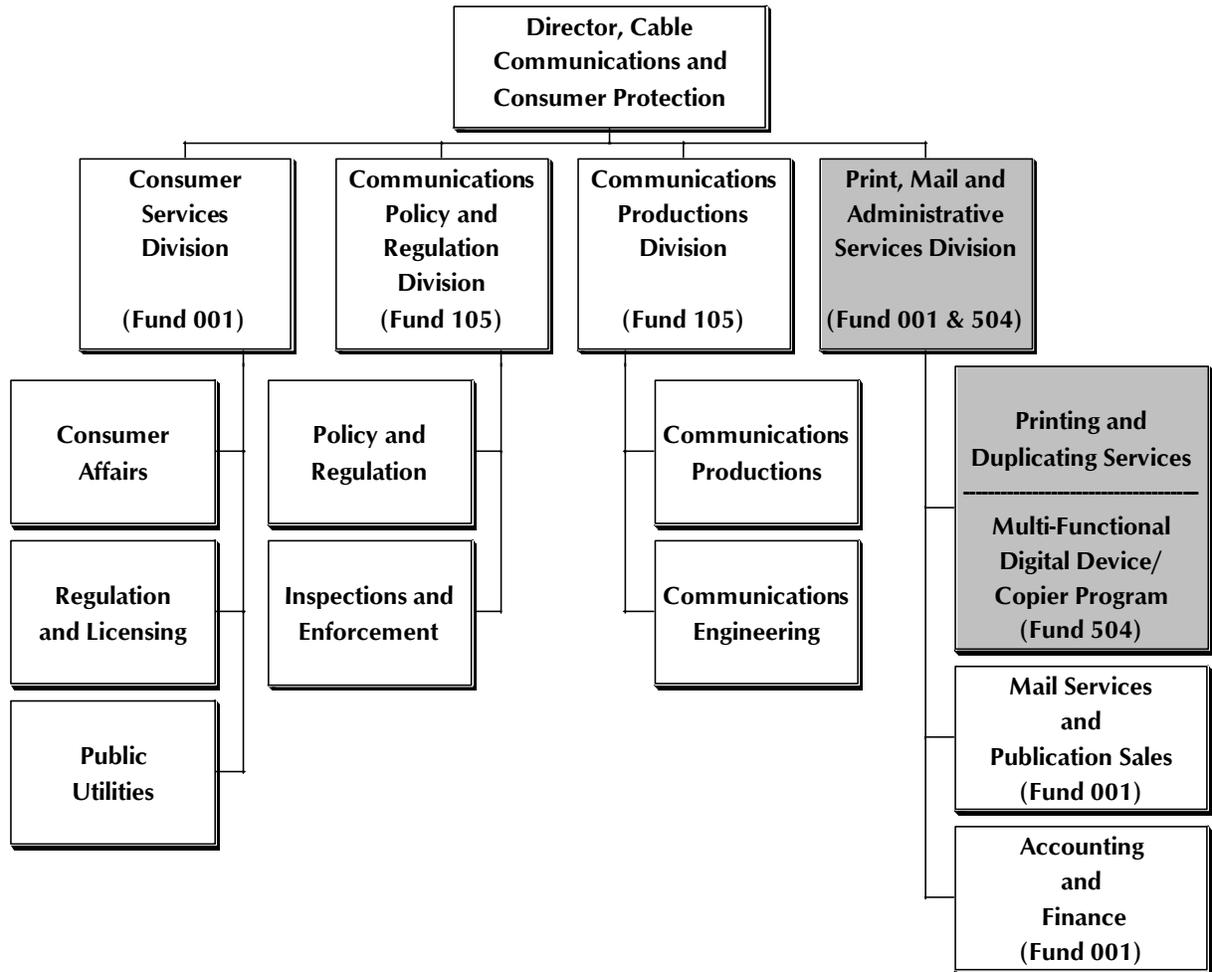


# Fund 504 Document Services



The Department of Cable Communications and Consumer Protection (DCCCP) is the umbrella agency for four distinct functions: Consumer Services; Communications Policy and Regulation; Communications Productions; and Print, Mail and Administrative Services. The total agency staff is dispersed over three funding sources. In FY 2007, the department reorganized the Consumer Protection Division into three separate branches, Consumer Affairs; Regulation and Licensing; and Public Utilities, in an effort to raise the functions of consumer protection to a higher visibility within the County Structure. To better reflect the range of services provided by the three branches, the Consumer Protection Division was renamed Consumer Services. Consumer Services, which mediates complaints, educates consumers, regulates taxicabs, issues licenses and provides utility rate case intervention, is presented within the Public Safety Program Area (Volume 1) and is fully supported by the General Fund. The Cable Communications function, which includes the Communications Policy and Regulation Division and the Communications Productions Division, is responsible for communications regulation and for television programming, and is presented in Fund 105 (Volume 2). Fund 105 is supported principally by revenue received from local cable operators through franchise agreements. The Print, Mail and Administrative Services Division administers countywide printing and duplicating services, mail services and publication sales, and accounting and finance services. Mail Services and Publication Sales along with Accounting and Finance are programs presented in the Legislative-Executive Functions/Central Services Program Area in (Volume 1) and is fully supported by the General Fund. Printing and Duplicating Services, presented in Fund 504 (Volume 2), is funded by revenues received from County agencies and the Fairfax County Public Schools (FCPS). The Department of Information Technology is responsible for management of the Multi-Functional Digital Device/Copier Program and the fiber Institutional Network (I-Net). While the functions of the Department of Cable Communications and Consumer Protection

# Fund 504

## Document Services

provide diverse services, they all provide quality customer service to the community and work collaboratively with County agencies, neighboring jurisdictions and professional organizations.

### Mission

To provide and coordinate high speed production printing services to County agencies as well as to the Fairfax County Public School System.

### Focus

The Department of Cable Communications and Consumer Protection's Print Shop is responsible for providing high speed digital black and white and color printing, offset printing and bindery services. In FY 2007, Printing and Duplicating Services replaced the digital high speed black and white and color printers. A wide format printer was also added to the printing fleet and is capable of printing posters and banners. Printing and Duplicating Services produced over 25.2 million digital black and white impressions, over 2.2 million digital color impressions and 5,302 billable hours in offset printing. The Print Shop recovered all expenses while maintaining a 90 percent satisfaction rating for all printing jobs. The Print Shop also conducts printing consultations to assist County and School staff with their printing requirements and provides recommendations on available printing methods, document layout and bindery options. All direct labor and material costs associated with these services, as well as an equipment replacement reserve fee, are recovered from customer agencies.

The Department of Information Technology is responsible for managing the County's Multi-Functional Digital Device (MFDD) Program which provides copier service to all County agencies. The County replaced its copier inventory in recent years with new state-of-the-art digital multi-functional devices (DMFD) through an operating lease. These devices are capable of copying, printing, faxing and scanning (to email or scan to a desk-top). The replacement and upgrade included new job-based accounting and tracking software.

### THINKING STRATEGICALLY

Strategic issues for the department include:

- o Improving our competitive advantage, based on cost and service quality, compared to alternative document service providers in the market; and
- o Utilizing new technologies to improve and enhance printing and copying services.



*Print Shop staff annually produces over 25.2 million digital black and white impressions and over 2.2 million digital color impressions.*

# Fund 504 Document Services

## New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 Exercising Corporate Stewardship	Recent Success	FY 2009 Initiative
Installed a wide format color printer to allow for large-scale printing of posters, signs and banners.	✓	
Developed marketing plan to educate customers on printing services.	✓	
Developed and implemented a method to receive continual customer service feedback on printing services.	✓	
Continue to improve efficiency and customer service by shifting to automated printing equipment.	✓	✓
Continue to expand enterprise printing networking through the expanded use of digital multi-function copiers. This system includes a new job-based accounting and tracking system which provides greater control over program management.	✓	✓
Purchase and install digital pre-press equipment to allow for larger and more complex print runs to be produced in-house.		✓

## Budget and Staff Resources

<b>Agency Summary</b>				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	17/ 17	17/ 17	17/ 17	17/ 17
Expenditures:				
Personnel Services	\$1,032,145	\$1,178,138	\$1,178,138	\$1,224,335
Operating Expenses	4,531,453	3,137,911	5,255,277	4,175,696
Capital Equipment	2,084,394	2,378,282	2,606,298	2,378,282
<b>Total Expenditures</b>	<b>\$7,647,992</b>	<b>\$6,694,331</b>	<b>\$9,039,713</b>	<b>\$7,778,313</b>

<b>Position Summary</b>			
1 Printing Services Manager	2 Printing Shift Supervisors	3 Print Shop Operators I	
3 Customer Services Specialists	7 Print Shop Operators II		
1 Digital Printing Analyst			
<b>TOTAL POSITIONS</b>			
<b>17 Positions / 17.0 Staff Years</b>			

# Fund 504

## Document Services

### FY 2009 Funding Adjustments

The following funding adjustments from the FY 2008 Revised Budget Plan are necessary to support the FY 2009 program:

- ◆ **Employee Compensation** **\$46,197**  
An increase of \$46,197 for salary adjustments necessary to support the County's compensation program. As a result of budget constraints, compensation adjustments for County employees have been reduced. For FY 2009, employee increases as part of the pay for performance system have been discounted by 50 percent and the impact of the lower pay for performance funding is reflected above.
  
- ◆ **Print Shop Operating Adjustments** **\$1,000,000**  
An increase of \$1,000,000 in Operating Expenses based on a trend of higher spending in recent years due to the printing requirements of County agencies and the Fairfax County Public Schools.
  
- ◆ **MFDD Program Operating Equipment** **\$37,785**  
An increase of \$37,785 in Operating Expenses to support additional multi-function digital devices (MFDD) primarily associated with the opening of new facilities.
  
- ◆ **Capital Equipment** **\$2,378,282**  
Funding of \$2,378,282 in Capital Equipment for capitalized lease payments associated with MFDD Program copier equipment.
  
- ◆ **Carryover Adjustments** **(\$2,345,382)**  
A decrease of \$2,345,382 due to the carryover of one-time expenses as part of the FY 2007 Carryover Review, including \$2,117,366 in Operating Expenses and \$228,016 in Capital Equipment. Of this amount \$184,548 was included as encumbered carryover; \$1,021,999 as unencumbered carryover for the MFDD Program to cover ongoing requests from County agencies for additional devices due to increased program requirements, workload, and the opening of new facilities; \$138,835 for the appropriation of higher than anticipated revenue from the County's MFDD Program; as well as \$1,000,000 for the County's Print Shop due to a projected increase in the number of jobs requested by County agencies and FCPS.

### Changes to FY 2008 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2008 Revised Budget Plan since passage of the FY 2008 Adopted Budget Plan. Included are all adjustments made as part of the FY 2007 Carryover Review and all other approved changes through December 31, 2007:

- ◆ **Carryover Adjustments** **\$2,345,382**  
An increase of \$2,345,382 due to the carryover of one-time expenses as part of the FY 2007 Carryover Review, including \$2,117,366 in Operating Expenses and \$228,016 in Capital Equipment. Of this amount \$184,548 was included as encumbered carryover; \$1,021,999 as unencumbered carryover for the MFDD Program to cover ongoing requests from County agencies for additional devices due to increased program requirements, workload, and the opening of new facilities; \$138,835 for the appropriation of higher than anticipated revenue from the County's MFDD Program; as well as \$1,000,000 for the County's Print Shop due to a projected increase in the number of jobs requested by County agencies and FCPS.

### Key Performance Measures

#### Goal

To provide high speed production printing services to all County agencies and the Fairfax County Public Schools in order to fulfill their informational and educational objectives with printed material.

# Fund 504

## Document Services

### Objectives

- ◆ To provide quality printing and duplicating services in a cost-effective and timely manner by recovering 100 percent of offset and digital expenses.
  
- ◆ To provide an efficient cost per copy charge by managing the Multi-Functional Digital Device program, while maintaining customer satisfaction at 85 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
<b>Output:</b>					
Offset printing hours billed	NA	6,563	6,474 / 5,302	6,200	6,200
Digital black and white impressions produced (in millions)	24.4	26.2	25.0 / 25.2	25.0	25.0
Digital color impressions produced (in millions)	1.5	2.4	2.0 / 2.2	2.0	2.0
Office copies made (in millions) (1)	65.8	68.1	75.0 / 66.2	66.2	75.0
<b>Efficiency:</b>					
Cost per offset printing hour billed	NA	\$213.11	\$122.60 / \$204.11	\$200.07	\$203.05
Cost per digital black and white impression produced	\$0.059	\$0.046	\$0.055 / \$0.045	\$0.054	\$0.056
Cost per digital color impression produced	\$0.159	\$0.172	\$0.229 / \$0.175	\$0.160	\$0.160
Cost per office copy (1)	\$0.045	\$0.045	\$0.045 / \$0.045	\$0.045	\$0.045
Client charge per office copy (1)	\$0.045	\$0.045	\$0.045 / \$0.045	\$0.045	\$0.045
<b>Service Quality:</b>					
Percent of clients satisfied with offset printing services	NA	97%	97% / 90%	95%	95%
Percent of clients satisfied with digital black and white jobs	NA	NA	95% / 90%	95%	95%
Percent of clients satisfied with digital color jobs	NA	NA	95% / 90%	95%	95%
Percent of office copier clients satisfied with services (1)	85%	85%	85% / 85%	85%	85%
<b>Outcome:</b>					
Percent of offset expenses recovered	NA	NA	100% / 101%	100%	100%
Percent of digital black and white expenses recovered	NA	NA	100% / 188%	100%	100%
Percent of digital color expenses recovered	NA	NA	100% / 140%	100%	100%
Percent change in cost per copy (1)	0.00%	0.00%	0.00% / 0.00%	0.00%	0.00%

(1) This indicator measures performance of the Multi-Functional Digital Device Program which is a function of the Department of Information Technology.

## **Fund 504**

### **Document Services**

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#### **Performance Measurement Results**

In FY 2006, the Print Shop began to track offset printing performance by the number of hours billed, which is the benchmark used by the printing industry. Offset printing hours billed decreased by 19.2 percent in FY 2007. This is due primarily to a one-time decrease in available staff press hours which caused a corresponding increase in offset work being outsourced. In FY 2008 and FY 2009, it is projected that offset printing hours billed will return to near FY 2006 levels. Realignment of personnel services to better match current job assignments generated a decrease in the cost per offset hour billed and a corresponding increase in the cost per digital impression in FY 2007 as compared to FY 2006 actuals. Also digital impressions were down 4.2 percent in FY 2007 which was due to downtime on the old digital printing equipment and the phase-in of the new digital black and white equipment. Beginning in FY 2007, the Print Shop will begin measuring service quality via customer satisfaction surveys. In FY 2007, the Print Shop conducted an initial customer satisfaction survey and found the current satisfaction rate to be 90 percent. For future years, Printing and Duplicating Services has set a goal of a 95 percent satisfaction rating.

# Fund 504 Document Services

## FUND STATEMENT

Fund Type G50, Internal Service Funds

Fund 504, Document Services Division

	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
<b>Beginning Balance</b>	<b>\$1,502,625</b>	<b>\$24,468</b>	<b>\$2,145,045</b>	<b>\$607,212</b>
Revenue:				
County Receipts	\$3,234,405	\$2,147,513	\$2,397,513	\$2,536,401
School Receipts	1,999,681	1,753,970	2,003,970	2,142,857
Equipment Replacement Reserve	156,326	175,397	200,397	214,285
<b>Total Revenue</b>	<b>\$5,390,412</b>	<b>\$4,076,880</b>	<b>\$4,601,880</b>	<b>\$4,893,543</b>
Transfer In:				
General Fund (001) <sup>1</sup>	\$2,900,000	\$2,900,000	\$2,900,000	\$2,900,000
<b>Total Transfer In</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>
<b>Total Available</b>	<b>\$9,793,037</b>	<b>\$7,001,348</b>	<b>\$9,646,925</b>	<b>\$8,400,755</b>
Expenditures:				
Personnel Services	\$1,032,145	\$1,178,138	\$1,178,138	\$1,224,335
Operating Expenses	4,531,453	3,137,911	5,255,277	4,175,696
Capital Equipment	2,084,394	2,378,282	2,606,298	2,378,282
<b>Total Expenditures</b>	<b>\$7,647,992</b>	<b>\$6,694,331</b>	<b>\$9,039,713</b>	<b>\$7,778,313</b>
<b>Total Disbursements</b>	<b>\$7,647,992</b>	<b>\$6,694,331</b>	<b>\$9,039,713</b>	<b>\$7,778,313</b>
<b>Ending Balance<sup>2</sup></b>	<b>\$2,145,045</b>	<b>\$307,017</b>	<b>\$607,212</b>	<b>\$622,442</b>
Print Shop Replacement Equipment Reserve	\$0	\$191,557	\$216,557	\$430,842
PC Replacement Reserve <sup>3</sup>	16,160	5,000	5,000	5,000
Print Shop Operating Reserve <sup>4</sup>	873,503	110,460	385,655	0
<b>Unreserved Ending Balance</b>	<b>\$1,255,382</b>	<b>\$0</b>	<b>\$0</b>	<b>\$186,600</b>

<sup>1</sup> The \$2.9 million General Fund Transfer supports the equipment lease for the County's Copier Program. The current lease is for three years and is due to expire in mid FY 2009.

<sup>2</sup> The ending balance supports two reserves for the agency and fluctuates depending upon the needs of the fund in a given year.

<sup>3</sup> The PC Replacement Reserve provides for the timely replacement of computer equipment for the activities in this fund.

<sup>4</sup> The Print Shop Operating Reserve is used to provide financial support to the Print Shop program as the technical and business practices in the industry evolve.