

## Audio cast

# Transforming Enterprise Printing

Rialto USD reduces cost,  
improves print services and  
boosts sustainability.

Dr. Joseph Davis

Retired Deputy Superintendent  
of Business Services

Rialto Unified School District

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**Narrator:** Rialto Unified School District is located 60 miles east of Los Angeles in the heart of one of the fastest growing areas of the country. This suburban district has about 30,000 students...30 school and office sites...and 3,800 staff members. The budget is about \$200 million a year.

Rialto is totally committed to providing an outstanding education. But like a lot of public school districts, it has felt the effects of a challenging economy. And so district leaders are constantly looking for innovative ways to reduce cost, increase efficiency and improve the quality of services. That's why they decided to follow the lead of private industry and optimize their approach to enterprise printing.

To find out more, we spoke to Dr. Joseph Davis, who led the transformation effort as the Deputy Superintendent of Business Services before he retired in the summer of 2010.

**Dr. Joseph Davis:** A representative of Xerox came to the school district with a proposal saying, "Here's how private industry monitors their prints and controls their prints. In doing that they have—one—control and—two—a savings if the controls are used correctly, but it also creates efficiency.

It was different than many of the programs that had ever been presented to school districts, and a lot of times governmental agencies don't like what private industry does, but the leadership at the time says, Give it a try.

We lost 17% of our funding and we had to find ways to save jobs and save money.

**Narrator:** The first step in the process was an in-depth effort to collect and analyze data on the district's total printing costs, including equipment, service, consumables like paper and toner...even energy usage. Xerox Principal George Dalinger played a key role in the in-depth assessment.

**George Dalinger:** We walked every school district and collected all the printers – the local ones, the connected, *etcetera*. Additionally we put a tool set on so we got this massive amount of data, which I then put into a huge spreadsheet and then I did table analysis to show what the current cost was, and to show what was being printed in the classrooms. We made some amazing discoveries.

**Narrator:** The assessment revealed the district's total printing costs. It also determined that there were 600 more printers in operation than the records showed. Another key finding was the high cost of color printing in the classroom.

**Dr. Davis:** I knew the cost of color prints and always joked and said 10 cents a copy versus one cent a copy at the print shop, but until they brought me the data and said 'Do you know how many color prints you're using out there?' And I looked at it and said, 'Whoa.... My God...'

We also had runaway costs of print at the district office.

Xerox kept presenting analysis, details, and solutions to whatever problem I had.

**Narrator:** Once all the data was collected and analyzed, Xerox worked closely with Dr. Davis to develop an optimization plan that would dramatically improve the district's approach to enterprise printing.

Like most organizations, the district had assembled a hard-to-manage collection of printers, copiers, fax machines and scanners over the years. As a result, there were many different requirements for service and supplies. The district also had to maintain multiple service contracts for its vital printing infrastructure.

Management of all this equipment was a major headache for the district and its hard-working IT department. But once the optimization plan was implemented, Xerox became responsible for managing all of the equipment, service and supplies.

Xerox also improved the infrastructure by replacing printers that were inefficient and outdated. And that had a noticeable impact on classroom performance.

**Dr. Davis:** One of the major aspects was we had all these printers out at the school sites and they kept breaking. The teachers would complain, 'We can't run our educational programs if the machinery doesn't work. We had to agree with them...

It was taking sometimes a week, up to a month, to get a machine in the classroom fixed.

**Narrator:** With help from Xerox, the district replaced more than 2,000 old printers with 1,450 Energy Star Xerox Phaser printers. These efficient printers provided the capability for two-sided printing, which reduced paper consumption. And they were much more reliable than the previous equipment. And that gave teachers more time to devote to educational activities.

Of course, it was a big job to replace more than 2,000 printers on an enterprise-wide basis. But Xerox worked closely with Dr. Davis and the district's IT department to facilitate a smooth implementation.

**Dr. Davis:** I don't think anybody could tell when we were doing the install who worked for Xerox and who worked for Rialto...it was just a fact that we were a team

**Narrator:** It was a visionary direction for Rialto to take during a time of budget cutbacks. But the implementation of the new printing infrastructure quickly paid benefits.

**Dr. Davis:** We know that that implementation last year saved our school district \$250,000 last year simply because we reduced machines without reducing service and efficiency.

**Narrator:** The district also implemented a proactive web-based system to remotely monitor every networked document device in the enterprise. Combined with an on-site, full-time Xerox Associate who kept the equipment running and stocked with supplies, the system dramatically reduced service interruptions and downtime. It also provided the accurate, up-to-date data Dr. Davis needed to manage the budget.

**Dr. Davis:** Not only did it help us in the billing, but it showed me what we were doing on every machine in the district. The reports were easy for me to read. I could look down and see what we were doing with every machine in the administrative offices, and also every printer in every classroom. I got a report every month, and once I could see where the unusual usage was, we would look up each printer by classroom and talk to the teacher and find out why.

**Narrator:** Xerox also engineered an electronic job submission system for Rialto's centralized print center that dramatically increased the print volume there and helped the district reduce its total printing costs. Xerox even provided an on-site courier for the print shop to accelerate turnaround times and increase print shop utilization.

With the optimized printing infrastructure in place, Rialto then took a major step forward by instituting an innovative, rules-based system for Enterprise Print Governance. The system helps faculty and staff make smart, cost-effective printing decisions...decisions that save money day after day.

In combination, these improvements helped the district upgrade the quality of its printing infrastructure...reduce costs...and get firm control of its printing budget for the very first time.

**Dr. Davis:** I have a true partner in Xerox and therefore I have better service for my kids, for my teachers, and they are more efficient and do a better job in teaching our kids and I save \$250,000 that I can prove. You can't beat that combination in this day and age.

**Narrator:** Next, the district turned its attention to another longstanding document management problem: records management. The school had an archive full of filing cabinets stuffed with paper records dating back decades. It was costly and time-consuming to access and distribute these physical documents. And the filing cabinets took up a lot of valuable space.

By combining savings from the optimization plan with the existing budget for digital conversion, the district was able to launch a major imaging project that would build the foundation for an up-to-date digital records management system.

**Dr. Davis:** We ended up starting our district into the electronic age, which again is more efficient and is going to save us money because we're getting rid of filing cabinet after filing cabinet.

Now, that's what true partners are there for.

They never quit thinking about how can we fold this in, how can we do this without additional cost. That's what always amazed me about our partners.

**Narrator:** When you analyze the impact of the partnership on the district's total printing costs, it's clear that Rialto is saving a significant amount of money every year.

**Dr. Davis:** We can pretty much prove a \$250,000 savings for last year that we could almost itemize. We have a potential for another \$100,000 and then what Stephanie is working on now could be another \$100,000 savings. We're looking at, over a two, two and a half year period, saving the district \$450,000 or \$500,000 a year. Now, that much over a \$222 million budget still isn't anything to sneeze at.

**Narrator:** By outsourcing management of its approach to enterprise printing, the district also freed up time for faculty and staff...reduced the burden on the busy IT department...and sharpened its focus on its core educational mission.

**Dr. Davis:** It's that day in, day out service that Xerox has provided for us whether it be through imaging, through repair and supplies, to our delivery of materials, to upgrading our machines, providing solutions for us—they have been there with us.

**Narrator:** Another key to the success of the relationship is the commitment to continuous innovation and improvement.

**Dr. Davis:** That's where the technical advisors, George, the sales people, Stephanie and the statistician, Sandy, were always looking at how can we improve our program, how can we be more efficient, and therefore how can we have additional savings that can be turned into improve our efficiency or save money and save jobs.

**Narrator:** With help from Xerox, the district is even making a giant leap forward in terms of sustainability by increasing the reliance on digital documents and reducing energy use, paper consumption, and waste.

Thanks to all of these benefits, the long-running strategic partnership between Rialto and Xerox has a very promising future.

**Dr. Davis:** If as a business all you're interested in is making copies, then go out and buy the cheapest thing you can...But if you want to take an interest and save money for your organization, increase service and efficiency at the same time, then you need a partner working with you and that was Xerox...

Xerox took an interest in our school district like a true partner should.

**Narrator:** For more information on how Xerox helps companies around the world reduce costs, achieve operational excellence, and transform their business processes, visit [www.xerox.com/services](http://www.xerox.com/services).

This audio cast was recorded on August 18, 2010 and at the time of recording all information was factually accurate. Because this will reside on the Internet for a period of time, Xerox assumes no duty to update the audio cast to reflect new information.

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That concludes this audio cast. Thank you for listening.

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