

Printing and Distribution – Frequently Asked Questions (FAQ)

Introduction: The Bureau of Technical Services (BTS) contracted with Synergy Resources Group (SRG) to perform an independent assessment of P&D's operations, trends before and during the COVID-19 pandemic, as well as projections for future utilization in the next 2-5 years. SRG prepared an assessment report with key findings and recommendations.

Why did BTS contract with a 3rd party to assess the division? The use of Printing and Distribution services were declining prior to the pandemic and after March 2020 the decline accelerated causing a 33% drop in revenue.

How did the pandemic impact P&D? There was a significant disruption in printing needs due to the pandemic, causing a 33% drop in revenue.

Will customers' print volumes return to pre-pandemic levels? According to customer interviews, and surveys, most do not expect to return to pre-pandemic levels. More likely customers expect an increase in volume from October 2021 levels.

What are the next steps for P&D? BTS leadership has committed that no current P&D staff will lose their jobs. However, P&D will continue to right size the division, as print and mail volumes become more apparent in the years to come, through attrition, in bureau transfers or new hires. P&D staff are also working with the consultants to draft communications to P&D customers.

- In Bureau service volumes are likely to continue their downward trend, due to behavioral changes as a result of the pandemic and future plans for City staff continuing to work remotely. Therefore, P&D will explore an external management service to manage in bureau copiers with functionality that would enable City staff to pull a print job or use a copier anywhere in the city.
- In addition, based on increased digitization, P&D will minimize investment in new print shop equipment.
- P&D will explore establishing 'on call' agreements with commercial printing vendors to provide print services outside P&D's scope, specialty and equipment.

Will P&D be adjusting their internal printing rates downward in the future? With a \$1.5 million forecasted decline in revenue for 2021-2022, it will be important to evaluate a downward rate adjustment. BTS Finance and P&D staff will evaluate rates and service volumes every year as part of the budget development process to ensure that costs are being recovered and rates are appropriate. The Office of Management & Finance will also continue to conduct periodic market studies to compare fees to the external marketplace.

Will there be any changes to P&D services? Not currently. P&D will continue to provide the printing and distribution services that you depend on. For any type of printing project that does not fit in P&D's scope, staff will continue to use outside vendors to give their customers the best price and highest quality product.

Will recommendations in the assessment impact customers? Customers will continue to receive high quality personalized and professional service. P&D staff will explore upgrading online ordering software as well as route optimization software to further assist in delivering high quality service.

What were the key findings from the assessment?

- According to national print industry surveys, since March 2020, office print volumes have dropped by as much as 50% according, because of fewer employees, if any, in offices across the country.
- P&D staff possess many skills which include the ability to provide quality customer service, prioritize tasks, manage workflow, work as a team and perform on a deadline.
- Only a small percentage of P&D public sector peers nationwide have centralized printing services. Most departmental/agency budgets cover the cost of printing and delivery.