Fund 60020: Document Services

Mission

To provide county-wide services and policy support for management, digitizing, printing, archiving and distribution of County documents and electronic records.

Focus

Document Services is an internal central support program for all County agencies in the Department of Information Technology (DIT) that includes a full set of services supporting physical and digital capabilities. Organizational units in the Document Services Fund include Printing and Duplicating Services (the Print Shop), the County's networked fleet of enterprise Multi-Functional Devices (MFDs) that provide distributed print/copy/scan/fax capabilities for County agencies at various locations in government facilities, Mail Services, and the County Archives. The organizational units operations are managed and integrated with various divisions in the Department of Information Technology to achieve the highest degree of digital strategy innovation, and efficiency of service provisioning. Fund 60020, Document Services, manages these programs.

The Print Shop is responsible for providing high-speed digital black and white and color printing, offset printing, and bindery services, as well as facilitating outsourced commercial print services as necessary for County agencies and Fairfax County Public Schools (FCPS). The services include consultation for print output requirements and making recommendations on printed material options, document layout, and bindery options. All direct labor and material costs associated with Print Shop services, as well as an equipment replacement reserve fee, are recovered from customer agencies.

The Print Shop utilizes a Web-to-Print ordering process for County and FCPS employees to place orders directly online using their County IDs and passwords. This has improved workflow efficiency, accuracy and product delivery. Improvements to the Print Shop's offset printing capability have resulted in more work staying in-house. The Print Shop is funded through its billings based on service demand and expects to meet its revenue requirements in FY 2021.

The Print Shop works closely with the County's Data Center to coordinate the production of high volume and transactional output workloads. Much of the output traditionally produced in the Data Center is now processed by the Print Shop enabling the Data Center to reduce its output footprint and to eliminate one of the large-scale enterprise printers. It should be noted that in late 2020 documents (including approximately 3.4 million annual tax documents) previously printed off a legacy system located in the Data Center will be produced in the Print Shop allowing the Data Center to further reduce its output footprint.

DIT manages an authorized fleet of large and mid-sized multi-function document devices (MFDs) used throughout the County for copying, printing, faxing, and scanning. Activities include administration of the County's MFD fleet contract, day-to-day management of the service delivery which is provided by a vendor, and integration with the County's technology infrastructure including network and enterprise-wide Microsoft applications. MFDs are installed in buildings across the County and are linked to individual workstations via the County's enterprise network. DIT job-based accounting and tracking software help to identify program costs that can be recovered from non-General Fund agency customers.

Due to the capabilities of the MFDs, agencies have a wide-range of on-demand print options including high volume printing on-site. The success of the centralized MFD Program hardware and software capabilities (most notably the scan function) is manifest in greater reliance by agencies on MFDs as opposed to less functional desktop printers or other group/individual networked printers purchased independently by agencies. MFDs have contributed to the County's "Green" efforts and efficiency enhancement goals with an increasing number of users utilizing the Scan-to-Email, Scan-to-Folder, Scan-to-Fax and Scan-to-Workflow functionality.

The Mail Services team processes outgoing and incoming U.S. mail and parcel deliveries, as well as delivers inter-office mail daily to 263 offices in 112 County facilities. By utilizing this centralized mail service, Fairfax County is afforded the lowest possible postage rates. Discounts are obtained by processing and presorting large bulk mailings internally, while consolidating many smaller mailings from multiple customer agencies into bundles appropriate for commingling by a specialized vendor.

In recent years, obsolete mail insertion machines were replaced with high speed components and features that enhance quality control and enable conditional inserting capability. Processing times for large batches have decreased by an estimated 20 percent, while reducing the need for customer-funded overtime by approximately 85 percent. Mail Services will continue to provide prompt and accurate daily mail services, take maximum advantage of available discounts, and stay current with the ever-changing technology associated with the industry.
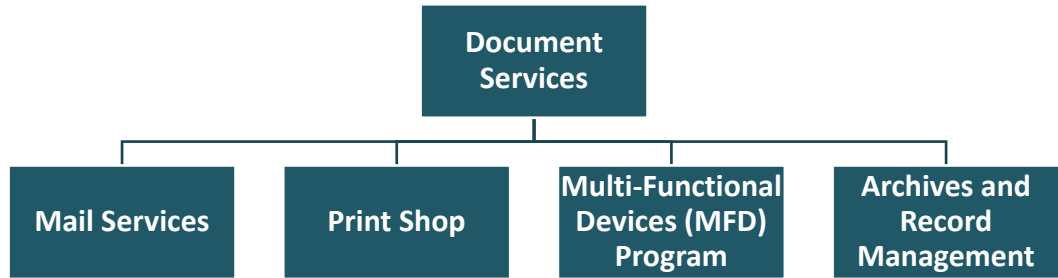
The Archives section offers expert consultations and trainings to assist agencies to maintain compliance with the numerous laws affecting the collection, retention, security, and dissemination of public records. Interactions are offered in-person, by telephone and email, and often focus on ensuring agencies are in accordance with the Commonwealth of Virginia Records Retention guidelines, and Freedom of Information Act (FOIA). Assisting agencies in the proper management of information resources is essential to respond in an efficient and legally compliant manner. The County Archivist is the Designated Records Officer for Fairfax County as required by the Virginia Public Records Act (VPRA) (Code of Virginia §42.1-76 ff.)

Archives actively encourages agencies to move away from paper-based business processes. Likewise, Archives in conjunction with the Document Management technical staff in the DIT e-Government division, is exploring technology-based solutions for the electronic storage of permanent and long-term public records. This will not only reduce physical storage but will allow widened access to information resources by staff and the public. Archives has recently implemented a new process for records compliance reviews and assisting agencies in the formulation and review of agency-specific records management policies to ensure compliance with applicable state and federal laws and regulations.

Pandemic Response and Impact

In response to COVID-19, DIT has adapted quickly and ably to address rapidly changing requirements. The pandemic's disruption has emphasized the importance of ensuring that all elements of the County's technology structure are current, capable, modernized, secure, and mobile friendly as resilient, secure, high-performing IT services are increasingly essential to effective government. Working with several partner agencies, DIT has aggressively moved to increase mobile options and improve the ability to conduct work and County business remotely and securely. A key component of this is converting the County's mostly desktop computer system to one that is primarily mobile. In the immediate onset of COVID-19, the County moved swiftly to procure an additional 2,900 laptops and 1,000 mobile phones for immediate deployment, as well as providing additional support for enhanced licenses. Additional investments in future budget processes are anticipated to build on this foundation and keep the County moving forward.

Organizational Chart

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                    │    Document      │
                    │    Services      │
                    └────────┬─────────┘
        ┌──────────────┬─────┴──────┬──────────────┐
┌───────────────┐ ┌──────────┐ ┌──────────────┐ ┌──────────────┐
│ Mail Services │ │Print Shop│ │Multi-Functional│ │ Archives and │
│               │ │          │ │ Devices (MFD)│ │   Record     │
│               │ │          │ │   Program    │ │  Management  │
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Budget and Staff Resources

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
FUNDING					
Expenditures:					
Personnel Services	$1,972,721	$2,319,981	$2,319,981	$2,395,204	$2,319,981
Operating Expenses	7,237,965	7,108,698	7,906,765	7,108,698	7,108,698
Total Expenditures	**$9,210,686**	**$9,428,679**	**$10,226,746**	**$9,503,902**	**$9,428,679**
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	27 / 27	27 / 27	27 / 27	27 / 27	27 / 27

FY 2021 Funding Adjustments

The following funding adjustments from the FY 2020 Adopted Budget Plan are necessary to support the FY 2021 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 May 12, 2020.

FY 2021 funding remains at the same level as the FY 2020 Adopted Budget Plan.

Changes to FY 2020 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2020 Revised Budget Plan since passage of the FY 2020 Adopted Budget Plan. Included are all adjustments made as part of the FY 2019 Carryover Review, FY 2020 Third Quarter Review, and all other approved changes through April 30, 2020.

Carryover Adjustments $798,067
As part of the *FY 2019 Carryover Review*, the Board of Supervisors approved funding of $798,067, of which $398,067 is due to encumbered carryover supporting staff augmentation, and maintenance and repair services. The remaining $400,000 reflects an increase in appropriations to purchase three high volume scanners to facilitate the County's initiative to digitize records.

Position Detail

The *FY 2021 Adopted Budget Plan* includes the following positions:

DOCUMENT SERVICES - 27 Positions			
Print Shop			
1	Printing Services Manager	2	Customer Services Specialists
1	Business Analyst II	4	Print Shop Operators II
1	Digital Printing Analyst		
Archives and Record Management			
1	Info. Tech Program Director	4	Archives Technicians
1	Info. Tech Program Manager		
Mail Services			
1	Management Analyst II	10	Administrative Assistants II
1	Management Analyst I		

Performance Measurement Results

In FY 2019, the Print Shop produced 7.2 million digital black and white impressions, 2.4 million digital color impressions, and 14.2 million offset impressions. In FY 2019, the Print Shop continued to recover 100 percent of the cost associated with offset, black and white, and color printing expenses. Mail Services processed over 11.4 million pieces of mail in FY 2019, including incoming U.S. mail, outgoing U.S. mail, and inter-office mail. During the same year, Mail Services performance measure categories were reviewed with an emphasis on highlighting production efficiencies as well as performance with respect to routine deliveries and the percentage of pieces receiving postage discounts.

Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020 Estimate	FY 2021 Estimate
Printing and Duplicating Services					
Percent of offset expenses recovered	100%	100%	100%/100%	100%	100%
Percent of digital black and white expenses recovered	100%	100%	100%/100%	100%	100%
Percent of digital color expenses recovered	100%	100%	100%/100%	100%	100%
Percent change in cost per copy	0.00%	0.00%	0.00%/0.00%	0.00%	0.00%
Mail Services					
Percent of incoming U.S. mail distributed within 4 hours of receipt	98%	98%	98%98%	98%	98%
Percent of outgoing U.S. mail sent at a discount rate	87.6%	88.0%	85.5%/87.0%	87.0%	87.0%
Percent of inter-office mail delivered the next day	99%	99%	98%/98%	98%	98%

A complete list of performance measures can be viewed at
https://www.fairfaxcounty.gov/budget/fy-2021-adopted-performance-measures-pm

FUND STATEMENT

Category	FY 2019 Actual	FY 2020 Adopted Budget Plan	FY 2020 Revised Budget Plan	FY 2021 Advertised Budget Plan	FY 2021 Adopted Budget Plan
Beginning Balance	$1,411,140	$776,152	$1,593,751	$536,386	$536,386
Revenue:					
County Receipts	$2,158,717	$1,977,550	$1,977,550	$2,225,223	$2,150,000
School Receipts	459,617	500,000	500,000	450,000	450,000
Other Revenue	2,417,175	400,000	400,000	2,450,000	2,450,000
Postage Reimbursement	415,957	2,350,000	2,350,000	400,000	400,000
Total Revenue	$5,451,466	$5,227,550	$5,227,550	$5,525,223	$5,450,000
Transfer In:					
General Fund (10001)	$3,941,831	$3,941,831	$3,941,831	$3,941,831	$3,941,831
Total Transfer In	$3,941,831	$3,941,831	$3,941,831	$3,941,831	$3,941,831
Total Available	$10,804,437	$9,945,533	$10,763,132	$10,003,440	$9,928,217
Expenditures:					
Personnel Services	$1,972,721	$2,319,981	$2,319,981	$2,395,204	$2,319,981
Operating Expenses	7,237,965	7,108,698	7,906,765	7,108,698	7,108,698
Total Expenditures	$9,210,686	$9,428,679	$10,226,746	$9,503,902	$9,428,679
Total Disbursements	$9,210,686	$9,428,679	$10,226,746	$9,503,902	$9,428,679
Ending Balance[1]	$1,593,751	$516,854	$536,386	$499,538	$499,538
Print Shop Replacement Equipment Reserve	$1,000,000	$350,000	$350,000	$350,000	$350,000
Print Shop Operating Reserve[2]	593,751	166,854	186,386	149,538	149,538
Unreserved Ending Balance	$0	$0	$0	$0	$0

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

[2] 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.