Print Management Strategies Team

Opportunities for Collaboration - Q2

April 25, 2017 – Quarterly Meeting
1500 Jefferson Street, Olympia – Presentation Room 1st Floor – Enterprise Services

Print Management Strategies Team Resources:
Judy Lorenzo, Business Resources Division
David Baker, Business Resources Division
Josh Klika, Contracts & Procurement
Jeff Kesseler, Managed Print & Internal Use

Guest Presenter: Jamie Langford, Deputy Chief Financial Officer, DES
# Today’s Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Topic Type</th>
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<tbody>
<tr>
<td>9:00 - 9:05</td>
<td>Welcome – Housekeeping for WebEx</td>
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<tr>
<td>9:05 - 9:10</td>
<td>2016 Survey Results - Initial Discoveries</td>
<td>Information</td>
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<tr>
<td>9:10 - 9:20</td>
<td>Defining In-plant Print Operations</td>
<td>Action item</td>
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<tr>
<td>9:20 - 9:30</td>
<td>2016 Survey Results - Current Policy Status Highlights</td>
<td>Information</td>
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<tr>
<td>9:30 - 9:45</td>
<td>Calculating Your Agency Print Spend And Base Printing Costs</td>
<td>Information</td>
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<td>9:45 - 9:55</td>
<td>Statewide Effort to Establish Uniform Cost Tracking Tools:</td>
<td>Information</td>
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<td></td>
<td>Guest - Jamie Langford, Deputy Chief Financial Officer, DES</td>
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<tr>
<td>9:55 - 10:05</td>
<td>Short Break</td>
<td>Action item</td>
</tr>
<tr>
<td>10:05 - 10:20</td>
<td>Overview Of DES’ Print Management Policy Development</td>
<td>Information</td>
</tr>
<tr>
<td>10:20 - 10:30</td>
<td>Wrap Up and Next Steps for 2017 Status Report Survey</td>
<td>Action item</td>
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2016 Survey Results

2016 Print Management Status Report
Survey:
• Completed
• Ready for Publishing
• Sent to OFM for Review

What are our initial discoveries?
DES used a survey tool in 2016 to keep the reporting process simple.

Participation was less than 50 entities.

DES broadened its outreach.

The same survey was sent out again in February of 2017 to new agencies, increasing the response count to 76.
2016 Status Reports Submitted

- 30 Institutions of Higher Education
- 31 State Agencies
- 15 Boards and Commissions
2016 Status Reports - Observations

• Reponses varied more than expected
• Many were follow-up questions that do not apply (i.e. If yes, please describe)
• Fill in the blank questions:
  – Allowed for flexibility for agency responses
  – Prevented clean comparisons
• Some answers are web addresses in some cases to intranet locations only accessible to the agency employees, data not visible to DES.
• Several questions had too few responses and may need modifying to avoid skipping.
• Some answers may not be accurate and require clarification with specific entity.
Print Management Policy

The overall framework of the policy defines goals and objectives of print procurement for your agency.

• Why?
• What?
• How?

What is your context?
Q5: Are there specific Federal or State laws that require you to print and mail correspondence?
Q7: Does your agency have policies, executive orders or procedures that require printed information for distribution to customers to fulfill your agency's mission?

- Yes: 38
- No: 38
Why do we print?

- Legal Requirements
- Day-to-day Administrative Use
- Outreach & Marketing
- Operational Needs
- We Teach Printing
- Other
Q14: Does your agency operate "in-plant" printing operations?

- Yes: 40
- No: 25
- Other: 11

"Other" includes general comments, plotter descriptions, copier contract information.
At the January Team meeting the group requested that we define “In-plant printing operations”
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 the majority of the work is for internal customers, while others produce products primarily for external customers, or a combination of both.
A centralized print location characterized by self-service use of multi-function devices and plotters shared by internal employees.
Creating Print Efficiencies in Washington

The Department of Enterprise Services (DES) is guiding state agencies and higher education institutions in complying with new requirements to create economic and efficient print management while focusing on their core mission.

What is an in-plant printing operation?
- An agency in-plant printing operation has dedicated print staff and equipment producing a variety of products for internal and/or external use with a firm structure.
- Some operate all cost recovery and others with an allocation or appropriation.
- The majority of this work is for internal customers.

There are many specialized types of equipment performing unique functions. These set up different departments within the operation. For example, one machine may convert raw paper to templates, another may stack and fold a 50-page document and staple it to read like a book. Here are just a few examples of equipment used for different types of printing jobs:

In-plant digital print shop
- High volume printing
- Fold, collate and saddle stitch
- Up to 4,500 single sheets per hour
- Prints on standard 8.5 x 11 to 11 x 17

Digital can also include variable print capability. This uses a template with each page having unique confidential information such as addresses.

Centralized print area for multiple users on a self-service basis.

This is not an in-plant print operation.

For more information:

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Jeff Reardon
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Get started!

Resources you can find on the web site include:
- WAG and ROCW requirements
- Quarterly meeting materials
- Guidelines and Policy examples
- 2016 Print Management Status Report
- Print Management Invitation to Agency Directors to participate
- Calendar of upcoming opportunities to participate
- Customer service staff contacts to help your agency get the best print value
- Usps/Ida for your agency printing need
In-plant Printing Operations (DES)

Paper rolls manufactured on a web press.
Envelope Manufacturing (DES)
In-plant Print Operations (DOC)
In-plant Print Operations (DES)

Offset Press & Bindery
In-plant Print Operations (DOC)
In-plant Digital Print Center (WSDOT)
In-plant Digital Print Center (DES)
In-plant Digital Print Center (OSPI)
In-plant Digital Print Center (ESD)
In-Plant The Yakima Valley Community College Print Shop
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 the majority of the work is for internal customers, while others produce products primarily for external customers, or a combination of both.
2016 Status Reports: Existing Print Management Policies - Highlights
## Print Management Requirements

<table>
<thead>
<tr>
<th>RCWs &amp; WAC</th>
<th>State Agencies, Boards, Commissions</th>
<th>Institutions of Higher Education</th>
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Q16: Does your agency have an existing print management policy per WAC 200-380 guidelines?

- Yes: 13
- No: 63
Q22: Is your agency in the process of developing a print management policy?

Yes: 45
No: 22
Other: 9

“Other” includes:
- needs updating
- we use many of these measures but do not have a policy
- looking into it
- for some parts of our agency
- ongoing
Q20: Does your print management policy consider and measure the impacts of strategies such as (choose all that apply)

- Secure print to prevent erroneous prints
- Preview plotter print jobs before they can be printed
- Disable banner sheet printing
- Default to double sided printing
- Default to black and white printing
- Centralized print locations
- Other (please specify)

Other includes: reviewed annually, copyrights; cost to print page(s)
Q9: If your agency has more than 1,000 FTEs, have you implemented managed print?

- **My agency has fewer than 1,000 FTEs**
  - Count: 55
- **Yes**
  - Count: 16
- **No**
  - Count: 5

*Of the 76 responses, this requirement only applies to 18*
Calculating Print Costs
Toner Scams

• Toner-phonner scams
• Not new but increasingly common

Federal Trade Commission, Xerox and others have published FAQs
Print Costs

1. Inventory the fleet
2. Collect meter reads from each device (1\textsuperscript{st} of the month)
3. Compare invoices and verify usage costs
4. Coding for paper (blank, color, not the same as “office supplies”)
5. Include fax lines, floor space, electricity
Once you have cataloged your printer fleet, the next step is to remove any single function desktop printers that are non-networked.

Create a spreadsheet of all leased/owned printers with their monthly lease costs and associated usage click charges.

If in a managed print contract, your monthly usage fees ARE the lease and usage cost.

Collect a meter read of each device at the first of every month. Add these totals to the lease cost if any and you will have the basic machine cost for the month.

DES uses these figures to compare to the invoices received from our vendor community.
Print Costs: Creating the Inventory

- Add the cost for paper purchased for your printer fleet.
- Include specialty stocks like color and label material.
- Even preprinted letterhead is a paper cost for your MFD if you are running it through the printer.
• If you have fax lines running to any of your MFDs, this is an associated cost to the MFD and should be considered.

• Any FTEs that are supporting the internal print infrastructure are a cost for your printer fleet.
Print Costs: Floor Space and Electricity

- These costs are a little harder to obtain but still contribute to the cost of your printer fleet.

- Floor space is a fixed cost based on square footage but electricity is variable due to idle time current draw versus run time current draw.

- For costing purposes, DES uses an average power consumption cost of $27 per month per machine based on a per machine usage of 1920 watts at 5 hours per day @ $0.0946/kWh.

- This rate is the commercial electricity rate for Olympia. This may be a little on the higher side of the average but accounts for the difference in machine types and run time.
What do we print?

- Official documents
- Internal documents
- Outreach materials
- Forms, invoices, etc.
Q30: What are the types of printing your agency generally does as a normal course of business? (Check all that apply)

- Stationary
- Large format printing
- Training manuals
- Field manuals
- Brochures
- Pamphlets
- Forms
- Other

Other includes:
- Legal docs;
- Class materials;
- Syllabus;
- Postcards;
- School programs:
- Lamination;
- Displays;
- Signage;
- Print to mail;
- Contracts;
- Retail advertising;
- Additional language outreach materials;
- Newsletters;
- Meeting handouts;
- Highway construction documents
Defining Print Spend

What does your agency spend on printing?
- Outsourcing
- Contracting for services
- Admin/daily use
- Equipment rental/purchase
- Square footage
- Electricity
- Paper
- In-plant print operations
- other

Who pays for it?
Who tracks it?
Developing the Baseline Data

- Inventory of the fleet
  - MFDs, plotters, printers, copiers
- Procurement
- Contract management
- Supplies
- Types of use
- Volumes
- Print Spend
- Staff support
  - Order/manage supplies
  - IT personnel

Well, some of it anyway
ONE WASHINGTON

Enterprise Chart of Accounts Project

&

Impacts on Managed Print

Jamie Langford, Deputy Chief Financial Officer, DES
What is the One Washington Project? Why is it needed?

• Managed by OFM, with active participation from state agencies
• Creating a strategy and action plan
• Refining the business case
• Assessing state agency readiness to replace the state’s core financial systems with an Enterprise Resource Planning (ERP) solution.

• Applies to all state agencies, as well as Boards and Commissions who use AFRS.
ERP? Why is it important to me?

- AFRS (Agency Financial Reporting System)
  - Current state financial system
  - ~ 30 years old
  - Developers and IT support retiring (part of the silver tsunami)

- ERP (Enterprise Resource Planning)
  - Source of information that organizations need to successfully navigate the challenges they face.
  - Replacement of AFRS and agency unique systems with Enterprise systems within an ERP
  - Includes: Financials, Procurement, Budgeting, HR
**Phases for One Washington**

There are several phases in One Washington. We are currently in Phases 2 & 3, which are:

- **Phase 2**
  - Create draft statewide sub-sub object table
  - Develop Data Governance

- **Phase 3**
  - Migrate statewide agencies onto new statewide sub-sub object table
  - Deploy Data Governance
This example illustrates how the Pilot team was able to agree on consolidating 113 records with 31 unique titles into a single “Postage and Parcel” SSO!
What does the One Washington / ERP Project have to do with Print Management?

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What does the One Washington/ERP project have to do with Print Management? (cont.)

• Beginning 7/1/17 (FY 2018), agencies will have *limited* choices for coding printing supplies, services, leases, etc.

• This means that *all agency* data should be apples to apples.

• DES is working with their representative on the Governance committee to ensure there are sufficient codes for when agencies submit their annual print management strategy to DES.
Draft coding options in Enterprise Chart of Accounts Sub-subobject Table

- EE-XXXX IT Equipment
- EF-XXXX Forms, Publications (guides, brochures) training materials, Fusion Stamps (cigarette tax stamps)
- EH-XXXX Managed Print Services (MPS)
- EH-XXXX Managed Print Services (MPS) Overages
- EH-XXXX Multi Function Device Lease Long Term
- EH-XXXX Multi Function Device Lease Short Term
- EK-XXXX Mainframe Print Services
- FY Production Printing
Pilot Agencies

The vision for the pilot agency group was to ensure an adequate mix of agencies that reflect all aspects of statewide government including attributes such as:

- Agency size
- Internal service
- Separately elected
- Diverse budgets
- Diverse allocation and funding sources
- Diverse spend across all objects
- Other considerations

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<tr>
<td>CTS</td>
<td>Wendy Armstrong</td>
</tr>
<tr>
<td>DES</td>
<td>Jamie Langford*</td>
</tr>
<tr>
<td>DNR</td>
<td>Leah Fenner*</td>
</tr>
<tr>
<td>DOC</td>
<td>Dianne Doonan</td>
</tr>
<tr>
<td>DOH</td>
<td>Claudia Regan</td>
</tr>
<tr>
<td>DOT</td>
<td>Bev Runion</td>
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<tr>
<td>DSHS</td>
<td>Mariann Schols*</td>
</tr>
<tr>
<td>DVA</td>
<td>Terri Goddard</td>
</tr>
<tr>
<td>MIL</td>
<td>Gayle Schuler</td>
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<tr>
<td>OSPI</td>
<td>Mike Woods</td>
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## Data Governance - Roles

### Roles & Responsibilities

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<th>Description</th>
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<tr>
<td>Business Owner</td>
<td>This is someone in a role who needs information and believes an SSO is necessary to track it. Responsible for reaching out to the agency lead to articulate and document the SSO request.</td>
</tr>
<tr>
<td>Agency COA Lead</td>
<td>This is a CFO delegate with authority to communicate SSO requests on behalf of an agency. Responsible for ensuring a complete, accurate, and relevant SSO form. Submits SSO form to SWA consultant.</td>
</tr>
<tr>
<td>Statewide Accounting (SWA) Consultant</td>
<td>This is the statewide consultant assigned to a given agency. Responsible for reviewing SSO form submitted by an Agency Lead for completeness and accuracy. Ensures all relevant information is documented and ready for board decision.</td>
</tr>
<tr>
<td>DG Advisory Board</td>
<td>Led by the OFM Assistant Director of Accounting (aka ‘COA Czar’), this is a group of accounting and business leaders from several agencies. The board is responsible for reviewing and making recommendations on SSO requests. The OFM Assistant Director of Accounting is responsible for deciding each request.</td>
</tr>
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That Agency COA Lead role is critical to ensuring requests are consistent and CFO approved.
Data Governance - Form

OFM SSO Change Request Form

- Agencies will need to document their SSO requirements via a form.
- The Agency COA Lead will serve as the requestor on behalf of the agency’s CFO.
- Need to detail the business justification, relevant stakeholders, and any potential systems impacts.

Agencies need to formally document SSO related impacts and requests in a consistent manner so OFM can properly manage the data governance process.
Short Break

For those on the phone, please keep your phone on mute.

Please do not put your phone on hold-
This often plays music over the WebEx and cannot be muted.

Thank you
2016 Status Reports

Just a little more info
Q31: Which of the following additional expenditures/metrics do you incur and report on internally? (Check all that apply)

- Multifunctional device (MFD) lease costs
- MFD usage costs
- Paper costs
- Incidental repair costs produced by your in-plant print shop, DES Printing & Imaging and third-party vendors
- Other (please specify)

Other includes:
- Location;
- Not reported internally;
- Reported as needed;
- Staff-Device ratio;
- Most/least green;
- Order history available for local paper purchasing;
- Use software to force usage of large jobs to print center;
- Color vs. b+w
Q29: Please check every metric your agency reports internally.

- Volume of print/copies, number of pages, cost per page: 50 responses
- Volume of scanning: 15 responses
- Types and volumes of print procurement: 15 responses
- Funds spent on printing with DES, Printing & Imaging, Office Depot, the master contract or with other vendors: 15 responses
- Other (please specify): 10 responses

Other includes:
- Not reported internally;
- Will consider reporting in the future;
- Reported as needed;
- Volume by budget code;
- As of FY17;
- Unsure internally but can track as needed;
- This info is available internally upon request;
- Tracked by HQ but not agency-wide.
IDEAS:
1. In the context of your agency mission get the right people together

2. Become familiar with the print management requirements and your agency’s process

3. Map the current state of your print procurement practices—this includes documenting your efforts to increase efficiency

4. Determine your Base Printing Costs and inventory your printer fleet

5. Define a Plan for Achieving Increased Progress in the Context of Your Agency Mission
Developing a Policy at DES

- Initiation
- Development
- Implementation
- Management
- Update Cycle
- Sunset
Purpose:

• Direct economical and efficient print practices at DES with potential to minimize costs and increase efficiencies.
• Increase staff capacity to focus on DES core mission
• Provide the most cost effective, highest value solutions as an In-Plant for DES/other agencies.
• Encourage and support all entities (agencies, boards, commissions, and institutions of higher education to achieve the same.
**DES DRAFT Print Management Policy**

**Themes**

- Consultation with DES Print & Mail
- Use of Digital Store Front for print ordering – myPrint or Successor
- Development of Standards
- Development of Procedures
- Deployment of Internal Training

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**Print Procurement**

- Consultation with DES Print & Mail
- Use of Digital Store Front for print ordering – myPrint or Successor
- Development of Standards
- Development of Procedures
- Deployment of Internal Training

**Internal Use Printing - Managed Print Policy**

**In-Plant Operations**

Continue to operate to ensure financial health, including strategic use of Farmout and other in-plants to achieve economical and efficient print solutions. (Best time, value and price)

**DES Role in Statewide Implementation**

Print Management Strategies Team
Statewide Outreach
Annual Reporting & Publishing
Print Management Policy Implementation

A. What changes have you already implemented without a “policy”?  
B. What tools do you currently use?  
C. If the “policy” defines changes to existing decision making protocols, how will your agency deploy and engage the workforce?  
D. What training will be needed?  

E. How will you define progress?  
F. How will you measure success?
Meeting Wrap Up and Next Steps

What we agreed to today:

1. Add hyperlink to OFM Chart of Accounts information (slide 44) and identify potential amendments
2. Finalize definition of In-plant operation
3. Post this presentation online
4. Develop additional fact sheets
Next Steps for 2017

2017 Survey Schedule:

• Notice the Survey is Open: June 1, 2017
• Status Report Surveys Due to DES:
  • August 1, 2017
• DES Publishes Consolidated Reports:
  September 30, 2017

Upcoming PMST quarterly meetings:

• July 26th
• October 24th
Thank you!

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Josh.Klika@des.wa.gov

Jeff.Kesseler@des.wa.gov

Jamie.Langford@des.wa.gov

Print Management resources online:
http://des.wa.gov/services/printing-mail/printing-services/print-management