



2020 Consolidated Print Management Strategy Status Report

July 1, 2019 - June 30, 2020

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I. Introduction

Purpose

The purpose of this report is to demonstrate agency compliance with the requirements of [WAC 200-380](#). The 2020 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 2020 Consolidated Print Management Status Report to comply with recommendations 5-8 related to print management in 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: "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.

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In addition, [RCW 43.19.733\(3\)](#) requires agencies with 1,000 or more employees to enter a contract for print services. DES refers to this practice as *managed print services* and can be utilized by agencies with fewer than 1,000 employees, as well. 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
- 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
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House of Representatives	353	No	No	No	Not Applicable
Senate	262	No	No	No	Not Applicable
Joint Transportation Committee	4	No	No	No	Not Applicable
Joint Leg Audit & Rev Comm	24	No	No	No	Not Applicable
Leg Eval and Accy Prg Com	11	No	No	No	Not Applicable
Office of State Actuary	16	No	No	No	Not Applicable
Office of Legislative Support Services	35	No	No	No	Not Applicable
Joint Legislative Systems Committee	58	No	No	No	Not Applicable
Statute Law Committee	41	No	No	No	Not Applicable
Supreme Court	62	No	No	No	Not Applicable
State Law Library	8	No	No	No	Not Applicable
Court of Appeals	136	No	No	No	Not Applicable
Judicial Conduct Commission	7	No	No	No	Not Applicable
Administrative Office of the Courts	435	No	No	No	Not Applicable
Office of Public Defense	19	No	No	No	Not Applicable
Office of Civil Legal Aid	4	No	No	No	Not Applicable
Office of the Governor	63	No	No	No	Not Applicable
Office of Lieutenant Governor	8	No	No	No	Not Applicable

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Public Disclosure Commission	31	No	No	No	Not Applicable
Secretary of State	281	No	No	No	Not Applicable
Office of Indian Affairs	2	No	No	No	Not Applicable
Commission on Asian-American Affairs	2	No	No	No	Not Applicable
Office of State Treasurer	61	No	No	No	Not Applicable
Redistricting Commission	-	No	No	No	Not Applicable
Office of State Auditor	413	No	No	No	Not Applicable
Citizen's Comm on Salaries for Elect Off	1	No	No	No	Not Applicable
Office of Attorney General	1,396	Yes	Yes	Yes	Yes
Caseload Forecast Council	11	Yes	Yes	Yes	Not Applicable
Department of Financial Institutions	202	Yes	No	Yes	Not Applicable
Department of Commerce	351	Yes	No	Yes	Not Applicable
Forecast Council	5	No	No	No	Not Applicable
Office of Financial Management	423	Yes	No	Yes	Not Applicable
Health Care Authority	1,341	Yes	Yes	Yes	Yes
Office of Administrative Hearings	172	No	No	No	Not Applicable
State Lottery Commission	121	Yes	No	Yes	Not Applicable

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Gambling Commission	107	No	No	No	Not Applicable
Commission on Hispanic Affairs	3	No	No	No	Not Applicable
Commission on African-Amer Affairs	2	Yes	No	Yes	Not Applicable
Human Rights Commission	23	No	No	No	Not Applicable
Department of Retirement Systems	251	Yes	No	Yes	Not Applicable
State Investment Board	107	No	No	No	Not Applicable
Department of Revenue	1,198	Yes	Yes	Yes	Yes
Board of Tax Appeals	16	No	No	No	Not Applicable
Office of Min & Women's Bus Enter	22	No	No	No	Not Applicable
Insurance Commissioner	242	Yes	No	Yes	Not Applicable
Consolidated Technology Services	288	No	No	No	Not Applicable
Board of Accountancy	10	Yes	Yes	Yes	Not Applicable
Board of Reg for Prof Eng & Lnd Sur	5	Yes	Yes	No	Not Applicable
Forensic Investigations Council	-	No	No	No	Not Applicable
Department of Enterprise Services	731	Yes	Yes	Yes	Yes
Horse Racing Commission	9	Yes	Yes	Yes	Not Applicable

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Board of Industrial Insurance Appeals	151	No	No	No	Not Applicable
Liquor Control Board	351	No	No	No	Not Applicable
Board of Pilotage Commissioners	3	No	No	No	Not Applicable
Utilities and Transportation Commission	155	Yes	No	Yes	Not Applicable
Board for Volunteer Firefighters	3	No	No	No	Not Applicable
Washington State Patrol	2,340	Yes	No	Yes	Yes
Criminal Justice Training Commission	58	No	No	No	Not Applicable
Traffic Safety Commission	25	Yes	No	Yes	Not Applicable
Department of Labor and Industries	3,046	No	No	No	No
Department of Licensing	1,364	No	No	No	No
Military Department	337				Not Applicable
Public Employee Relations Commission	29	No	No	No	Not Applicable
Dept of Social & Health Services	16,141	No	No	No	No
Department of Health	1,896	No	No	No	No
Department of Veterans Affairs	861	No	No	No	Not Applicable
Dept of Children, Youth & Families	4,338	No	No	No	No
Department of Corrections	9,068	No	No	No	No

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Department of Services for the Blind	77	No	No	No	Not Applicable
Student Achievement Council	110	Yes	No	Yes	Not Applicable
LEOFF Plan 2 Retirement Board	7	Yes	No	No	Not Applicable
Superintendent of Public Instruction	436	No	No	No	Not Applicable
School for the Blind	104	Yes	Yes	No	Not Applicable
Center for Child Deaf & Hearing Loss	134	No	No	No	Not Applicable
Work Force Training & Educ Coord Brd	28	No	No	No	Not Applicable
Dept of Arch and Historic Preservation	20	No	No	No	Not Applicable
Department of Early Learning	-	No	No	No	Not Applicable
Charter Schools Commission	-	No	No	No	Not Applicable
University of Washington	1,125	No	No	No	No
Washington State University	561	Yes	No	No	Not Applicable
Eastern Washington University	132	Yes	Yes	Yes	Not Applicable
Central Washington University	229	No	No	No	Not Applicable
The Evergreen State College	103	No	No	No	Not Applicable

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Western Washington University	222	No	No	No	Not Applicable
Washington State Arts Commission	19	Yes	Yes	Yes	Not Applicable
Washington State Historical Society	35	No	No	No	Not Applicable
Eastern WA State Historical Society	28	No	No	No	Not Applicable
Department of Transportation	6,857	Yes	No	Yes	No
County Road Administration Board	16	No	No	No	Not Applicable
Transportation Improvement Board	10	Yes	Yes	No	Not Applicable
Transportation Commission	6	No	No	No	Not Applicable
Freight Mob Strategic Invest Brd	2	No	No	No	Not Applicable
Columbia River Gorge Commission	7	No	No	No	Not Applicable
Department of Ecology	1,596	Yes	Yes	Yes	Yes
Pollution Liability Insurance Agency	17	Yes	Yes	Yes	Not Applicable
State Parks & Rec Comm	705	Yes	No	Yes	Not Applicable
Recreation & Cons Funding Board	62	Yes	Yes	Yes	Not Applicable
Environmental Hearings Office	15	No	No	No	Not Applicable
Conservation Commission	22	No	No	No	Not Applicable
Department of Fish and Wildlife	1,835	Yes	Yes	Yes	Yes

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Puget Sound Partnership	46	No	No	No	Not Applicable
Department of Natural Resources	1,795	No	No	No	No
Department of Agriculture	825	Yes	No	Yes	Not Applicable
Employment Security Department	1,782	Yes	Yes	Yes	Yes
Community and Technical Colleges	1,801	No	No	No	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.

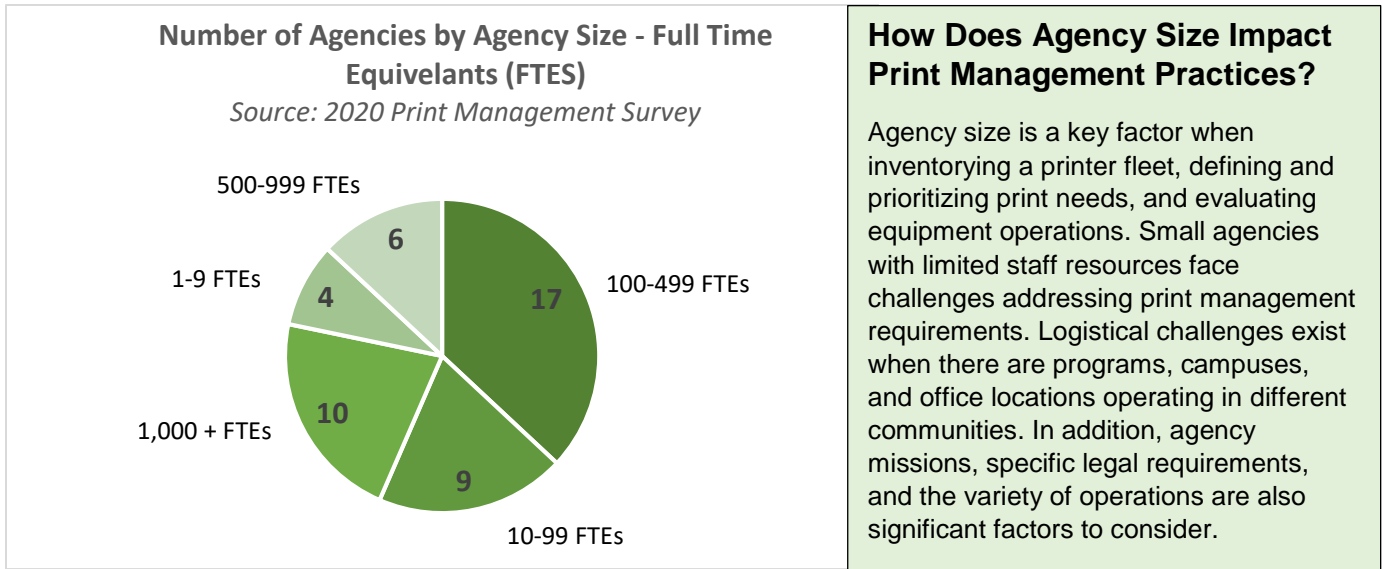
This document consolidates the print management strategy reports submitted by 46 Washington state agencies describing their respective print management practices for the period of July 1, 2019, to June 30, 2020.

Agency Type	2018	2019	2020
State Agencies	32	24	24
Boards and Commissions	23	14	10
Higher Education	23	19	12
Total	78	57	46

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

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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, 2020. The chart below shows the targeted adoption schedule for the majority of the 46 survey respondents.

Adoption Status of Print Management Policy, Standards, and Procedures as of June 30, 2020

<u>Policy</u>	<u>Standards</u>		<u>Procedures</u>		
Completed	25	Completed	21	Completed	23
Completed by FY20	1	Completed by FY20	2	Completed by FY20	2
Completed by FY21	17	Completed by FY21	18	Completed by FY21	18

Managed Print Practices and Policy Development Status

There are ten agencies with greater than 1,000 full time equivalents (FTEs) that submitted a report in 2020. The survey asked all agencies regardless of size to share if they are utilizing managed print services (required for 1,000 or greater).

Twenty-two agencies use managed print services. Based on the 2020 survey, eight agencies have 1,000 FTEs or more, while fourteen of them have less. This means that regardless of size of this requirement, agencies see a benefit to utilizing managed print services.

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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, 25 agencies identified participation on this team. Using Zoom 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

V. Print Related Expenditures

This 2020 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 ten 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 indicate they 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.

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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 2020:

- 38 Agencies reported print spend
- Total print cost: \$17,178,036
- Total internal use cost \$6,557,079
- Total external use cost \$10,620,957

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. One request to help facilitate print management conversations within their respective agencies;
2. Thirteen requests for additional information about print management; and
3. Three requests for consultation regarding managed print services.

The 2020 survey yielded more than nine 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.

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2020 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](#).