Move Assumptions:

**Note:** FY13 LCC Waste costs have been calculated using the following assumptions:

- Current material waste using the existing inmate workforce and leadership team has averaged 3.61% of total production annually (FY09, 10 & 11).
- The existing management team would be unable to transfer to LCC.
- Anticipated training and waste costs for a new crew and new management are estimated to increase 10%. This assumption includes travel, per diem, training, and quarterly meetings with Department heads in Carson City (management team).

- Anticipated training and waste costs for the existing crew and new management are estimated to increase 5%. This assumption includes travel, per diem, training, and quarterly meetings with Department heads in Carson City (management team).
- (6) In March 2011 the Department's Director submitted a memorandum to the Legislative Counsel Bureau's Fiscal Analysis Division detailing costs associated with moving the License Plate Factory. In the proposal, an additional \$20,000 was requested for moving costs and associated utilities fees not covered in receipts obtained by the Factory's Manager Dave Wiley. Unforeseen costs are still anticipated and therefore an additional \$20,000 has been built into the Incurred Moving & Prep Expenses Projection for NNCC and LCC.
  - (7) If it is decided the License Plate Factory should be relocated to either NNCC or LCC, it is assumed operating costs would remain the same. This assumption is based on the fact NSP, NNCC and LCC all operate within the State of Nevada Correctional System and anticipated building sizes are relatively similar (approximately 8,000 to 10,000 square feet). Other costs over and above general operating expenses (moving, labor, mileage, training etc.) have been quantified.
  - (8) A reduction for inmate payroll has been made to the plan proposing the Department staff the facility with State employees versus utilizing inmates. These costs are reflected in FY13's forecast. Salaries for State workers replacing the inmate workforce have been provided as a line item for the option.
  - (9) Labor Expenses are outlined below. Each State of Nevada position is rated at a step five (5) for comparative purposes.
  - (10) Forecasted building preparation expenses for NNCC and LCC have been quantified and used to ascertain costs in each of the summaries within this report.
  - (11) For FY10 & 11, the average cost for repairs, tires and misc. expenses totaled \$0.24 a mile. When factoring in anticipated mileage costs, expenses increase for operations originating from LCC as compared to operations located at NSP (or NNCC). The total forecasted amount for Lovelock totaled \$29,509.10. The actual amount spent for Carson City during FY10 and FY11 averaged \$11,448.00. A Difference between the two costs of \$18,060.30 is factored into each cost projection.
  - (12) Expenditures and plate fee revenues used in this analysis are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs and plate fee revenues, versus using legislatively approved budget figures.

**D. Forecasted Expenditures:**

**(1) Nevada State Prison (NSP):**

**Nevada State Prison (NSP)**

Nevada State Prison - With Inmates: (Retain Existing Inmate Workforce)			Nevada State Prison - With Inmates: (Introduce New Inmate Workforce)		
Operating Expenses	FY12	FY13	Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00	Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses			Incurred Moving & Prep Expenses		
Total	\$0.00	\$0.00	Total	\$0.00	\$0.00
Equipment Expenses			Equipment Expenses		
Total	\$0.00	\$0.00	Total	\$0.00	\$0.00
Labor Expense			Labor Expense		
Total	\$227,149.00	\$227,149.00	Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)			Additional Expenditures (Training & Waste)		
Total	\$0.00	\$0.00	Total	\$0.00	\$179,597.73
Total Expenses	1,573,302.47	1,797,942.00	Total Expenses	1,573,302.47	1,977,539.73

Nevada State Prison - With State Employees: (No Inmates - Staffed with Departmental Employees Only)		
Operating Expenses	FY12 Forecast	FY13 Forecast
Total	1,346,153.47	1,509,431.49
Incurred Moving & Prep Expenses		
Total	\$0.00	\$0.00
Equipment Expenses		
Total	\$0.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Replacement Non Inmate - DMV Staff)		
Total	\$0.00	\$462,728.00
Additional Expenditures (Training, & Waste)		
Total	\$0.00	\$179,597.73
Revenue Reversion (Cost Reduction) (NRS 482.268 - 0.50 Lic Plate Fee)		
Total	\$0.00	(\$451,994.11)
Total Expenses	1,573,302.47	1,926,912.11

## (2) Northern Nevada Correctional Center (NNCC):

### Northern Nevada Correctional Center (NNCC)

#### Northern Nevada Correctional Center - With New Paint Curing System: (Retain Existing Inmate Workforce)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$280,829.00	\$0.00
Equipment Expenses		
Total	\$69,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$0.00

#### Northern Nevada Correctional Center - Oven: (Retain Existing Inmate Workforce)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$381,549.00	\$0.00
Equipment Expenses		
Total	\$14,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$0.00

Total Expenses		
Total Expenses	1,923,811.47	1,797,942.00

Total Expenses		
Total Expenses	1,969,531.47	1,797,942.00

#### Northern Nevada Correctional Center - With New Paint Curing System: (Introduce New Inmate Workforce)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$280,829.00	\$0.00
Equipment Expenses		
Total	\$69,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$179,597.73

#### Northern Nevada Correctional Center - Oven: (Introduce New Inmate Workforce)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$381,549.00	\$0.00
Equipment Expenses		
Total	\$14,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$179,597.73

Total Expenses		
Total Expenses	1,923,811.47	1,977,539.73

Total Expenses		
Total Expenses	1,969,531.47	1,977,539.73

(3) Lovelock Correctional Center (LCC):

Lovelock Correctional Center (LCC)

Lovelock Correctional Center - With New Paint Curing System:  
(Retain Existing Inmate Workforce & Introduce New Management)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$215,339.00	\$0.00
Equipment Expenses		
Total	\$69,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$314,296.03
Additional Expenditures (Fuel, Mtc, Mileage, Per Diem)		
Total	\$0.00	\$18,060.30
Total Expenses		
Total Expenses	1,858,321.47	2,130,298.32

Lovelock Correctional Center - Oven:  
(Retain Existing Inmate Workforce & Introduce New Management)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$281,689.00	\$0.00
Equipment Expenses		
Total	\$14,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$314,296.03
Additional Expenditures (Fuel, Mtc, Mileage, Per Diem)		
Total	\$0.00	\$18,060.30
Total Expenses		
Total Expenses	1,869,671.47	2,130,298.32

Lovelock Correctional Center - With New Paint Curing System:  
(Introduce New Inmate Workforce & New Management)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$215,339.00	\$0.00
Equipment Expenses		
Total	\$69,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$448,994.32
Additional Expenditures (Fuel, Mtc, Mileage, Per Diem)		
Total	\$0.00	\$18,060.30
Total Expenses		
Total Expenses	1,858,321.47	2,264,996.62

Lovelock Correctional Center - Oven:  
(Introduce New Inmate Workforce & New Management)

Operating Expenses	FY12	FY13
Total	1,346,153.47	1,570,793.00
Incurred Moving & Prep Expenses		
Total	\$281,689.00	\$0.00
Equipment Expenses		
Total	\$14,680.00	\$0.00
Labor Expense		
Total	\$227,149.00	\$227,149.00
Additional Expenditures (Training & Waste)		
Total	\$0.00	\$448,994.32
Additional Expenditures (Fuel, Mtc, Mileage, Per Diem)		
Total	\$0.00	\$18,060.30
Total Expenses		
Total Expenses	1,869,671.47	2,264,996.62

(4) Summaries:

(a) Quantified Options Summary:

Quantified Options Summary

	Option Analysis (Least to Most Expensive)	FY12	FY13	Total Cost
1	NSP & Current Inmate Workforce	1,573,302.47	1,797,942.00	3,371,244.47
**2	NSP & State Employees (No Inmates)	1,573,302.47	1,926,912.11	3,500,214.58
3	NSP & New Inmate Workforce	1,573,302.47	1,977,539.73	3,550,842.20
4	NNCC, Current Inmate Workforce & UV System	1,923,811.47	1,797,942.00	3,721,753.47
5	NNCC, Current Inmate Workforce & Oven	1,969,531.47	1,797,942.00	3,767,473.47
6	NNCC, New Inmate Workforce & UV System	1,923,811.47	1,977,539.73	3,901,351.20
7	NNCC, New Inmate Workforce & Oven	1,969,531.47	1,977,539.73	3,947,071.20
8	LCC, Current Inmate Workforce & UV System	1,858,321.47	2,130,298.32	3,988,619.80
9	LCC, Current Inmate Workforce & Oven	1,869,671.47	2,130,298.32	3,999,969.80
10	LCC, New Inmate Workforce & UV System	1,858,321.47	2,264,996.62	4,123,318.10
11	LCC, New Inmate Workforce & Oven	1,869,671.47	2,264,996.62	4,134,668.10
Note: All of the above options include anticipated operating costs in addition to move and equipment purchases				
** This calculation assumes in FY13, NRS 482.268 will be revised, directing funds from Prison Industries to the DMV.				

(b) Options and Future Biennia:

Options and Future Biennia

	Option Analysis <i>(Least to Most Expensive)</i>	FY13	Future Biennia
1	NSP & Current Inmate Workforce	1,797,942.00	3,595,884.00
1	NNCC, Current Inmate Workforce & UV System	1,797,942.00	3,595,884.00
1	NNCC, Current Inmate Workforce & Oven	1,797,942.00	3,595,884.00
2	NSP & State Employees (No Inmates)	1,926,912.11	3,853,824.22
3	NSP & New Inmate Workforce	1,977,539.73	3,955,079.45
3	NNCC, New Inmate Workforce & UV System	1,977,539.73	3,955,079.45
3	NNCC, New Inmate Workforce & Oven	1,977,539.73	3,955,079.45
4	LCC, Current Inmate Workforce & UV System	2,130,298.32	4,260,596.65
4	LCC, Current Inmate Workforce & Oven	2,130,298.32	4,260,596.65
5	LCC, New Inmate Workforce & UV System	2,264,996.62	4,529,993.24
5	LCC, New Inmate Workforce & Oven	2,264,996.62	4,529,993.24
** This calculation assumes in FY13, NRS 482.268 will be revised, directing funds from Prison Industries to the DMV.			

(c) Cost to Move and/or Replace Inmate Staff:

Cost to Move and/or Replace Inmate Staff

Option Analysis: <i>Nevada State Prison (NSP)</i>		FY12	FY13	Total Cost
1	NSP & Current Inmate Workforce	\$0.00	\$0.00	\$0.00
2	NSP & New Inmate Workforce	\$0.00	\$179,597.73	\$179,597.73
3	NSP & State Employees (No Inmates)	\$0.00	\$190,331.62	\$190,331.62
3	<i>**NSP &amp; State Employees (No Inmates) w/o Reverting \$0.50 per Plate Fee Back to DMV</i>	<i>\$0.00</i>	<i>\$642,325.73</i>	<i>\$642,325.73</i>

Option Analysis: <i>Northern Nevada Correctional Center (NNCC)</i>		FY12	FY13	Total Cost
1	NNCC, Current Inmate Workforce & UV System	\$350,509.00	\$0.00	\$350,509.00
2	NNCC, Current Inmate Workforce & Oven	\$396,229.00	\$0.00	\$396,229.00
3	NNCC, New Inmate Workforce & UV System	\$350,509.00	\$179,597.73	\$530,106.73
4	NNCC, New Inmate Workforce & Oven	\$396,229.00	\$179,597.73	\$575,826.73

Option Analysis: <i>Lovelock Correctional Center (LCC)</i>		FY12	FY13	Total Cost
1	LCC, Current Inmate Workforce & UV System	\$285,019.00	\$332,356.33	\$617,375.33
2	LCC, Current Inmate Workforce & Oven	\$296,369.00	\$332,356.33	\$628,725.33
3	LCC, New Inmate Workforce & UV System	\$285,019.00	\$467,054.62	\$752,073.62
4	LCC, New Inmate Workforce & Oven	\$296,369.00	\$467,054.62	\$763,423.62

E. Spreadsheet Backups:

(1) Option Comparison:

Option Comparison

Company	IIIICC (w/oven)	IIIICC (w/o oven)	Lovelock (w/oven)	Lovelock (w/o oven)	HSP	
3M	\$127,704.00	\$127,704.00	\$127,704.00	\$127,704.00	\$0.00	
Bragg Crane	\$37,890.00	\$22,835.00	\$57,130.00	\$36,445.00	\$0.00	
Cincinnati Presses	\$11,690.00	\$11,690.00	\$13,205.00	\$13,205.00	\$0.00	
Price of foundation work under Cincinnati Press Brakes	\$6,595.00	\$6,595.00	\$6,595.00	\$6,595.00	\$0.00	
Niagra Press & Federal Press	Price to move these presses are included with the cost to move Cincinnati Presses above.	Price to move these presses are included with the cost to move Cincinnati Presses above.	\$8,400.00	\$8,400.00	\$0.00	This section represents a breakdown of the Bragg Crane estimate provided above.
Precision Press	\$4,550.00	\$4,550.00	\$8,245.00	\$8,245.00	\$0.00	
JRWald Oven	\$15,055.00	\$0.00	\$20,685.00	\$0.00	\$0.00	
JRWald	\$40,000.00	\$0.00	\$40,000.00	\$0.00	\$0.00	
Tedesco Pacific Construction Inc	\$79,100.00	\$79,100.00	\$0.00	\$0.00	\$0.00	
Willis Electric	\$31,190.00	\$31,190.00	\$31,190.00	\$31,190.00	\$0.00	
Fallon Heating & Air	\$5,665.00	\$0.00	\$5,665.00	\$0.00	\$0.00	
<b>Subtotals</b>	\$361,549.00	\$260,829.00	\$261,689.00	\$195,339.00	\$0.00	
Additional Moving Costs	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$0.00	
<b>Subtotals</b>	\$381,549.00	\$280,829.00	\$281,689.00	\$215,339.00	\$0.00	
M31-UV Paint Curing System	\$0.00	\$55,000	\$0.00	\$55,000	\$0.00	
Model 12CRS Combination reel/Straightener	\$14,680.00	\$14,680.00	\$14,680.00	\$14,680.00	\$0.00	
<b>Subtotals</b>	\$14,680.00	\$69,680.00	\$14,680.00	\$69,680.00	\$0.00	
<b>Grand Totals</b>	\$396,229.00	\$350,509.00	\$296,369.00	\$285,019.00	\$0.00	

## Option Comparison Backup:

This press is part of the blanking line (Our daily production line).

This is an excerpt from the original JRWald quote for the oven. A very preliminary and rough budget estimate for the oven relocation shows it would take us 2 men about 16 days to completely disassemble, move, re-assemble and perform start-up and training at the new facility. We estimate this would cost between \$30,000 - \$50,000.

Cost: \$55,000.00

This unit will eliminate the need for the gas line and some of the electrical requirements.

One major component which is missing is paint costs. I sent an e mail to JRWald to request costs.

The foot print for this system is only 13.5'

\$14,680.00

This figure represents the total cost with the Modulating drive system and Special guarding to cover chain and sprocket assembly. (We can fabricate the guard with the right personnel saving \$400.00.)

NNCC:

We can modify the blue print for the NNCC building to incorporate this piece of equipment. If we change where we store aluminum, only at the front of the blanking line, we would shorten the blanking line enough to NOT have to modify an interior wall. Note: This same wall would otherwise require the wall to be modified for the oven.

This figure represents the estimated cost to move all four DMV owned presses to NNCC. When we originally worked out these estimates, we tried to use the best option to eliminate using too many truck/trailer combinations.

DMV Owned Presses:

2 ea 135 ton Cincinnati Press Brakes

1 ea Niagra Press

1 ea Federal Press

Bragg Crane obtained an estimate from Tedesco Pacific Contruction Inc to construct the 5' X 10' x 16" steel reinforced foundation below Cincinnati Press Brakes.

From Bragg Crane:

The following pricing is to provide labor, equipment and transportation to move the Furnace from the Nevada State Prison in Carson City to the new site in Carson City, NV. Pricing is based on the belt being removed and the sections separated by others. All electrical and plumbing to be disconnected by others. We will require safe, free and clear access to all work areas.

This figure represents the estimated cost to move all four DMV owned presses to NNCC. When we originally worked out these estimates, we tried to use the best option to eliminate using too many truck/trailer combinations.

DMV Owned Presses:

2 ea 135 ton Cincinnati Press Brakes

1 ea Niagra Press

1 ea Federal Press

Bragg Crane obtained an estimate from Tedesco Pacific Contruction Inc to construct the 5' X 10' x 16" steel reinforced foundation below Cincinnati Press Brakes.

No need for oven to move...

M31-UV Paint System will replace the oven.

When I worked with Bragg Crane to get updated moving costs, we broke the cost down to move the Cincinnati's and the two smaller presses separately. Total cost for all four presses is \$21,605.00. We still tried to keep the amount of truck/trailer combinations to a minimum. If the Department chooses not to move all four presses because two of them are very rarely used...

Bragg Crane obtained an estimate from Tedesco Pacific Contruction Inc to construct the 5' X 10' x 16" steel reinforced foundation below Cincinnati Press Brakes.

From Bragg Crane:

For the furnace we will require the belt to be removed and the sections of the furnace separated by others. All electrical and plumbing to be disconnected by others. We will require safe, free and clear access to all work areas.

Using same estimate for Lovelock and NNCC. No updated information available. Due to new location, cost should be equal to or greater than cost to NNCC.

With the warehouse in Lovelock, most of the equipment could be wired within the boundaries of the estimate we received earlier this year. I did leave in the wiring for the oven as the M31-UV curing system would need to be wired. I also decided to leave in the decoiler straightener for similar reasons. I beleive the cost for the components would help cover the cost of running conduit and wiring to lengths greater than 100'. (The quote from Willis was only to run conduit to 100' lengths.)

When I worked with Bragg Crane to get updated moving costs, we broke the cost down to move the Cincinnati's and the two smaller presses separately. Total cost for all four presses is \$21,605.00. We still tried to keep the amount of truck/trailer combinations to a minimum. If the Department chooses not to move all four presses because two of the are rarely used...

Bragg Crane obtained an estimate from Tedesco Pacific Contruction Inc to construct the 5' X 10' x 16" steel reinforced foundation below Cincinnati Press Brakes.

No need for oven to move...

M31-UV Paint System will replace the oven.

With the warehouse in Lovelock, most of the equipment could be wired within the boundaries of the estimate we received earlier this year. I did leave in the wiring for the oven as the M31-UV curing system would need to be wired.

(2) Operating Expenditures:

(a) FY 2013 Forecasted Operating Costs:

FY13 Operating Expenditures Forecast			
CAT 25	3,836,193.85	Average	1,278,731.28
CAT 43	876,185.14	Average	292,061.71
Combined	4,712,378.99	Average	1,570,793.00
No Inmates	184,084.52	Average	61,361.51

(b) FY 2012 Forecasted Operating Costs:

FY12 Operating Expenditures Forecast			
CAT 25	3,325,267.80	Average	1,108,422.60
CAT 43	713,192.62	Average	237,730.87
Combined	4,038,460.42	Average	1,346,153.47
No Inmates	187,500.77	Average	62,500.26

**Note:** The FY13 forecast for the NSP option proposing State employees staff the facility instead of inmates, has been reduced by \$61,361.51 (see above). The FY12 forecast without inmates was used to ascertain a rolling average.

Operating Costs used in this analysis (green ovals) are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs versus using legislatively approved budget figures.

(c) FY 2011 Operating Costs:

FY2011				
GL#	Description	CAT 25	CAT 43	Total
6200	Per Diem	2,210.49	198.59	2,409.08
6270	Travel Card Charges	14.00	-	14.00
7020	Operating Supplies	266.33	258.03	524.36
7023	Technical Supplies	1,987.65	-	1,987.65
7027	Operating Supplies, non-consumable	764.45	99.00	863.45
7043	Billable Print - Xerox	21.68	-	21.68
7051	Property & Content Insurance	63.00	-	63.00
7052	Vehicle Comp & Collision Ins	176.00	-	176.00
7053	Risk Mgt. Misc Ins Policies (Worker's Comp)	1,781.80	-	1,781.80
7059	AG Vehicle Liability Ins	490.14	-	490.14
7090	Equipment Repair	4,093.84	-	4,093.84
7110	Nonstate owned bldg rent	12,000.00	-	12,000.00
7132	Electric Utilities	10,774.66	2,176.18	12,950.84
7134	Natural Gas Utilities	7,664.64	1,353.25	9,017.89
7140	Building Maintenance	225.00	-	225.00
7151	Outside maint of agency vehicle	4,797.91	-	4,797.91
7152	Diesel	3,246.74	2,712.55	5,959.29
7153	Gasoline	673.96	33.48	707.44
7194	Inmate Payroll	45,876.39	10,360.99	56,237.38
7291	Cell Phone Charges	756.33	-	756.33
7298	DoIT Phone Card Charges	458.80	-	458.80
7340	Inspections & Certifications	180.00	-	180.00
7431	Professional Services (fire extinguisher)	193.30	-	193.30
7460	Equipment under \$1,000	319.66	-	319.66
7970	Materials	1,205,724.04	222,557.16	1,428,281.20
7980	Operating Lease payments	697.35	-	697.35
		<b>1,305,458.16</b>	<b>239,749.23</b>	<b>1,545,207.39</b>

Operating Costs used in this analysis are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs versus using legislatively approved budget figures.

(d) FY 2010 Operating Costs:

FY2010				
GL#	Description	CAT 25	CAT 43	Total
6200	Per Diem	2,884.15	132.33	3,016.48
6270	Travel Card Charges	43.00	-	43.00
6274	Debit/Credit Charge	2.00	-	2.00
7020	Operating Supplies	17,821.10	491.02	18,312.12
7023	Technical Supplies	182.09	-	182.09
7027	Operating Supplies, non-consumable	1,682.90	378.96	2,061.86
7043	Billable Print - Xerox	27.68	-	27.68
7051	Property & Content Insurance	63.00	-	63.00
7052	Vehicle Comp & Collision Ins	176.00	-	176.00
7053	Risk Mgt. Misc Ins Policies (Worker's Comp)	1,773.88	-	1,773.88
7059	AG Vehicle Liability In.s	490.14	-	490.14
7090	Equipment Repair	3,196.32	-	3,196.32
7110	Nonstate owned bldg rent	13,800.00	-	13,800.00
7132	Electric Utilities	13,883.54	1,297.44	15,180.98
7134	Natural Gas Utilities	7,768.27	697.84	8,466.11
7151	Outside maint of agency vehicle	5,885.94	-	5,885.94
7152	Diesel	3,855.19	901.03	4,756.22
7153	Gasoline	1,013.59	31.08	1,044.67
7155	DMV Charges	114.00	-	114.00
7194	Inmate Payroll	59,226.00	6,120.88	65,346.88
7222	Data Processing Supplies	1,275.37	-	1,275.37
7291	Cell Phone Charges	752.77	-	752.77
7298	DoIT Phone Card Charges	586.74	-	586.74
7340	Inspections & Certifications	90.00	-	90.00
7431	Professional Services (fire extinguisher)	90.71	-	90.71
7970	Materials	1,284,607.39	388,654.46	1,673,261.85
7980	Operating Lease payments	1,021.32	-	1,021.32
		<b>1,422,313.09</b>	<b>398,705.04</b>	<b>1,821,018.13</b>

Operating Costs used in this analysis are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs versus using legislatively approved budget figures.

(e) FY 2009 Operating Costs:

FY2009				
GL#	Description	CAT 25	CAT 43	Total
6200	Per Diem	2,101.20	124.98	2,226.18
6270	Travel Card Charges	41.50	-	41.50
7020	Operating Supplies	8,583.86	68.44	8,652.30
7023	Technical Supplies	512.25	-	512.25
7024	Technical Supplies, non-consumable	27.90	-	27.90
7027	Operating Supplies, non-consumable	1,881.66	12.90	1,894.56
7030	Freight Charges	16.35	-	16.35
7043	Billable Print - Xerox	31.55	-	31.55
7051	Property & Content Insurance	82.02	-	82.02
7052	Vehicle Comp & Collision Ins	272.00	-	272.00
7053	Risk Mgt. Misc Ins Policies (Worker's Comp)	1,855.93	-	1,855.93
7090	Equipment Repair	800.00	-	800.00
7110	Nonstate owned bldg rent	13,800.00	-	13,800.00
7132	Electric Utilities	18,649.46	1,789.42	20,438.88
7134	Natural Gas Utilities	7,735.37	704.26	8,439.63
7151	Outside maint of agency vehicle	2,594.42	-	2,594.42
7152	Diesel	3,414.38	1,129.87	4,544.25
7153	Gasoline	698.37	20.73	719.10
7157	Vehicle Supplies	116.37	-	116.37
7194	Inmate Payroll	59,195.46	6,721.05	65,916.51
7291	Cell Phone Charges	743.68	-	743.68
7298	DoIT Phone Card Charges	299.28	-	299.28
7340	Inspections & Certifications	180.00	-	180.00
7431	Professional Services (fire extinguisher)	91.60	-	91.60
7970	Materials	472,750.62	64,166.70	536,917.32
7980	Operating Lease payments	1,021.32	-	1,021.32
		<b>597,496.55</b>	<b>74,738.35</b>	<b>672,234.90</b>

Operating Costs used in this analysis are projected based on actual figures for FY09, FY10 and FY11. These figures are forecasted out to ascertain estimated costs versus using legislatively approved budget figures.

(3) License Plate Factory Materials Estimate:

Materials Analysis

Tag Plant Materials		
Decision Unit M101 Revised		
revised with updated 0.3% demographics and 3 month reserve.		
FY10 - Aluminum Cat25	174,144.6	in pounds
FY10 - DLP Sunset Sheeting Cat25	514,735.5	in linear feet
FY10 - DLP Motorcycle Sheeting Cat25	8,553.667	in linear feet
FY10 - Aluminum Cat43	14,406.67	in pounds
FY10 - DLP White Sheeting Cat43	32,420	in linear feet
FY10 - DLP Motorcycle White Sheeting Cat43	12,000	in linear feet
Aluminum		
Current pricing of aluminum cat 25	\$1.51	Estimate 5% increase in raw aluminum... may vary upon authentication with market and vendor.
Current pricing of aluminum cat43	\$1.51	
Estimated price FY2012	\$1.70	
Estimated price FY2013	\$1.72	
	<b>Total Lbs used in FY10</b>	<b>Total Cost in FY10</b>
Base Cat25	174,145	\$262,958
Base Cat43	14,407	\$21,754
FY12		
<b>FY12 Cat25</b>	<b>Usage in FY12</b>	<b>Cost in FY12</b>
Subtotal	174,145	
0.3% of subtotal for migration population increase	522	
Total for FY12	174,667	
3 month reserve	43,667	
<b>Grand Total FY12</b>	<b>218,334</b>	<b>\$371,167</b>
FY12 Cat43		
<b>FY12 Cat43</b>	<b>Usage in FY12</b>	<b>Cost in FY12</b>
Subtotal	14,407	
0.3% of subtotal for migration population increase	43	
Total for FY12	14,450	
3 month reserve	3,612	
<b>Grand Total FY12</b>	<b>18,062</b>	<b>\$30,706</b>
FY13		
<b>FY13 Cat25</b>	<b>Usage in FY13</b>	<b>Cost in FY13</b>
Subtotal	218,334	
0.3% of subtotal for migration population increase	655	
Total for FY13	218,989	
<b>Grand Total FY13</b>	<b>218,989</b>	<b>\$376,661</b>
FY13 Cat43		
<b>FY13 Cat43</b>	<b>Usage in FY13</b>	<b>Cost in FY13</b>
Subtotal	18,062	
0.3% of subtotal for migration population increase	54	
Total for FY13	18,117	
<b>Grand Total FY13</b>	<b>18,117</b>	<b>\$31,160</b>

Sheeting		
Base price per square foot (Pre-Printed) Cat25	\$2.25	The sheeting contract runs out at the end of the third qtr FY13. Vendor estimates a 5% increase to the price of sheeting for the last quarter of FY13
Base price per square foot (DLP White) Cat43	\$2.91	
Total price (Pre-Printed) Cat25	\$2.25	
Total price (DLP White) Cat43	\$2.91	
Increase in projections due to the implementation of AB109 - Motorcycle Specialties		
Base DLP Sunset Cat25	Total square feet used in FY10 523,289	Total Cost in FY10 \$1,177,401
Base DLP White Cat43	44,420	\$129,262
Cat 25 Total Expenditures		\$1,177,401
Cat 43 Total Expenditures		\$129,262
FY12		
FY12 (DLP Sunset) Cat25	Sheeting in FY12	Cost in FY12
Subtotal	523,289	
0.3% of subtotal for migration population increase	1,570	
Total FY12	524,859	
3 month reserve	131,215	
Grant Total FY12	656,074	\$1,476,166
FY12 (DLP White) Cat43	Sheeting in FY12	Cost in FY12
Subtotal	44,420	
0.3% of subtotal for migration population increase	133	
Total FY12	44,553	
3 month reserve	11,138	
Grant Total FY12	55,692	\$162,062
FY13		
FY13 (DLP Sunset) Cat25	Sheeting in FY13	Cost in FY13
Subtotal	656,074	
0.3% of subtotal for migration population increase	1,968	
Total for FY13	658,042	
Grand Total FY13	658,042	\$1,480,595
FY13 (DLP White) Cat43	Sheeting in FY13	Cost in FY13
Subtotal	55,692	
0.3% of subtotal for migration population increase	167	
Total for FY13	55,859	
Grand Total FY13	55,859	\$162,549
Summary Cat 25		
FY12 combined totals - sheeting and aluminum		\$1,847,333
Base		-\$1,284,607
FY12 request		\$562,726
FY13 combined totals - sheeting and aluminum		\$1,857,255
Base		-\$1,284,607
FY13 request		\$572,648
Summary Cat 43		
FY12 combined totals - sheeting and aluminum		\$192,768
Authority		-\$398,654
FY12 request		-\$205,886
FY13 combined totals - sheeting and aluminum		\$193,709
Authority		-\$398,654
FY13 request		-\$204,945

## FY2005 Aluminum & Sheeting Waste

FY2005 - PLATE TYPE	FY2005 - TOTALS
ALUMINUM 12"	
ALUMINUM 12" 0.032	2834
ALUMINUM 7"	
ALUMINUM TAKE-UP ROLL	
MOTORCYCLE (SUNSET)	491
MOTORCYCLE (WHITE)	
SUNSET	16
SUNSET 0.032	24127
WHITE	19723
WHITE 0.032	15650
<b>TOTAL PLATES</b>	<b>60273.60</b>
<b>GRAPHIC WASTE</b>	<b>29921.67</b>
<b>ALUMINUM WASTE</b>	<b>13983.50</b>

(4) FY09 – FY11 Waste Summary:

## Averages of FY09 - FY11

TOTAL POUNDS OF ALUMINUM WASTED	3637.35
TOTAL SQUARE FEET OF SHEETING WASTED	10097.45
TOTAL PLATES WASTED	21172.76
ANNUAL WASTE PERCENTAGE FOR ALUMINUM	3.46%
ANNUAL WASTE PERCENTAGE FOR SHEETING	3.75%
COMBINED "AVERAGES"	3.61%

Graphic waste was tracked by background image; we only use a preprinted Sunset or White graphic. Aluminum is tracked by feet but is also tracked by metal temper and size. The Yearly Plate Waste FY09 – FY11 spreadsheet holds only three years of Aluminum and Graphic waste information. We track the waste monthly and compile information annually for our percentages. The last worksheet has an average of waste aluminum and graphic for the three years. The Combined Averages is just an average of the aluminum and sheeting percentages.

Graphic Waste: We do track this waste to breakdown our mishaps versus flawed material supplied from our vendor. We recoup the latter from the vendor. This however is not broken down in the annual percentages because the amount of vendor waste would be insignificant.

(5) License Plate Factory Cost per Plate Analysis:

(a) FY 2011 Cost per Plate:

Fiscal Year 2011									
Motorcycle FY11			Auto Truck FY11			Raw Material Costs			
	Sunset	White		Sunset	White				
Amount of Plates	25,000	121	Amount of Plates	572,682	80,572	Cost of Alum per #	\$	1.60	
Plastic Needed	0	0	Plastic Needed	95	13	Cost of Sheeting per lin ft (pre)	\$	2.25	
Boxes Needed	125.00	0.61	Boxes Needed	5,726.82	805.72	Cost of Sheeting per lin ft (wht)	\$	2.91	
Crew needed	9	10	Crew needed	10	10	Cost per bundle (25) boxes	\$	37.25	
Days needed	0.57	0.00	Days needed	12.99	1.83	Cost per box	\$	1.49	
Hours	13	0	Hours	286	40	Cost per roll of wrap	\$	35.40	
Aluminum Cost	\$ 4,000.00	\$ 19.36	Aluminum Cost	\$ 152,715.20	\$ 21,485.87	Minimum Wage	\$	7.25	
Sheeting Cost	\$ 18,750.00	\$ 117.37	Sheeting Cost	\$ 644,267.25	\$ 117,232.26	Average Shop Wage	\$	2.87	
Salary Cost	\$ 462.37	\$ 0.01	Salary Cost	\$ 106,718.66	\$ 2,112.43	Plates per box		100	
Plastic Cost	\$ 2.50	\$ 0.01	Plastic Cost	\$ 57.27	\$ 8.06	bags per plastic roll		3000	
Box Cost	\$ 0.12	\$ 0.00	Box Cost	\$ 142.22	\$ 20.01	Cost per bag***	\$	0.0118	
Shipping Cost	\$ 21,750.00	\$ 105.27	Shipping Cost	\$ 495,369.93	\$ 69,694.78	*** to incorporate other raw materials (staples, tape, etc) a price of \$0.01 per bag will be used.			
Overall Cost	\$ 44,965.00	\$ 242.02	Overall Cost	\$ 1,399,270.53	\$ 210,553.40	plastic roll length		1875' length	
Alum / Sheet / Salary / Plastic / Boxes / Shipping			Alum / Sheet / Salary / Plastic / Boxes / Shipping			plastic bag length		6.8125" per bag	
Cost per Plate	\$ 0.93	\$ 1.13	Cost per Plate	\$ 1.58	\$ 1.75	Envelopes (1.5mil in 2000)	\$	82,180.00	
Alum / Sheet / Salary / Plastic			Alum / Sheet / Salary / Plastic			the amount per envelope in 2000 = \$.05 per, to show inflation a value of \$.10 will be used.			
Raw Cost / Plate	\$ 0.91	\$ 1.13	Raw Cost / Plate	\$ 1.39	\$ 1.72	Total Overall Production Cost	\$	1,655,030.95	
Alum / Sheet			Alum / Sheet			Total Prison Inmate Labor Cost	\$	109,293.47	
						Total Plate Production		678,375	



## (c) FY 2009 Cost per Plate:

Fiscal Year 2009									
Motorcycle FY09			Auto-Truck FY09			Raw Material Costs			
	Sunset	White		Sunset	White				
Amount of Plates	31,185	-	Amount of Plates	699,530	67,295	Cost of Alum per #	\$	1.60	
Plastic Needed	0	-	Plastic Needed	117	11	Cost of Sheeting per lin ft (pre)	\$	2.25	
Boxes Needed	155.93	0.00	Boxes Needed	6,995.30	672.95	Cost of Sheeting per lin ft (wht)	\$	2.91	
Crew needed	9	10	Crew needed	10	10	Cost per bundle (25) boxes	\$	37.25	
Days needed	0.71	-	Days needed	15.86	1.53	Cost per box	\$	1.49	
Hours	16	-	Hours	350	34	Cost per roll of wrap	\$	35.40	
Aluminum Cost	\$ 4,989.60	\$ -	Aluminum Cost	\$ 186,541.33	\$ 17,945.33	Minimum Wage	\$	7.25	
Sheeting Cost	\$ 23,388.75	\$ -	Sheeting Cost	\$ 786,971.25	\$ 97,914.23	Average Shop Wage	\$	2.87	
Salary Cost	\$ 719.45	\$ -	Salary Cost	\$ 159,230.41	\$ 1,473.60	Plates per box		100	
Plastic Cost	\$ 3.12	\$ -	Plastic Cost	\$ 69.95	\$ 6.73	bags per plastic roll		3000	
Box Cost	\$ 0.15	\$ -	Box Cost	\$ 173.72	\$ 16.71	Cost per bag***	\$	0.0118	
Shipping Cost	\$ 27,130.95	\$ -	Shipping Cost	\$ 605,093.45	\$ 58,210.18	*** to incorporate other raw materials (staples, tape, etc) a price of \$0.01 per bag will be used.			
Overall Cost	\$ 56,232.03	\$ -	Overall Cost	\$ 1,738,080.11	\$ 175,566.77	plastic roll length		1875' length	
Alum / Sheet / Salary / Plastic / Boxes / Shipping			Alum / Sheet / Salary / Plastic / Boxes / Shipping			plastic bag length		6.8125" per bag	
Cost per Plate	\$ 0.93		Cost per Plate	\$ 1.62	\$ 1.74	Envelopes (1.5mil in 2000)	\$	82,160.00	
Alum / Sheet / Salary / Plastic			Alum / Sheet / Salary / Plastic			the amount per envelope in 2000 = \$.05 per, to show inflation a value of \$.10 will be used.			
Raw Cost / Plate	\$ 0.91	#DIV/0!	Raw Cost / Plate	\$ 1.39	\$ 1.72	Total Overall Production Cost	\$	1,969,878.91	
Alum / Sheet			Alum / Sheet			Total Prison Inmate Labor Cost	\$	161,423.46	
						Total Plate Production		798,010	

(d) Cost per Plate - Forecasted Assumptions (Backup):

Fiscal Year 2012 & Fiscal Year 2013

Calculation Assumptions:		
<b>FY12 Forecast</b>		
Total Plate Production (FY09,10 & 11):	2,632,481	
Total Production Cost (FY09, 10 & 11)	\$6,582,009	
Average Production Cost	\$2,194,003	
Average Production Quantity	877,494	
Average Cost Per Plate	\$2.50	
Waste At 1% (Experienced Crew)	8,775	\$21,940.03
Waste At 5% (Inexperienced Crew)	43,875	\$109,700.15
Waste At 4% (Calculation Purposes)	35,100	\$87,760.12
Aluminum (LBS)	236,396	
Graphic Sheeting (Linear Ft)	711,765	
Raw Waste Material - Aluminum 1%	2,364	\$3,782.34
Raw Waste Material - Graphic 1%	7,118	\$18,363.55
Anticipated Waste - Aluminum 5%	11,820	\$18,911.69
Anticipated Waste - Graphic 5%	35,588	\$91,817.73
Anticipated Waste - Aluminum 4% (Calculation Purposes)	9,456	\$15,129.35
Anticipated Waste - Graphic 4% (Calculation Purposes)	28,471	\$73,454.19
<b>FY13 Forecast</b>		
Forecasted Total Plate Production (FY10, 11 & 12):	2,711,965	
Total Production Cost (FY10, 11 & 12):	\$6,806,133	
Average Production Cost	\$2,268,711	
Average Production Quantity	903,988	
Average Cost Per Plate	\$2.51	
Waste At 1% (Experienced Crew)	9,040	\$22,687.11
Waste At 5% (Inexperienced Crew)	45,199	\$113,435.55
Waste At 7% (Inexperience Crew)	63,279	\$158,809.77
Waste At 4% (Calculation Purposes)	36,160	\$90,748.44
Aluminum (LBS)	237,105	
Graphic Sheeting (Linear Ft)	713,901	
Raw Waste Material - Aluminum 1%	2,371	\$3,793.69
Raw Waste Material - Graphic 1%	7,139	\$18,418.64
Anticipated Waste - Aluminum 5%	11,855	\$18,968.43
Anticipated Waste - Graphic 5%	35,695	\$92,083.19
Anticipated Waste - Aluminum 4% (Calculation Purposes)	9,484	\$15,174.74
Anticipated Waste - Graphic 4% (Calculation Purposes)	28,556	\$73,674.55
Anticipated Waste - Aluminum 7% (Calculation Purposes)	16,597	\$26,555.80
Anticipated Waste - Graphic 7% (Calculation Purposes)	49,973	\$126,930.46

Synopsis:

In 2005, the Department switched to a new Digitized License Plate (DLP) process. This was the last year training regarding a new plate production process on a mass scale occurred.

For the purposes of ascertaining training costs, 2005 was used as a basis to determine what the Department should anticipate if a new staff was chosen to replace the existing inmate crew presently working at the License Plate Factory

Currently 3.61% of all license plates produced result in waste product (FY09, FY10 and FY11). In 2005 waste increased an additional 4% of total production. It is therefore assumed if a new staff or inmate crew were to be assigned to work in the Factory, waste would increase 4% relative to the total amount of plates produced (waste resulting from training and inexperience).

Additional waste /training costs are quantified for the Lovelock Correctional Center option. These costs include travel for training in Carson, meeting with Department heads and associated travel expenses (fuel, per diem, etc.). These costs are in addition to anticipated delivery expenses.

**NSP or NINCC Total Waste Cost FY13** **\$179,597.73**  
(NSP or NINCC New Inmates = 5% Waste Increase)

**LCC Total Waste Cost FY13:** **\$448,994.32**  
(New Inmates + New Mgmt = 10% Waste Increase)

**LCC Total Waste Cost FY13:** **\$314,296.03**  
(Current Inmates + New Mgmt = 7% Waste Increase)

Lovelock Correctional Center (LCC):

**Note:** FY13 LCC Waste costs have been calculated using the following assumptions:

- 1) Current material waste using the existing inmate workforce and leadership team has averaged 3.61% of total production annually (FY09, 10 & 11).
- 2) The existing management team would be unable to transfer to LCC.
- 3) Anticipated training and waste costs for a new crew and new management are estimated to increase 10%. This assumption includes travel, per diem, training, and quarterly meetings with Department heads in Carson City (management team).
- 4) Anticipated training and waste costs for the existing crew and new management are estimated to increase 5%. This assumption includes travel, per diem, training, and quarterly meetings with Department heads in Carson City (management team).

**FY13 Forecasted Plate Revenue (.50 ea)** **\$451,994.11**

The above figure is used to capture revenues collected should the Department remain at NSP but not use the services of inmates in license plate production. It assumes NRS 482.268 will be revised allowing the Department to retain the .50 per plate fee as a means of defraying costs associated with plate manufacturing.

(5) Labor Expenditure Analysis:

Labor Cost

Existing Staff	Salary & Benefits Cost	Number of Positions	Total	Comments
Prison Industries Supervisor II	\$68,729.00	1	\$68,729.00	Grade 35, Step 5 Estimates
Program Officer I	\$59,176.00	1	\$59,176.00	Grade 31, Step 5 Estimates
Driver Warehouse Worker I	\$49,622.00	2	\$99,244.00	Grade 26, Step 5 Estimates
<b>Subtotal</b>			\$227,149.00	

IISP - Inmate Workforce Replaced with State Employees	Salary & Benefits Cost	Number of Positions	Total	Comments
Maintenance and Repair Worker IV	\$54,020.00	1	\$54,020.00	Grade 28, Step 5 Estimates
Graphic Designer II	\$60,084.00	1	\$60,084.00	Grade 31, Step 5 Estimates
Supply Technician I	\$48,824.00	5	\$244,120.00	Grade 25, Step 5 Estimates
Supply Technician II	\$52,252.00	2	\$104,504.00	Grade 27, Step 5 Estimates
<b>Subtotal</b>			\$462,728.00	

<b>Combined Total</b>	\$689,877.00
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HDCC Staff - Corrections Officer	Salary & Benefits Cost	Number of Positions	Total	Comments
Correctional Officer	\$63,742.00	1	\$63,742.00	Grade 33, Step 5 Estimates

(6) Delivery Expense Analysis:

Delivery Expense

Carson City Delivery Expense Analysis					
<u>Dodge</u>	<u>Number of Deliveries/Annual</u>	<u>Miles Roundtrip</u>	<u>Total Annual Miles</u>	<u>Annual Fuel Cost</u>	<u>Annual Per Diem</u>
Carson City Delivery	250	5	1250	\$425.00	\$0.00
USPS Bulk Mail Delivery	52	5	260	\$88.40	\$0.00
Reno/Sparks Delivery	6	80	480	\$163.20	\$0.00
Virginia City Resupply	5	30	150	\$51.00	\$0.00
Stateline Resupply	5	52	260	\$88.40	\$0.00
<u>Freightliner</u>	<u>Number of Annual Deliveries</u>	<u>Miles Roundtrip</u>	<u>Total Annual Miles</u>	<u>Annual Fuel Cost</u>	
Reno/Sparks Delivery	12	80	960	\$475.20	\$0.00
Southern Delivery	12	1000	12000	\$5,940.00	\$2,388.00
Northern Delivery	4	1000	4000	\$1,980.00	\$584.00
Hwy 50 / Maintenance	48	10	480	\$237.60	\$0.00
<u>Dodge</u>			<u>Freightliner</u>		<u>Total Annual Per Diem</u>
<u>Total Annual Miles</u>			<u>Total Annual Miles</u>		
2400			17440		\$2,972.00
<u>Projected Fuel Cost</u>			<u>Projected Fuel Cost</u>		<u>Grand Total</u>
\$816.00			\$8,632.80		
<u>Basic Maintenance</u>			<u>Basic Maintenance</u>		
\$50.00			\$1,950.00		\$11,448.80

Forecasted Lovelock Delivery Expense Analysis					
Dodge	Number of Deliveries/Annual	Miles Roundtrip	Total Annual Miles	Annual Fuel Cost	Annual Per Diem
DMV Delivery/Bulk Mail Delivery	100	240	24000	\$8,160.00	\$3,150.00
Stateline/Virginia City Resupply	5	320	1600	\$544.00	
Freightliner	Number of Annual Deliveries	Miles Roundtrip	Total Annual Miles	Annual Fuel Cost	Annual Per Diem
Sparks Resupply	24	260	6240	\$3,088.80	\$720.00
Quarterly Northern Resupply	4	800	3200	\$1,584.00	\$584.00
Southern Resupply	12	1115	13380	\$6,623.10	\$2,388.00
Dodge		For FY10 & 11, the average cost for repairs, tires and misc. expenses totaled \$0.24 a mile. When factoring in anticipated mileage costs, expenses increase for operations originating from LCC as compared to operations located at NSP (or NNCC).	Freightliner		Total Annual Per Diem
Total Annual Miles			Total Annual Miles		\$6,842.00
25600			22820		
Projected Fuel Cost			Projected Fuel Cost		Grand Total
\$8,704.00			\$11,295.90		
Basic Maintenance			Basic Maintenance		
\$5,818.00			\$3,691.20		\$29,509.10

\*\* Calculations are based off of FY10 and FY 11 comparison provided by CSD Manager Bruce Manning and Tag Plant Manager Dave Wiley

\*\* Difference \$18,060.30

(7) Costs: UV System vs. Existing Oven:

Costs: UV System vs. Existing Oven

Option	Bragg Crane Transportation	JR Wald Move & Prep	JR Wald New UV System	Total Cost
JR Wald UV System <i>Relocation to Either NNCC or LCC</i>	\$0.00	\$0.00	\$55,000.00	\$55,000.00
Existing Oven <i>Relocation to NNCC</i>	\$15,055.00	\$40,000.00	\$0.00	\$55,055.00
Existing Oven <i>Relocation to LCC</i>	\$20,685.00	\$40,000.00	\$0.00	\$60,685.00



## *Central Services and Records Division*

### *Section Eight Capital Investment Needs*

*In this section...*

- Capital Investment Needs
- JR Wald Ultra Violet Light Paint Curing System
- Model 12CRS Reel – Combination Reel Straightener

## A. Capital Investment Needs:

Analysis has revealed that it would be more cost effective to purchase a new paint curing system if the License Plate Factory is required to move than it would be to move the existing oven at NSP.

If the License Plate Factory is chosen to remain in its current location, it is recommended consideration be given to upgrading the oven to JR Wald's new UV paint curing system.

## B. JR WALD Ultra Violet Light Paint Curing System:

JR Wald offers a paint curing system (known as the License Plate Numeral Coater) which can replace the existing oven currently used at the Nevada State Prison facility. This new system affords the Department an environmentally friendly - energy efficient technology for less than it would cost to move the oven currently used in plate production. Utilizing this new technology would eliminate many of the natural gas usage and electricity requirements currently demanded of the existing oven.

JR Wald's system offers the following benefits:

- Carries a smaller footprint than the current oven;
  - ✓ The existing oven requires a considerable amount of space (14' X 76'); the JR Wald UV system only requires approximately 3' X 15'.
- Is capable of high speed production – processing over 2000 plates per hour;
- No natural gas consumption needed;
- It is a "green technology," eliminating volatile organic compounds (VOC's);
- It offers lower capital and utility costs over conventional oven curing;
- Minimal maintenance costs totaling \$1,050.00 annually (existing oven maintenance costs are comparable).

If a new curing system was procured, teardown, transportation and reassembly of the old unit would no longer be necessary nor would a roof mounted cooling system be required.

✚ JR Wald Ultra Violet Light Curing System: \$55,000.00 (additional shipping costs may apply)

The following breakdown provides a cost comparison of purchasing a new Ultra Violet Light System from JR Wald versus moving the existing oven from the Nevada State Prison:

### Costs: UV System vs. Existing Oven

Option	Bragg Crane Transportation	JR Wald Move & Prep	JR Wald New UV System	Total Cost
JR Wald UV System <i>Relocation to Either MNCC or LCC</i>	\$0.00	\$0.00	\$55,000.00	\$55,000.00
Existing Oven <i>Relocation to MNCC</i>	\$15,055.00	\$40,000.00	\$0.00	\$55,055.00
Existing Oven <i>Relocation to LCC</i>	\$20,685.00	\$40,000.00	\$0.00	\$60,685.00

**C Model 12CRS Reel – Combination Reel Straightener:**

We could further reduce relocation expenditures, production line footprint and long term cost by changing to a decoiler / straightener combination unit. Although the proposed locations at NNCC and LCC share similar square footage to that of the existing Factory at NNCC, in order to ensure all of the factory's equipment properly fits, a combination decoiler / straightener is recommended within this report. The existing decoiler and straightener occupy approximately 5' X 20' square feet; a new decoiler / straightener combination unit would occupy a much smaller area approximately 5' X 6' square feet.

The Model 12CRS – Combination Reel Straightener offered by Powers Electric, only draws on an 110v single phase power supply as opposed to the existing equipment which requires both an 110v 30a single phase and 220v 50a three phase power supply.

✚ Model 12CRS Reel – Combination Reel Straightener: \$14,680.00



## *Central Services and Records Division*

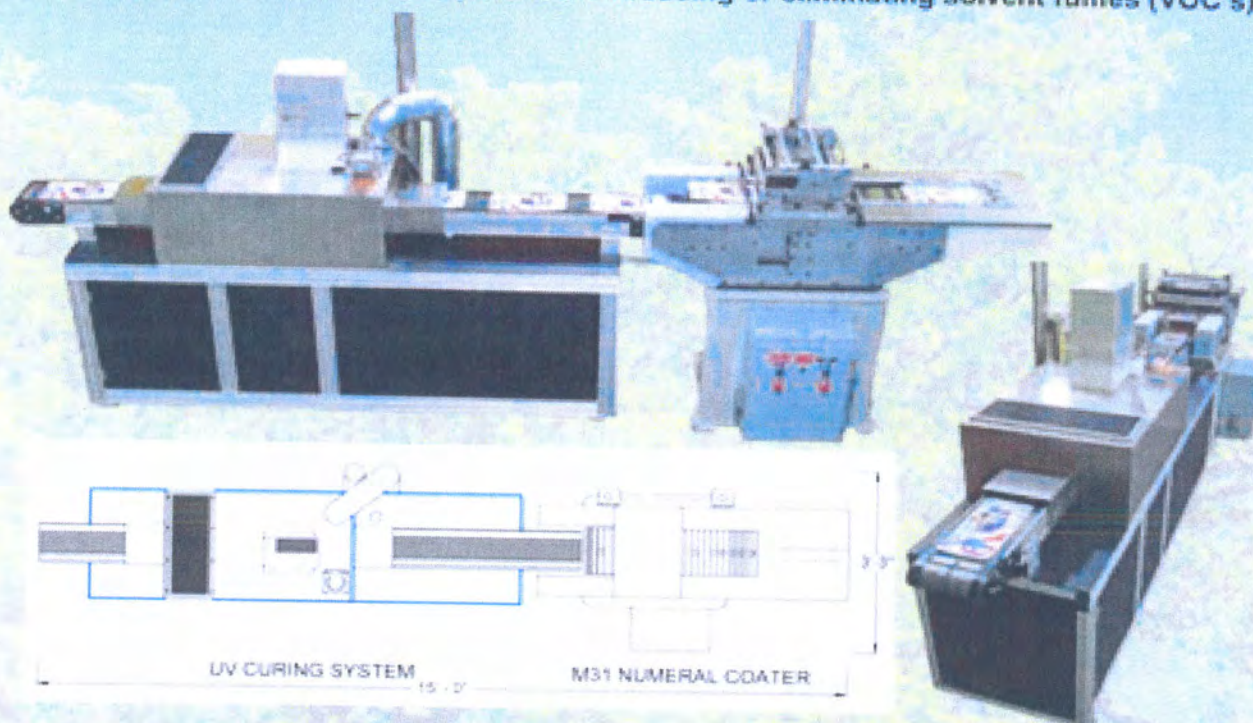
### *Section Nine* *Appendix*



Engineered Systems

## M31-UV License Plate Numeral Coater

UV Curable Inks for numeral coating have been developed and tested with success for license plate applications. Advantages are: High Production (2000 plates per hour) at a low cost using limited floor space while reducing or eliminating solvent fumes (VOC's).



### KEY FEATURES:

- Integrates with Wald M-31 Numeral Coating Machine
- Microwave Powered Electrodeless Lamp with Elliptical Reflector: High / Stable / Focused UV Output. Low Heat, Long Life Bulb
- Built in Positive Cooling of Irradiator and Exhaust System
- Variable Speed Mesh Conveyor
- RF Safety Sensor Auto Lamp Shut Off

### KEY BENEFITS:

- Eliminates Volatile Organic Compounds (VOC's)
- High Production Speed – 2000 plates/hr
- Warranted Plate Durability
- Space and Labor Savings
- Low Material Costs
- Lower Capital and Utility Costs over Conventional Oven Curing
- No Natural Gas Consumption
- Fast Equipment / Production Start-up

12576 Fairgrounds Rd. Huntington, PA 16652

814-643-3908 • 800-221-9253 • FAX: 814-643-5300 • [www.jwald.com](http://www.jwald.com)

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Since 1924

The electrical requirements for this new paint curing system are as follows: 208v 50a 3-phase power supply.



July 7, 2011

Mr. Dave Wiley  
Manager, License Plate Factory  
Nevada State Prison  
3301 E. Fifth Street  
P. O. Box 807  
Carson City, NV 89702

Subject: License Plate – UV Numeral Coating / Curing System

Dear Dave:

The John R. Wald Company is pleased to present herewith our quotation for the environmentally friendly / energy efficient solution for license plate numeral coating. This solution is exclusively made available with the support of our Technical Partners: Avery Dennison and Sencol-FUJIFILM.

The Wald M31-UV and its exclusive UVLP inks eliminate volatile organic compounds (VOC's) from the license plate coating process. Natural gas usage is also eliminated with this compact system that maintains the high production and low material cost of liquid coatings.

At the hub of our UV coating offer is the Wald M31 Numeral Coater which has been the industry standard for liquid license plate coating applications for over 40 years. After reviewing our records, we believe that one of your existing units can be refurbished and adopted to the conveyORIZED UV curing component which directly integrates with the coating machine. We have provided the quotation with that assumption in mind. If your current unit does require additional work, extra costs may apply. To ensure that your system operates at optimal efficiency, we also recommend scheduled maintenance visits by one of our field technicians.

The Wald system is a fully warranted solution for license plate applications when used with Avery Dennison reflective sheeting. "Go Green" today with Wald's M31-UV.

Sincerely,

JOHN R. WALD COMPANY, INC.

*David B. Donnelly*  
David B. Donnelly  
Vice President of Operations

Enclosures:

Quotation No. 6942  
M31-UV Brochure  
Wald – UV Warranty w/ Specifications / Tests  
Sencol-FUJIFILM UVLP Product Information  
Sencol-FUJIFILM UVLP Ink Limited Warranty  
Avery L3050 Product Data Bulletin  
Article – UV/EB Technology/Greenhouse Gas Emissions  
Sample Plate

10515 Fairgrounds Road, Huntingdon, PA 16652

814-643-2908 • 800-221-WALD • FAX: 814-643-5300 • [www.jrwald.com](http://www.jrwald.com)

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QUOTATION NO. 6942

PAGE 1 OF 1

TO: Mr. Dave Wiley  
Manager, License Plate Factory  
Nevada State Prison  
3301 E. Fifth Street  
P. O. Box 607  
Carson City, NV 89702

DATE: July 12, 2011  
SALES PERSON: David B. Donnelly  
INQUIRY DATE: July 2, 2011  
INQUIRY NUMBER:  
PROJECT: License Plate - UV Numeral Coating /  
Curing System

ESTIMATED SHIPPING DATE: 45-60 Days ARO		SHIPPING POINT Huntingdon, PA	FOB: Plant Site	TERMS: Net 30 Days**	
QUANTITY	DESCRIPTION			UNIT PRICE	AMOUNT
1	License Plate Numeral Curing System (2000 Pl. Hrs.) System to include Existing M31 Numeral Coater ConveyORIZED UV Curing Unit and UV Test Rack Embossing Tune-Up Services Installation + Training			\$55,000	\$55,000
NOTE: Existing M31 Coater to be shipped to Wald at owner's expense for modification and incorporation into UV system.					
NOTE: Ink, Ink Disposal, Parts and Regular Service Trips for Tune-Up / Adjustment are not included and will be quoted separately. Regular tune-up and adjustment of system by a qualified Wald technician is highly recommended and may be required for warranty purposes.					
NOTES:					
1. System price includes installation and training					
** 2. Our standard terms of payment are net 30 days. A service charge of 1 1/2% per month, or the maximum allowed by state statute, whichever is greater, will be charged on all invoices outstanding beyond the due date.					

We are pleased to submit the above quotation for your consideration. In placing an order, please refer to above quotation number. This quotation is valid for a period of thirty (30) days. Any applicable taxes have NOT been included.

THANK YOU!

BY:   
David B. Donnelly  
TITLE: Vice President of Operations

10916 Rangewood Road, Huntington, PA 15882

814-643-3908 • 800-221-WALD • FAX: 814-643-5300 • www.jwald.com

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**MODEL 12CRS COMBINATION REEL/STRAIGHTENER**

**PRICE FOR EQUIPMENT IS:** .....\$13,400.00

**SPECIFICATIONS:**

Maximum stock width.....	12"
Capacity in mild steel (45,000 PSI yield).....	0.010" - 0.078"
Straightening roll diameter..... (7).....	1.125"
Pinch roll diameter..... (4).....	2.00"
Motor size.....	1 HP
Maximum speed.....	75 FPM
Maximum coil weight.....	3,000 lb.
Maximum coil O.D.....	52"
Mandrel expansion range.....	15.5" to 20.5"

**FEATURES:**

1. CWP's rugged steel weldment cabinet/frame combination provides a sturdy machine foundation.
2. Cabinet has provisions for recommended lagging to the floor.
3. Fabricated expansion arms are self-centering.
4. The **three-arm mandrel** design provides durable support and superior loading access for coil hooks, slings or ties.
5. A **link type expansion** mechanism affords ample range and leverage for adjustment ease.
6. **Manual expansion** is accomplished from the front by a convenient, fold-away crank handle.
7. A **disc type air drag brake** is adjustable by pneumatic regulator to control over run.
8. All six keepers are **adjustable** across the full mandrel width for ready positioning of coils and are of the locking, slide-on type for ease of use and lasting rigidity.
9. The **high tensile, steel alloy spindle** is mounted in ball bearings, which are located in each face of the cabinet for support close to the load and at an optimum center distance.
10. **Cascade rolls** support the material in a gradual arc as it enters the straightener to avoid stock distortion.
11. **Quick-release, cam lock edge guides** with hand levers require no tools for stock width adjustments.
12. The Combination Reel/Straightener units are built in compliance with **ANSI B11.18** standards which have been adopted by **OSHA** as safety guidelines for coil processing machinery.
13. Controls include a forward and reverse jog feature for material threadup.
14. A **heavy duty, DC variable speed drive** has a potentiometer speed adjustment conveniently mounted at the operator control.
15. Handheld, **remote jog pendant** with forward and reverse provisions and 20 feet of coiled cord to facilitate thread-up.
16. A **free loop arm** with sponges rider roll turns the unit on or off as the demand for slack material dictates.
17. The dependable **limit switch control** is adjustable for loop limits.
18. Power is transmitted through a gearbox for high response to material demands.
19. **Entrance and exit bottom rolls** are powered providing superior pulling power.
20. Straightener is mounted on an angular surface to conserve floor space.
21. All rolls are hardened and ground and set in anti-friction bearings.

22. Upper rolls are individually adjustable.
23. **Quick release hand knobs** allow straightener head to be pivoted open for easy roll cleaning.
24. Straightener is built out of 1" thick machined steel side plates.
25. The power train is totally enclosed, and the unit comes with data plates, cautionary signs, and a comprehensive operation and maintenance manual to foster safe, trouble-free performance.

## OPTION:

**Modulating drive system** with an ultrasonic non-contact loop control automatically regulates the machine's output speed according to the demand, synchronizing slack material payout with related equipment.....**75 FPM** \$ 880.00

**Special guarding** to cover chain and sprocket assembly for roll adjustment on the straightener head ..... \$ 400.00

**Equipment Qualifications for Requested Accuracies:**

- A.) Material to be processed is free of defects or other strip conditions that might contribute to erratic tracking or feeding of the material. Formtek Maine is not liable for non-conformity to specifications due to poor quality of incoming coil.
- B.) Strip must be centered in the line.
- C.) Operator must be properly trained, capable, and experienced in operation of the line and demonstrate the ability to properly set and operate the equipment.
- D.) Acceptance trials will be based on mutually agreed upon schedules and material grades. Performance tests will be measured on the third coil being processed from coils with identical characteristics and witnessed by Formtek representatives.
- E.) The length, width, and diagonals of the final product will be measured on a calibrated table using proper instruments.
- F.) Material to be processed is to be dry or normally oiled.
- G.) Coil camber cannot be corrected in a standard cut-to-length or press feed line. Measured results shall be corrected for any effects of camber.
- H.) The equipment must be in proper operating condition.
- I.) Critical surface material requirements can only be met if surface sensitive features are specified and purchased by the buyer. It is also the responsibility of the buyer to maintain a clean environment in and around the equipment.
- J.) The performance expectations and guarantees are individual in nature. Any tests that do not satisfy the performance standards will be repeated.

Thank you for the opportunity of providing this quotation for your review. Please do not hesitate to call for any additional information. To place an order for this equipment please sign the highlighted areas of this quote and return it along with a purchase order addressed to the following:

**CWP ROWE B&K COILMATE/DICKERMAN, Formtek, Inc.**

**Approved By:** \_\_\_\_\_ **Order Date:** \_\_\_\_\_

**Order Number:** \_\_\_\_\_ **Return by fax to 1-207-426-8868**



John R. Wald Company, Inc.  
10576 Fairgrounds Road, Huntingdon, PA 16652  
800-221-WALD - 814-643-3908 - Fax: 814-643-5300  
jrwald@jrwald.com -- www.jrwald.com

## QUOTATION NO.: 6968

TO: Dave Wiley  
Nevada State Prison  
3301 E. Fifth Street  
P. O. Box 607  
Carson City, NV 89702  
775-887-3418

DATE: 8/9/2011  
SALES PERSON: David Donnelly  
INDUSTRY: LIPL  
PROJECT: M31-UV Service Packages

Qty.	Part No	Description	Unit Price	Extended	Est. Ship
1 Month		M31-UV Service Package (1 Trip / Year)	\$400.00	\$400.00	TBD
1 Month		M31-UV Service Package (2 Trips / Year)	\$650.00	\$650.00	TBD
1 Gallon		UVI.P Series Ink (Black)	\$349.00	\$349.00	TBD
Subtotal				\$1,399.00	
Freight				Included	

### NOTES:

Service Package Includes:

- On-Site service for inspection, tune-up and training on M31-UV system (specified number of times per year)
- All normal wear parts on the M31-UV system, including bulbs, coating rolls, color guides, etc...
- All freight included

Service Package DOES NOT include: inks, thinners, cleaning fluids, or waste disposal

David Donnelly

We are pleased to submit the above quotation for your consideration. In placing an order, please refer to the above quotation number. This quotation is valid for a period of thirty (30) days. Any applicable taxes have NOT been included. Our standard terms of payment are NET 30 DAYS. A service charge of 1-1/2% per month, or the maximum allowed by state statute, whichever is greater, will be charged on all invoices outstanding beyond the due date. Any and all stated or implied deliveries are subject to change due to prior orders.

There is a \$50.00 minimum order for all replacement parts.

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**Note:** This quote shows two visits for \$1050.00 for servicing the M31-UV system. Our volumes will be very low, according to JR Wald, that this service would be adequate.

The oven is currently maintained by Tag Plant personnel. It is also a JR Wald unit so if something major was to happen, beyond what we are able to handle, help would need to be called in. Outside service work would be dependent on the problem. (I.e. plumbing for the gas line, HVAC for cooling system, etc...)



March 7, 2011  
Quote No.: 03110704

Mr. Tom Powers  
Powers Electric  
1505 North Concord Street  
South St. Paul, MN 55075

Dear Mr. Powers:

**CollMate®/Dickerman®** is pleased to provide a quotation on the following equipment.

**FORMTEK-MAINE** brand names are known for their reliability, quality and exceptional value and with the **New 2010 Tax Relief Act** you can realize your ROI that much quicker.

**Uncle Sam** has decided to help out with "**The 2010 Tax Relief Act**". The bill allows business manufacturers who purchase and install new capital equipment in 2011 the ability to gain significant financial advantages with **100% Bonus Depreciation Through 2011**.

To see an example of the tax savings please visit any of our website homepages:

[www.cwcoil.com](http://www.cwcoil.com) [www.runwithrowe.com](http://www.runwithrowe.com) [www.collmate.com](http://www.collmate.com) [www.bklevalers.com](http://www.bklevalers.com) [www.iowaprecision.com/cmp](http://www.iowaprecision.com/cmp)

I extend an invitation to you, to review this proposal at your leisure, and I look forward to further discussing your needs and desires. Please contact me if you have any questions or require additional information.

Sincerely,

Mike Roy  
Sales Engineer, Formtek, Inc.  
1-800-247-2645 Ext. 209  
207-426-8868 Fax  
[mroy@formtekinc.com](mailto:mroy@formtekinc.com)

FORMTEK

From: Dave Wiley  
Sent: Monday, October 18, 2010 6:35 AM  
To: Bruce Manning  
Subject: FW: Pricing to remove presses @ NSP - Carson City

Good Morning Bruce,

I just wanted to send this to you as FYI.

Dave

---

From: Phillips, Gary [mailto:gphillips@braggreno.com]  
Sent: Monday, October 18, 2010 4:25 AM  
To: Dave Wiley  
Subject: Pricing to remove presses @ NSP - Carson City

Dave,

The following pricing is to provide labor, tools, forklift and crane with operator to remove the presses from the License Plate Factory at NSP - Carson City.

If we remove one press at a time the total price is: \$ 7,360.00

If we remove both presses at the same time the total price is: \$11,780.00

Thank you for allowing me to bid this work.

Respectfully,

Gary Phillips  
Bragg Crane Service  
1050 Coney Island Dr.  
Sparks, NV. 89431

Phone: 775-359-2900  
Fax: 775-359-1053  
Cell: 775-690-1859

**From:** Bruce Manning  
**Sent:** Wednesday, February 16, 2011 4:16 PM  
**To:** Rhonda Bavaro  
**Subject:** Closing Nevada State Prison

Rhonda,

Mr. Gregory Smith Warden of Nevada State Prison (NSP) just called me and we discussed what is the purposed plan for the closure of NSP. We talked about the affect this would have on the License Plate Factory.

Mr. Smith stated and said he could be quoted that; in yesterday's Legislative Tour of NSP the question was asked from the Legislative group about the Industries at NSP. Mr. Cox the Director of Correction "stated that the Prison Industries will remain as they are and operate as they are. The workers (inmates) will be transported to and from work area."

This was one of the scenarios that were talked about in the 2009 Session and in the Special Session last year I was involved with.

Bruce Manning  
Central Services and Records  
Processing Center  
Manager II  
Phone: 775-684-4492  
Fax: 775-684-4985  
E-mail: [bmanning@dmv.nv.gov](mailto:bmanning@dmv.nv.gov)

Dave,

Here are some rough estimate numbers. I've Allowed for

□ about 200 feet of 2" black pipe gas line, a selection of fittings, hangers, material, etc.

□ 48 hours labor (2 men, 3 days) which seems reasonable for both the demolition of the old and installation of the new line.

I'm looking at about \$5,665.00. That breaks down to about \$1,825 in parts and material (no sales tax) and \$3,840 in labor (at \$80/hour).

I'm allowing for about an hour each day to get into and out of the facility. I'm assuming that there are no extraordinary situations (such a 2' walls to be drilled through or a 25' vertical run) to be dealt with. If you think there could be circumstances that add more hours to the job, or if you want to have a number that is less likely to be exceeded by a formal bid following specification and inspection, you may assume \$80/hour for additional labor. I think it gives room to lower the price if you decide to have us cap off the old run and let you and your team demo the rest of the run.

Please note that I've based parts on the readily available piping, which is imported. The parts portion may rise by a factor of three or more if the job requires domestic material. I've also assumed our standard wages and have not allowed for any prevailing wage approach.

Please let me know if this works for you. If you need to reach me after hours, you may call my cell phone at 350-3171.

Regards,

**Dirk A. Roper**

Fallon Heating & Air-Conditioning  
2062 S. Edmonds Dr  
Carson City, NV 89701  
**(775) 882-7466**

## Electrical Needs

	<u>Volts</u>	<u>Amps</u>	<u>Phase</u>	<u>Pneumatic</u>	
Decoiler	110	30	1	No	
Straightener	220	50	3	No	
3M Applicator (a)	110	30	1	Yes	
3M Applicator (b)	110	30	1	No	
ERF	110	30	1	No	
Precision Press	220	50	3	Yes	
Cincinnati 1	220	90	3	Yes	
Cincinnati 1 (a)	110	30	1	n/a	
Cincinnati 2	220	60	3	Yes	
Cincinnati 2 (b)	110	30	1	n/a	
Niagra Press	220	30	3	Yes	
Federal Press	220	30	3	Yes	
JR Wald Oven	220	50	3	No	
Oven Chiller	220	50	3	No	
Oven Chiller	220	50	1	No	
Paint machine/hood	220	50	3	Yes	
Solvent tank/hood	110	30	1	n/a	
Battery Charger	220	50	1	n/a	
Ampak	220	50	1	Yes	
Ampak (a)	110	30	1	n/a	
DLP Condor	220	50	3	Yes	
DLP Chiller	220	50	1	n/a	
DLP Computer	110	30	1	n/a	Clean Power
DLP Computer	110	30	1	n/a	Clean Power
DLP Environmental	220	30	1	No	Clean Power
Shipping PC	110	30	1	n/a	Clean Power
Heat Tank	220	50	3	Yes	
Water Heater	220	50	1	n/a	
Office	110	30	1	n/a	Clean Power
Contain enough outlets for four (4) computers and peripherals, one (1) fax machine and one (1) server minimum.					
Tennsmith (light duty)	220	50	3	n/a	
Niagra Shear (heavy duty)	220	50	3	n/a	
Compressor 1 (80 gal)	220	50	3	n/a	
Compressor 2 (120 gal)	220	50	3	n/a	
Tool Room	220	50	1	n/a	
	220	50	3	n/a	
	110	30	1	n/a	4 outlets min

**3M Statement of Work (SOW) – NV20110311001v001**  
**Tag Shop Equipment and Reinstall****1. Contact Information**

Customer Name	Dave Wiley
Customer Agency	Nevada State Prison
Customer Phone Number	775-887-3433
Customer e-mail Address	dwiley@dmv.nv.gov
Date Requested	03/11/2011
SOW Issue Date	
3M Change Request (CR) Number	
3M SOW Number	NV20110311001v001
3M Project Manager	

**2. Reported Issue**

- 2.1. Dave Wiley contacted John Brueggeman of 3M to request a quote for relocating their license plate production shop from the prison to new location, as yet undetermined.

**3. Requested Service**

- 3.1. Provide Nevada with a price quotation for relocating license plate production shop
- 3.2. If accepted 3M will work with Nevada staff to develop a project completion schedule

**4. Deliverables**

- 4.1. 3M will provide Nevada with infrastructure and utility requirements for the new site.
- 4.2. 3M will inspect the new site to validate that utilities are installed in the correct locations and functioning prior to installation.

NV20110311001v001

3M and Nevada Confidential

Page 1 of 4

**3M Statement of Work (SOW) – NV20110311001v001**  
**Tag Shop Equipment and Reinstall**

- 4.3. 3M will provide the appropriate resources to complete the move. Resources can include DLP Technical Service, Blanking Line Technical Service, and Network Operations Engineers.
- 4.4. 3M will provide resources to disassemble equipment, load the truck, unload the truck, assemble the equipment in the new site and train any new operators and supervisors.
- 4.5. 3M will checkout equipment to ensure proper operation.
- 4.6. 3M will train new supervisors and operators, if needed.

**5. Milestones**

- 5.1. 3M delivers SOW to Nevada for review and approval
- 5.2. Nevada accepts the SOW
- 5.3. 3M and Nevada agree to new plant layout
- 5.4. Nevada completes necessary modifications to new site
- 5.5. 3M completes the equipment move and reinstallation

**6. 3M Responsibilities**

- 6.1. 3M will disassemble existing equipment
- 6.2. 3M will arrange with riggers to move heavy, large equipment (press)
- 6.3. 3M will arrange for moving truck if Nevada does not want to use their trucks
- 6.4. 3M reinstall equipment in new location

**7. Customer Responsibilities**

- 7.1. Nevada to determine new plant location
- 7.2. Nevada will work with 3M to develop site plan for the new shop
- 7.3. Nevada will complete necessary location renovations (electrical, compressed air, network, air conditioning/heating, press foundation)
- 7.4. New facility will have acceptable access for riggers and delivery trucks to prevent equipment damage. This means paved roads to the building and loading dock, or an alternative means agreeable to 3M before proceeding with the move
- 7.5. Nevada will provide 3M with a list of rigging companies with previous experience working in their prison facilities that could be used to move the heavy items

**3M Statement of Work (SOW) – NV20110311001v001**  
**Tag Shop Equipment and Reinstall**

- 7.6. Nevada may choose to use their trucks for moving the equipment between locations. If so, they assume all responsibilities for the equipment while on the trucks.

**8. Delivery Date**

- 8.1. To be determined by in the project plan to be developed by 3M and Nevada

**9. Discussion items**

- 9.1. The blanking press is 3M property. 3M will be responsible for hiring riggers and moving the press. Need to discuss action plan if press is damaged and needs repairs, blanking line could be down for several weeks.
- 9.2. If 3M utilizes Nevada state trucks for moving equipment from one site to another, Nevada would be liable for any damage that occurs to the equipment
- 9.3. 3M is willing to use inmate labor, if desired, to assist in some operations for removing and reinstalling equipment, but they will work under 3M direction.

**10. Change of Scope Procedure**

- 10.1. Nevada notifies 3M of any desired changes
- 10.2. Nevada and 3M will agree upon new project scope
- 10.3. 3M will provide Nevada with revised SOW to include revised agreements
- 10.4. If Nevada accepts the new SOW, the project will continue under the terms of the new SOW

**11. Acceptance Procedure**

- 11.1. 3M will provide a Certificate of Acceptance (COA) at the completion of work
- 11.2. Nevada will sign the COA

**3M Statement of Work (SOW) – NV20110311001v001  
Tag Shop Equipment and Reinstall**

**12. Pricing and Terms**

- 12.1. Pricing for the entire project as described above is \$ 127,704
- 12.2. Terms 1% net 30.
- 12.3. Nevada will be invoiced after completion of the move, validation of system operation, and the signing of a Certificate of Acceptance (COA). Payment shall be made in full under normal terms with 3M at the conclusion of the project and the signing of the COA.
- 12.4. Pricing is good for 90 days from the SOW Issue Date.

**13. Approval**

By signing this document, the Customer and 3M agree to the scope, pricing, and terms of this Service Request

**Nevada - Approval of Service Request – SOW # NV20110311001v001**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**3M - Approval of Service Request – SOW # NV20110311001v001**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

The information below is from JR Wald with information regarding the oven and chiller unit:

Dave –

It was good to speak to you by phone today. In response to your inquiry about the oven relocation for the tag plant, here are the comments from our engineering staff:

- 1) Clearance around oven: This was already a very tight installation, much tighter would seem challenging at best. I would say the least we would want would be maybe 3 ft. along sides, but there would have to be some other game plan for getting plates to and from load and unload ends. From an erection standpoint, putting the heaterbox on the top of the oven will require more space for forklift maneuvering.
- 2) Chiller unit on roof: this unit did have a Carrier rooftop chiller, but it looks like a different, optional curb would allow it to be used for horizontal purposes. Therefore, it would require some additional parts and modifications to mount it elsewhere.
- 3) Venting the oven from the side of the building is not a problem. There would be a variety of safety and code compliance restrictions, though. Our engineering staff could assist you in preparing a safe way to do this that meets applicable codes.

A very preliminary and rough budget estimate for the oven relocation shows it would take us 2 men about 16 days to completely disassemble, move, re-assemble and perform start-up and training at the new facility. We estimate this would cost between \$30,000 - \$50,000. If you could send a building layout drawing of the new facility, it would help us to give better feedback on this.

**WILLIS ELECTRIC, INC.**  
Nevada Contractor's License #10779 A  
P.O. Box 70 Carson City, NV 89702  
Phone (775) 882-9355 Fax (775) 882-9341  
Nevada Bidding Limit \$1,000,000.00

## PROPOSAL

TO Nevada Department Of Motor Vehicles 3301 E. Fifth Street N.S.P. Attn: Dave Wiley Carson City NV 89701	PHONE 887-3433 Fax 887-3418	DATE 3/16/2011
	JOB NAME / LOCATION License Plate Facility	
	JOB NUMBER	JOB PHONE

We hereby submit specifications and estimates for:

PROVIDE AND INSTALL ELECTRICAL CONDUIT AND WIRING TO RELOCATE EQUIPMENT FROM EXISTING FACILITY TO NEW UNDETERMINED FACILITY.

PRICES ARE BASED ON 100' OF CONDUIT AND WIRE AND PREVAILING WAGE IS INCLUDED.

1. HOT WATER HEATER	\$ 940.00	10. FEDERAL PRESS	\$ 975.00
2. DECOIL MACHINE	\$ 865.00	11. NIAGRA PRESS	\$ 975.00
3. STRAIGHTENER	\$ 1,478.00	12. NIAGRA SHEAR	\$ 975.00
4. APPLICATOR	\$ 975.00	13. AIR COMP #1	\$ 1,015.00
5. ERF	\$ 975.00	14. AIR COMP #2	\$ 1,478.00
6. BLISS PUNCH	\$ 1,095.00	15. CONDOR	\$ 1,015.00
7. STEEL SHEAR	\$ 1,478.00	16. OVEN	\$ 4,015.00
8. 6 TON PRESS	\$ 1,478.00	17. AMPAK	\$ 1,695.00
9. 32 TON PRESS	\$ 1,920.00		

BUDGET PRICING FOR THE FOLLOWING ROOMS WITH BASIC LIGHTING, SWITCHING, AND OUTLETS:

DIP ROOM: \$ 2,850.00 OFFICE: \$ 2,775.00 TOOL ROOM: \$ 3,615.00

\*\*\*PRICING IS SUBJECT TO CHANGE DUE TO CHANGING COPPER AND STEEL MARKETS\*\*\*

**We Propose** hereby to furnish material and labor — complete in accordance with the above specifications, for the sum of  
Thirty One Thousand One Hundred Ninety and 00/100 Dollars dollars (\$ 31,190.00

Payment to be made as follows:

Progress billings and payments.

All material is guaranteed to be as specified. All work to be completed in a professional manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado, and other necessary insurance. Our workers are fully covered by Worker's Compensation Insurance.

Authorized  
Signature \_\_\_\_\_

Note: This proposal may be  
withdrawn by us if not accepted within

days.

**Acceptance of Proposal** — The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date of Acceptance: \_\_\_\_\_

**From:** Phillips, Gary [mailto:Gary.Phillips@braggreno.com]  
**Sent:** Wednesday, March 16, 2011 5:51 AM  
**To:** Dave Wiley  
**Subject:** Pricing to move the Precision Press

Dave,

The following price is to provide labor, equipment and transportation to move the Precision Press from the Nevada State Prison in Carson City, NV. to the new site in Carson City, NV.

TOTAL PRICE:           \$4,550.00

Thank you for allowing me to bid this work.  
Regards,

Gary Phillips  
Bragg Crane Service  
1050 Coney Island Dr.  
Sparks, NV. 89431

Phone: 775-359-2900  
Fax: 775-359-1053  
Cell: 775-690-1859



**From:** Phillips, Gary [mailto:Gary.Phillips@braggreno.com]  
**Sent:** Wednesday, March 16, 2011 6:04 AM  
**To:** Dave Wiley  
**Subject:** Pricing to move Cincinnati Presses, Federal Press & Niagara Press

Dave,

The following pricing is to provide labor, equipment, anchoring bolts and transportation to move the two each Cincinnati Presses, one each Federal Press and one each Niagara Press from the Nevada State Prison in Carson City, NV. to the new site in Carson City, NV.

TOTAL PRICE: \$11,690.00

The following pricing is to provide labor, equipment and materials to reinforce two concrete pads for the Cincinnati Presses at the new site in Carson City, NV. The total price includes, saw cut, demo and haul-off of old concrete, place and finish 2 each 5' wide x 10' long x 16" thick equipment pads with #5 rebar at 12" OC each way top and bottom.

TOTAL PRICE FOR CONCRETE WORK: \$6,595.00

We will require safe, free and clear access to all work areas.

Thank you for allowing me to bid this project.  
Regards,

Gary Phillips  
Bragg Crane Service  
1050 Coney Island Dr.  
Sparks, NV. 89431

Phone: 775-359-2900  
Fax: 775-359-1053  
Cell: 775-690-1859



**From:** Phillips, Gary [mailto:Gary.Phillips@braggreno.com]  
**Sent:** Wednesday, March 16, 2011 6:09 AM  
**To:** Dave Wiley  
**Subject:** Pricing to move Furnace

Dave,

The following pricing is to provide labor, equipment and transportation to move the Furnace from the Nevada State Prison in Carson City to the new site in Carson City, NV. Pricing is based on the belt being removed and the sections separated by others. All electrical and plumbing to be disconnected by others. We will require safe, free and clear access to all work areas.

TOTAL PRICE:           \$15,055.00

Thank you for allowing me to bid this project.  
Regards,

Gary Phillips  
Bragg Crane Service  
1050 Coney Island Dr.  
Sparks, NV. 89431

Phone: 775-359-2900  
Fax:     775-359-1053  
Cell:    775-690-1859



**From:** Dirk A. Roper [mailto:Dirk@RoperHVAC.com]  
**Sent:** Wednesday, March 16, 2011 3:48 PM  
**To:** Dave Wiley  
**Subject:** RE: update on gas line

Dave,

Here are some rough estimate numbers. I've Allowed for

- about 200 feet of 2" black pipe gas line, a selection of fittings, hangers, material, etc.
- 48 hours labor (2 men, 3 days) which seems reasonable for both the demolition of the old and installation of the new line.

I'm looking at about \$5,665.00. That breaks down to about \$1,825 in parts and material (no sales tax) and \$3,840 in labor (at \$80/hour).

I'm allowing for about an hour each day to get into and out of the facility. I'm assuming that there are no extraordinary situations (such a 2' walls to be drilled through or a 25' vertical run) to be dealt with. If you think there could be circumstances that add more hours to the job, or if you want to have a number that is less likely to be exceeded by a formal bid following specification and inspection, you may assume \$80/hour for additional labor. I think it gives room to lower the price if you decide to have us cap off the old run and let you and your team demo the rest of the run.

Please note that I've based parts on the readily available piping, which is imported. The parts portion may rise by a factor of three or more if the job requires domestic material. I've also assumed our standard wages and have not allowed for any prevailing wage approach.

Regards,

**Dirk A. Roper**  
Fallon Heating & Air-Conditioning  
2062 S. Edmonds Dr  
Carson City, NV 89701  
**(775) 882-7466**

Good Morning,

I know the information is late but I opened this e mail this morning. This does not include any labor and is figured at the closest point between NSP and Warm Springs. (40') No gates or sally port, but it may give us a little something to go off of.

Dave Wiley  
Tag Plant Manager  
Central Services & Records Division  
dwiley@dmv.nv.gov  
(775) 887-3433  
(775) 887-3418 fax

---

**From:** Jessica Dietrich [mailto:artisticjessica@sbcglobal.net]  
**Sent:** Thursday, August 25, 2011 2:39 PM  
**To:** Dave Wiley  
**Subject:** Material Price For Fencing

Good Afternoon,

80' of 8' 9ga Chain Link  
1 5/8" Sch. 40 Top Rail  
2 7/8" Sch. 40 Line Posts  
2 7/8" Eye Tops  
1 5/8" Sleeves  
8' Tension Bars  
1 5/8" Rail Ends  
4" Brace Bands  
4" Tension Bands  
8 1/2" Ties  
3/8" x 1 1/2" Nuts & Bolts  
9ga Tension Wire  
9ga Hog Rings  
18"dia. Razor Ribbon

Total \$1174.36(tax exempt)

Please let me know if you need anything else.

THANK YOU,

Jessica-Artistic Fence Co.

## Northern Nevada Correctional Center (NNCC)

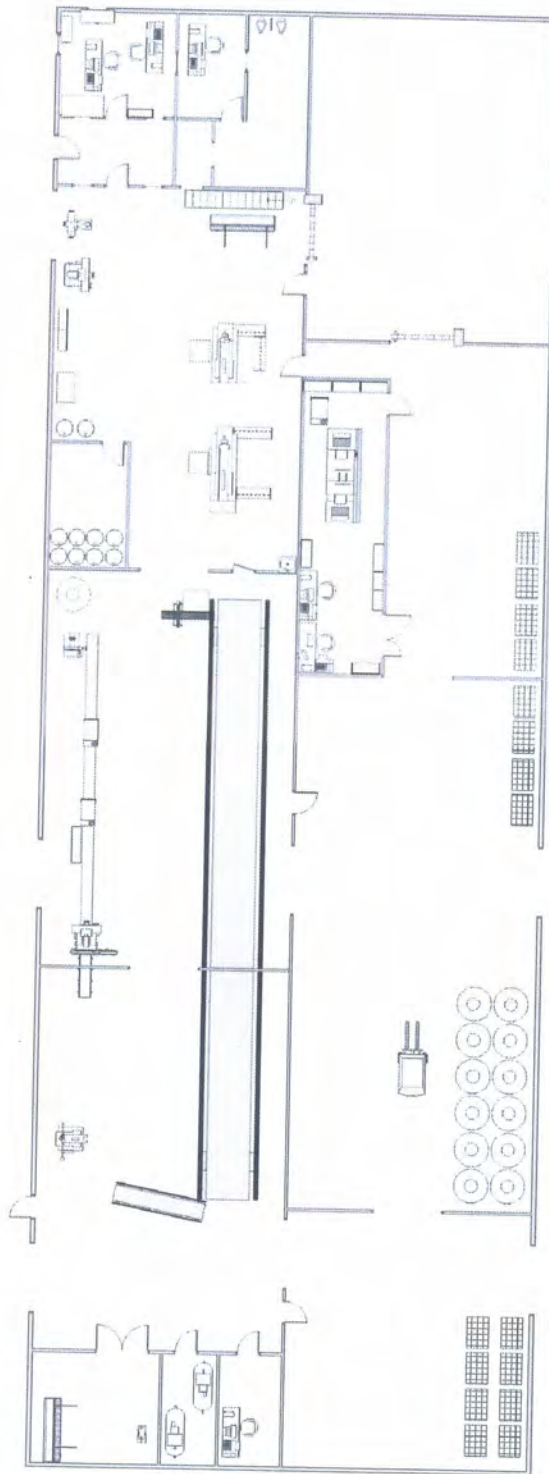


Plate and Material Waste for FY 2009 – FY 2011

Averages of FY09 - FY11

TOTAL POUNDS OF ALUMINUM WASTED	3637.35
TOTAL SQUARE FEET OF SHEETING WASTED	10097.45
TOTAL PLATES WASTED	21172.76
ANNUAL WASTE PERCENTAGE FOR ALUMINUM	3.46%
ANNUAL WASTE PERCENTAGE FOR SHEETING	3.75%
COMBINED "AVERAGES"	3.61%

Plate and Material Waste for FY2011

TOTAL POUNDS OF ALUMINUM WASTED	5336.94
TOTAL SQUARE FEET OF SHEETING WASTED	14505.50
TOTAL PLATES WASTED	26897.31
ANNUAL WASTE PERCENTAGE FOR ALUMINUM	4.72%
ANNUAL WASTE PERCENTAGE FOR SHEETING	4.28%

Plate and Material Waste for FY2010

January – June 2010

TOTAL POUNDS OF ALUMINUM WASTED	4850.61
TOTAL SQUARE FEET OF SHEETING WASTED	15098.33
TOTAL PLATES WASTED	35171.95
SEMI-ANNUAL WASTE PERCENTAGE FOR ALUMINUM	3.74%
SEMI-ANNUAL WASTE PERCENTAGE FOR SHEETING	3.89%
ANNUAL WASTE PERCENTAGE FOR ALUMINUM	3.17%
ANNUAL WASTE PERCENTAGE FOR SHEETING	3.27%

July – December 2009

TOTAL POUNDS OF ALUMINUM WASTED	1632.86
TOTAL SQUARE FEET OF SHEETING WASTED	4989.67
TOTAL PLATES WASTED	8320.41
SEMI-ANNUAL WASTE PERCENTAGE FOR ALUMINUM	2.60%
SEMI-ANNUAL WASTE PERCENTAGE FOR SHEETING	2.65%

Plate and Material Waste for FY2009

January – June 2009

TOTAL POUNDS OF ALUMINUM WASTED	1887.57
TOTAL SQUARE FEET OF SHEETING WASTED	6862.25
TOTAL PLATES WASTED	20676.09
SEMI-ANNUAL WASTE PERCENTAGE FOR ALUMINUM	2.01%
SEMI-ANNUAL WASTE PERCENTAGE FOR SHEETING	3.65%
ANNUAL WASTE PERCENTAGE FOR ALUMINUM	3.12%
ANNUAL WASTE PERCENTAGE FOR SHEETING	3.96%

July – December 2008

TOTAL POUNDS OF ALUMINUM WASTED	4478.77
TOTAL SQUARE FEET OF SHEETING WASTED	9031.50
TOTAL PLATES WASTED	14798.02
SEMI-ANNUAL WASTE PERCENTAGE FOR ALUMINUM	4.24%
SEMI-ANNUAL WASTE PERCENTAGE FOR SHEETING	4.28%