Paper and Printing Reduction

Cross-Agency Special Topic
Meeting #2
September 24, 2010

CountyStat

CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Welcome and introductions**
- **Progress in reducing paper and printing use**
  - County-wide
  - By Department
- **Setting new goals**
- **Wrap-up and follow-up items**

Meeting Purpose

- **Review progress toward the initial goals of the Paper Reduction Initiative**

- **Establish new goals for the Initiative moving forward**

Progress in Reducing Paper and Printing Use

As directed by the County Executive, last year the County launched a paper and printing reduction initiative intended to reduce costs while reducing the environmental impact of government operations and building on the County's strong track record of environmental leadership.

- **Initial goal established**
  - Reduce paper use by 15%
  - Reduce print and mail expenditures by $1 million
- **Actual FY10 results**
  - Paper reduction: 20.3% sheets from the 2009 baseline
  - Printing and mail expenditures reduction: $2,096,002 in actual expenditures compare to the latest FY10 budget

Total Expenditures for Printing and Mail
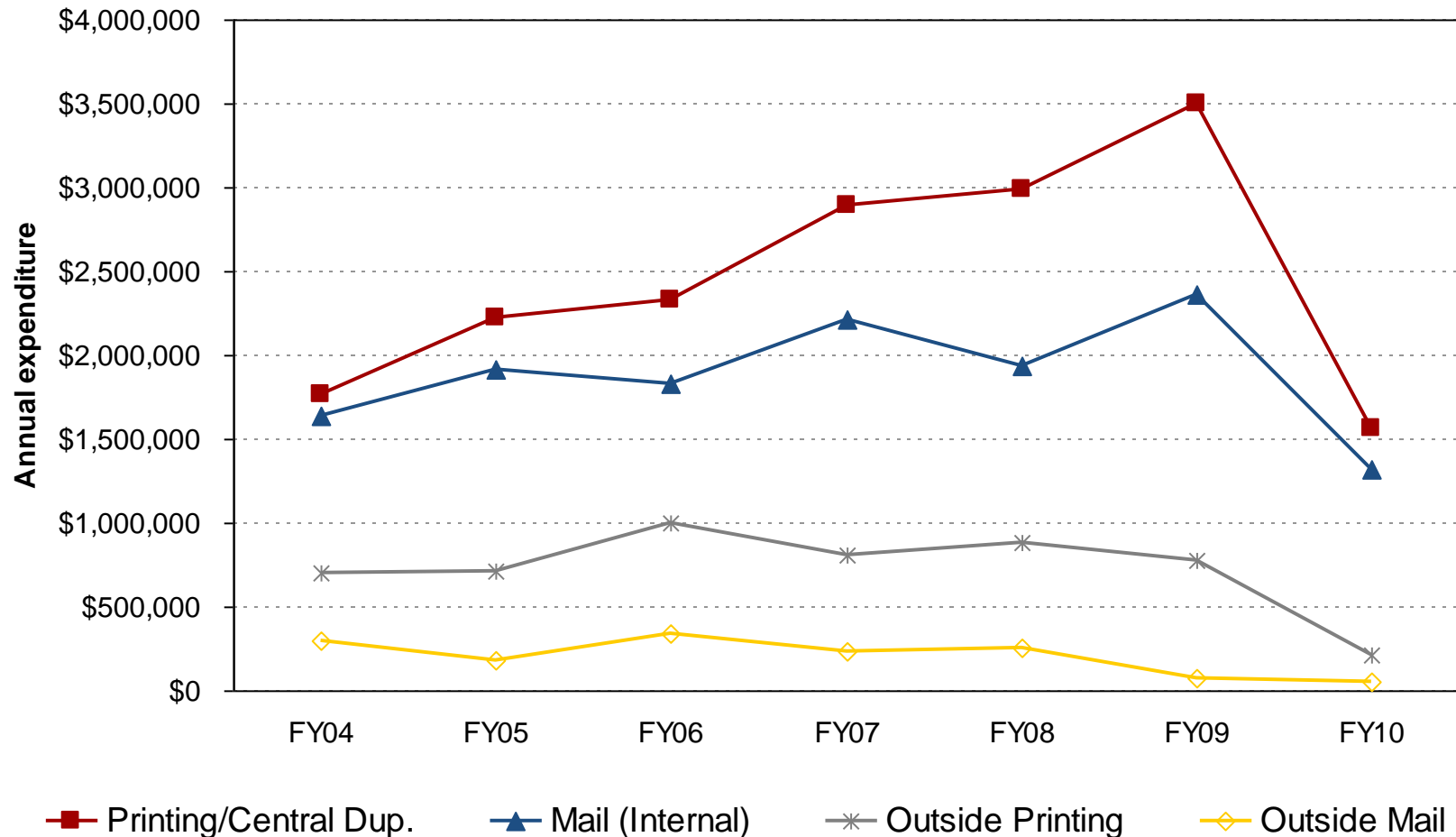
Legend: Printing/Central Dup. — Mail (Internal) — Outside Printing — Outside Mail

The following subobject codes are excluded: 3120 (Imaging), 3121 (Document Shredding), 3160 (Inter-Office Pony Charge). Expenditures from the CIP and Central Duplicating Fund are also excluded.

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Total Expenditures for Printing and Mail

Category	FY04	FY05	FY06	FY07	FY08	FY09	FY10	%△ FY09-FY10
Printing/Central Dup.	$1,766	$2,219	$2,327	$2,893	$2,994	$3,498	$1,561	↓ 55%
Mail (Internal)	$1,640	$1,915	$1,828	$2,208	$1,936	$2,360	$1,316	↓ 44%
Outside Printing	$701	$717	$1,000	$809	$884	$773	$209	↓ 73%
Outside Mail	$294	$181	$345	$234	$253	$74	$57	↓ 23%

Amounts shown are in $thousands

The following subobject codes are excluded: 3120 (Imaging), 3121 (Document Shredding), 3160 (Inter-Office Pony Charge). Expenditures from the CIP and Central Duplicating Fund are also excluded.

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FY10 Print and Mail Expenditures By Department

Dept	Paper Purchases		Print and Mail Expenditures		
	FY10 Sheets of Paper	% Reduction from Baseline	Latest FY10 Budget	Actual FY10 Expenditures	FY10 Savings
BOE	327,000	51%	$148,631	$104,455	$44,176
CAT	1,126,000	13%	$79,445	$59,680	$19,765
CEX	272,000	54%	$100,300	$26,948	$73,352
CFW	129,000	58%	$34,603	$14,150	$20,453
CUPF	145,000	49%	$31,000	$4,740	$26,260
DED	755,750	15%	$39,388	$6,338	$33,050
DEP	401,750	75%	$416,121	$199,277	$216,844
DGS	1,393,650	11%	$95,438	$36,593	$58,845
DHCA	643,500	34%	$109,270	$83,169	$26,101
DLC	2,380,000	14%	$204,750	$136,490	$68,260

Green = >15%, Yellow = 0-14%, Red = <0%

Paper Purchasing Data is from Office Depot order records. Print and Mail Expenditures is from OMB's Financial Switchboard. While presented together here, these two items are not linked.

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FY10 Print and Mail Expenditures By Department

Dept	Paper Purchases		Print and Mail Expenditures		
	FY10 Sheets of Paper	% Reduction from Baseline	Latest FY10 Budget	Actual FY10 Expenditures	FY10 Savings
DOCR	4,300,650	29%	$99,450	$101,286	-$1,836
DOT	2,802,150	15%	$657,371	$372,952	$284,419
DPS	825,000	45%	$133,330	$51,202	$82,128
DTS	474,200	42%	$77,950	$17,740	$60,210
FIN	1,368,000	8%	$348,840	$281,095	$67,745
HHS	14,969,150	6%	$390,815	$232,434	$158,381
HRC	92,250	-18%	$19,300	$14,827	$4,473
IGR	46,500	40%	$3,530	$960	$2,570
LIB	2,379,000	38%	$160,695	$120,096	$40,599

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FY10 Print and Mail Expenditures By Department

Dept	Paper Purchases		Print and Mail Expenditures		
	FY10 Sheets of Paper	% Reduction from Baseline	Latest FY10 Budget	Actual FY10 Expenditures	FY10 Savings
MCFRS	1,563,400	-7%	$202,635	$95,580	$107,055
MCPD	7,165,150	15%	$608,360	$287,354	$321,006
OCP	52,500	76%	$44,090	$13,987	$30,103
OEMHS	57,000	81%	$14,705	$13,965	$740
OHR	990,700	31%	$118,860	$73,025	$45,835
OMB	404,500	43%	$76,290	$21,235	$55,055
PIO	55,000	60%	$4,510	$8,496	-$3,986
REC	1,728,450	34%	$393,034	$267,134	$125,900
RSC	314,750	60%	$53,440	$12,972	$40,468
Total	52,436,180	20%	$5,237,390	$3,141,388	$2,096,002

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Progress in Reducing Paper and Printing Use
Environmental Impact

In addition to budgetary savings, County government's reduction in paper use has environmental benefits across many areas. An estimated savings impact is presented here.

Environmental Area	Impact of Paper Reduction	Impact Equivalent
Wood Use	436 tons	Equivalent of about 3,052 trees
Net Energy	3,811 BTUs	Equivalent of about 42 homes/year
Greenhouse Gases	738,842 lbs CO2 equiv.	Equivalent of about 67 cars/year
Wastewater	2,757,366 gallons	Equivalent of about 4 Olympic-sized swimming pools
Solid Waste	240,784 pounds	Equivalent of about 9 garbage trucks

Estimate uses 52,436,180 sheets of paper/500 sheets per ream x ~2.5lbs per ream = 262,180lbs of copy paper, and assumes 10% recycled content.
Source: Environmental impact estimates were made using the Environmental Defense Fund Paper Calculator. For more information visit http://www.papercalculator.org.

Developing the County's Paper and Printing Reduction Effort into a Best Practice Model

- **Developing Montgomery County's experience with paper and printing reduction into a case study would promote the County's green philosophy to many audiences**
  - County employees
  - County residents
  - Businesses already in the County and those looking to relocate
  - Other jurisdictions interested in achieving similar goals

- **CountyStat recommends documenting this initiative as a best practice model and promoting it via the County website.**
  - Include background, monitoring reports, departmental success stories and testimonials, and paper reduction strategies

Promoting the County's green efforts in this manner demonstrates its commitment to environmentally friendly policies both inside and outside the government

Developing the County's Paper and Printing Reduction Effort into a Best Practice Model
Departmental Success Story Example

Construction-related solicitations - Department of Environmental Protection

- Construction-related solicitations typically include a description of the work and detailed engineering drawings/plots, normally printed on large sheet-rolls of paper

- Carmen Ruby of DEP took the initiative to change the way solicitations are issued to vendors. In cooperation with Todd Collins/Robert Norris (Office of Procurement), she developed a system to include the engineering drawings electronically on a CD affixed to the solicitation. For ease of use, detailed printing instructions for large-scale plotters are included in the solicitation for vendors who need to print out selected pages.

- This has saved DEP paper and dollars. In addition, the vendors are pleased with this approach because they can parcel out selected drawings to sub-contractors as needed. If a solicitation is sent out to 10 vendors, instead of sending 10 entire paper rolls of engineering drawings in full size, the County now sends 10 CDs.

Source: Department of Environmental Protection

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City of Seattle – PaperCuts Campaign

- **The City of Seattle created a website dedicated to its PaperCuts campaign**

- **The site includes**
  - Background and campaign highlights
  - Monitoring and performance data
  - Detailed information on reduction strategies (i.e. printing, green meetings, electronic file management)
  - Success stories

Next Steps for Paper and Printing Reduction

The County's paper and printing reduction goals have been met and exceeded, resulting in budget savings and a reduced environmental impact.

To reduce costs and environmental impacts even further, next steps should be taken to address the following:

- Setting future budget goals
- Developing incentives/rewards for continuing positive results
- Finalizing administrative procedure to reduce paper and printing
- Developing methods of communicating with and educating employees on this initiative
- Considering application of this paper and printing reduction method to cross-agency initiatives
- Considering expansion of this initiative beyond paper and print reduction to include areas such as energy and water reduction, waste/recycling, etc.

Next Steps for Paper and Printing Reduction

Setting Future Budget Goals

- OMB is currently developing a recommendation on how to set future paper reduction savings goals

CountyStat recommends the following:

- **Set an overall target reduction of 3-5%**
  - This assumes that most low-hanging fruit and large paper reduction targets were addressed already
- **Develop departmental savings goals on a sliding scale, depending on:**
  - FY10 paper reduction results
  - Operational needs
  - Existing departmental plans to digitize files and develop paperless business processes

Next Steps for Paper and Printing Reduction

<u>Developing Methods of Communicating with and Educating Employees</u>

- Educating employees on this initiative and communicating regularly on its progress directly to employees is important to keep them motivated and continue reducing paper, printing and postage usage.

CountyStat recommends the following:

- Use DEP's and DGS's resources and expertise to develop educational/outreach materials for departments' use (i.e. posters near printers/copiers).

- Leverage *Overtimes* and *The Paperless Airplane* to communicate progress and send out reminders to employees.

- Provide a simple function on the County's website to gather suggestions from employees regarding ways to reduce the County's environmental footprint.

> Discussion Question: How can the County communicate its goals for paper reduction to employees in order to continue positive results?

Next Steps for Paper and Printing Reduction

Developing Incentives and Awards

- To keep up momentum on a successful venture can take more than employee communication and education.

- Rewards for exceptional efforts taken by staff members to reduce paper or to initiate changes in County processes that result in lower use of paper, can be a valuable motivation tool.

- To continue to motivate employees to reduce paper use, a no or low-cost incentive system could be created
  - Nominations describing what the staff members did to reduce paper use could result in a small reward and announcement using the same suggested avenues for employee communication and education (e.g, "Overtimes", intranet etc.)
  - Alternatively, departments that have achieved the best results could be returned a portion of their savings for use in other areas (i.e. travel, professional development)

Next Steps for Paper and Printing Reduction

Finalizing Administrative Procedure

- With input from DTS, DEP and DGS, administrative guidelines were developed for paper use and printing
- Focus Areas
    - **Internet and e-Strategies**
        - Example: Departments and offices should post all newsletters and annual reports on the County's website. Reports and newsletters should be printed only under special circumstances, and approved by the CAO office, or because of legal requirements.
    - **Paper Purchasing**
        - Example: To the extent possible, purchases must be bulk-ordered in order to get better pricing. All paper purchases must be tracked to ensure usage of recycled paper only, and track reduction in paper usage.
    - **Print Shop**
        - Example: While bulk copying jobs should be avoided, when necessary they should be assigned to the County's Print Shop or a comparably-priced vendor.
    - **Mailing**
        - Example: All staff should, when mailing through the Postal Service is necessary, use the least costly postal rate possible (for example, use bulk-rate postage for mailings versus first-class postage whenever feasible).
    - **Tracking and Monitoring**
        - Example: Departments will institute a printer-level and copier accounting system to report quarterly on paper reduction achievement at that printer/copier.
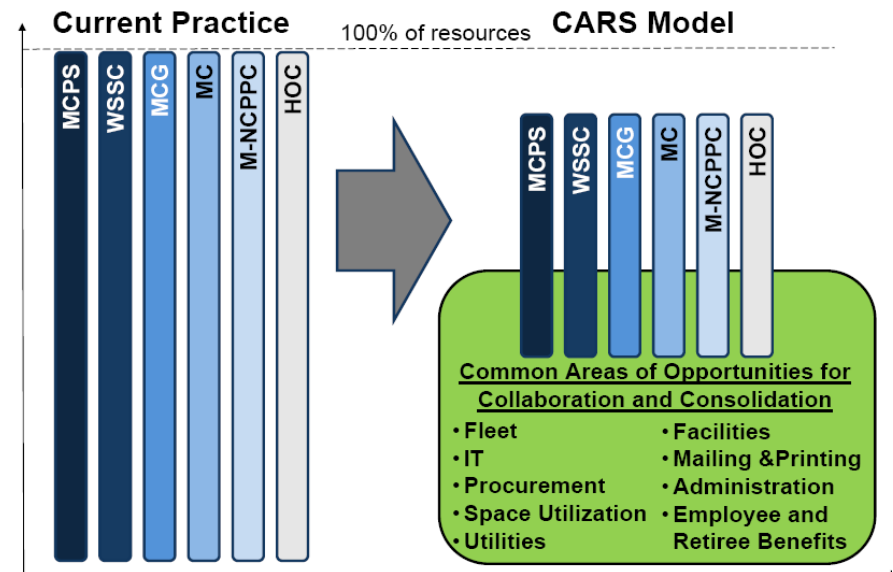
Next Steps for Paper and Printing Reduction

Application of Paper and Printing Monitoring to Cross-Agency Initiatives

- Considering the Executive Branch's success in monitoring paper use and printing across departments, this initiative could be further expanded and applied across County agencies

- The Mailing, Printing and Document Management workgroup of the Cross Agency Resource Sharing Committee (CARS) would be an appropriate entity to review the feasibility of such a monitoring strategy

Cross-Agency Resource-Sharing Committee (CARS)

Current Practice — 100% of resources — CARS Model

MCPS, WSSC, MCG, MC, M-NCPPC, HOC

Common Areas of Opportunities for Collaboration and Consolidation
- Fleet
- IT
- Procurement
- Space Utilization
- Utilities
- Facilities
- Mailing & Printing
- Administration
- Employee and Retiree Benefits

Next Steps for Paper and Printing Reduction

<u>Expansion of Paper and Printing Reduction Initiative to Other Areas</u>

- In light of the paper reduction initiative's success across County government, this could be an opportunity to expand the initiative to other environmental areas

- For example, Marriott International expanded its green initiatives beyond paper reduction to include waste management, recycling programs, water efficiency, energy consumption, and employee education

If this initiative's scope is broadened, CountyStat recommends the following:

- Focus on environmental impacts for which a baseline can be set and progress can be monitored over time
- Focus on environmentally neutral strategies where secondary costs related to implementation are minimal

Reducing Paper Purchases
Top Ten Departments

Dept	Paper Purchases	
	FY10 Sheets of Paper	**% Reduction from Baseline**
OEMHS	57,000	81%
OCP	52,500	76%
DEP	401,750	75%
PIO	55,000	60%
RSC	314,750	60%
CFW	129,000	58%
CEX	272,000	54%
BOE	327,000	51%
CUPF	145,000	49%
DPS	825,000	45%

The above data is drawn from slides 8-10, and shows the top ten departments in terms of reduction in paper purchases.

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Reducing Print and Mail Expenditures
Top Ten Departments

Dept	Print and Mail Expenditures			
	Latest FY10 Budget	Actual FY10 Expenditures	FY10 Savings	% Change
CUPF	$31,000	$4,740	$26,260	-85%
DED	$39,388	$6,338	$33,050	-84%
DTS	$77,950	$17,740	$60,210	-77%
RSC	$53,440	$12,972	$40,468	-76%
CEX	$100,300	$26,948	$73,352	-73%
IGR	$3,530	$960	$2,570	-73%
OMB	$76,290	$21,235	$55,055	-72%
OCP	$44,090	$13,987	$30,103	-68%
DGS	$95,438	$36,593	$58,845	-62%
DPS	$133,330	$51,202	$82,128	-62%

The above data is drawn from slides 8-10, and shows the top ten departments in terms of reduction in paper purchases.

Wrap-up and Follow-up Items

- **Wrap-up**