

Printing Business Line FISCAL YEAR 2004 – 2008 PLAN



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This Business Plan describes the history, organization, planning, objectives, and operations of the Printing Services business line in the Department of Energy's (DOE) Working Capital Fund (WCF), and is organized according to Balanced Scorecard (BSC) planning concepts. This plan uses the trends and lessons learned from the WCF's first seven years of operation to meet DOE and Office of Management, Budget and Evaluation (ME) strategic goals, and describe performance measures that will result in a more efficient and more customer-oriented business line.

The Printing Services business line provides a variety of printing and related services for DOE and its employees. These services include mailing, shipping, and distribution; production and duplication of various electronic informational media; and court reporting and transcription services. The business line sells printed products, such as official DOE stationery, that had previously been sold through the Supplies Business Line.

The Printing Services business line provides Headquarters' programs with services to complete their printing requirements in an economical and efficient manner that is consistent with mandated regulations and Federal Statute. The printing procurement process ensures that requirements of printing jobs have been met by vendors and that the U. S. Government Printing Office (GPO) is utilized as the source for procuring all printing and related services.

Mission: Provide for the production of a complete range of high-quality printed products and related services.

Vision: Provide cost-effective printing and related products comparable to those available from a full-service commercial enterprise.

Balanced Score Card Objectives:

- **Customers:** Produce final printing products that conform to customer's expectations;
- **Financials:** Reduce customers' printing costs by identifying less expensive methods of producing products;
- **Internal Processes:** Foster partnership with GPO to utilize 'best-value contracting;
- **Learning and Growth:** Improve the skills of all staff through training and improve automated systems.

Accomplishments:

- Processed 1,427 print requests for customers.
- Entered into an agreement on the establishment of the Simplified Purchase Agreement (SPA) with the GPO to allow the acquiring of printing and related services directly from vendors.
- Obtained the services of the Term Contract B588 to procure the production of short-run, fast turnaround duplicating/copying of Reports of Investigation and Complaints for up to 10

copies each order.

- Began using the GPO electronic database PICS Web for inquiring on work placed through the GPO.
- Provided ongoing assistance to customers on creating and submitting electronic media files for the printing of documents. Electronic files were sent to vendors for approximately 87% of all printing jobs.

Planning Process

Our objectives for improving business line performance are in line with those of the Office of Management, Budget and Evaluation (ME) and the Working Capital Fund (WCF) and support the Department's strategic objectives in Corporate Management. The Office of Management, Budget and Evaluation objectives are to provide Headquarters' programs with best value and with quality products and management services. The WCF objectives are to improve the efficiency of DOE administrative services and to provide accurate full-cost budgets.

Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure our success, and strategies to reach our objectives. We report progress toward these balanced scorecard objectives to the WCF Board on a quarterly and annual basis. We implement **pricing policies** that are based on the guidelines provided in the *Working Capital Fund Guide to Services and Procedures* (the Blue Book), which is available online at www.ma.mbe.doe.gov/wcf.

Environmental and Competitor Analysis

Over the last couple of years the Government Printing Office has been challenged to update its contractual and business practices to accommodate the changing needs of its agency customers. As a result they are experimenting with direct vendor transactions, which allow agencies to go directly to qualified printers to acquire specialized services. This year the Department of Labor is participating in a pilot contractual arrangement titled, Compact Agreement. In this case, the individual agency contracts with the vendor specifying their requirements. Any dispute is handled through the originating agency procurement office. The benefit is more flexibility through a closer relationship between the provider and the consumer. GPO is managing the process and using automation tools to improve timeliness and reporting. The entire printing process is becoming more electronic with time. The business is participating in the move towards electronic media by providing documents for electronic media through OSTI and CD distribution.

External Regulation and Partnerships

Title 44, United States Code and the *Government Printing and Binding Regulations* address production of government printed products. *Title 44* sets forth the laws governing utilization of appropriated funds for printing and stipulates the use of the Government Printing Office (GPO) as the mandatory source for the procurement of printing and related services. The Printing Services business line incorporates these regulations into the production of printed products and related activities.

Resources and Capabilities of the Organization

Six federal staff performs the procurement of printed products and related services.

Needs and Capabilities of Customers

Customers' needs differ depending on the nature of the printing job. Although there is a move towards web-based technologies, our customers often require a hard-copy document to respond to an oversight organization, that is, a report or finding document. Governmental documents must be available for distribution to the public and some messages are best carried in print media.

The Printing business line partners with program customers to effectively communicate their messages in print media in a cost effective and timely manner. The Printing business line seeks to be an integral part of the procurement of these services for Headquarters' offices.

Balanced Score Card Elements

Customer Objective: Produce final printing products that conform to customer's expectations

Capturing a customer's requirements is often a challenge in printing. The more concrete an example the customer provides, then the easier it is to fulfill their expectations. However, often the customer has an expectation for a final product that requires a great deal of refinement to satisfy the need for a timely, cost-effective, satisfactory printed product.

Business line employees meet with the customer and often schedule a graphics expert to focus the expectation on an achievable end product. Whereas the program official may know how to communicate the message in words, it is often the layout, the use of color, and graphic presentation that makes the difference in a satisfactory printed product. The business is always seeking ways to satisfy each customer's needs while paying attention to the need for timeliness.

Another way the business achieves this goal is by pre-testing media for printing errors, ensuring that the format conforms to the customer's draft.

Performance Goal	Performance Standard
Prepare print specifications so as to eliminate the need to print the job twice due to errors and misunderstandings.	Reduce errors by 20%

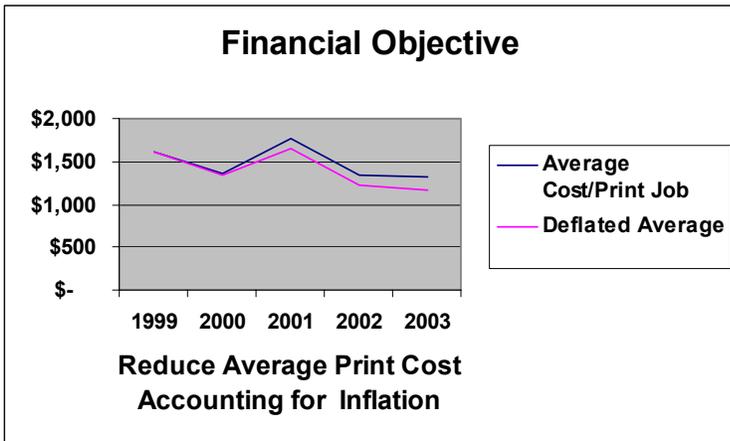
Baseline: Five errors in FY2003.

Strategies for Improving Customer Satisfaction	Fiscal Year				
	2004	2005	2006	2007	2008
Schedule conferences with customers to improve understanding of printing capabilities and options.	X	X	X	X	X
Pre-test media for errors or complications	X	X	X	X	X
Benchmark other Federal Agencies	X	X	X	X	X

Financial Objective: Reduce customers' printing costs by identifying less expensive methods of producing products.

The Printing Team works with customers to determine the most cost-effective means of producing their products; we educate customers in the electronic area of printing as related to desk-top publishing and advise them about how costs might be reduced by eliminating some unessential requirements such as multicolor, glossy paper stock, accelerated delivery deadlines, etc. Because all jobs must be bid through GPO or placed with established GPO term contractors, the Printing Team partners with the GPO to encourage bids based on a best-value concept which encompasses cost, delivery turnaround and quality as opposed to lowest bid, which doesn't always result in a quality product.

Performance Goal	Performance Standard
Reduce costs for program offices.	Maintain average print costs below the rate of inflation.



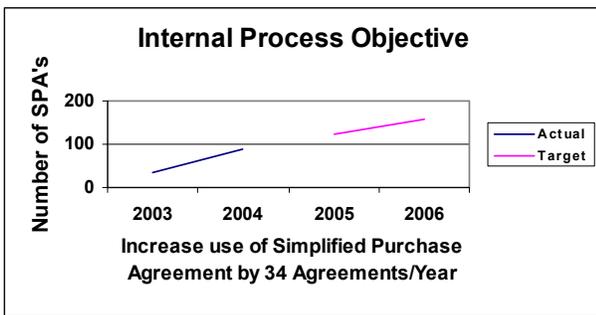
Strategies for Improving Financial Performance	Fiscal Year				
	2004	2005	2006	2007	2008
Use customer conferences to explore cost saving practices.	X	X	X	X	X
Monitor success of Department of Labor Pilot for potential impacts on DOE printing savings.	X	X			

Internal Processes Objective: Foster partnership with the GPO to utilize ‘best-value’ contracting to provide the best possible product to customers.

Under the *Government Printing and Binding Regulations* and *Title 44 United States Code*, Federal Agencies are mandated to utilize the Government Printing Office to bid printing jobs or utilize a vendor who has negotiated a ‘term contract’ for printing and related services with the GPO. GPO has a precedent of awarding contracts based on ‘lowest bid’, without regard to other parameters that might influence the output and result in a lower quality product.

The Printing Team acts as liaison with the GPO and is a member of the *Public Printer Interagency Council on Printing and Publication Services*. This Council meets several times a year to discuss issues relating to print services. The Printing Team will continue to work with the GPO representatives to encourage their use of ‘best value’ contract awards.

Performance Goal	Performance Standard
Foster utilization of ‘best value’ awards	Double the use of best value awards
Find measures that predict timeliness	Determine appropriate standards during FY 2004



Strategies for Improving Internal Processes	Fiscal Year				
	2004	2005	2006	2007	2008
Attendance at Interagency Council meetings and related seminars.	X	X	X	X	X

Learning and Growth Objective: Improve the skills of all staff.

Well-trained and highly skilled staff is better able to provide outstanding service to the business line's customers. To achieve this, the business line will develop and implement a training program that exposes staff to seminars, classes and forums that relate to printing operations, new technology and pertinent industry and regulatory issues.

Performance Goal	Performance Standard
Fully train and develop staff.	100% of staff attends at least two growth activities per year.

The business will begin base lining performance beginning FY 2004.

Strategies for Improving Employee Learning and Growth	Fiscal Year				
	2004	2005	2006	2007	2008
Ensure staff have skills, expertise and materials to carry out delegated responsibilities	X	X	X	X	X
Ensure all employees have IDPs in place	X	X	X	X	X
Allow staff to participate in Interagency Council meetings	X	X	X	X	X
Train staff in printing automation techniques, including provider and GPO systems.	X	X	X	X	X