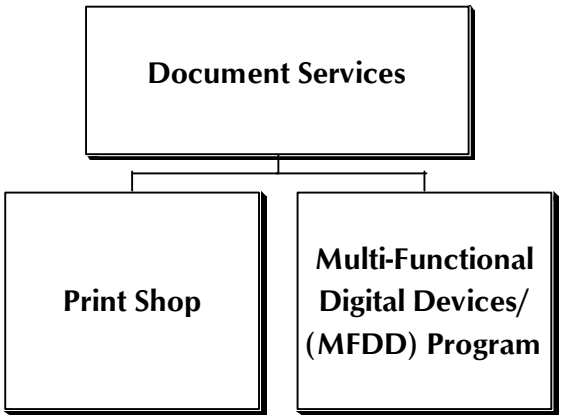
Fund 504
Document Services



Mission

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

Focus

As part of the FY 2011 Adopted Budget Plan, the Print Shop, previously managed by the Department of Cable and Consumer Services (DCCS), will be consolidated under the Department of Information Technology (DIT). The Print Shop is responsible for providing high speed digital black and white and color printing, offset printing, and bindery services. In FY 2009 Printing and Duplicating Services produced over 21 million digital black and white impressions, over 2.3 million digital color impressions, and 6,086 billable hours in offset printing. The Print Shop recovered 99 percent of expenses while maintaining a 100 percent customer satisfaction rating for all printing jobs. The Print Shop also conducts printing consultations to advise County and Fairfax County Public Schools staff regarding 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 also responsible for the authorized fleet of large and mid-size Multi-Functional Digital Devices (MFDDs) that are used throughout County government for copying, printing, faxing, and scanning. MFDDs are installed in buildings across the County and are linked to individual workstations via the County's enterprise network. Program activities include administration of the County's MFDD fleet contract; day-to-day management of the service delivery; and integration with the County's technology infrastructure, including network and Microsoft applications. DIT also uses job-based accounting and tracking software to help identify program costs that can be recovered from non-General Fund sources.

Following the consolidation of printing under DIT, the agency will continue to explore opportunities to maximize the digital capabilities and overall efficiency of the Print Shop and MFDD fleet within Document Services.

FY 2011 Budget Reduction Impact Summary

The Print Shop will eliminate three positions and reduce printing-related operating supply expenses in anticipation of continued reductions in printing by County agencies and Fairfax County Public Schools and the associated loss of revenue in FY 2011. It should be noted that there is no net General Fund reduction associated with this adjustment, as the Print Shop fully recovers costs from County agencies and Fairfax County Public Schools. In the event the Print Shop does not experience continued reductions in printing services, the ability to complete the work with reduced hours and personnel may be difficult.

It should also be noted that as part of the Print Shop Consolidation, the Director of Print, Mail, and Administrative Services position will be eliminated within the Department of Cable and Consumer Services for a General Fund salary savings of $107,693.

Budget and Staff Resources

Agency Summary					
Category	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 Revised Budget Plan	FY 2011 Advertised Budget Plan	FY 2011 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	17/ 17	13/ 13	13/ 13	10/ 10	10/ 10
Expenditures:					
Personnel Services	$1,141,417	$1,012,544	$1,012,544	$816,364	$816,364
Operating Expenses	4,657,778	4,135,696	4,894,410	3,292,607	3,292,607
Capital Equipment	1,026,189	1,941,816	2,588,803	1,941,816	1,941,816
Total Expenditures	**$6,825,384**	**$7,090,056**	**$8,495,757**	**$6,050,787**	**$6,050,787**

Position Summary					
1	Printing Services Manager	1	Printing Shift Supervisor	1	Print Shop Operator I (-1)
2	Customer Services Specialists (-1)	4	Print Shop Operators II (-1)		
1	Digital Printing Analyst				
TOTAL POSITIONS		**(-) Denotes Abolished Positions due to Budget Reductions**			
10 Positions (-3) / 10.0 Staff Years (-3.0)					

FY 2011 Funding Adjustments

The following funding adjustments from the FY 2010 Adopted Budget Plan are necessary to support the FY 2011 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 27, 2010.

- **Employee Compensation** **$0**
  It should be noted that no funding is included for pay for performance or market rate adjustments in FY 2011.

- **Capital Equipment** **$1,941,816**
  Funding of $1,941,816 in Capital Equipment is included for capitalized lease payments associated with the Multi-Functional Digital Devices (MFDD) Program copier equipment.

- **Print Shop Consolidation** **($1,039,269)**
  A reduction of $1,039,269 and 3/3.0 SYE positions reflects expenditure reductions within the Print Shop associated with consolidating County printing under the Department of Information Technology and aligning expenditures with projected revenues. Also as a result of this action, 1/1.0 SYE Director of Print, Mail, and Administrative Services position will be eliminated within the General Fund budget of the Department of Cable and Consumer Services (DCCS) for a savings of $107,693 to the General Fund. Additionally, an Administrative Assistant position within the DCCS General Fund budget associated with fiscal processing for the Print Shop will be transferred to the Department of Information Technology.

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Changes to FY 2010 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2010 Revised Budget Plan since passage of the FY 2010 Adopted Budget Plan. Included are all adjustments made as part of the FY 2009 Carryover Review, FY 2010 Third Quarter Review, and all other approved changes through April 20, 2010.

- **Carryover Adjustments** **$1,405,701**
  As part of the *FY 2009 Carryover Review*, the Board of Supervisors approved encumbered funding of $13,012 primarily for copier equipment and unencumbered carryover of $1,772,689 due to delayed procurements within the Multi-Functional Digital Devices Program. The unencumbered funding will be used to fund required support of copier leases and operating expenses. These increases are partially offset by an expenditure decrease of $380,000 within the Print Shop to reflect an anticipated decrease in revenue associated with decreased printing by County agencies and Fairfax County Public Schools.

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.

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 Devices program, while limiting increases in cost per copy and achieving a customer satisfaction rate of 85 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/Actual	FY 2010	FY 2011
Output:					
Offset printing hours billed	5,302	4,982	5,000 / 6,086	5,000	5,000
Digital black and white impressions produced (in millions)	25.2	22.3	22.0 / 21.2	19.1	18.1
Digital color impressions produced (in millions)	2.2	2.4	2.4 / 2.3	2.0	1.9
Office copies made (in millions) (1)	66.2	55.8	66.0 / 53.8	54.0	54.0
Efficiency:					
Cost per offset printing hour billed	$204.11	$179.57	$164.28 / $122.31	$115.51	$117.04
Cost per digital black and white impression produced	$0.045	$0.057	$0.064 / $0.054	$0.057	$0.059
Cost per digital color impression produced	$0.175	$0.148	$0.150 / $0.143	$0.191	$0.200
Cost per office copy (1)	$0.045	$0.045	$0.045 / $0.045	$0.048	$0.049
Client charge per office copy (1)	$0.045	$0.045	$0.045 / $0.045	$0.048	$0.049

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Indicator	Prior Year Actuals FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/Actual	Current Estimate FY 2010	Future Estimate FY 2011
Service Quality:					
Percent of clients satisfied with offset printing services	90%	97%	95% / 100%	95%	95%
Percent of clients satisfied with digital black and white jobs	90%	97%	95% / 100%	95%	95%
Percent of clients satisfied with digital color jobs	90%	97%	95% / 100%	95%	95%
Percent of office copier clients satisfied with services (1)	85%	85%	85% / 85%	85%	85%
Outcome:					
Percent of offset expenses recovered	101%	92%	100% / 89%	100%	100%
Percent of digital black and white expenses recovered	188%	101%	100% / 107%	100%	100%
Percent of digital color expenses recovered	140%	151%	100% / 137%	100%	100%
Percent change in cost per copy (1)	0.00%	0.00%	0.00% / 0.00%	6.67%	2.08%

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

Performance Measurement Results

In an effort to more accurately reflect offset printing hours billed, beginning in FY 2009 staff included offset hours worked on digital printing jobs. This new calculation method resulted in a 22 percent increase in offset hours billed in FY 2009 but will be equalized by a projected decrease in offset printing in both FY 2010 and FY 2011. Also, digital black and white and color impressions declined 5 and 4 percent respectively in FY 2009 due to budget reductions and associated decreased customer demand within County agencies and Fairfax County Public Schools. In FY 2009, the Print Shop conducted a customer satisfaction survey and found the current satisfaction rate to be 100 percent. Based on budget reductions within County agencies and Fairfax County Public Schools and the corresponding reduction in printing, DCCS staff projects an 18 percent decrease in offset printing hours billed, a 15 percent decrease in digital black and white impressions produced, and a 17 percent decrease in digital color impressions produced in FY 2011 compared to FY 2009 actual levels. The corresponding efficiency indicators have been adjusted to reflect the anticipated decrease in output and expenses for FY 2011. The billing and operational structure of the Print Shop will be reevaluated following the consolidation of printing under DIT included in the FY 2011 Adopted Budget Plan.

Office copies made in FY 2009 were 53.8 million, which was a decrease of 2.0 million or 3.6 percent from FY 2008. Several factors influenced copy volume in FY 2009, including increased position vacancies in County agencies and reduced programs and copying due to across the board budget reductions. It is anticipated that copy volume will increase slightly in FY 2010 and FY 2011. However, the FY 2010 Adopted Budget Plan included reductions in the printer/copier fleet needed to meet a reduced General Fund transfer and appropriation level. The cost per copy is anticipated to remain relatively flat in FY 2010 and FY 2011 due to the use of more expensive recycled paper.

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FUND STATEMENT

Fund Type G50, Internal Service Funds **Fund 504, Document Services**

	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 Revised Budget Plan	FY 2011 Advertised Budget Plan	FY 2011 Adopted Budget Plan
Beginning Balance	**$2,476,853**	**$795,633**	**$2,459,629**	**$464,436**	**$464,436**
Revenue:					
County Receipts	$2,537,596	$3,109,123	$2,966,748	$2,491,743	$2,491,743
School Receipts	1,248,638	1,250,511	1,025,583	995,492	995,492
Equipment Replacement Reserve	121,926	122,697	110,000	102,233	102,233
Total Revenue	$3,908,160	$4,482,331	$4,102,331	$3,589,468	$3,589,468
Transfer In:					
General Fund (001)[1]	$2,900,000	$2,398,233	$2,398,233	$2,398,233	$2,398,233
Total Transfer In	$2,900,000	$2,398,233	$2,398,233	$2,398,233	$2,398,233
Total Available	**$9,285,013**	**$7,676,197**	**$8,960,193**	**$6,452,137**	**$6,452,137**
Expenditures:					
Personnel Services	$1,141,417	$1,012,544	$1,012,544	$816,364	$816,364
Operating Expenses	4,657,778	4,135,696	4,894,410	3,292,607	3,292,607
Capital Equipment	1,026,189	1,941,816	2,588,803	1,941,816	1,941,816
Total Expenditures	$6,825,384	$7,090,056	$8,495,757	$6,050,787	$6,050,787
Total Disbursements	**$6,825,384**	**$7,090,056**	**$8,495,757**	**$6,050,787**	**$6,050,787**
Ending Balance[2]	**$2,459,629**	**$586,141**	**$464,436**	**$401,350**	**$401,350**
Print Shop Replacement Equipment Reserve	$430,842	$406,872	$109,436	$109,436	$109,436
PC Replacement Reserve[3]	5,000	5,000	5,000	5,000	5,000
Print Shop Operating Reserve[4]	323,095	174,269	350,000	286,914	286,914
Unreserved Ending Balance	**$1,700,692**	**$0**	**$0**	**$0**	**$0**

[1] The General Fund transfer supports the equipment lease for the County's Copier Program. The current lease is in the process of being renegotiated during FY 2010.

[2] The ending balance supports the three reserves for the agency and fluctuates depending upon the needs of the fund in a given year.

[3] The PC Replacement Reserve provides for the timely replacement of computer equipment for the activities in this fund.

[4] 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.