

OFFICE OF FINANCIAL MANAGEMENT

S T A T E O F W A S H I N G T O N

STRATEGIC PRINTING STRATEGY

ENGROSSED SUBSTITUTE SENATE BILL 6444, SECTION 710

OFFICE OF FINANCIAL MANAGEMENT
DEPARTMENT OF PRINTING

July 2010



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ENGROSSED SUBSTITUTE SENATE BILL 6444, SECTION 710

(1) The office of financial management shall work with the appropriate state agencies to generate savings of \$1,500,000 from the state general fund that can arise from a strategic printing strategy. From appropriations in this act, the office of financial management shall reduce general fund--state allotments by \$1,500,000 for fiscal year 2011 to reflect the savings from the strategic printing strategy. The allotment reductions shall be placed in unallotted status and remain unexpended.

(2) The office of financial management, with the assistance of the department of information services and the department of printing, shall conduct an analysis of the state's printing processes to identify the most reasonable strategies of attaining a statewide savings target of \$1,500,000 without affecting direct program activities. The strategies shall include, but not be limited to, standardizing envelopes, utilizing print management, and streamlining processes. Pursuant to RCW 41.06.142(3), the strategies shall also include, on the approval of the office of financial management, pilot projects to authorize state agencies and institutions to directly acquire printing services. The analysis shall identify savings by agency and fund that will result from the implementation of a strategic printing strategy. The results of this analysis shall then be provided to the director of financial management and appropriate legislative committees by July 1, 2010. The director shall use the analysis as the basis to achieve the savings identified in subsection (1) of this section.

STRATEGIC PRINTING ANALYSIS - EXECUTIVE SUMMARY

Engrossed Substitute Senate Bill 6444, Section 710, requires the Office of Financial Management, with the assistance of the Department of Information Services and the Department of Printing, to conduct an analysis of the state's printing process to identify the most reasonable strategies of attaining a statewide savings target of \$1.5 million without affecting direct program activities.

Four strategies were identified in the bill:

- managed print
- streamlining processes
- standardizing envelopes
- pilot projects

A detailed description of each strategy is provided later in this analysis.

While each strategy has the potential to reduce savings, this analysis recommends that General Fund-State (GFS) reduction efforts be concentrated primarily on managed print, which has the greatest potential for savings. The print assessment processes are already in place and can be conducted immediately. A managed print request for qualification (RFQ) is in process and is expected to be concluded in July 2010.

Given the limited time available to produce this analysis, a precise savings from managed print has not been completed. However, managed print has successfully been implemented by one large state agency, the Department of Ecology, with proven results. If we extrapolate the savings from this one case to agencies that have not yet completed a print assessment, we are able to develop a model for assigning relative shares of the \$1.5 million GFS reduction target.

An alternative approach that extrapolates results from actual print assessments was also considered. The biennial savings per FTE, based on 25 agencies, can be applied in a similar model. The results are provided in Appendix A.

It is important to note that GFS savings identified in Appendix A are estimates based on a per FTE proxy. Many factors affect the actual level of savings an agency will realize from managed print. Therefore, the Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify savings estimates. This information, along with additional agency-provided information, will be used to identify allotment reduction targets.

Cost savings from strategies other than managed print are not expected to yield results as significant. While there are still benefits to implementing these strategies, the cost-benefit of attempting to estimate the savings by July 1, 2010, was not feasible. These strategies will continue to be pursued and assessed, but not included in the GFS savings target.

One strategy of interest is the consolidation of the 11 agency print shops that now operate outside of the State Printer. These individual print shops were asked for information about their business processes and unique needs. Several did not respond. Additional information will be needed from them before the project team can provide a useful analysis.

Concerns have been raised by agencies over printing cost savings. It may be that the managed print cost estimates are over-stated as many agencies have already implemented printing best practices. If that is the case, there is a higher likelihood that any reduction will cut into direct program activities, not just printing costs. Unfortunately, there is no way for this analysis, in the time allotted, to estimate managed print cost savings until a print assessment has been completed.

Another concern has been raised by private sector stakeholders, who have argued that the Department of Printing does not have authority to facilitate a managed print contract on behalf of another state agency. Legal counsel for one stakeholder has indicated that an injunction would be pursued if the Department of Printing continues with the request for qualification for managed print vendors. An injunction would delay the state's ability to implement such programs and reduce the time available to capture savings. A ruling against the state would completely eliminate the state's ability to realize cost savings from this strategy.

The following section describes the work plan used to assess the strategies. Subsequent sections explain the strategies in more detail.

STRATEGIC PRINTING WORK PLAN

Engrossed Substitute Senate Bill 6444, the omnibus operating budget act, was signed by the Governor on May 4, 2010. Shortly thereafter, the Office of Financial Management created a project team to address the requirements in Section 710. The project team comprised participants from the Office of Financial Management, Department of Printing, Department of Information Services and Department of General Administration.

As its primary objective, the project team agreed to provide agencies with opportunities where savings could be realized. This was decided in lieu of a pro-rata method, which doesn't account for agencies that have adopted cost-reduction strategies. The project team acknowledged that cost savings from managed print cannot be estimated until a print assessment has been completed. Given the short time frame provided in the legislation, it was not feasible to conduct a print assessment for every agency.

The availability of managed print contractors was another area needing investigation. Savings identified by a print assessment are realized when a managed print program is implemented. Yet there was no managed print contract in place when the legislation was signed into law. An RFQ was needed to ensure vendors will be ready to provide managed print services. The RFQ has been approved and issued.

On June 17, the Office of Financial Management and Department of Printing co-hosted a strategic printing forum to explain the strategy and process to address Section 710. It also provided agencies with an opportunity to provide feedback on the process. Most importantly, it allowed the project team to share the strategies available to realize print savings. All agency directors and budget personnel were invited, in addition to staff members from the House and Senate.

First, the Office of Financial Management asked each state agency about its print shops and copy centers. Unfortunately, not all agencies with stand-alone print shops responded.* Therefore, the data is incomplete.

Second, a cost savings worksheet was developed for each state agency to communicate cost savings estimates using the printing strategies identified at the forum. This was a difficult task for agencies, given the short turn-around time. The worksheets were then submitted to the project team to assist it in identifying cost savings estimates by agency and fund, as prescribed by the legislation.

Between July 1, 2010, and July 30, 2010, the project team will evaluate the worksheets submitted by agencies to determine how this new information will change estimates. Allotment reduction instructions will reflect this additional analysis. By August 1, 2010, the Office of Financial Management is expected to send instructions to agencies identifying how they should reduce GFS allotments.

*** Not responding were the House of Representatives, Department of Information Services, Department of Employment Security and Administrative Office of the Courts.**

PRINTING STRATEGIES

Managed Print

In a managed print program, the vendor owns and maintains the equipment and is responsible for printing functionality. The printing service is then provided to the customer on a fixed, cost-per-copy basis, with traditional printing costs converted into a single service billing. This means that an agency can manage print costs like any other vendor-provided service without the cost and risk of equipment ownership.

A print assessment is completed before managed print is set up. The assessment reviews an agency's printing environment and recommends improvements and cost savings. An agency may choose to implement only best practices or the complete managed print program.

Managed print has the potential to significantly reduce printing costs across the state. The Department of Ecology is the only state agency to have completed both the print assessment and managed print. The reduction in the number of printing devices per FTE illustrates these savings (see Appendix C).

Statewide cost savings estimates are based on two methodologies. Both rely on a per FTE proxy to represent expected cost savings. The first approach applies the actual managed print cost savings realized by the Department of Ecology to all agencies. The second approach applies the average projected cost savings based on 25 agencies that have conducted a print assessment. The results are then reduced 20 percent to account for best practices that may have been implemented. Actual print assessment estimates for an individual agency were used if a print assessment had been completed (see Appendix A).

As stated above, some agencies have completed a print assessment but have not implemented managed print. The estimated cost savings identified in the print assessment are provided in Appendix B. In most cases, the projected print assessment savings estimates exceed the extrapolated savings.

One caveat to the cost savings estimates is that they are biennial. The reality is that a print assessment may take a couple of months to complete. An additional two to three months is needed to fully implement a managed print program. If an agency chooses to pursue a print assessment and managed print program on July 1, 2010, it may not begin realizing the full level of savings until January. The cost estimates in Appendix A assume an average of six full months of managed print implementation. However, some agencies will implement the program sooner and others later.

Statewide implementation of managed print is being pursued. An RFQ has been released to solicit vendors, who will provide agencies with a managed print program. What remains is for all agencies to request a print assessment and then implement a managed print service.

Some agencies are resistant to implementing a managed print program. An early obstacle, now resolved, was cost. The cost is now assessed against savings rather than as an upfront fee.

While this has helped encourage some agencies to complete a print assessment, many agencies have yet to meet with a contracted vendor.

An additional obstacle is the argument that the Department of Printing does not have statutory authority to facilitate a contract between a state agency and a third-party vendor. The legislation explicitly states that managed print shall be part of the strategic printing analysis. The Department of Printing has received notice that a lawsuit will be filed and an injunction pursued if it continues to pursue a managed print strategy.

A print assessment will identify ways to more efficiently address printing needs. A likely outcome would be a reduction in desktop printers and fax machines, which would reduce proximity to print devices. Print jobs likely would be redirected to appropriate production centers to reduce staff and copying time. Managed print is expected to have a minimal effect on direct program activities.

Streamlining Processes

A streamlined printing process begins with the consolidation of similar functions. This includes eliminating redundant efforts by state agencies and leveraging economies of scale by centralizing print functions.

Eleven state agencies have an individual print shop separate from the State Printer. Functions performed at these agencies range from standard copying and printing to sheet-fed offset and roll-fed printing. Each agency performs its own binding as well. All of the aforementioned functions are offered by the Department of Printing.

A comprehensive review of agency print shops has been initiated but not yet completed. On May 17, 2010, the Office of Financial Management requested agencies to provide information about their stand-alone print shops. This information is critical to understand an agency's standard business and unique needs. The review cannot be completed until all agencies respond.

The consolidation of print shops is expected to have a positive impact on direct program activities. Sourcing the print function to the State Printer will result in fewer FTEs required in the individual agencies. These FTEs could be redeployed to positions that address core mission functions.

The feasibility and benefits of consolidating print shops will continue to be evaluated. Cost savings will take time to complete because of the limited response rate from agencies and the requirement to minimize direct program activity impacts. Therefore the consolidation of print shops is expected to have a marginal effect in fiscal year 2011. However, there is potential for significant savings and efficiencies in the 2011–13 biennium once agency print shops have been consolidated.

In addition to print shop consolidation, the Department of Printing has launched a web-to-print ordering system and is evaluating the feasibility of centralizing its copy centers. Enabling agencies to place print orders electronically would reduce administration and streamline the procurement process. Consolidation of copy centers would result in a 24-hour production schedule, improved job turn-around time, lower rent costs, greater capacity and a common workflow.

Standardizing Envelopes

Envelope costs and mailings are expenditures that add up quickly. The first step to reducing these costs is to standardize envelope use.

At least 300 sizes and types of envelopes are used among state agencies for a number of reasons. One reason is the design of the inserted document. When content is developed without consideration of the envelope needed for sending, a specialized size or type might be needed. The result is that a new envelope may have to be specially manufactured.

In other cases, specific envelope types have been used for years and still ordered even though contents may have changed, thus rendering the specialized envelope unnecessary. This may be a more expensive way of sending materials than using more appropriately sized envelopes. Additionally, colored envelopes find continued use because they can serve as visual aids. Yet the color or type of stock rarely increases the integrity of the product. A strategic approach would reassess whether these envelopes are still the most efficient and cost-effective method to deliver the content.

Appendix D provides cost comparisons for commonly used envelopes. This comparison illustrates the potential savings from selecting one of the standard envelopes instead of a more expensive alternative.

A standardized envelope strategy will first require the identification of commonly used envelopes and quantities as well as of non-conforming envelopes. Recommended standards would be based on quantities used, ease of manufacturing and processing, and document transition. Ultimately, non-essential colored and latex-gummed envelopes will be eliminated.

Other implementation strategies include developing a set of standard envelopes that will satisfy the requirements of most mailings, providing online envelope procurement and creating envelope templates to influence document design. Implementation of both immediate and short-term strategies can have a long-term savings effect for agencies.

Cost savings will be based on the volume of standard envelopes used instead of non-confirming envelopes. Immediate savings can be achieved by agencies the next time they place an envelope order as they can opt for a standard envelope rather than a colored or bar-notched window envelope.

Agencies will be required to redesign content documents to conform to the set of standard envelopes. Another strategy would require agencies to combine mailings whenever feasible. Neither of these requirements is expected to have a significant effect on direct program activities. The State Printer will realize benefits from fewer print job orders and lower storage costs.

The estimated date for full implementation is January 1, 2011, to give the Department of Printing time to design a set of standard envelopes and create an online tool for placing orders.

Pilot Projects

The Office of Financial Management has authority to approve pilot projects for state agencies and institutions to directly acquire printing services. This could allow the Department of Printing to outsource functions that it could not deliver as cost-effectively as a third party (such as the private sector or a state employee business unit). Information gathered from pilot projects will serve as a baseline for future cost comparisons and analysis.

Pilot programs must be carefully constructed to mitigate risk and ensure accurate data collection. A piloting agency will be responsible for the procurement process and assume liability for orders. It will also assume the financial responsibilities that would otherwise be an obligation of the State Printer. A set of guidelines must be followed to guarantee that agencies are receiving a benefit by outsourcing print and copy work.

To ensure accurate cost comparisons between the third party and the State Printer, it is imperative that the piloting agency collect accurate and complete data. It is likely that third-party vendors will include different variables in their calculations compared to the State Printer. For instance, vendors could offer discounts in the short-term that are not reflective of their ongoing rate, which would distort cost comparisons.

The amount of business processed through the State Printer results in economies of scale and lower customer rates. To understand the magnitude of the impact of reducing jobs performed by the State Printer, an assessment is necessary to identify all work conducted outside of the State Printer's purview.

Two pilot programs are under consideration. One will allow agencies to acquire promotional materials from the private sector or employee business unit. The other will be a selected line of printing by agencies that use a broad array of services and products.

Each agency will have an opportunity to participate in the promotional material pilot program. To evaluate and establish the transition to this system of procurement, the State Printer will relinquish this service. Procurement of promotional will be the responsibility of the purchasing agency.

The other pilot program pertaining to a line of printing will be limited to agencies that use a broad array of services and products. This type of print work will include letterhead, brochures, certificates, multi-part forms, labels, stickers, pamphlets and notepads. Print procurement parameters will be restricted by number of colors printed, sheet size, quantity and finishing requirements.

Evaluation of pilot projects is a long-term endeavor but should be considered as a printing strategy. There is potential for cost savings, although the ability to collect data and estimate impacts will take time. Pilot programs should be sustainable in nature and data collected should reflect long-term cost estimates. The development and assessment of pilot programs is expected to be a two- to three-year project.

The estimated date for initial implementation is August 2, 2010.

Appendix A Managed Print Savings

Projected managed print cost savings are identified by agency and fund per Section 710 of Engrossed Substitute Senate Bill 6444.

The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
011 House of Representatives	001 General Fund	375.9	\$44,750	\$11,188	\$11,188	\$63,784	\$15,946	\$15,946
	442 Legislative Gift Center Account	1.4	\$161	\$40	\$0	\$229	\$57	\$0
011 House of Representatives Total		377.2	\$44,911	\$11,228		\$64,014	\$16,003	\$0
012 Senate	001 General Fund	269.6	\$32,094	\$8,023	\$8,023	\$45,744	\$11,436	\$11,436
	442 Legislative Gift Center Account	1.0	\$121	\$30	\$0	\$173	\$43	\$0
012 Senate Total		270.6	\$32,215	\$8,054		\$45,917	\$11,479	\$0
048 Court of Appeals	001 General Fund	137.0	\$16,308	\$4,077	\$4,077	\$23,244	\$5,811	\$5,811
048 Court of Appeals Total		137.0	\$16,308	\$4,077		\$23,244	\$5,811	\$0
055 Admin Office of the Courts	001 General Fund	295.5	\$35,181	\$8,795	\$8,795	\$50,145	\$12,536	\$12,536
	02V Public Safety & Education Account	9.7	\$1,151	\$288	\$0	\$1,640	\$410	\$0
	543 Judicial Information Systems Acct	46.2	\$5,499	\$1,375	\$0	\$7,839	\$1,960	\$0
055 Admin Office of the Courts Total		351.4	\$41,831	\$10,458		\$59,624	\$14,906	\$0
085 Office of the Secretary of State	001 General Fund	200.2	\$23,838	\$5,959	\$5,959	\$33,977	\$8,494	\$8,494
	006 Archives & Records Management Acct	24.1	\$2,870	\$718	\$0	\$4,091	\$1,023	\$0
	14E Washington State Heritage Center	0.3	\$35	\$9	\$0	\$49	\$12	\$0
	407 Secretary of State's Revolving Acct	26.1	\$3,108	\$777	\$0	\$4,430	\$1,108	\$0
	415 Department of Personnel Service	4.0	\$470	\$118	\$0	\$670	\$168	\$0
	441 Local Government Archives Account	25.0	\$2,970	\$743	\$0	\$4,234	\$1,058	\$0
	470 Imaging Account	11.2	\$1,334	\$334	\$0	\$1,902	\$476	\$0
	549 Election Account	7.4	\$880	\$220	\$0	\$1,254	\$314	\$0
	085 Office of the Secretary of State Total		298.2	\$35,506	\$8,877		\$50,609	\$12,652
095 Office of State Auditor	001 General Fund	7.9	\$938	\$234	\$234	\$1,336	\$334	\$334
	413 Municipal Revolving Account	242.8	\$28,902	\$7,225	\$0	\$41,195	\$10,299	\$0
	483 Auditing Services Revolving Account	66.5	\$7,918	\$1,980	\$0	\$11,286	\$2,822	\$0
	553 Performance Audits of Government	59.7	\$7,106	\$1,776	\$0	\$10,128	\$2,532	\$0
095 Office of State Auditor Total		376.8	\$44,863	\$11,216		\$63,946	\$15,986	\$0
100 Office of Attorney General	001 General Fund	77.2	\$9,196	\$2,299	\$2,299	\$13,108	\$3,277	\$3,277
	02V Public Safety & Education Account	2.5	\$298	\$74	\$0	\$424	\$106	\$0
	12F Man/Mobile Home Dispute Resolution	5.0	\$592	\$148	\$0	\$844	\$211	\$0
	154 New Motor Vehicle Arbitration Acct	5.1	\$607	\$152	\$0	\$865	\$216	\$0
	405 Legal Services Revolving Account	1,134.1	\$135,018	\$33,755	\$0	\$192,448	\$48,112	\$0
	424 Anti-Trust Revolving Account	7.9	\$942	\$235	\$0	\$1,342	\$336	\$0
100 Office of Attorney General Total		1,231.8	\$146,653	\$36,663		\$209,032	\$52,258	\$0
102 Dept of Financial Institutions	300 Financial Services Regulation Acct	180.6	\$21,502	\$5,375	\$0	\$30,647	\$7,662	\$0
102 Dept of Financial Institutions Total		180.6	\$21,502	\$5,375		\$30,647	\$7,662	\$0
103 Department of Commerce	001 General Fund	244.6	\$29,117	\$7,279	\$7,279	\$41,502	\$10,375	\$10,375
	057 State Building Construction Account	9.8	\$1,167	\$292	\$0	\$1,663	\$416	\$0
	058 Public Works Assistance Account	14.0	\$1,670	\$417	\$0	\$2,380	\$595	\$0
	05M Tourism Development/Promotion Acct	0.0	\$3	\$1	\$0	\$4	\$1	\$0
	05R Drinking Water Assistance Admin	2.3	\$272	\$68	\$0	\$387	\$97	\$0
	084 Building Code Council Account	4.8	\$570	\$143	\$0	\$813	\$203	\$0
	10B Home Security Fund Account	11.6	\$1,377	\$344	\$0	\$1,963	\$491	\$0
	10H Job Development Account	0.5	\$64	\$16	\$0	\$92	\$23	\$0
	12C Affordable Housing for All Account	1.6	\$191	\$48	\$0	\$273	\$68	\$0
	14M Financial Fraud & Id Theft Crimes	0.0	\$1	\$0	\$0	\$1	\$0	\$0
	150 Low-Income Weatherization Asst Acct	3.0	\$357	\$89	\$0	\$509	\$127	\$0
	15A Transitional Housing Oper & Rent	1.3	\$150	\$37	\$0	\$214	\$53	\$0
	15E Manufacturing Innovation & Moderniz	0.2	\$19	\$5	\$0	\$27	\$7	\$0
	15P Energy Recovery Act Account	(0.0)	-\$1	\$0	\$0	-\$1	\$0	\$0
	205 Mobile Home Park Relocation Account	0.5	\$60	\$15	\$0	\$85	\$21	\$0
	263 Community/Economic Development Fee	7.2	\$857	\$214	\$0	\$1,222	\$305	\$0
	277 State Agency Parking Account	-	\$0	\$0	\$0	\$0	\$0	\$0
	290 Savings Incentive Account	1.0	\$117	\$29	\$0	\$167	\$42	\$0
	532 Washington Housing Trust Account	24.7	\$2,944	\$736	\$0	\$4,196	\$1,049	\$0
	689 Rural Washington Loan Account	0.1	\$11	\$3	\$0	\$16	\$4	\$0
728 Manufactured Housing Account	0.8	\$98	\$25	\$0	\$140	\$35	\$0	
887 Public Facility Const Loan Revolv	2.7	\$322	\$81	\$0	\$460	\$115	\$0	
103 Department of Commerce Total		330.7	\$39,367	\$9,842		\$56,111	\$14,028	\$0
105 Office of Financial Management	001 General Fund	190.4	\$22,665	\$5,666	\$5,666	\$32,306	\$8,076	\$8,076
	057 State Building Construction Account	6.1	\$721	\$180	\$0	\$1,028	\$257	\$0
	09R Econ Dev Strategic Reserve Account	1.1	\$126	\$32	\$0	\$180	\$45	\$0
	108 Motor Vehicle Account	3.0	\$357	\$89	\$0	\$509	\$127	\$0
	109 Puget Sound Ferry Operations Acct	0.5	\$64	\$16	\$0	\$92	\$23	\$0
	419 Data Processing Revolving Account	94.8	\$11,281	\$2,820	\$0	\$16,079	\$4,020	\$0
	436 OFM Labor Relations Service Account	18.4	\$2,189	\$547	\$0	\$3,120	\$780	\$0
546 Risk Management Admin Account	22.0	\$2,619	\$655	\$0	\$3,733	\$933	\$0	
105 Office of Financial Management Total		336.2	\$40,023	\$10,006		\$57,046	\$14,262	\$0
107 Wash State Health Services	001 General Fund	131.9	\$15,698	\$3,924	\$3,924	\$22,374	\$5,594	\$5,594
	08G Flexible Spending Admin Account	1.0	\$122	\$31	\$0	\$174	\$43	\$0

Appendix A Managed Print Savings

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The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	08G Medical Flexible Spending Account	0.1	\$12	\$3	\$0	\$17	\$4	\$0
	418 St Health Care Authority Admin Acct	115.6	\$13,762	\$3,440	\$0	\$19,615	\$4,904	\$0
	609 Medical Aid Account	0.7	\$79	\$20	\$0	\$113	\$28	\$0
	760 Health Services Account	11.8	\$1,409	\$352	\$0	\$2,008	\$502	\$0
107 Wash State Health Care Authority Total		261.1	\$31,082	\$7,770		\$44,302	\$11,075	\$0
110 Office of Administrative Hearings	484 Administrative Hearings Revolving	152.8	\$18,197	\$4,549	\$0	\$25,937	\$6,484	\$0
110 Office of Administrative Hearings Total		152.8	\$18,197	\$4,549		\$25,937	\$6,484	\$0
111 Department of Personnel	415 Department of Personnel Service	129.7	\$87,647	\$21,912	\$0	\$87,647	\$21,912	\$0
	419 Data Processing Revolving Account	73.3	\$49,521	\$12,380	\$0	\$49,521	\$12,380	\$0
	455 Higher Education Personnel Services	0.5	\$366	\$91	\$0	\$366	\$91	\$0
111 Department of Personnel Total (Actual Print Assessment)		203.6	\$137,534	\$34,383		\$137,534	\$34,383	\$0
116 State Lottery Commission	578 Lottery Administrative Account	136.7	\$16,279	\$4,070	\$0	\$23,203	\$5,801	\$0
116 State Lottery Commission Total		136.7	\$16,279	\$4,070		\$23,203	\$5,801	\$0
117 Washington State	141 Federal Seizure Account	3.2	\$379	\$95	\$0	\$540	\$135	\$0
	884 Gambling Revolving Account	147.6	\$17,574	\$4,393	\$0	\$25,049	\$6,262	\$0
117 Washington State Gambling Comm Total		150.8	\$17,953	\$4,488		\$25,589	\$6,397	\$0
124 Department of Retirement Systems	03K Industrial Insurance Premium Refund	0.0	\$4	\$1	\$0	\$6	\$1	\$0
	600 Dept of Retirement Systems Expense	212.5	\$25,298	\$6,325	\$0	\$36,059	\$9,015	\$0
	874 OASI Revolving Account	1.1	\$127	\$32	\$0	\$181	\$45	\$0
	888 Deferred Compensation Admin Account	16.9	\$2,010	\$503	\$0	\$2,865	\$716	\$0
124 Department of Retirement Systems Total		230.5	\$27,439	\$6,860		\$39,111	\$9,778	\$0
130 Public Printer	420 Printing Plant Revolving Account	114.6	\$13,642	\$3,410	\$0	\$19,444	\$4,861	\$0
130 Public Printer Total		114.6	\$13,642	\$3,410		\$19,444	\$4,861	\$0
140 Department of Revenue	001 General Fund	1,059.3	\$126,121	\$31,530	\$31,530	\$179,766	\$44,942	\$44,942
	02W Timber Tax Distribution Account	24.7	\$2,944	\$736	\$0	\$4,196	\$1,049	\$0
	044 Waste Reduct/Recycle/Litter Control	1.0	\$119	\$30	\$0	\$170	\$42	\$0
	173 State Toxics Control Account	0.7	\$83	\$21	\$0	\$119	\$30	\$0
	196 Unclaimed Personal Property Account	30.7	\$3,650	\$913	\$0	\$5,203	\$1,301	\$0
	217 Oil Spill Prevention Account	0.2	\$24	\$6	\$0	\$34	\$8	\$0
140 Department of Revenue Total		1,116.6	\$132,941	\$33,235		\$189,487	\$47,372	\$0
150 Dept of General Administration	001 General Fund	4.1	\$490	\$123	\$123	\$699	\$175	\$175
	045 State Vehicle Parking Account	0.3	\$34	\$8	\$0	\$48	\$12	\$0
	057 State Building Construction Account	45.5	\$5,417	\$1,354	\$0	\$7,721	\$1,930	\$0
	14E Washington State Heritage Center	1.1	\$129	\$32	\$0	\$184	\$46	\$0
	289 Thurston County Capital Facilities	0.3	\$37	\$9	\$0	\$52	\$13	\$0
	422 General Administration Service Acct	555.2	\$66,094	\$16,523	\$0	\$94,207	\$23,552	\$0
150 Dept of General Administration Total		606.4	\$72,201	\$18,050		\$102,911	\$25,728	\$0
155 Department of Information Services	001 General Fund	1.4	\$677	\$169	\$169	\$338	\$85	\$85
	057 State Building Construction Account	0.3	\$122	\$31	\$0	\$61	\$15	\$0
	419 Data Processing Revolving Account	456.0	\$223,054	\$55,764	\$0	\$111,527	\$27,882	\$0
	421 Education Technology Revolving Acct	0.3	\$147	\$37	\$0	\$73	\$18	\$0
155 Department of Information Services Total (Actual Print Assessment)		457.9	\$224,000	\$56,000		\$224,000	\$56,000	\$0
160 Office of Insurance Commissioner	001 General Fund	3.4	\$409	\$102	\$102	\$583	\$146	\$146
	138 Insurance Commissioner's Regulatory	206.2	\$24,547	\$6,137	\$0	\$34,988	\$8,747	\$0
160 Office of Insurance Commissioner Total		209.6	\$24,956	\$6,239		\$35,571	\$8,893	\$0
190 Board of Industrial Insurance Appeals	608 Accident Account	74.9	\$26,600	\$6,650	\$0	\$12,716	\$3,179	\$0
	609 Medical Aid Account	74.9	\$26,600	\$6,650	\$0	\$12,716	\$3,179	\$0
190 Board of Industrial Insurance Appeals Total (Actual Print Assessment)		149.9	\$53,200	\$13,300		\$25,432	\$6,358	\$0
195 Liquor Control Board	03K Industrial Insurance Premium Refund	0.1	\$10	\$2	\$0	\$2	\$0	\$0
	501 Liquor Revolving Account	1,177.7	\$140,211	\$35,053	\$0	\$26,598	\$6,650	\$0
195 Liquor Control Board Total		1,177.8	\$140,221	\$35,055		\$26,600	\$6,650	\$0
215 Utilities and Transportation	001 General Fund	0.5	\$58	\$14	\$14	\$82	\$21	\$21
	080 Grade Crossing Protective Account	0.1	\$6	\$1	\$0	\$8	\$2	\$0
	111 Public Service Revolving Account	121.3	\$14,438	\$3,609	\$0	\$20,578	\$5,145	\$0
	297 Pipeline Safety Account	11.8	\$1,406	\$351	\$0	\$2,004	\$501	\$0
215 Utilities and Transportation Comm Total		133.6	\$15,907	\$3,977		\$22,673	\$5,668	\$0
225 Washington State	001 General Fund	431.4	\$51,359	\$12,840	\$12,840	\$73,204	\$18,301	\$18,301
	02K Death Investigations Account	20.0	\$2,377	\$594	\$0	\$3,388	\$847	\$0
	02V Public Safety & Education Account	1.3	\$157	\$39	\$0	\$223	\$56	\$0
	03L County Criminal Justice Assistance	16.0	\$1,899	\$475	\$0	\$2,707	\$677	\$0
	03M Municipal Criminal Justice Assist	5.2	\$621	\$155	\$0	\$885	\$221	\$0
	03P Fire Service Trust Account	0.3	\$39	\$10	\$0	\$55	\$14	\$0
	05H Disaster Response Account	6.2	\$734	\$184	\$0	\$1,046	\$262	\$0
	081 State Patrol Highway Account	1,776.4	\$211,492	\$52,873	\$0	\$301,449	\$75,362	\$0
	086 Fire Service Training Account	13.9	\$1,658	\$414	\$0	\$2,363	\$591	\$0
	09M Aquatic Invasive Species Enf. Acct.	0.0	\$4	\$1	\$0	\$6	\$1	\$0
	14W Reduced Cigarette Ignition Acct.	0.6	\$73	\$18	\$0	\$105	\$26	\$0
	173 State Toxics Control Account	2.0	\$243	\$61	\$0	\$346	\$87	\$0
	210 Fire Protection Contractor License	6.6	\$784	\$196	\$0	\$1,117	\$279	\$0

Appendix A Managed Print Savings

Projected managed print cost savings are identified by agency and fund per Section 710 of Engrossed Substitute Senate Bill 6444.

The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	225 Fingerprint Identification Account	46.8	\$5,576	\$1,394	\$0	\$7,947	\$1,987	\$0
	471 State Patrol N Air Rev Account	1.1	\$130	\$32	\$0	\$185	\$46	\$0
	515 DNA Data Base Account	0.5	\$55	\$14	\$0	\$78	\$19	\$0
225 Washington State	Patrol Total	2,328.3	\$277,200	\$69,300		\$395,106	\$98,777	\$0
235 Department of La	001 General Fund	116.7	\$71,687	\$17,922	\$17,922	\$35,844	\$8,961	\$8,961
	02V Public Safety & Education Account	3.5	\$2,135	\$534	\$0	\$1,068	\$267	\$0
	03B Asbestos Account	4.5	\$2,765	\$691	\$0	\$1,383	\$346	\$0
	095 Electrical License Account	158.9	\$97,625	\$24,406	\$0	\$48,812	\$12,203	\$0
	163 Worker/Community Right to Know Acct	9.5	\$5,838	\$1,459	\$0	\$2,919	\$730	\$0
	234 Public Works Administration Acct	24.5	\$15,081	\$3,770	\$0	\$7,541	\$1,885	\$0
	262 Manufacture Home Installation Train	1.2	\$737	\$184	\$0	\$369	\$92	\$0
	608 Accident Account	1,177.4	\$723,521	\$180,880	\$0	\$361,760	\$90,440	\$0
	609 Medical Aid Account	1,111.9	\$683,281	\$170,820	\$0	\$341,640	\$85,410	\$0
	728 Manufactured Housing Account	1.2	\$737	\$184	\$0	\$369	\$92	\$0
	885 Plumbing Certificate Account	7.4	\$4,573	\$1,143	\$0	\$2,286	\$572	\$0
	892 Pressure Systems Safety Account	19.0	\$11,676	\$2,919	\$0	\$5,838	\$1,459	\$0
235 Department of Labor and Industries Total (Actual Print Assessment)		2,635.7	\$1,619,657	\$404,914		\$1,619,657	\$404,914	\$0
240 Department of Lic	001 General Fund	9.3	\$1,101	\$275	\$275	\$1,570	\$392	\$392
	003 Architects' License Account	3.0	\$351	\$88	\$0	\$501	\$125	\$0
	004 Cemetery Account	0.4	\$47	\$12	\$0	\$66	\$17	\$0
	024 Professional Engineers' Account	12.3	\$1,464	\$366	\$0	\$2,087	\$522	\$0
	026 Real Estate Commission Account	38.2	\$4,545	\$1,136	\$0	\$6,478	\$1,620	\$0
	03N Master License Account	36.1	\$4,292	\$1,073	\$0	\$6,118	\$1,529	\$0
	04E Uniform Commercial Code Account	5.7	\$680	\$170	\$0	\$969	\$242	\$0
	06G Real Estate Appraiser Commission	6.9	\$819	\$205	\$0	\$1,167	\$292	\$0
	06L Business and Professions Account	51.0	\$6,077	\$1,519	\$0	\$8,662	\$2,165	\$0
	081 State Patrol Highway Account	4.9	\$577	\$144	\$0	\$823	\$206	\$0
	082 Motorcycle Safety Education Account	4.4	\$526	\$131	\$0	\$749	\$187	\$0
	104 State Wildlife Account	2.2	\$260	\$65	\$0	\$371	\$93	\$0
	106 Highway Safety Account	776.7	\$92,473	\$23,118	\$0	\$131,806	\$32,951	\$0
	108 Motor Vehicle Account	359.8	\$42,835	\$10,709	\$0	\$61,055	\$15,264	\$0
	14V Ignition Interlock Device Revolving	0.6	\$74	\$19	\$0	\$106	\$27	\$0
	15V Funeral and Cemetery Account	4.3	\$506	\$126	\$0	\$721	\$180	\$0
	16B Landscape Architects' License Acct	1.1	\$135	\$34	\$0	\$192	\$48	\$0
	201 DOL Services Account	0.7	\$87	\$22	\$0	\$124	\$31	\$0
	227 Funeral Directors & Embalmers Acct	0.2	\$26	\$6	\$0	\$37	\$9	\$0
	277 State Agency Parking Account	0.8	\$94	\$24	\$0	\$134	\$34	\$0
	298 Geologists' Account	2.4	\$288	\$72	\$0	\$410	\$103	\$0
	513 Derelict Vessel Removal Account	0.2	\$22	\$5	\$0	\$31	\$8	\$0
240 Department of Licensing Total		1,321.1	\$157,279	\$39,320		\$224,177	\$56,044	\$0
245 Military Departm	001 General Fund	294.2	\$35,031	\$8,758	\$8,758	\$49,932	\$12,483	\$12,483
	03F Enhanced 911 Account	9.5	\$1,126	\$282	\$0	\$1,605	\$401	\$0
	03K Industrial Insurance Premium Refund	0.1	\$16	\$4	\$0	\$23	\$6	\$0
	057 State Building Construction Account	5.5	\$652	\$163	\$0	\$929	\$232	\$0
	05H Disaster Response Account	22.7	\$2,708	\$677	\$0	\$3,859	\$965	\$0
	08H Military Department Rent and Lease	1.5	\$179	\$45	\$0	\$255	\$64	\$0
	14R Military Dept Active State Service	2.4	\$285	\$71	\$0	\$406	\$101	\$0
	163 Worker/Community Right to Know Acct	1.6	\$185	\$46	\$0	\$263	\$66	\$0
	309 Nisqually Earthquake Account	0.1	\$11	\$3	\$0	\$16	\$4	\$0
245 Military Department Total		337.6	\$40,191	\$10,048		\$57,287	\$14,322	\$0
300 Dept of Social and	001 General Fund	17,808.5	\$2,120,211	\$530,053	\$530,053	\$3,022,034	\$755,509	\$755,509
	03C Emer Med Ser/Trauma Care Sys Trust	0.6	\$66	\$17	\$0	\$95	\$24	\$0
	042 Char/Ed/Penal/Reform/Institutions	0.9	\$104	\$26	\$0	\$148	\$37	\$0
	057 State Building Construction Account	7.3	\$872	\$218	\$0	\$1,243	\$311	\$0
	05C Criminal Justice Treatment Account	1.0	\$118	\$30	\$0	\$168	\$42	\$0
	08K Problem Gambling Account	1.0	\$119	\$30	\$0	\$170	\$42	\$0
	11F Reinvesting in Youth Account	0.1	\$15	\$4	\$0	\$21	\$5	\$0
	12T Traumatic Brain Injury Account	1.0	\$119	\$30	\$0	\$170	\$42	\$0
	181 Violence Reduction/Drug Enforcement	0.2	\$20	\$5	\$0	\$28	\$7	\$0
	283 Juvenile Accountability Incentive	3.4	\$399	\$100	\$0	\$568	\$142	\$0
	540 Tele Device Hearing/Speech Impaired	1.9	\$225	\$56	\$0	\$321	\$80	\$0
	760 Health Services Account	3.2	\$381	\$95	\$0	\$543	\$136	\$0
300 Dept of Social and Health Services Total		17,829.0	\$2,122,649	\$530,662		\$3,025,510	\$756,377	\$0
303 Department of He	001 General Fund	1,190.7	\$141,756	\$35,439	\$35,439	\$202,051	\$50,513	\$50,513
	002 Hospital Commission Account	0.1	\$13	\$3	\$0	\$18	\$5	\$0
	002 Hospital Data Collection Account	0.9	\$105	\$26	\$0	\$150	\$37	\$0
	02G Health Professions Account	150.6	\$17,935	\$4,484	\$0	\$25,563	\$6,391	\$0
	02R Aquatic Lands Enhancement Account	0.1	\$17	\$4	\$0	\$24	\$6	\$0
	03C Emer Med Ser/Trauma Care Sys Trust	2.3	\$269	\$67	\$0	\$383	\$96	\$0

Appendix A Managed Print Savings

Projected managed print cost savings are identified by agency and fund per Section 710 of Engrossed Substitute Senate Bill 6444.
The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	03K Industrial Insurance Premium Refund	(0.0)		-\$2	\$0	-\$3	-\$1	\$0
	03R Safe Drinking Water Account	13.6	\$1,620	\$405	\$0	\$2,309	\$577	\$0
	04R Drinking Water Assistance Account	45.8	\$5,448	\$1,362	\$0	\$7,765	\$1,941	\$0
	04W Waterworks Operator Certification	5.5	\$650	\$162	\$0	\$926	\$232	\$0
	057 State Building Construction Account	0.7	\$79	\$20	\$0	\$113	\$28	\$0
	058 Public Works Assistance Account	0.8	\$91	\$23	\$0	\$130	\$33	\$0
	09L Nursing Resource Center Account	0.1	\$9	\$2	\$0	\$13	\$3	\$0
	139 Water Quality Account	0.7	\$82	\$21	\$0	\$117	\$29	\$0
	14J Ambulatory Surgical Facility Acct	0.6	\$68	\$17	\$0	\$98	\$24	\$0
	15M Biotoxin Account	4.5	\$530	\$132	\$0	\$755	\$189	\$0
	173 State Toxics Control Account	15.4	\$1,829	\$457	\$0	\$2,608	\$652	\$0
	202 Medical Test Site Licensure Account	5.6	\$664	\$166	\$0	\$946	\$237	\$0
	214 Temporary Worker Housing Account	0.0	\$2	\$0	\$0	\$3	\$1	\$0
	290 Savings Incentive Account	0.0	\$2	\$0	\$0	\$3	\$1	\$0
	319 Public Health Supplemental Account	0.5	\$61	\$15	\$0	\$86	\$22	\$0
	608 Accident Account	1.4	\$164	\$41	\$0	\$233	\$58	\$0
	609 Medical Aid Account	0.2	\$23	\$6	\$0	\$33	\$8	\$0
	760 Health Services Account	0.4	\$42	\$10	\$0	\$59	\$15	\$0
	828 Tobacco Prevention/Control Account	9.3	\$1,109	\$277	\$0	\$1,581	\$395	\$0
303 Department of Health Total		1,449.5	\$172,566	\$43,141		\$245,966	\$61,491	\$0
305 Department of Veterans Affairs Total		641.1	\$76,325	\$19,081	\$19,081	\$108,789	\$27,197	\$27,197
	001 General Fund	641.1						
	08V Veterans Stewardship Account	2.7	\$320	\$80	\$0	\$457	\$114	\$0
	10K Veterans Innovations Program Acct	2.0	\$238	\$60	\$0	\$339	\$85	\$0
	11V Veteran Estate Management Account	6.3	\$746	\$187	\$0	\$1,063	\$266	\$0
305 Department of Veterans Affairs Total		652.0	\$77,629	\$19,407		\$110,649	\$27,662	\$0
310 Department of Corrections Total (Actual Print Assessment)		8,428.7	\$577,106	\$144,277	\$144,277	\$288,554	\$72,138	\$72,138
	001 General Fund	8,428.7						
	02V Public Safety & Education Account	6.9	\$470	\$118	\$0	\$235	\$59	\$0
	03K Industrial Insurance Premium Refund	4.9	\$334	\$84	\$0	\$167	\$42	\$0
	042 Char/Ed/Penal/Reform/Institutions	0.3	\$22	\$6	\$0	\$11	\$3	\$0
	057 State Building Construction Account	62.1	\$4,250	\$1,063	\$0	\$2,125	\$531	\$0
	11K WA Auto Theft Prevention Auth Acct	59.4	\$4,067	\$1,017	\$0	\$2,033	\$508	\$0
	206 Cost of Supervision Account	3.0	\$205	\$51	\$0	\$103	\$26	\$0
310 Department of Corrections Total (Actual Print Assessment)		8,565.2	\$586,455	\$146,614		\$586,455	\$146,614	\$0
343 Higher Education Coordinating Board Total		100.6	\$11,975	\$2,994		\$17,069	\$4,267	\$0
	001 General Fund	73.2	\$8,720	\$2,180	\$2,180	\$12,429	\$3,107	\$3,107
	08A Education Legacy Trust Account	3.1	\$373	\$93	\$0	\$532	\$133	\$0
	785 State Educational Trust Fund Acct	0.1	\$8	\$2	\$0	\$11	\$3	\$0
	788 Advanced Coll Tuition Payment Prog	24.1	\$2,874	\$719	\$0	\$4,097	\$1,024	\$0
343 Higher Education Coordinating Board Total		100.6	\$11,975	\$2,994		\$17,069	\$4,267	\$0
350 Supt of Public Instruction Total		385.2	\$45,860	\$11,465		\$65,367	\$16,342	\$0
	001 General Fund	354.0	\$42,141	\$10,535	\$10,535	\$60,065	\$15,016	\$15,016
	057 State Building Construction Account	0.0	\$5	\$1	\$0	\$7	\$2	\$0
	08A Education Legacy Trust Account	4.3	\$507	\$127	\$0	\$723	\$181	\$0
	113 Common School Construction Account	12.7	\$1,509	\$377	\$0	\$2,151	\$538	\$0
	480 Financial Education Pub-Pri Partner	(0.0)	-\$1	\$0	\$0	-\$1	\$0	\$0
	480 Financial Literacy Pub-Priv Partner	0.0	\$4	\$1	\$0	\$6	\$1	\$0
	536 Federal Food Service Revolving Acct	13.0	\$1,543	\$386	\$0	\$2,199	\$550	\$0
	763 Center Improvement Of Student Learn	1.3	\$153	\$38	\$0	\$218	\$54	\$0
350 Supt of Public Instruction Total		385.2	\$45,860	\$11,465		\$65,367	\$16,342	\$0
357 Department of Early Learning Total		195.5	\$23,276	\$5,819		\$33,177	\$8,294	\$0
	001 General Fund	195.5	\$23,276	\$5,819	\$5,819	\$33,177	\$8,294	\$8,294
	759 Miscellaneous Program Account	-	\$0	\$0	\$0	\$0	\$0	\$0
357 Department of Early Learning Total		195.5	\$23,276	\$5,819		\$33,177	\$8,294	\$0
360 University of Washington Total		21,398.8	\$2,547,659	\$636,915		\$3,631,295	\$907,824	\$0
	001 General Fund	2,564.7	\$305,341	\$76,335	\$76,335	\$435,217	\$108,804	\$108,804
	08A Education Legacy Trust Account	110.0	\$13,096	\$3,274	\$0	\$18,667	\$4,667	\$0
	195 Energy Account	0.1	\$17	\$4	\$0	\$24	\$6	\$0
	253 Education Construction Account	68.7	\$8,180	\$2,045	\$0	\$11,660	\$2,915	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	1,449.0	\$172,512	\$43,128	\$0	\$245,890	\$61,472	\$0
	148 Inst of Hi Ed-Dedicated Local Acct	694.8	\$82,725	\$20,681	\$0	\$117,912	\$29,478	\$0
	149 Inst of Hi ED-Operating Fees Acct	1,062.0	\$126,434	\$31,608	\$0	\$180,211	\$45,053	\$0
	505 UW-University Hospital Account	3,868.1	\$460,515	\$115,129	\$0	\$656,393	\$164,098	\$0
360 University of Washington Total		21,398.8	\$2,547,659	\$636,915		\$3,631,295	\$907,824	\$0
365 Washington State Total		21,398.8	\$2,547,659	\$636,915		\$3,631,295	\$907,824	\$0
	001 General Fund	2,564.7	\$305,341	\$76,335	\$76,335	\$435,217	\$108,804	\$108,804
	08A Education Legacy Trust Account	110.0	\$13,096	\$3,274	\$0	\$18,667	\$4,667	\$0
	195 Energy Account	0.1	\$17	\$4	\$0	\$24	\$6	\$0
	253 Education Construction Account	68.7	\$8,180	\$2,045	\$0	\$11,660	\$2,915	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	1,449.0	\$172,512	\$43,128	\$0	\$245,890	\$61,472	\$0
	148 Inst of Hi Ed-Dedicated Local Acct	694.8	\$82,725	\$20,681	\$0	\$117,912	\$29,478	\$0
	149 Inst of Hi ED-Operating Fees Acct	1,062.0	\$126,434	\$31,608	\$0	\$180,211	\$45,053	\$0
	143 Inst of Hi Ed-Federal Approp Acct	77.3	\$9,199	\$2,300	\$0	\$13,112	\$3,278	\$0

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Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	443 Inst of Hi Ed-data Processing Acct	7.9	\$940	\$235	\$0	\$1,339	\$335	\$0
365 Washington State University Total		6,034.5	\$718,443	\$179,611		\$1,024,031	\$256,008	\$0
370 Eastern Washington University Total		508.9	\$60,593	\$15,148	\$15,148	\$86,365	\$21,591	\$21,591
	057 State Building Construction Account	4.0	\$478	\$120	\$0	\$682	\$170	\$0
	061 EWU Capital Projects Account	1.8	\$210	\$53	\$0	\$300	\$75	\$0
	08A Education Legacy Trust Account	90.4	\$10,763	\$2,691	\$0	\$15,341	\$3,835	\$0
	253 Education Construction Account	0.2	\$19	\$5	\$0	\$27	\$7	\$0
	357 Gardner-Evans High Ed Construction	0.1	\$6	\$1	\$0	\$8	\$2	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	281.2	\$33,477	\$8,369	\$0	\$47,716	\$11,929	\$0
	148 Inst of Hi Ed-Dedicated Local Acct	257.8	\$30,696	\$7,674	\$0	\$43,752	\$10,938	\$0
	149 Inst of Hi ED-Operating Fees Acct	461.2	\$54,909	\$13,727	\$0	\$78,264	\$19,566	\$0
370 Eastern Washington University Total		1,605.5	\$191,149	\$47,787		\$272,454	\$68,113	\$0
375 Central Washington University Total		1,062.2	\$126,455	\$31,614	\$31,614	\$180,243	\$45,061	\$45,061
	145 Inst of Hi Ed-Grants/Contracts Acct	126.6	\$15,067	\$3,767	\$0	\$21,475	\$5,369	\$0
	148 Inst of Hi ED-Dedicated Local Acct	168.2	\$20,020	\$5,005	\$0	\$28,536	\$7,134	\$0
375 Central Washington University Total		1,356.9	\$161,542	\$40,386		\$230,253	\$57,563	\$0
376 The Evergreen State College Total		338.6	\$40,312	\$10,078	\$10,078	\$57,459	\$14,365	\$14,365
	08A Education Legacy Trust Account	29.8	\$3,544	\$886	\$0	\$5,051	\$1,263	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	77.3	\$9,204	\$2,301	\$0	\$13,119	\$3,280	\$0
	148 Inst of Hi ED-Dedicated Local Acct	23.5	\$2,802	\$700	\$0	\$3,994	\$998	\$0
	149 Inst of Hi ED-Operating Fees Acct	209.2	\$24,906	\$6,226	\$0	\$35,499	\$8,875	\$0
376 The Evergreen State College Total		678.4	\$80,768	\$20,192		\$115,122	\$28,780	\$0
380 Western Washington University Total		1,148.9	\$136,787	\$34,197	\$34,197	\$194,969	\$48,742	\$48,742
	065 WWU Capital Projects Account	16.9	\$2,008	\$502	\$0	\$2,862	\$716	\$0
	253 Education Construction Account	2.2	\$263	\$66	\$0	\$375	\$94	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	146.8	\$17,479	\$4,370	\$0	\$24,914	\$6,229	\$0
	148 Inst of Hi ED-Dedicated Local Acct	203.3	\$24,198	\$6,050	\$0	\$34,491	\$8,623	\$0
	149 Inst of Hi ED-Operating Fees Acct	63.3	\$7,530	\$1,883	\$0	\$10,733	\$2,683	\$0
380 Western Washington University Total		1,581.3	\$188,266	\$47,067		\$268,345	\$67,086	\$0
405 Department of Transportation Total		0.1	\$13	\$3	\$0	\$18	\$5	\$0
	02M Essential Rail Assistance Account	11.1	\$1,324	\$331	\$0	\$1,888	\$472	\$0
	045 State Vehicle Parking Account	0.9	\$111	\$28	\$0	\$158	\$40	\$0
	057 State Building Construction Account	1.9	\$229	\$57	\$0	\$327	\$82	\$0
	094 Transportation Infrastructure Acct	8.7	\$1,031	\$258	\$0	\$1,469	\$367	\$0
	099 Puget Sound Capital Construction	109.7	\$13,054	\$3,264	\$0	\$18,607	\$4,652	\$0
	09F High-Occupancy Toll Lanes Account	0.3	\$31	\$8	\$0	\$44	\$11	\$0
	09F High-Occupancy Toll Lanes Operation	3.7	\$439	\$110	\$0	\$625	\$156	\$0
	09H Transportation Partnership Account	1,011.0	\$120,365	\$30,091	\$0	\$171,561	\$42,890	\$0
	108 Motor Vehicle Account	3,929.6	\$467,846	\$116,962	\$0	\$666,843	\$166,711	\$0
	109 Puget Sound Ferry Operations Acct	1,540.9	\$183,447	\$45,862	\$0	\$261,476	\$65,369	\$0
	11E Freight Mobility Multimodal Account	1.8	\$216	\$54	\$0	\$308	\$77	\$0
	16J SR #520 Corridor Account	2.4	\$285	\$71	\$0	\$406	\$101	\$0
	215 Special Category C Account	23.5	\$2,795	\$699	\$0	\$3,984	\$996	\$0
	218 Multimodal Transportation Account	81.9	\$9,750	\$2,437	\$0	\$13,897	\$3,474	\$0
	410 Transportation Equipment Account	206.8	\$24,617	\$6,154	\$0	\$35,087	\$8,772	\$0
	511 Tacoma Narrows Toll Bridge Account	8.6	\$1,021	\$255	\$0	\$1,455	\$364	\$0
	550 Transportation 2003 Acct (Nickel A)	422.8	\$50,342	\$12,585	\$0	\$71,755	\$17,939	\$0
	736 Puyallup Tribal Settlement Account	1.1	\$129	\$32	\$0	\$184	\$46	\$0
405 Department of Transportation Total		7,366.7	\$877,045	\$219,261		\$1,250,092	\$312,523	\$0
461 Department of Ecology Total		700.6	n/a - managed print already implemented					
	027 Reclamation Account	0.8						
	027 Reclamation Revolving Account	13.8						
	02P Flood Control Assistance Account	6.8						
	044 Waste Reduct/Recycle/Litter Control	38.5						
	057 State Building Construction Account	11.5						
	072 St/Loc Impr Rev Acct Water Sup Fac	1.3						
	08R Waste Tire Removal Account	1.0						
	10A Freshwater Aquatic Algae Control	0.2						
	10P Columbia River Basin Water Supply	4.6						
	11J Electronic Products Recycling Acct	3.0						
	125 Site Closure Account	4.0						
	139 Water Quality Account	12.0						
	160 Wood Stove Education/Enforcement	1.0						
	163 Worker/Community Right to Know Acct	6.9						
	173 State Toxics Control Account	406.5						
	174 Local Toxics Control Account	26.6						
	176 Water Quality Permit Account	153.5						
	182 Underground Storage Tank Account	17.2						
	199 Biosolids Permit Account	8.8						

Appendix A Managed Print Savings

Projected managed print cost savings are identified by agency and fund per Section 710 of Engrossed Substitute Senate Bill 6444.

The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	207 Hazardous Waste Assistance Account	25.3						
	216 Air Pollution Control Account	9.7						
	217 Oil Spill Prevention Account	47.5						
	219 Air Operating Permit Account	9.5						
	222 Freshwater Aquatic Weeds Account	1.9						
	223 Oil Spill Response Account	0.1						
	408 Coastal Protection Account	0.1						
	727 Water Pollution Control Revolving	14.4						
461 Department of Ecology Total		1,527.0						
465 State Parks and Recreation	001 General Fund	339.9	\$40,461	\$10,115	\$10,115	\$57,671	\$14,418	\$14,418
	007 Winter Recreation Program Account	1.0	\$115	\$29	\$0	\$164	\$41	\$0
	01B ORV & Nonhighway Account	1.3	\$154	\$38	\$0	\$219	\$55	\$0
	01M Snowmobile Account	2.4	\$284	\$71	\$0	\$404	\$101	\$0
	02R Aquatic Lands Enhancement Account	0.3	\$37	\$9	\$0	\$52	\$13	\$0
	057 State Building Construction Account	43.2	\$5,140	\$1,285	\$0	\$7,327	\$1,832	\$0
	09B Boating Safety Educ Certification	1.3	\$158	\$39	\$0	\$225	\$56	\$0
	108 Motor Vehicle Account	0.1	\$12	\$3	\$0	\$17	\$4	\$0
	10T Hood Canal Aquatic Rehabilitation	1.4	\$165	\$41	\$0	\$235	\$59	\$0
	12L Outdoor Education and Recreation	(0.1)	-\$8	-\$2	\$0	-\$11	-\$3	\$0
	173 State Toxics Control Account	0.2	\$24	\$6	\$0	\$34	\$8	\$0
	267 Recreation Resources Account	66.4	\$7,905	\$1,976	\$0	\$11,268	\$2,817	\$0
	268 NOVA Program Account	64.8	\$7,709	\$1,927	\$0	\$10,988	\$2,747	\$0
	269 Parks Renewal/Stewardship Account	188.9	\$22,487	\$5,622	\$0	\$32,051	\$8,013	\$0
465 State Parks and Recreation Comm Total		710.9	\$84,642	\$21,160		\$120,644	\$30,161	\$0
477 Department of Fish and Wildlife	001 General Fund	1,207.2	\$143,721	\$35,930	\$35,930	\$204,853	\$51,213	\$51,213
	01B Off Road Vehicle Account	0.1	\$17	\$4	\$0	\$24	\$6	\$0
	01B ORV & Nonhighway Account	1.1	\$136	\$34	\$0	\$194	\$48	\$0
	02R Aquatic Lands Enhancement Account	27.2	\$3,232	\$808	\$0	\$4,607	\$1,152	\$0
	02V Public Safety & Education Account	0.2	\$19	\$5	\$0	\$27	\$7	\$0
	03K Industrial Insurance Premium Refund	0.8	\$94	\$24	\$0	\$134	\$34	\$0
	04M Recreational Fisheries Enhancement	9.3	\$1,106	\$277	\$0	\$1,577	\$394	\$0
	057 State Building Construction Account	48.5	\$5,773	\$1,443	\$0	\$8,229	\$2,057	\$0
	071 Warm Water Game Fish Account	10.3	\$1,224	\$306	\$0	\$1,745	\$436	\$0
	07V Fish & Wildlife Enforcement Reward	0.3	\$34	\$8	\$0	\$48	\$12	\$0
	098 East Wash Pheasant Enhancement Acct	0.7	\$79	\$20	\$0	\$113	\$28	\$0
	09J WA Coast Crab Pot Buoy Tag Account	0.1	\$6	\$1	\$0	\$8	\$2	\$0
	09M Aquatic Invasive Species Enf. Acct.	0.6	\$76	\$19	\$0	\$109	\$27	\$0
	09N Aquatic Invasive Sp Prevention Acct	3.6	\$429	\$107	\$0	\$611	\$153	\$0
	104 State Wildlife Account	321.3	\$38,255	\$9,564	\$0	\$54,526	\$13,632	\$0
	110 Special Wildlife Account	8.6	\$1,019	\$255	\$0	\$1,452	\$363	\$0
	14A Wildlife Rehabilitation Account	0.6	\$65	\$16	\$0	\$93	\$23	\$0
	16H Columbia River Rec Salmon & Sthd	0.2	\$20	\$5	\$0	\$28	\$7	\$0
	209 Regional Fisheries Enhance Group	0.5	\$64	\$16	\$0	\$92	\$23	\$0
	217 Oil Spill Prevention Account	4.3	\$513	\$128	\$0	\$731	\$183	\$0
	259 Coastal Crab Account	0.2	\$24	\$6	\$0	\$34	\$8	\$0
	320 Puget Sound Crab Pot Buoy Tag Acct	0.1	\$11	\$3	\$0	\$16	\$4	\$0
	507 Oyster Reserve Land Account	0.8	\$89	\$22	\$0	\$127	\$32	\$0
477 Department of Fish and Wildlife Total		1,646.4	\$196,008	\$49,002		\$279,379	\$69,845	\$0
490 Department of Natural Resources	001 General Fund	484.0	\$57,625	\$14,406	\$14,406	\$82,136	\$20,534	\$20,534
	014 Forest Development Account	181.0	\$21,548	\$5,387	\$0	\$30,714	\$7,678	\$0
	01B Off Road Vehicle Account	0.8	\$97	\$24	\$0	\$139	\$35	\$0
	01B ORV & Nonhighway Account	19.2	\$2,283	\$571	\$0	\$3,254	\$813	\$0
	02A Surveys and Maps Account	9.8	\$1,172	\$293	\$0	\$1,670	\$418	\$0
	02R Aquatic Lands Enhancement Account	35.1	\$4,184	\$1,046	\$0	\$5,963	\$1,491	\$0
	030 Landowner Conting F Fire Suppress	1.5	\$179	\$45	\$0	\$255	\$64	\$0
	041 Resource Management Cost Account	351.5	\$41,850	\$10,463	\$0	\$59,651	\$14,913	\$0
	04H Surface Mining Reclamation Account	13.1	\$1,561	\$390	\$0	\$2,224	\$556	\$0
	057 State Building Construction Account	34.6	\$4,114	\$1,029	\$0	\$5,864	\$1,466	\$0
	07E Contract Harvesting Revolving Acct	3.6	\$424	\$106	\$0	\$604	\$151	\$0
	087 Park Land Trust Revolving Account	0.3	\$36	\$9	\$0	\$51	\$13	\$0
	11H Forest and Fish Support Account	0.0	\$4	\$1	\$0	\$6	\$1	\$0
	139 Water Quality Account	1.3	\$150	\$37	\$0	\$214	\$53	\$0
	158 Aquatic Land Dredged Mat Disp Site	1.3	\$151	\$38	\$0	\$215	\$54	\$0
	167 Nat Res Conserv Areas Stewardship	0.1	\$17	\$4	\$0	\$24	\$6	\$0
	173 State Toxics Control Account	0.3	\$30	\$7	\$0	\$42	\$11	\$0
	190 Forest Fire Protection Assessment	154.9	\$18,446	\$4,611	\$0	\$26,292	\$6,573	\$0
	193 State Forest Nursery Revolving Acct	19.7	\$2,345	\$586	\$0	\$3,343	\$836	\$0
	198 Access Road Revolving Account	90.7	\$10,803	\$2,701	\$0	\$15,398	\$3,850	\$0
	216 Air Pollution Control Account	2.1	\$254	\$63	\$0	\$362	\$91	\$0

Appendix A Managed Print Savings

Projected managed print cost savings are identified by agency and fund per Section 710 of Engrossed Substitute Senate Bill 6444.

The savings estimates below are based on a per FTE proxy. The Office of Financial Management has requested that all agencies submit a cost savings worksheet to identify more specific savings estimates. This new information may change the estimates below.

Sum of Actual FTEs			Extrapolated Savings*			Extrapolated Savings**		
Agency	Account	Avg FTE	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS	2-Year 20% Reduct	6-Mo 20% Reduct	6-Mo GFS
	268 NOVA Program Account	5.1	\$610	\$153	\$0	\$870	\$217	\$0
	513 Derelict Vessel Removal Account	2.2	\$259	\$65	\$0	\$369	\$92	\$0
	744 School Construction Revolving Acct	0.1	\$14	\$3	\$0	\$20	\$5	\$0
	830 Agricultural College Trust Manage	6.6	\$782	\$195	\$0	\$1,114	\$279	\$0
490 Department of Natural Resources Total		1,419.0	\$168,936	\$42,234		\$240,793	\$60,198	\$0
495 Department of Ag	001 General Fund	180.3	\$21,464	\$5,366	\$5,366	\$30,593	\$7,648	\$7,648
	02R Aquatic Lands Enhancement Account	6.7	\$796	\$199	\$0	\$1,134	\$284	\$0
	03K Industrial Insurance Premium Refund	0.1	\$14	\$3	\$0	\$20	\$5	\$0
	108 Motor Vehicle Account	6.6	\$786	\$196	\$0	\$1,120	\$280	\$0
	126 Agricultural Local Account	209.9	\$24,988	\$6,247	\$0	\$35,616	\$8,904	\$0
	128 Grain Inspection Revolving Acct	104.1	\$12,393	\$3,098	\$0	\$17,664	\$4,416	\$0
	131 Fair Account	0.7	\$85	\$21	\$0	\$122	\$30	\$0
	139 Water Quality Account	0.5	\$59	\$15	\$0	\$83	\$21	\$0
	173 State Toxics Control Account	10.3	\$1,220	\$305	\$0	\$1,739	\$435	\$0
	176 Water Quality Permit Account	0.4	\$53	\$13	\$0	\$75	\$19	\$0
	516 Fruit and Vegetable Inspection Acct	196.3	\$23,370	\$5,842	\$0	\$33,310	\$8,327	\$0
495 Department of Agriculture Total		715.9	\$85,226	\$21,307		\$121,477	\$30,369	\$0
540 Employment Secu	001 General Fund	490.9	\$58,442	\$14,610	\$14,610	\$83,300	\$20,825	\$20,825
	119 Unemployment Compensation Admin	1,709.0	\$203,471	\$50,868	\$0	\$290,016	\$72,504	\$0
	120 Administrative Contingency Account	19.4	\$2,311	\$578	\$0	\$3,294	\$823	\$0
	134 Employment Services Administrative	238.7	\$28,417	\$7,104	\$0	\$40,504	\$10,126	\$0
540 Employment Security Department Total		2,458.0	\$292,640	\$73,160		\$417,113	\$104,278	\$0
550 State Convention	537 St Convent/Trade Center Operations	159.2	\$18,958	\$4,739	\$0	\$27,021	\$6,755	\$0
550 State Convention and Trade Center Total		159.2	\$18,958	\$4,739		\$27,021	\$6,755	\$0
699 Community/Tech	001 General Fund	8,692.6	\$1,034,907	\$258,727	\$258,727	\$1,475,101	\$368,775	\$368,775
	057 State Building Construction Account	15.4	\$1,831	\$458	\$0	\$2,610	\$653	\$0
	060 Comm/Tech Col Capital Projects Acct	8.5	\$1,009	\$252	\$0	\$1,438	\$360	\$0
	08A Education Legacy Trust Account	149.6	\$17,814	\$4,453	\$0	\$25,391	\$6,348	\$0
	120 Administrative Contingency Account	0.0	\$3	\$1	\$0	\$4	\$1	\$0
	253 Education Construction Account	0.6	\$75	\$19	\$0	\$107	\$27	\$0
	357 Gardner-Evans High Ed Construction	5.0	\$589	\$147	\$0	\$840	\$210	\$0
	145 Inst of Hi Ed-Grants/Contracts Acct	2,569.1	\$305,865	\$76,466	\$0	\$435,963	\$108,991	\$0
	148 Inst of Hi Ed-Dedicated Local Acct	826.5	\$98,404	\$24,601	\$0	\$140,259	\$35,065	\$0
	149 Inst of HI ED-Operating Fees Acct	3,483.9	\$414,778	\$103,695	\$0	\$591,202	\$147,801	\$0
	147 Inst of HI ED-Plant Account	4.2	\$501	\$125	\$0	\$714	\$179	\$0
699 Community/Technical College System Total		15,755.4	\$1,875,777	\$468,944		\$2,673,631	\$668,408	\$0
Grand Total		109,205.8	\$14,055,277	\$3,513,819	\$1,498,074	\$18,745,603	\$4,686,401	\$1,985,028

* The extrapolated estimates are based on biennial savings realized by the Department of Ecology. Ecology saved \$148 per FTE as a result of managed print. Biennial estimates were then applied based on FTE to all agencies that have not yet completed a print assessment. That amount was reduced 20% to roughly account for any printing best practices that have already been implemented. Actual print assessment data was used when available.

** An alternative approach extrapolating results from actual print assessments was also considered. The biennial savings per FTE based on 25 agencies that had completed a print assessment was \$212. The amount reduced 20% for implementation of best practices was \$169. Actual print assessment data was used when available.

To identify the \$1.5 million General Fund State savings target, the project team looked at managed print savings for all agencies with greater than 100 FTE. The reason for this threshold is because smaller agencies will realize smaller savings when implementing managed print. Since there is a limited number of contracted print assessment and managed print vendors, priority will be given to larger agencies so they can begin realizing savings earlier in the fiscal year.

Appendix B Completed Print Assessments

Some agencies have already completed a print assessment but have not yet implemented managed print.

The estimated cost savings indentified in the print assessment are provided below.

The projected print assessment savings estimates in most cases exceed the extrapolated savings.

Completed Assessments	Annual Savings	
	Actual Print Assessments	Extrapolated Model*
Agency Name	Already implemented	Already implemented
Department of Ecology		
Labor and Industries	\$809,828	\$159,059
Department of Information Services	\$112,000	\$26,907
Department of Corrections	\$293,228	\$530,037
Department of Personnel	\$68,767	\$12,739
Board of Industrial Insurance Appeals	\$26,600	\$8,870
DSHS (OB2, Blake Office Park)	\$46,082	n/a
DSHS (Western State Hospital)	\$41,552	n/a

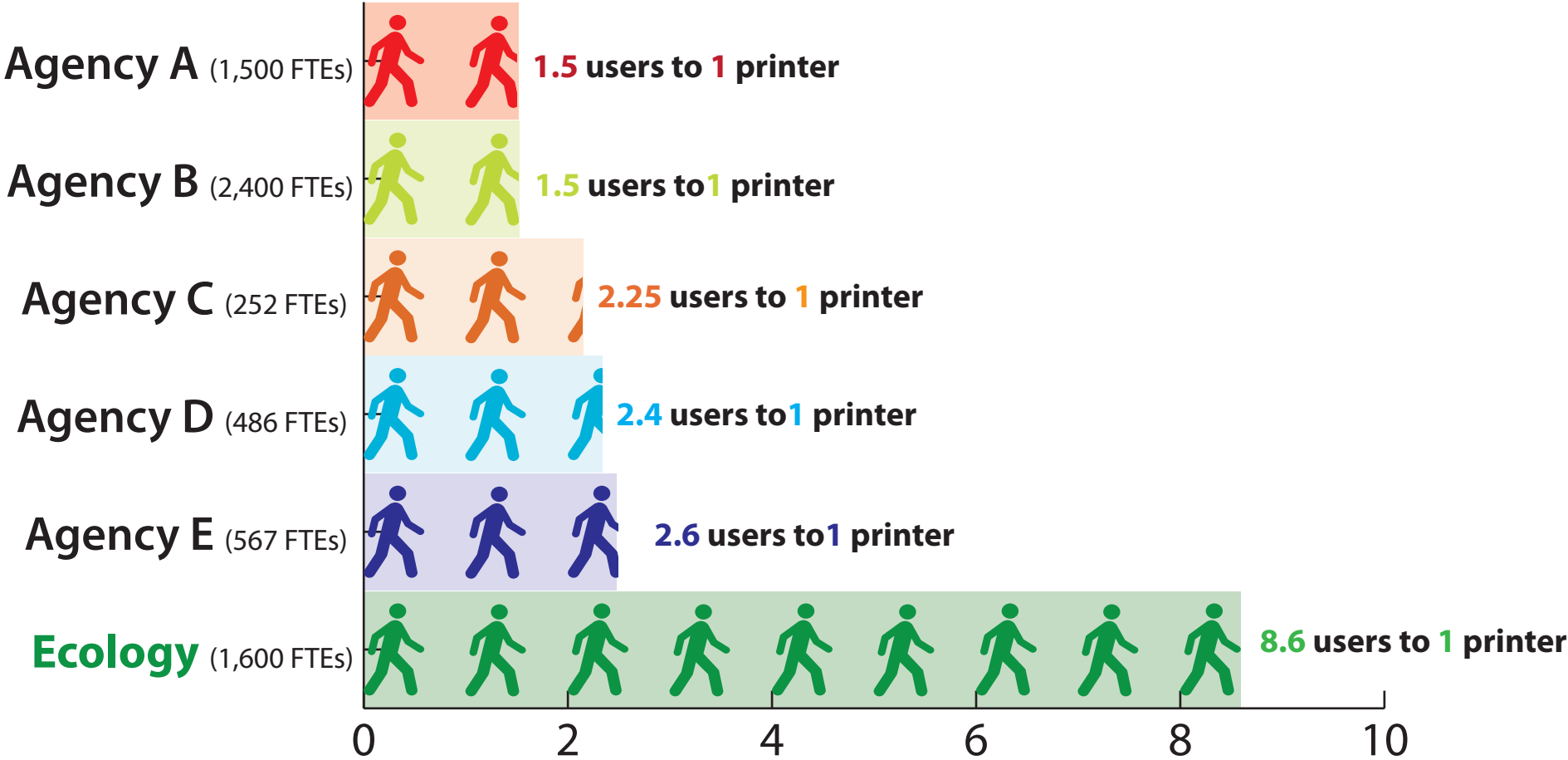
Small Agency Assessment

Agency Name	Actual Print Assessments	Extrapolated Model*
Caseload Forecast Council	\$680	n/a
Home Care Quality Authority	\$1,369	n/a
Growth Management Hearings Board-Western	\$1,086	n/a
Economic and Revenue Forecast Council	\$69	n/a
Board of Tax Appeals	\$29	n/a
Office of Minority & Women's Business Enterprises	\$3,796	n/a
Workforce Training and Education Coordinating Board	\$5,900	n/a
Public Employment Relations Commission	\$943	n/a
Conservation Commission	\$0	n/a
Public Disclosure Commission	\$0	n/a
Human Rights Commission	\$4,937	n/a
State Board of Accountancy	\$3,429	n/a
Marine Employees Commission	\$1,467	n/a
Department of Archaeology & Historic Preservation	\$0	n/a
Horse Racing Commission	\$974	n/a
Sentencing Guidelines Commission	\$258	n/a
Indeterminate Sentencing Review Board	\$4,674	n/a
Environmental Hearings Board	\$906	n/a
Department of Services for the Blind	\$14,848	n/a
County Road Administration Board	\$2,070	n/a
Law Enforcement Officers and Fire Fighters Plan 2 Ret. Board	\$1,591	n/a
Columbia River Gorge Commission	\$696	n/a
Office of Financial Management	\$1,944	n/a

* Extrapolated model based on \$148.82 per FTE savings realized by DOE less 20 percent for best practices already implemented.

Ratio of Staff to Printing Device

A conservative number of print devices is used at Ecology.



Appendix D

Envelope Pricing Comparisons

	0-4,999	5,000-19,999	20,000-49,999	50,000-99,999
#10 Window Printed				
24# 100% Recycled White	\$36.58	\$29.15	\$25.85	\$24.66
#10 Window, Kraft Printed				
24# Kraft	\$70.18	\$52.13	\$46.13	\$36.57
#10 Window Blank				
24# Colors	\$28.69	\$28.69	\$28.69	\$25.26
#10 Regular Blank				
24# Colors	\$27.20	\$27.20	\$27.20	\$24.90
#10 Window Printed				
24# Colors	\$60.15	\$39.81	\$35.29	\$31.34
#10 Regular Printed				
24# Colors	\$58.67	\$38.34	\$33.71	\$29.86
6x9 1/2 Window Printed				
24# 100% Recycled White	\$80.47	\$64.13	\$56.86	\$54.25
6x9 1/2 Printed, w/Latex Gum				
24# 100% Recycled White	\$262.27	\$160.40	\$137.91	\$99.69
6x9 1/2 Regular, Printed				
24# 100% Recycled White	\$80.47	\$64.13	\$56.86	\$54.25
#10 Double Window w/tint				
24# 100% Recycled White	\$25.88	\$25.88	\$25.88	\$25.88
6x9 1/2 Double Window w/tint				
24# 100% Recycled White	\$57.82	\$57.82	\$57.82	\$57.82

The illustration above shows the envelope pricing per 1000. It is intended to show potential savings when a standard envelope is utilized. For example, if a #10 Kraft window envelope is replaced by a #10 window envelope, the savings is \$33.60 per 1000 envelopes for envelope orders less than 5000.

Colored envelopes can also be replaced with standard envelopes. Another example, if a #10 colored window envelope is replaced by a #10 white envelope, the savings is \$23.57 per 1000 ordered on envelope orders less than 5000.

Two new envelopes are recommended, both with double windows. The adoption of these envelopes will reduce the need for an additional press run to imprint a return address, thereby reducing print costs. Example: A #10 double window replacing a #10 window printed envelope will save \$10.70 per 1000 on orders less than 5000.

Data Source: Department of Printing price guidelines, Department of Printing farm-out price guidelines.

Appendix E

Suggested Standards for Envelopes

#9 insert/return envelope

#9 warrant envelope

#10 regular envelope

#10 window envelope

#10 double window with inside tint

6 x 9.5 with window and w/o window

6 x 9.5 double window w/inside tint

The suggested standards are the recommendation of a sub task group with members from:

Washington State Department of Printing

United States Postal Service

Washington State Employment Security Department

Washington State Department of Labor and Industries

General Administration (Consolidated Mail Services)

The recommendations were based on the potential for greatest savings, the most frequently used envelopes, ease of document transition to the standard and ease of manufacturing and inserting.

The recommended standards have the potential to be utilized for an estimated 80 percent of envelope applications.

Cost savings will be realized based on the volumes transitioned to the recommended standards.

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