

2019 Consolidated Print Management Strategy Status Report

July 1, 2018 - June 30, 2019

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I. Introduction

Purpose

The purpose of this report is to demonstrate agency compliance with requirements of [WAC 200-380](#). The 2019 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:

Adopt agency-wide policies, standards, and procedures governing the management of their print operations

Determine baseline print costs using life cycle cost analysis as defined by [RCW 39.26.010\(14\)](#)

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 2019 Consolidated Print Management Status Report to comply with recommendations 5-8 related to print management. The recommendations are:

- Publish each agency’s progress on implementing the state’s print management requirements so that the Governor, Legislature, and public can monitor their progress
- Continue to reach out to agencies to ensure they are aware of the state’s print management requirements and guidelines
- Request that agencies report their baseline printing costs and how those costs have changed over time as a result of print management efforts
- Continue to offer training and assistance to agency personnel on print management

Key Terms

As defined in [RCW 39.26.010\(1\)](#), "Agency" means 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.

Under the direction of [RCW 43.19.733\(3\)](#), agencies with 1,000 or more employees *must use internal use managed print services*. Information about this aspect of operations is included in the individual reports.

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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
- 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

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. Enterprise Services used a survey tool to assist agencies in fulfilling their reporting requirements and to collect uniform and meaningful data. 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 |

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| 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 |
|-----------------------------------------------|-----------|----------------------------------------|------------------------------------------|-------------------------|--------------------------------------------------------------|
| 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 | No | No | No | 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 | No | No | No | Not Applicable |
| Office of the Secretary of State | 280 | No | No | No | Not Applicable |
| Governor's Office of Indian Affairs | 2 | No | No | No | Not Applicable |
| Comm on Asian Pacific Amer Affairs | 2 | No | No | No | Not Applicable |
| Office of State Treasurer | 68 | No | No | No | Not Applicable |
| Office of State Auditor | 336 | No | No | No | Not Applicable |
| Comm on Salaries Elected Officials | 2 | Yes | No | Yes | Not Applicable |
| Office of Attorney General | 1145 | No | No | No | Not Applicable |

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|------------------------------------------------|-----------|----------------------------------------|------------------------------------------|-------------------------|--------------------------------------------------------------|
| Caseload Forecast Council | 14 | Yes | Yes | No | 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 | No | No | No | Not Applicable |
| Office of Administrative Hearings | 164 | No | No | No | Not Applicable |
| State Lottery Commission | 145 | Yes | No | Yes | Not Applicable |
| Washington State Gambling Comm | 116 | No | No | No | Not Applicable |
| Commission on Hispanic Affairs | 2 | No | No | No | Not Applicable |
| Commission African-American Affairs | 2 | No | No | No | 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 | Yes | No | No | Not Applicable |
| Office of Insurance Commissioner | 246 | Yes | No | Yes | Not Applicable |
| Consolidated Tech Serv | 562 | No | No | No | Not Applicable |

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|------------------------------------------------|-----------|----------------------------------------|------------------------------------------|-------------------------|--------------------------------------------------------------|
| State Board of Accountancy | 12 | Yes | Yes | Yes | Not Applicable |
| Department of Enterprise Services | 801 | Yes | Yes | Yes | Not Applicable |
| Washington Horse Racing Commission | 16 | No | No | No | Not Applicable |
| Board of Indust Insurance Appeals | 164 | Yes | No | No | Not Applicable |
| Liquor and Cannabis Board | 368 | No | No | No | 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 | No | No | No | Not Applicable |
| Department of Licensing | 1522 | No | No | No | Not Applicable |
| Military Department | 330 | No | No | No | Not Applicable |
| Public Employment Relations Comm | 41 | No | No | No | Not Applicable |
| Dept of Social and Health Services | 15388 | Yes | Yes | Yes | Yes |
| Department of Health | 1822 | Yes | No | No | Yes |
| Department of Veterans Affairs | 856 | No | No | No | Not Applicable |
| Dept of Children, Youth, & Families | 4021 | No | No | No | Not Applicable |
| Department of Corrections | 8554 | Yes | Yes | Yes | Yes |

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|-----------------------------------------------|-----------|----------------------------------------|------------------------------------------|-------------------------|--------------------------------------------------------------|
| 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 | Yes | 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 |
| WA St. Center for Child Deafness | 126 | No | No | No | Not Applicable |
| Workforce Train & Educ Coord Board | 25 | No | No | No | Not Applicable |
| Dept of Arch and Hist Preservation | 20 | No | No | No | Not Applicable |
| University of Washington | 22809 | No | No | No | Not Applicable |
| Washington State University | 6582 | No | No | No | Not Applicable |
| Eastern Washington University | 1438 | Yes | Yes | Yes | No |
| Central Washington University | 1548 | No | No | No | Not Applicable |
| The Evergreen State College | 641 | Yes | No | No | Not Applicable |
| Western Washington University | 1787 | No | No | No | Not Applicable |
| 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 | No | No | No | Not Applicable |

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| 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 |
|----------------------------------------------|-----------|----------------------------------------|------------------------------------------|-------------------------|--------------------------------------------------------------|
| Transportation Improvement Board | 16 | No | No | No | Not Applicable |
| Transportation Commission | 10 | No | No | No | Not Applicable |
| Freight Mobility Strategic Invest | 2 | No | No | No | 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 |
| Rec/Conserv Funding Board | 40 | No | No | No | Not Applicable |
| Environmental & Land Use Hearings | 16 | Yes | No | No | Not Applicable |
| State Conservation Commission | 20 | No | No | No | Not Applicable |
| Department of Fish and Wildlife | 1607 | Yes | Yes | Yes | Yes |
| Puget Sound Partnership | 37 | No | No | No | Not Applicable |
| Department of Natural Resources | 1528 | No | No | No | Not Applicable |
| Department of Agriculture | 878 | No | No | No | Not Applicable |
| Employment Security Department | 1694 | Yes | Yes | Yes | Yes |
| Community/Technical College System | 15997 | No | No | No | Not Applicable |

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.

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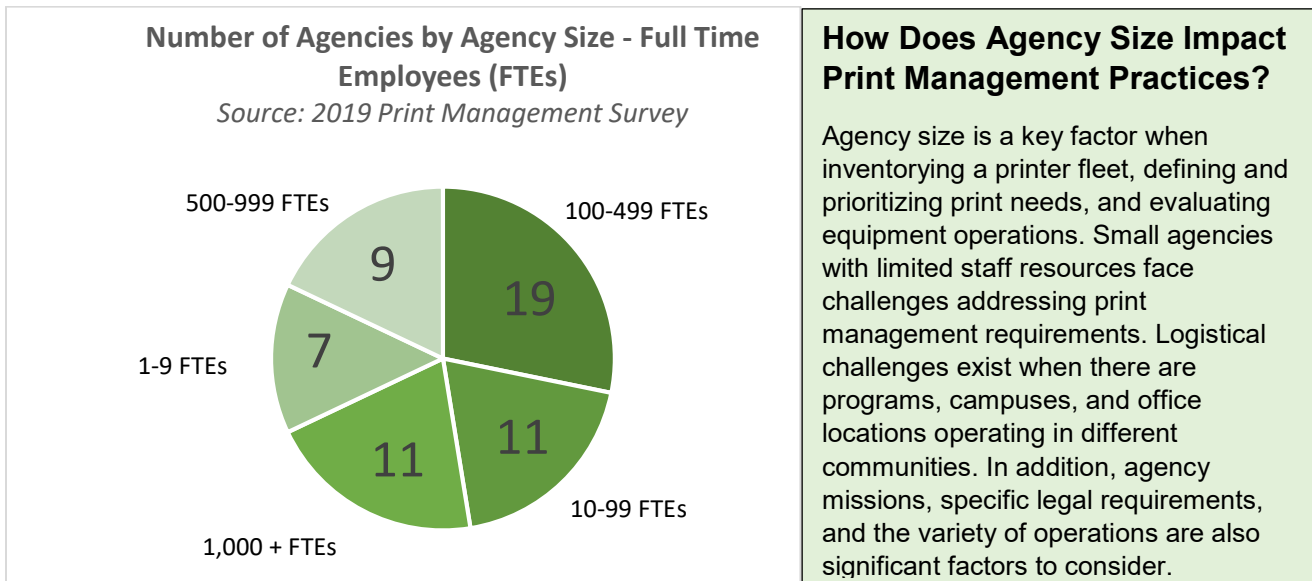
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- Responsibilities of positions within each agency vary. Some agencies may not have identified a resource for Print Management or the agency designee may not have authority to implement agency-wide strategies.
- Limited staff resources, agencies may be having difficulty fulfilling Print Management requirements given other mission-critical activities.

This document consolidates the print management strategy reports submitted by 57 Washington state agencies describing their respective print management practices for the period of July 1, 2018 to June 30, 2019.

| Agency Type | 2017 | 2018 | 2019 |
|------------------------|------------|-----------|-----------|
| State Agencies | 35 | 32 | 24 |
| Boards and Commissions | 36 | 23 | 14 |
| Higher Education | 34 | 23 | 19 |
| Total | 105 | 78 | 57 |

- Eleven agencies with 1,000 or more FTEs submitted annual reports.
- Fifteen agencies of varying sizes operate in-plant printing services.
- Thirty-seven of the 57 agencies reporting have fewer than 500 FTEs.



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, 2019. The chart below shows the targeted adoption schedule for the majority of the 57 survey respondents.

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Adoption Status of Print Management Policy, Standards, and Procedures as of June 30, 2019

| <u>Policy</u> | | <u>Standards</u> | | <u>Procedures</u> | |
|--------------------------|----|-------------------|----|-------------------|----|
| Completed | 17 | Completed | 21 | Completed | 23 |
| Completed by FY20 | 18 | Completed by FY20 | 19 | Completed by FY20 | 17 |
| Completed by FY21 | 11 | Completed by FY21 | 13 | Completed by FY21 | 13 |

Managed Print Practices and Policy Development Status

There are eleven agencies with greater than 1,000 full time equivalents (FTEs) that submitted a report in 2019. The survey asked all agencies regardless of size to share if they are utilizing managed print services (required for 1,000 or greater).

Twenty-three agencies currently use managed print services. Based on the 2019 survey, ten of these agencies have 1,000 FTEs or more, while thirteen of them have less. This means that regardless of size of this requirement, agencies see a benefit to utilizing managed print services.

IV. Outreach - Statewide Print Management Strategies Team & Information

Enterprise Services convenes a Statewide Print Management Strategies Team on a semi-annual 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, 50 agencies identified participation 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 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

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V. Print-Related Expenditures

This 2019 report includes 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 eleven 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 semi-annual 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 semi-annual 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 2019:

- 48 Agencies reported print spend
- Total print cost: \$30,595,079
- Total internal use cost \$21,268,451
- Total external use cost \$9,326,628

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:

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- 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. Seven requests to help facilitate print management conversations within their respective agencies;
2. Twelve requests for additional information about print management; and
3. Four requests for consultation regarding managed print services.

The 2019 survey yielded more than nineteen 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 policies, 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](#).