

Enterprise Services Statewide Guidance

Managing Print Guidelines **draft rev. 11-25-14**

A resource for agencies to minimize print costs and increase efficiency

Applies To:	State Agencies
Authorizing Sources:	State law – RCW 43.19.744 Agency management of print operations — Department rules and guidelines State rule – Chapter 200-380
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About these guidelines

These guidelines are a resource for state agencies to use in order to identify and implement managed print strategies, policies, and procedures and other tools necessary to track, manage, and minimize printing.

About Managed Print Services (MPS)

MPS in its simplest form is the management and optimization of an organization's print output in partnership with a service provider. The purpose of MPS is to drive down print costs, improve efficiency and productivity or reduce the support workload.

Control and consolidate

Gain control of the fleet and users

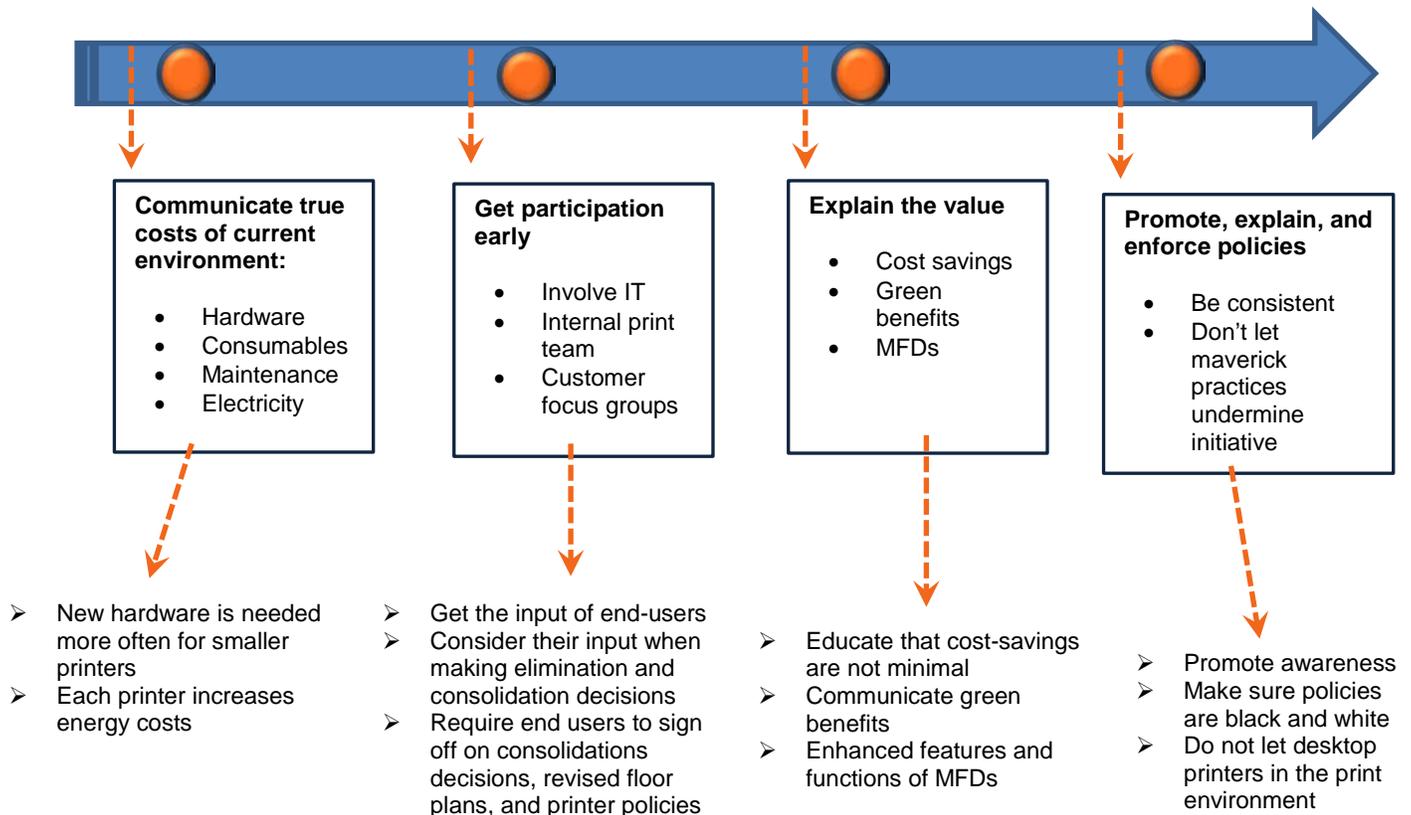
Strategies

Show benefits to executive management to gain their full support

- Increased performance
- Cost saving opportunities
- Green benefits
 - Reduce electrical consumption
 - Reduced hazardous waste and persistent toxic substances from consumables and devices when disposed

Top down support and implementation is critical to success. Remember, ongoing cost tracking and reporting provides the proof that the initiative is worthwhile.

This four step process will help you get started to achieve savings, promote acceptance and overcome barriers:



Educate everyone from top to bottom

Do not underestimate the difficulty of getting users to change their behaviors. Start early with educating executive management. Leverage agency executive support to educate end users and influence changes to print behavior with minimal resistance.

Educate the end users to help minimize confusion and resistance while they implement a phased approach to using and managing their agency print operations.

Knowledge and understanding is critical to success by promoting the value of:

- Visibility and transparency;
- Capturing and assessing data;
- Conducting workflow analysis and utilization analysis;
- Reviewing data on a periodic scheduled basis and use of new knowledge.

Determine as soon as possible who manages the fleet and tracks all associated costs

Managers often assume that since IT manages the printer devices, they also manage all associated costs. The reality is that most costs are spread across the budgets of various silos, programs, or divisions. Because of this, it is virtually impossible to capture and aggregate costs when many unrelated programs are responsible for the different associated costs.

It is essential to assign a single program the responsibility to aggregate all agency print costs and track those costs. This makes sure that the “invisible fleet” is reduced or eliminated. This also makes sure that economies of scale cost benefits are realized.

3 QuickWin Strategies

- 1) Start planning now;
- 2) Get rid of ink-jet desktop printers;
- 3) Set print defaults on printers to black & white, double sided print.

Active use of QuickWin strategies promotes a shorter timeline to savings

When developing your agency-wide print policy be sure to identify specific actions and approaches

For printers and MFD's, consider:

- Significantly reducing the number of devices;
- Setting economical defaults for both computer and printers;
- Reducing the total cost of ownership;
- Streamlining the acquisition process;
- Developing best practices in print management;
- Assisting in behavioral changes through improved data collection and analysis;

- Driving increased visibility into print usage;
- Leveraging agency volume to drive cost savings; and
- Encouraging innovation in print management.

For paper, toner and ink usage, consider

- Reducing margins;
- Reducing line spacing;
- Reducing font size and changing font type to save ink and toner;
- Using specialty fonts; such as fonts with blank holes that not visible when documents are printed with typical font sizes;
- Double sided printing;
- Eliminating color printing unless absolutely necessary;
- Using print preview to eliminate blank page from documents;
- Shrinking to fit or shrinking to one page when printing from the internet;
- Training and familiarization with handling and storing digital documents instead of hard-copy documents;
- Deleting excess advertisement/banners when printing internet articles; and
- Using specialty printing software to help reduce the amount of ink used during printing.

Consolidate and network all possible devices

A streamlined printing process begins with the consolidation of similar functions such as agency print shops and copy centers.

Consolidation of copy centers could result in up to a 24-hour production schedule, improved job turn-around time, lower rent costs, greater capacity and a common workflow.

Consolidate to as few locations as possible. Consolidation eliminates redundant functions and leverages economies of scale by centralizing print functions.

Departmental printing devices are less expensive to operate than small, desktop printers. By positioning appropriately-sized workgroup printers and multifunction systems throughout the agency, you can increase efficiency as well as reduce overall cost.

Identify and assess print costs using Total Cost of Ownership

The original purchase price of equipment is typically only 15% of the total cost of ownership. Looking at it a different way, 85% of your print costs are made up of:

- Physical space costs;
- Consumables and supplies (toner; staples; and paper) hard costs;
- Cost to store; manage; and control consumable and supplies inventory;
- Administrative costs;
- Maintenance costs;
- Energy costs;
- Depreciation expenses;
- Lease expenses;

- Downtime expenses;
 - Acquisition and disposal expenses;
 - Transportation costs.
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Optimize

Make sure devices are deployed in the most efficient and effective manner

Strategies

Standardize

It is not uncommon for new devices to be brought into service without old devices being taken out of service. In a mixed environment of old and new devices, the management of each of those devices can be very different.

By standardizing device platforms, management of your printing equipment can be made much simpler. Moreover, end users will not need to learn how to operate multiple hardware types and can focus on their day-to-day tasks instead of wondering how to print their documents.

Standardization benefits:

- Reduced training costs when using a single brand/type;
- Ability to quickly redeploy device and associated supplies in line with agency needs/changes;
- Reduced supply costs (inventory, management, logistics, acquisition);

Consider the following when standardizing:

- Standardize to as few models as possible;
- High end MFD's can be less expensive than a mid-range MFD when it is less costly to operate in a total cost of ownership per-page environment;
- Choose MFD's over standalone printers. This promotes the elimination of redundant devices (and associated costs) such as fax machines and scanners.

Eliminate non-networked devices

Cost savings can frequently be found by simply eliminating all non-networked devices. Non-networked devices typically have the highest operating cost and are low hanging fruit. However, because these devices are not networked, they can be difficult to find. Desktop printers (typically high cost ink-jet printers) are difficult to discover because their low purchase cost allows them to be purchased informally and they are small.

To identify all non-networked devices, it will be necessary to physically scrutinize all areas under your agency's control for desktops, standalones, and other non-networked devices. Once you find and inventory all non-networked devices, document usage and associated costs (maintenance, supplies, downtime, etc.) in order to identify those that are cost-inefficient.

There may be legitimate needs for keeping a non-networked device in your fleet. Before you eliminate any devices, adopt rigorous criteria that must be followed for a non-networked device to remain in your fleet. Those that do not meet the criteria must be eliminated. If there are non-networked devices that meet the criteria and there is no identifiable current or near future need, these must be eliminated as well.

Assess again for continuous improvement

Continuous improvement is critical to long term success. Continuous improvement processes include:

- Redeploying your fleet;
- Reviewing usage and needs;
- Conducting quarterly assessment reviews;
- Adjusting the mix of available strategies.

3 QuickWin Strategies

- 4) Put in place user quotas;
- 5) Train users on self-support;
- 6) Enable print roaming and ID verification.

Active use of QuickWin strategies promotes a shorter timeline to savings

Aggressively use software

Automating print management is critical to identifying and taking advantage of cost savings opportunities.

A variety of software is available to support implementation and identify continuous improvement opportunities:

- Print management software to manage the volume and nature of print and authenticate users;
- Device management software to monitor and manage the print devices in an environment;
- Discovery and design software to analyze and plan for the change required in implementing a MPS environment;
- Scan routing software to route scans to various destinations including fax servers, network folders, email or workflows.

Most software solutions enable:

- Granular cost control;
- Streamlined print management;
- Behavior management.

Software capability and functionality must be proportionate to agency size and needs of the print environment in order to achieve on-going savings. Once you choose and implement your software, **aggressively** use it because you cannot improve without data:

- Needed to determine who purchases/who owns; how/why;
- Needed to provide an agency-wide print database (usage, location, physical characteristics of the printed product);
- Provides a highly developed reporting capability.

Data must be shared with the agency from top to bottom (See [Education](#)). Sharing the data reinforces the need for a system wide database and aggressive use of the software to maximize the usage, location, and physical characteristics of the printed product.

Be aware that your data can be fairly complex – take the time to understand the data in order to optimize the print environment and fully achieve all available cost savings and efficiencies.

Only those agencies with a mature agency-wide print strategy will achieve all of the benefits of a full control solution:

Cost Savings Opportunity	Tools You'll Need
<ul style="list-style-type: none">• Absolute enforcement of policies and restrictions to support print optimization• Quotas at user, job, type level, redirect• Define common usage patterns and have software intervene when settings are not optimized	<ul style="list-style-type: none">• Print tracking and monitoring• Analysis & reporting• Centralized management• Program billing• Inventory listing• Restrictions• Print redirect• Usage scheduling

Outsource functions that cannot be delivered as cost-effectively as in-house

Outsourcing can often take care of some or all printing needs for a [total cost of ownership](#) that cannot be matched by the agency's MFD fleet or agency-based print shops. Print outsourcing is a key component of your long-term print strategy, requiring the capture of agency-based printing costs and MFD print costs. In-house costs are assessed and compared with the cost for a similar level of service provided by an outside print provider.

Outsourcing is most appropriate for high-volume, high-quality print jobs, with growing levels of output and agencies with customer facing print jobs that include mailing.

Another area where outsourcing may be appropriate is quick copy services. A typical candidate for quick copy outsourcing is:

- Non-confidential; and
- 100 or copies of a single page; or
- A combination of pages and copies-per-page that exceeds 300 copies.

Of note, quick copy outsourcing is generally only cost effective under a [total cost of ownership](#) environment when pick-up and delivery services are included in the service.

Enhance

Enhance business processes by engaging document workflow and document management solutions

Strategies

Follow me printing

Sometimes referred to as pull printing or push printing, follow me printing is a printing feature where a user's print job is held in a single global virtual queue. The user can release his print job at any printing device which supports this feature.

Before a user can release a print job, they must first authenticate themselves at the printer, either using a pin code or an external device such as a smartcard. Some systems also allow the user to access other user's print job.

Actively promote and use web-to-print

Web-to-print is a business practice that enables users to place print orders using web sites in order to reduce administration and streamline the procurement process. Web-to-print is used by printers with both offset and digital production.

Most aspects of the traditional face-to-face print environment are available using web-to-print including:

- Graphic design;
- Editing;
- Prepress reviews; and
- Approvals.

3 QuickWin Strategies

- 1) Scan and archive - Put in place other device types (i.e. scanning devices) in conjunction with paper output only devices;
- 2) Share and manage documents on the web and let multiple users access documents simultaneously;
- 3) Increase electronic distribution – Reduce hard copy distribution.

Active use of QuickWin strategies promotes a shorter timeline to savings

Implement a document management system

A document management system (DMS) is a type of software used to manage paper-based documents, pictures, photographs, published material, etc. DMS's are related to content management and records management systems.

A DMS consolidates all of your agency's core document-centric information into one place. A DMS literally is a searchable, retrievable, printable and shareable electronic library of documents. Because of this, a DMS can provide the greatest opportunities for cost savings and efficiency gains when a paper-based document-driven system is eliminated. Some examples of savings and efficiency improvements are:

- Reduced printing and photocopying;
- Lower postage costs;
- Reduces physical space needs;
- Find things faster;
- Avoided filing and shredding costs;
- Faster and more efficient audits;
- Better decision making;
- Greater security and access control.

Your agency documents can be accessed any time via an on-premise, cloud, or hybrid approach. Access, protection and control of the data are enhanced.

History

First Effective Date:

- TBD

Amended:

- N/A
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