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BY HIS EXCELLENCY

DEVAL L. PATRICK
GOVERNOR

EXECUTIVE ORDER NO. 531

**CONSOLIDATING EXECUTIVE DEPARTMENT
LARGE SCALE PRINT, COPY AND MAIL OPERATIONS**

STATE DEPT. OF STATE
RECORDS DIVISION
2011 MAY 10 PM 1:07

WHEREAS, the national economy, the financial system on which the economy relies, and the state budget are now under significant stress;

WHEREAS, state government must strive to achieve every possible efficiency in its operations;

WHEREAS, one mechanism for achieving greater efficiency and cost-effectiveness is by consolidating, coordinating and centrally managing the Executive Department's large scale print, copy and mail operations;

WHEREAS, the Commonwealth spends several million dollars in the aggregate each fiscal year on printing, copying and mail operations and purchases;

WHEREAS, pursuant to G.L. Chapter 5, Section 1 and G.L. Chapter 7, Section 4A(a), the State Purchasing Agent of the Operational Services Division ("OSD") supervises state printing and the administration and management of reproduction facilities, and all publications by the Commonwealth shall be printed under his/her direction; and pursuant to G.L. Chapter 7, Section 4A(d), the Chief Information Officer of the Information Technology Division manages the Commonwealth's mailing operations;

WHEREAS, pursuant to G.L. Chapter 7, Section 4A, the Secretary of Administration and Finance may establish within the Executive Office for Administration and Finance ("ANF") such other bureaus, sections and other administrative units not otherwise established by law as may be necessary for the efficient and economical administration of the work of said office and, when necessary for such purpose, he may abolish any bureau, section or other unit or he may merge any two or more of them;

WHEREAS, OSD's Commonwealth Print Services ("CPS") is a full-service, in-house print shop available to all Executive Branch Agencies, the Legislative Branch, the Judicial Branch, Municipalities, and the general public;

WHEREAS, through the improved coordination, centralization and consolidation of Executive Department large scale print, copy and mail operations within CPS, or its successor organization, the Commonwealth can achieve considerable operational efficiencies and cost-savings, while receiving equal or better print, copy and mail services;

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § 1, Art. 1, order as follows:

Section 1. This Executive Order shall apply to large scale print, copy and mail operations operated by all state agencies within the Executive Department. "Large scale" print, copy and mail operations shall be as defined by OSD.

Section 2. I hereby direct that all Executive Department large scale print, copy and mail operations be consolidated by June 30, 2012 under CPS and be renamed the Commonwealth Print, Copy and Mail Center ("PCMC"), or its successor organization. I also direct the Commonwealth's State Purchasing Agent, or her/his designee, to lead and implement all directives in this Executive Order, including assembling a working group that will take the following steps:

- Conduct a comprehensive review by July 1, 2011 of all current large scale print, copy and mail operations in the Executive Department, including, but not limited to, those operations in CPS, the Information Technology Division, Department of Revenue, Department of

Transitional Assistance, and the Department of Workforce Development. This comprehensive review shall include an analysis and assessment (which may be conducted by a Commonwealth employee or fee for service or contingent fee contractor) of the following for each print, copy and mail operation and for the aggregate in the Executive Department:

- The demand and capacity for large scale print, copy and mail operations in the Commonwealth;
- The amount of funds, from all sources, whether operating, capital, trust, retained revenue or otherwise, expended in Fiscal Year 2011 and the previous two fiscal years on the print, copy and mail operations broken out by object code and the projected and requested budget for Fiscal Year 2012 broken out by object code;
- The locations of all print, copy and mail operations and whether said locations are in state or private buildings and the annual lease expense for each location;
- The types of services routinely provided and a benchmarking of current service levels;
- Analysis of all security sensitive information that is handled by such operations, e.g. printing of civil service exams, tax forms, etc.;
- The customers (other state agencies or other public entities) serviced;
- A list of all staff members and their job titles, areas of responsibility, bargaining unit, years of state service, years in the bargaining unit, job grade, salary level and any union and other personnel issues related to consolidating the staff from multiple print, copy and/or mail operations;
- Inventory of print, copy and mail equipment and supplies and whether said equipment is owned or leased;
- Provision and catalog of all space and equipment lease, maintenance, and support contracts and software and other licenses and a review of the assignment and delegation or transferability provisions contained in such agreements; and
- Policies, procedures and best practices used in each print, copy and mail operations center.

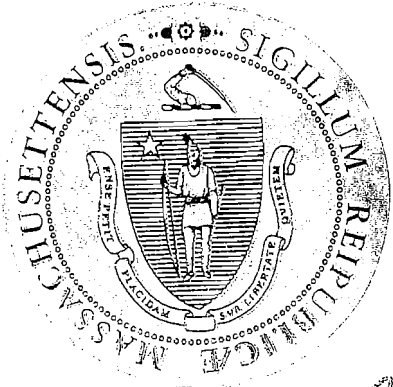
- Based on this assessment, have a consolidation plan in place by October 1, 2011 and then implement said plan to consolidate current large scale print, copy and mail operations under PCMC by June 30, 2012, and develop and implement those best practices that are identified in existing print, copy and mail operations in order to create a consolidated PCMC based on the most efficient and redundant model and best practices and reduce overall spending on print, copy and mail operations in the Executive Department in Fiscal Year 2012;
- Make recommendations for Commonwealth-wide reforms, cost-savings and efficiencies in other Executive Department (smaller scale) print, copy and mail operations;
- Identify budget, office space, staffing, equipment and supply needs for the consolidated operation and acquire necessary resources and implement streamlined operations, policies and procedures to meet these identified needs that will result in efficient and cost-effective print, copy and mail operations;
- Consider proposing in the Fiscal Year 2012 House 2 Budget a request to chargeback customers for services and collect, retain and expend said revenue from chargebacks, consistent with the current practices of the entities being consolidated;
- Develop printing standards with deference to the Secretary of State and consistent with the Language Access Plans guidance in order to ensure meaningful access to agency services, programs and activities on the part of persons who have limited English proficiency;
- Ensure that all customers receive quality customer service;
- Establish service standards for Commonwealth print, copy and mail operations and provide print, copy and mail equipment and other training for all PCMC staff in order to ensure that they will meet these standards and deliver quality and user-friendly services to PCMC customers;
- Issue policy requirements, including a policy that mandates that all state agencies must use PCMC print, copy and mail facilities for large scale jobs, with limited exemptions to be determined by OSD; and
- Perform outreach to all Commonwealth public entities in order to market the print, copy and mail services provided by PCMC.

Section 3. Beginning July 1, 2011, and annually thereafter, each Secretariat shall submit to PCMC a list of all planned large scale print and copy jobs within the Secretariat and its agencies and estimated spending for said jobs and in the aggregate for the upcoming fiscal year.

Section 4. Where appropriate, and with the approval of the Secretary of Administration and Finance, the State Purchasing Agent shall have the authority to enforce this Executive Order by determining and imposing remedial courses of action in instances of secretariat or agency non-compliance with this Order's requirements.

Section 5. The State Purchasing Agent shall report by October 1, 2012, to ANF concerning: (a) progress made and savings achieved in the consolidation effort; and (b) opportunities for additional savings and efficiencies in the Executive Department's print, copy and mail operations.

Section 6. This Executive Order shall take effect immediately and shall continue in effect until amended, superseded, or revoked by subsequent Executive Order.



William Francis Galvin

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth
GOD SAVE THE COMMONWEALTH

Given at the Executive Chamber in Boston this 9th Day of May in the Year of our Lord two thousand and eleven, and of the Independence of the United States of America two hundred and thirty-five.

A handwritten signature in black ink, appearing to read 'Deval Patrick', written over a horizontal line.

DEVAL L. PATRICK, GOVERNOR
Commonwealth of Massachusetts

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS