

## Cabinet and Governor Appointed Agencies' Performance Audit Action Item(s) & Status

### Ensuring Economical and Efficient Printing for Washington

(See also [cabinet agency response](#) for full context to Washington State Auditor's Office (SAO) [report](#), October 2016)

The Department of Enterprise Services (DES) was audited for this performance audit.

**SAO Issues Summary:**

1. Printing and Imaging needs more vendor-pricing and performance information to fully demonstrate its print prices are competitive.
2. P&I has attracted new and repeat business.
3. DES is already promoting print management with agencies and could do more.
4. Agencies have not merged their in-house print shops with P&I.

**SAO Recommendations (Rec) Summary:**

1. Collect performance information on vendor product quality and delivery.
2. Analyze and benchmark P&I's performance against vendor performance in these areas.
3. Explore ways to collect additional pricing information to identify trends and adjust business strategies accordingly. Possibilities include:
  - a. Performing its market analysis more than once annually
  - b. Comparing prices to other government print shops that provide centralized print and imaging services
4. Randomly select jobs for its market analysis in addition to recurring orders it includes in every review.
5. Publish each agency's progress at implementing the state's print management requirements so that the Governor, Legislature and public can monitor their progress.
6. Continue to reach out to agencies to ensure they are aware of the state's print management requirements and guidelines.
7. Request that agencies report their baseline printing costs and how those costs have changed over time as a result of print management efforts.
8. Continue to offer training and assistance to agency personnel on print management.

The table below shows the current status of action items the agency initiated to address issues identified in the performance audit report. Please see the [cabinet agency response](#) for additional context and any additional steps already taken.

For an explanation of the columns below, [see the legend](#).

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 1	Completed	Determine the return on investment for additional performance data on vendor product quality and delivery. What we learn will help us be more efficient.	DES	6/17	No	Yes	No	DES collects high-level vendor performance information on jobs that are outsourced by P&I. All orders are scored on a 1-4 (1 being the best and 4 being the lowest) rating. Quality of work and timeliness are evaluated

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								<p>and any issue identified by DES or its customers impacts the vendors score.</p> <p>Collecting additional vendor performance data to clarify and inform our overall performance metrics will require additional time, resources and expense of DES and our customers.</p> <p>P&amp;I is already competing for our customers' work on the free market. If our customers are not satisfied with our quality, timeliness and price, we will not win their business.</p>
Rec 2	Completed	Determine the return on investment for additional Printing and Imaging against vendor performance data. What we learn will help us be more efficient	DES	6/17	No	Yes	No	<p>As stated in the response to Recommendation 1, P&amp;I is collecting performance data for both vendor produced products and P&amp;I produced products.</p> <p>P&amp;I focuses on delivering customer value. Therefore, our key metric is customer satisfaction related to P&amp;I's overall performance and price. If P&amp;I is not competitive with vendors on both of these measures, satisfaction metrics will reflect that fact. In addition, if customers are unsatisfied, P&amp;I would be at risk to loose current business in addition to not earning their future business. This could result in less revenue.</p>
Rec 3	Completed	DES will determine the return on investment for this additional pricing information data. What we learn will help us be more efficient	DES	6/17	Yes	Yes	No	<p>P&amp;I has historically compared rates on an annual basis. Beginning in FY18 P&amp;I is performing rate comparisons twice a year. While this effort will require additional time and resources the information gained will be of benefit to our operations. The first market</p>

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								comparison for FY18 will occur in October 2017.
Rec 4	Completed	Determine whether our current selection method market analysis needs to be modified.	DES	6/17	Yes	No	No	<p>P&amp;I selects recurring work that covers the business's four major job types: offset, digital, variable information and envelopes. This selection method allows P&amp;I visibility into every aspect of its operation and ensures P&amp;I assesses the jobs with highest impact to our customers.</p> <p>P&amp;I will continue to sample work from the four major job types described above, however, beginning in FY18 the selection of jobs within each job type is accomplished using random sampling.</p>
Rec 5	Completed	DES intends to publish the results from the first survey on agency print management.	DES	3/17	Yes	No	No	<p>The link to the published results of the first survey can be found here:  <a href="http://des.wa.gov/sites/default/files/public/documents/About/FormsnPublications/Reports/ConsolidatedPrintMgmtStatusReport2016.pdf">http://des.wa.gov/sites/default/files/public/documents/About/FormsnPublications/Reports/ConsolidatedPrintMgmtStatusReport2016.pdf</a></p>
Rec 6	Completed	Begin conducting quarterly meetings. We will also continue to provide outreach and technical information as requested	DES	1/17	Yes	No	No	<p>P&amp;I has had ongoing engagement with agency stakeholders to provide outreach and technical information related to Print Management requirements. The 2017 Statewide Print Management Strategies Team Meetings are scheduled on a quarterly basis as follows:            January 31            April 25</p>

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								<p>July 26 October 24</p> <p>In addition to these quarterly meetings P&amp;I has conducted outreach presentations to:</p> <p>2 Community and Technical Colleges –</p> <ul style="list-style-type: none"> <li>• IT Commission: December 8, 2016</li> <li>• Purchasing Advisory Council: May 4, 2017</li> </ul> <p>Commodities Commissions: October 11, 2017</p> <p>Additional information can be found on the DES Print Management Website: <a href="http://des.wa.gov/services/printing-mail/printing-services/print-management">http://des.wa.gov/services/printing-mail/printing-services/print-management</a></p>
Rec 7	Completed	DES will conduct, compile, and publish a second agency print management survey. DES will publish results by September 30, 2017. This schedule will be followed annually.	DES	9/17	Yes	No	No	<p>The second agency print management survey is open for agencies to complete for the reporting period of July 1, 2016 to June 30, 2017.</p> <p>The 2017 Consolidated Print Management Strategies Status Update Report will be published in 2017.</p> <p>Over this past year stakeholder work was focused on understanding print management requirements and positioning agencies to be able to identify baseline print costs. DES worked with OFM to ensure adequate accounting structures were in place for agencies to be able to capture print</p>

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								costs. During FY18 agencies will be capturing baseline cost data which will be captured in next year's survey.
Rec 8	Completed	DES will establish quarterly meetings to provide outreach and assistance.	DES	1/17	Yes	No	No	P&I has had ongoing engagement with agency stakeholders to provide outreach and assistance related to Print Management requirements. The 2017 Statewide Print Management Strategies Team Meetings are scheduled on a quarterly basis as follows: January 31 April 25 July 26 October 24