

Frederick County Public Schools partnered with Doing Better Business (formerly WPS) and were awarded the Brice and Shirley Phillips Best Practice Award by the Association of School Business Officials for the successful implementation of their Managed Print Service project.

Frederick County Public Schools, Maryland  
Fiscal 2013-2015  
Managed Print Services provided by Doing Better Business (formerly WPS)

Frederick County Public Schools had been working toward supplying each office work station area and classroom space with networked computers. Stand-alone copying machines, along with local inkjet printers or laser printers, were abundant prior to the installation of networked machines in recent years. Schools and offices had no guidelines for; the ratio of machines to users, the type of machine recommended for certain functions, tracking paper conservation and recycling of used toner/ink cartridges. This lack of guidelines resulted in a wide range of type and availability of copiers and printers and a lack of environmental practices.

In June 2015 FCPS concluded a Managed Print Service (MPS) project with DBB which included a strategic plan containing; a financial analysis, a pilot to help determine how to better manage our printing and copying requirements, district-wide implementation of managed print, paper conservation and toner cartridge recycling. The program reduced the number of machines in our fleet from over 4,000 to about 1000, standardized the types of equipment used, linked usage through the network, reduced the need for in-house service and repair, conserved paper and reduced the number of used ink cartridges. The economical and environmental analysis, which examined four different scenarios (each of them projecting net savings to the system), determined leasing the machines for a per-click charge was the most cost effective and environmentally sound. It projected a savings over five years, at which time the MPS process would be revisited with DBB to assure it maintains a cost advantage to the district and an ecological advantage to the environment. The savings for this scenario is approximately \$210K per year which will be funneled back into the schools and will have a direct impact on student achievement. The ecological impact for this scenario is a reduction in the use of paper and less landfill space required due to the recycling of used ink cartridges. DBB agreed to provide, at no additional charge, a dedicated facilities manager who serves as a liaison between DBB and FCPS and the collection and recycling of all used toner cartridges. This avoided additional administration costs and helped sustain the environment. The concept was new and innovative for FCPS, and in the beginning had many against it until school management agreed that the cost impact to our students and ecological impact to our landfills merited serious consideration.

The six-location pilot played a key role in the success of the project. It enabled us to understand the needs of the students and school staff, openly exposed potential pain points that we would need to overcome, and tested DBB's service, supply and recycle methods throughout the project. It also helped develop our objectives, measurements, action items and enabled us to draft an attainable schedule. We were able to verify our cost and environmental assumptions and identify key stakeholders needed throughout the project. Some of the initial cost and ecological assumptions of the analysis for this alternative included:

- 1) The pilot schools were representative of the school system as a whole.
- 2) The number of "clicks per month" is not linear and is based on the actual month of the year.
- 3) The number of clicks is correlated with school enrollment.
- 4) The "base cost" was representative of an average year.
- 5) The amount of paper used would be less and decrease over time.
- 6) The number of ink cartridges used would be less and they would be collected and recycled.

The scenario or alternative that was chosen for MPS was “full implementation” where DBB would impose a “per click” charge that would cover the leasing of all machines, the replacement of toner and all related parts, labor for machine maintenance and collection and recycling of used ink cartridges.

Based on the assumptions above, and the results of the pilot program, it was projected that utilizing full implementation of managed print services with DBB would save FCPS over \$2.4 million in a five-year period and fulfill our environmental commitment to conserve paper and recycle used ink cartridges.

The pilot schools’ paper usage (FY14 actual to FY15 actual) went down an average of 3.39%. This usage reduction can be attributed to better print management in general, as well as learning alternative solutions that the new machines offered. For instance, many schools are now promoting the use of “scanning and emailing” documentation rather than traditional printing. Paper conservation is expected to increase over time as these practices increase.

We learned very quickly that we needed to purchase software to manage usage by machine at each location. We had allocated \$88K, which enabled us to buy this software. It is installed and running with 7,500 licensed users in our system. It will be a site-based decision whether to track usage either by program level or administration level.

Communications throughout the project was most important. We established a webpage on the FCPS intranet, where all the accumulated data for the project was housed. We sent out quarterly newsletters updating everyone on the status of the project and issued updates to all administrators, principals, union representative group meetings and two tech coordinator/user support meetings. User input was solicited with two surveys – one after the pilot completion and one at the end of the project.

This project was not only a physical change to everyone’s work environment, but it was a tremendous culture change to the FCPS population because; we are now leasing instead of buying our print and copy equipment and recycling rather than disposing used toner cartridges. The most important reason for the success of this program was the support from the Superintendent, Board of Education members and down through the ranks. The project was well organized, used a project management approach, included key stakeholders, formulated defined and attainable goals, as well as a clear communication plan to attempt to keep stakeholders informed of the progress status of the plan. The implementation was completed in the two-year schedule, and savings exceeded expectations, impacting students in a positive way. Based on the strategic plan, a footprint was established by which FCPS can duplicate the process for any other project-managed program. For that matter, the process can be duplicated by any organization.