2018 Consolidated Print Management Strategy Status Report

July 1, 2017 - June 30, 2018

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I. Introduction

Purpose

The purpose of this report is to demonstrate agency compliance with requirements of WAC 200-380. The 2018 Consolidated Print Management Strategy Status Report provides a snapshot of progress on the statewide implementation of print management strategies.

RCW 43.19.742 directs the Washington State Department of Enterprise Services to adopt guidelines and a print management rule for statewide use *"to improve the efficiency and minimize the costs of agency-based printing…."*

WAC 200-380 directs state agencies to:
1. Adopt agency-wide policies, standards, and procedures governing the management of their print operations
2. Determine baseline print costs using life cycle cost analysis as defined by RCW 39.26.010(14)
3. Submit annually an agency print management strategy report to Enterprise Services

In 2016, Enterprise Services and the Office of Financial Management jointly agreed to specific audit recommendations to improve state agency implementation of print management in the 2016 Ensuring Economical and Efficient Printing Performance Audit. Enterprise Services is providing this 2018 Consolidated Print Management Strategy Status Report to comply with recommendations 5-8 related to print management, of the performance audit:
5. Publishing each agency's progress on implementing the state's print management requirements so that the Governor, Legislature, and public can monitor their progress
6. Continuing to reach out to agencies to ensure they are aware of the state's print management requirements and guidelines
7. Requesting that agencies report their baseline printing costs and how those costs have changed over time as a result of print management efforts
8. Continuing to offer training and assistance to agency personnel on print management

Key Terms

The term *agency* is defined in RCW 39.26.010(1) as: "any state office or activity of the executive and judicial branches of state government, including state agencies, departments, offices, divisions, boards, commissions, institutions of higher education as defined in RCW 28B.10.016, and correctional and other types of institutions."

Print management is the overarching general term that applies to the management of all agency printing operations, including agency self-service and supplier generated printed material, services, and/or equipment.

In addition, RCW 43.19.733(3) , states that "all state agencies with total annual average full-time equivalent staff that exceeds one thousand as determined by the office of financial management shall utilize print management services …". Information about this aspect of operations is included in the individual reports.

An agency *in-plant printing operation* has dedicated paid staff and equipment producing a variety of products for internal and/or external use with a fee structure. Some operate at cost recovery and others with an allocation or appropriation. For some, most of the work is for internal customers, while others produce products primarily for external customers, or a combination of both.

Baseline print costs include internal use print as well as print procurement.

Internal use print or *agency-based printing* means an agency's internal printing, which does not require a private sector print shop or another state agency print shop. It typically includes:
- Day-to-day administrative printing
- Managed print services contracts (required for agencies with 1,000 or more employees)
- Supplies needed for plotters, copiers, or other multi-function devices and equipment

Print Procurement includes all printed products done for your agency by your in-plant print operations or other external print shops such as Enterprise Services' print operation in-plant, another agency's in-plant, or a commercial print vendor.

Individual Reports

Enterprise Services used a survey tool to assist agencies in fulfilling their reporting requirements and to collect uniform and meaningful data. Each individual report identifies key elements of their respective implementation progress and milestones, best practices, and operational efficiencies of external print procurement and internal print consumption. Individual agency specific print management policies, standards, and procedures are stored on the Enterprise Services website and are not included in the annual report.

II. Participants

The table below demonstrates agency compliance with requirements of WAC 200-380.

Agency Name	Total FTE	Report Annually to Enterprise Services	Adopt Policies, Procedures and Standards	Determine Baseline Cost	Utilize Managed Print Services for Agencies over 1,000 FTE's
House of Representatives	369	No	No	No	Not Applicable
Senate	266	No	No	No	Not Applicable
Joint Transportation Committee	3	No	No	No	Not Applicable
Joint Leg. Audit & Review Committee	25	No	No	No	Not Applicable
Leg Evaluation & Account Prog Comm	12	No	No	No	Not Applicable
Office of State Actuary	17	No	No	No	Not Applicable
Office of Legislative Support Svcs	46	No	No	No	Not Applicable
Joint Legislative Systems Committee	56	No	No	No	Not Applicable
Statute Law Committee	47	No	No	No	Not Applicable
Supreme Court	61	No	No	No	Not Applicable
State Law Library	14	No	No	No	Not Applicable
Court of Appeals	141	No	No	No	Not Applicable
Commission On Judicial Conduct	10	Yes	No	Yes	Not Applicable
Admin Office of the Courts	396	No	No	No	Not Applicable
Office of Public Defense	16	No	No	No	Not Applicable
Office of Civil Legal Aid	3	No	No	No	Not Applicable
Office of the Governor	54	No	No	No	Not Applicable
Office of Lieutenant Governor	7	No	No	No	Not Applicable
Public Disclosure Commission	31	Yes	No	Yes	Not Applicable
Office of the Secretary of State	280	Yes	No	Yes	Not Applicable
Governor's Office of Indian Affairs	2	No	No	No	Not Applicable
Comm on Asian Pacific Amer Affairs	2	Yes	No	Yes	Not Applicable
Office of State Treasurer	68	No	No	No	Not Applicable

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Office of State Auditor	336	No	No	No	Not Applicable
Comm on Salaries Elected Officials	2	No	No	No	Not Applicable
Office of Attorney General	1145	Yes	No	Yes	Yes
Caseload Forecast Council	14	Yes	Yes	Yes	Not Applicable
Dept of Financial Institutions	199	Yes	No	Yes	Not Applicable
Department of Commerce	303	Yes	No	Yes	Not Applicable
Economic & Revenue Forecast Council	6	Yes	Yes	Yes	Not Applicable
Office of Financial Management	227	Yes	No	Yes	Not Applicable
Wash State Health Care Authority	1313	Yes	Yes	Yes	Yes
Office of Administrative Hearings	164	No	No	No	Not Applicable
State Lottery Commission	145	No	No	No	Not Applicable
Washington State Gambling Comm	116	Yes	No	Yes	Not Applicable
Commission on Hispanic Affairs	2	No	No	No	Not Applicable
Commission African-American Affairs	2	Yes	No	Yes	Not Applicable
Human Rights Commission	34	No	No	No	Not Applicable
Department of Retirement Systems	252	Yes	No	Yes	Not Applicable
State Investment Board	104	No	No	No	Not Applicable
Department of Revenue	1315	Yes	No	Yes	Yes
Board of Tax Appeals	17	No	No	No	Not Applicable
Off of Minority & Women's Business	24	No	No	No	Not Applicable
Office of Insurance Commissioner	246	Yes	No	Yes	Not Applicable
Consolidated Tech Serv	562	No	No	No	Not Applicable
State Board of Accountancy	12	Yes	Yes	Yes	Not Applicable
Department of Enterprise Services	801	Yes	Yes	Yes	Not Applicable

Agency Name	Total FTE	Report Annually to Enterprise Services	Adopt Policies, Procedures and Standards	Determine Baseline Cost	Utilize Managed Print Services for Agencies over 1,000 FTE's
Washington Horse Racing Commission	16	Yes	Yes	Yes	Not Applicable
Board of Indust Insurance Appeals	164	Yes	No	Yes	Not Applicable
Liquor and Cannabis Board	368	Yes	No	Yes	Not Applicable
Board of Pilotage Commissioners	3	No	No	No	Not Applicable
Utilities and Transportation Comm	176	Yes	No	Yes	Not Applicable
Board for Volunteer Firefighters	4	No	No	No	Not Applicable
Washington State Patrol	2443	Yes	No	Yes	Yes
Wa St Criminal Justice Train Comm	55	No	No	No	Not Applicable
Wash Traffic Safety Commission	21	Yes	No	Yes	Not Applicable
Department of Labor and Industries	3008	Yes	No	No	Yes
Department of Licensing	1522	Yes	Yes	Yes	Yes
Military Department	330	No	No	No	Not Applicable
Public Employment Relations Comm	41	Yes	No	Yes	Not Applicable
Dept of Social and Health Services	15388	Yes	No	Yes	Yes
Department of Health	1822	Yes	No	Yes	No
Department of Veterans Affairs	856	Yes	Yes	Yes	Not Applicable
Dept of Children, Youth, & Families	4021	No	No	No	No
Department of Corrections	8554	Yes	No	Yes	Yes
Dept of Services for the Blind	80	No	No	No	Not Applicable
Student Achievement Council	110	Yes	No	Yes	Not Applicable
LEOFF 2 Retirement Board	7	No	No	No	Not Applicable
Supt of Public Instruction	388	No	No	No	Not Applicable
State School for the Blind	98	No	No	No	Not Applicable

Agency Name	Total FTE	Report Annually to Enterprise Services	Adopt Policies, Procedures and Standards	Determine Baseline Cost	Utilize Managed Print Services for Agencies over 1,000 FTE's
WA St. Center for Child Deafness	126	No	No	No	Not Applicable
Workforce Train & Educ Coord Board	25	Yes	No	No	Not Applicable
Dept of Arch and Hist Preservation	20	No	No	No	Not Applicable
University of Washington	22809	No	No	No	No
Washington State University	6582	Yes	Yes	No	No
Eastern Washington University	1438	Yes	Yes	Yes	Yes
Central Washington University	1548	No	No	No	No
The Evergreen State College	641	Yes	No	No	Not Applicable
Western Washington University	1787	No	No	No	No
Washington State Arts Commission	13	Yes	Yes	Yes	Not Applicable
Washington State Historical Society	39	Yes	Yes	Yes	Not Applicable
East Wash State Historical Society	32	No	No	No	Not Applicable
Department of Transportation	4858	Yes	No	Yes	No
County Road Administration Board	17	Yes	No	Yes	Not Applicable
Transportation Improvement Board	16	Yes	No	No	Not Applicable
Transportation Commission	10	No	No	No	Not Applicable
Freight Mobility Strategic Invest	2	Yes	Yes	Yes	Not Applicable
Columbia River Gorge Commission	7	Yes	Yes	Yes	Not Applicable
Department of Ecology	1701	Yes	Yes	Yes	Yes
Wa Pollution Liab Insurance Program	11	Yes	No	Yes	Not Applicable
State Parks and Recreation Comm	711	Yes	No	Yes	Not Applicable

Agency Name	Total FTE	Report Annually to Enterprise Services	Adopt Policies, Procedures and Standards	Determine Baseline Cost	Utilize Managed Print Services for Agencies over 1,000 FTE's
Rec/Conserv Funding Board	40	Yes	No	Yes	Not Applicable
Environmental & Land Use Hearings	16	No	No	No	Not Applicable
State Conservation Commission	20	Yes	No	Yes	Not Applicable
Department of Fish and Wildlife	1607	Yes	No	Yes	No
Puget Sound Partnership	37	Yes	No	Yes	Not Applicable
Department of Natural Resources	1528	No	No	No	No
Department of Agriculture	878	Yes	Yes	Yes	Not Applicable
Employment Security Department	1694	Yes	No	Yes	Yes
Community/Technical College System	15997	Yes	Yes	Yes	No

Since 2015, extensive outreach has been done to increase awareness of Print Management requirements. Reasons why agencies may not have started implementing Print Management strategies may include:

- Lack of awareness, there is no centralized list that identifies who is responsible for Print Management within each agency.
- Responsibilities of positions within each agency vary. Some agencies may not have identified a resource for Print Management or the agency designee may not have authority to implement agency-wide strategies.
- Limited staff resources, agencies may be having difficulty fulfilling Print Management requirements given other mission-critical activities.
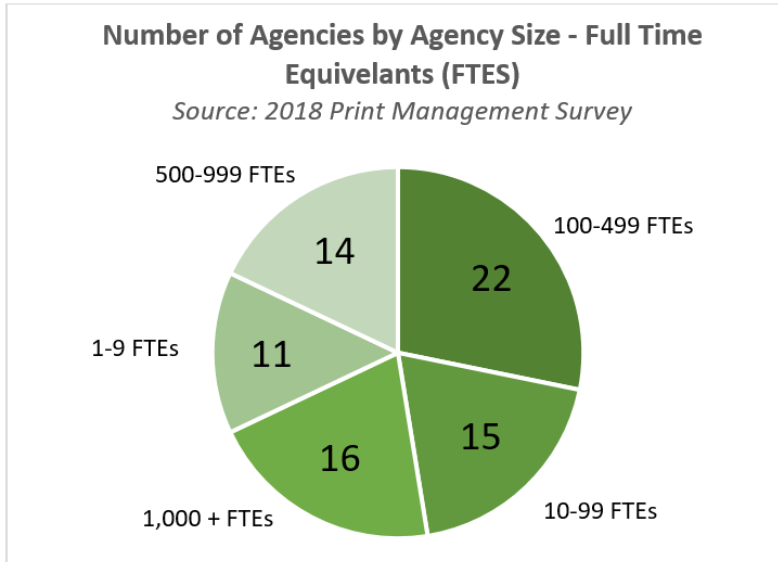
This document consolidates the print management strategy reports submitted by 78 Washington state agencies describing their respective print management practices for the period of July 1, 2017, to June 30, 2018.

Agency Type	2016	2017	2018
State Agencies	31	35	32
Boards and Commissions	15	36	23
Higher Education	30	34	23
Total	76	105	78

- Sixteen agencies with 1,000 or more FTEs submitted annual reports.
- Twenty-five agencies of varying sizes operate in-plant printing services.
- Forty-eight of the 78 agencies reporting have fewer than 500 FTEs.

Number of Agencies by Agency Size - Full Time Equivelants (FTES)
Source: 2018 Print Management Survey

500-999 FTEs: 14
1-9 FTEs: 11
1,000 + FTEs: 16
10-99 FTEs: 15
100-499 FTEs: 22

How Does Agency Size Impact Print Management Practices?

Agency size is a key factor when inventorying a printer fleet, defining and prioritizing print needs, and evaluating equipment operations. Small agencies with limited staff resources face challenges addressing print management requirements. Logistical challenges exist when there are programs, campuses, and office locations operating in different communities. In addition, agency missions, specific legal requirements, and the variety of operations are also significant factors to consider.

III. Milestones Toward Print Management Implementation Statewide

Key findings include status of compliance, targets dates, and progress. The survey asked each agency when it would adopt a print management policy, standards, and procedures if they did not currently have these required documents adopted as of June 30, 2018. The chart below shows the targeted adoption schedule for the majority of the 78 survey respondents.

Adoption Status of Print Management Policy, Standards, and Procedures as of June 30, 2018

Policy		Standards		Procedures	
Completed	29	Completed	24	Completed	27
Complete by FY19	31	Complete by FY19	28	Complete by FY19	27
Complete by FY20	12	Complete by FY20	15	Complete by FY20	15

Managed Print Practices and Policy Development Status

There are sixteen agencies with greater than 1,000 full time equivalents (FTEs) that submitted a report in 2018. The survey asked all agencies regardless of size to share if they are utilizing managed print services (required for 1,000 or greater).

Thirty-two agencies use managed print services. Based on the 2018 survey, twelve agencies have 1,000 FTEs or more, while twenty of them have less. This means that regardless of size of this requirement, agencies see a benefit to utilizing managed print services.

Progress Implementing Effective Print Management Strategies

The survey asked agencies to select from a list of more than two dozen examples of milestones achieved during the reporting period. The following milestone/strategy groupings emerged as the most common implementation steps taken during the reporting period:

Printer Fleet Assessment and Management
Approximately 75 agencies have made significant progress on managing their printer fleet. This progress included creating centralized print areas, utilizing managed print services contracts, reducing or eliminated the number of desktop printers, and tapping into software and hardware features to create efficiencies.

Increase Internal Education and Change Management
Approximately 55 percent of the agencies responding have taken measures to increase employee awareness of preferred printing practices. These actions included operating a formal internal team that guides print procurement and management of internal use print equipment (e.g. multi-function devices), training employees on appropriate printer and plotter use, and supporting staff participation in the Statewide Print Management Strategies Team.

Evaluation of Printing Needs and Procurement Options
Agencies achieve efficiencies in print consumption in numerous ways such as printing less volume, less color, and changing how requests for outsourcing print jobs are done agency-wide. It is worth noting several agencies have been implementing these strategies for as many as fifteen years and have realized significant benefits and efficiencies.

- Approximately 30 percent of the agencies responding reported they have taken steps to gain a better understanding of their printing needs and the options available. Examples included reviewing the frequency and cycle of their printing needs, exploring opportunities to reduce mailing expenses by utilizing state standard envelopes, consulting with Enterprise Services on print procurement, and/or utilizing online print ordering through myPrint.

IV. Outreach - Statewide Print Management Strategies Team & Information

Enterprise Services convenes a Statewide Print Management Strategies Team on a quarterly basis to further statewide collaboration. This ad-hoc team includes self-engaged representatives from a variety of state agencies, boards, commissions, and institutions of higher education. During this reporting period, representatives from 50 agencies participated on this team. Using WebEx technology has increased statewide participation and reduced travel burdens on agencies.

The forum is an opportunity to develop a community of efficient and economical print operations and options. Enterprise Services develops fact sheets and presentations based on input from this team to address common questions about a variety of topics and team members from different agencies contribute by presenting during meetings. The goals of the statewide team include:

- Learning from each other by sharing success stories, best practices, challenges, and efforts to resolve common barriers
- Gaining awareness of the roles of in-plant and internal use print operations
- Understanding the critical elements of policies, standards, and procedures
- Defining meaningful cost data to track and report

V. Print Related Expenditures

This 2018 report includes, for the first time, individual agency specific baseline print costs, i.e. internal use print as well as print procurement. The variety of each agency's services, size, mission, types of procurement and customer needs, and the lack of consistently used definitions created challenges for establishing a simple uniform fiscal tracking approach. Small agencies, boards and commissions, and most institutions of higher education have different organizational structures than the sixteen agencies with more than 1,000 FTEs. For all agencies, the number of different office locations or campuses across the state creates additional complexity.

There are a variety of unique external print procurement approaches and internal use printing practices used to meet their respective day-to-day administrative needs.

The following summarizes the observations from the past few years:

1. Enterprise Services continues to encourage each agency to examine their respective print needs and procurement procedures and define the best tracking approach to meet their needs.
2. Through the survey results and the discussions at the quarterly meetings, most agencies are supportive of tracking meaningful data to show increases in efficiencies in print practices.
3. The statewide team will continue to focus on this topic to compare common metrics related to printing operations and procurement.
4. In the future, it is likely that a common list of broadly defined expenditure types used by agencies that share common accounting systems and agency attributes will surface during quarterly meetings.
5. Enterprise Services and several other agencies worked with the Office of Financial Management to streamline the options related to print procurement in the existing *Chart of Accounts*.
6. The diversity of accounting systems and reporting requirements among the different agency types and sizes creates challenges in exact apples to apples comparisons of expenditures on a statewide basis.

The following is the print spend data reported in 2018:

- 69 Agencies reported print spend
- Total print cost: $38,066,075
- Total internal use cost $21,120,439
- Total external use cost $16,945,636

VI. Continued Success and Next Steps

Enterprise Services will support print management implementation statewide by continuing to conduct outreach, promote the benefits of compliance with the requirements, and encourage expanded engagement in print management. The following list includes activities that Enterprise Services is required in RCW and WAC to perform:
- Coordinating the annual survey, consolidate, and publish the annual status reports submitted by agencies. (WAC 200-380 requires annual reporting to Enterprise Services)
- Updating the *Print Management Guidelines* periodically (RCW 43.19.742)
- Convening the semi-annual meetings of the Statewide Print Management Strategies Team.
- Exploring and responding to outreach requests from the annual surveys and individual requests.
- Contribute to maintaining communication and information sharing including maintaining the Print Management website.

This year's survey asked how Enterprise Services could assist each agency in being successful with print management implementation. The survey gave agencies the opportunity to write open-ended responses in addition to three-targeted choices:
1. Twelve requests to help facilitate print management conversations within their respective agencies;
2. Twenty-four requests for additional information about print management; and
3. Nine requests for consultation regarding managed print services.

The 2018 survey yielded more than fifty open-ended responses for this question. The responses highlighted that most agencies utilize the information currently provided by Enterprise Services. It is the hope that with increasing number of polices, standards, and procedures in place the annual reporting will become simpler for all agencies.

2018 Individual Agency Reports

The remainder of this report includes the individual annual print management strategy status reports submitted to Enterprise Services as required by WAC 200-380-030.