

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.

Connection to the Countywide Strategic Plan

The Fairfax County Board of Supervisors adopted the first-ever Countywide Strategic Plan on October 5, 2021. The Countywide Strategic Plan serves as a road map to help guide future work, focusing on the 10 Community Outcome Areas that represent the issues of greatest importance to the community. In February of 2023, the first Annual Report on the work of the strategic plan was released to the public. The report contains point-in-time progress highlights for each of the proposed plan strategies, plus a sample data dashboard and data story that is being replicated across all of the outcome areas, and a number of additional initiatives to embed the elements of the plan within department-level work. The report also includes a Year Two Implementation Model, which focuses on identifying the specific strategies that will move forward to implementation under the guidance of the Board of Supervisors. For more information on the Countywide Strategic Plan, please visit www.fairfaxcounty.gov/strategicplan. Fund 60020, Document Services, primarily supports the following Community Outcome Area:



Community Outcome Area	Vision Statement
Effective and Efficient Government	<i>All people trust that their government responsibly manages resources, is responsible to their needs, provides exceptional services and equitably represents them.</i>

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 unit 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.

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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 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. The Print Shop is funded through its billings based on service demand and is experiencing a significant rebound in activity, especially as it pertains to FCPS-related work.

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. As a result of the COVID-19 pandemic, teleworking increased and MFD usage throughout the County declined; however, that has moderated in FY 2022 and FY 2023. Charges to other Fairfax County funds for use of MFDs is still projected to be slightly lower in FY 2024 compared to pre-pandemic levels; however, this has also moderated in the recent past.

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 evident 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.

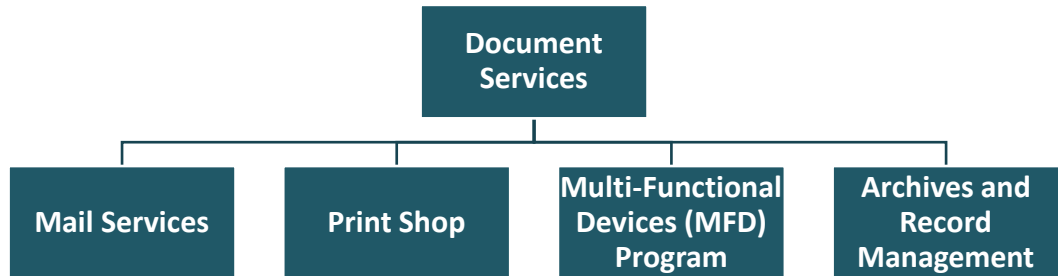
The Mail Services team processes outgoing and incoming U.S. mail and parcel deliveries, as well as delivers inter-office mail daily to 217 offices in 93 County facilities. By utilizing this centralized mail service, Fairfax County is afforded the lowest possible postage rates. Discounts are obtained 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.

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 supports and assists agencies in the digital transformation of paper based and siloed business processes. Likewise, Archives in conjunction with the Document Management technical staff in DIT, is exploring technology-based solutions for the electronic storage and ready access of permanent and long-term public records. This will not only reduce physical storage needs but will allow widened access to County information resources by staff and the public. Archives continues to promote uniform best practices in managing electronic files and communications and aids in identifying and preserving historical information.

Organizational Chart



Budget and Staff Resources

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised	FY 2024 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$2,089,830	\$2,227,835	\$2,239,223	\$2,320,380	\$2,391,511
Operating Expenses	6,477,985	7,109,608	7,702,881	7,110,223	7,110,526
Total Expenditures	\$8,567,815	\$9,337,443	\$9,942,104	\$9,430,603	\$9,502,037
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	25 / 25	25 / 25	25 / 25	23 / 23	23 / 23

FY 2024 Funding Adjustments

The following funding adjustments from the FY 2023 Adopted Budget Plan are necessary to support the FY 2024 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 9, 2023.

Employee Compensation **\$163,676**
 An increase of \$163,676 in Personnel Services includes \$112,486 for a 5.44 percent market rate adjustment (MRA) for all employees and \$31,206 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2023. The remaining \$19,984 increase is included to support employee retention and recruitment efforts that will reduce pay compression and align the County's pay structures with the market based on benchmark data.

Department of Vehicle Services Charges **\$918**
 An increase of \$918 in Department of Vehicle Services charges is based on anticipated billings for maintenance and operating-related charges.

Elimination of Compensation Chargebacks \$0

In order to more accurately report costs for the functions they support, compensation costs from Fund 60020, Document Services, will no longer be billed back to Agency 70, Department of Information Technology. For FY 2024, the budget that has supported these charges in prior years is transferred to Fund 60020, Document Services, resulting in a reduction of \$255,574 in Operating Expenses for Agency 70, Department of Information Technology, and a commensurate increase to the annual General Fund Transfer In for Fund 60020, Document Services.

Position Reductions \$0

A review of potential positions for reduction was conducted and 2/2.0 FTE positions were eliminated in Fund 60020, Document Services, in FY 2024. Based on current budget constraints, the positions are unfunded and can be eliminated without adversely impacting agency operations.

**Changes to
FY 2023
Adopted
Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2023 Revised Budget Plan since passage of the FY 2023 Adopted Budget Plan. Included are all adjustments made as part of the FY 2022 Carryover Review, FY 2023 Third Quarter Review, and all other approved changes through April 30, 2023.

Carryover Adjustments \$593,273

As part of the FY 2022 Carryover Review, the Board of Supervisors approved funding of \$593,273 due primarily to encumbered carryover for multi-function device leases, paper, contracted services, temporary staffing support and office supplies.

Third Quarter Adjustments \$11,388

As part of the FY 2023 Third Quarter Review, the Board of Supervisors approved funding of \$11,388 to support employee retention and recruitment efforts that align the County's pay structures with the market based on benchmark data.

Position Detail

The FY 2024 Adopted Budget Plan includes the following positions:

DOCUMENT SERVICES - 23 Positions			
Print Shop			
0	Printing Services Managers [-1]	1	Customer Services Specialist
1	Business Analyst II	3	Print Shop Operators II [-1]
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	9	Administrative Assistants II
1	Management Analyst I		
-	Denotes Abolished Position(s)		

**Performance
Measurement
Results by
Community
Outcome Area**

Effective and Efficient Government

In FY 2022, the Print Shop produced 3.4 million digital black and white impressions, 1.4 million digital color impressions, and 13.4 million offset impressions. In FY 2022, 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 11.1 million pieces of mail in FY 2022, including incoming U.S. mail, outgoing U.S. mail, and inter-office mail. Mail Services performance measurement categories highlight production efficiencies as well as performance with respect to routine deliveries and the percentage of pieces receiving postage discounts.

Community Outcome Area	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Effective and Efficient Government						
Financial Sustainability and Trustworthiness						
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%
Percent of outgoing U.S. mail sent at a discount rate	88%	87%	87%	87%	87%	87%
Customer Satisfaction with County Services						
Percent of incoming U.S. mail distributed within 4 hours of receipt	98%	98%	98%	98%	98%	98%
Percent of inter-office mail delivered the next day	99%	98%	98%	98%	98%	98%

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2024-adopted-performance-measures-pm>

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FUND STATEMENT

Category	FY 2022 Actual	FY 2023 Adopted Budget Plan	FY 2023 Revised Budget Plan	FY 2024 Advertised Budget Plan	FY 2024 Adopted Budget Plan
Beginning Balance	\$966,069	\$446,477	\$973,014	\$193,648	\$193,648
Revenue:					
County Receipts	\$1,618,784	\$1,800,000	\$1,800,000	\$1,544,426	\$1,544,426
School Receipts	253,964	400,000	400,000	600,000	600,000
Postage Reimbursement	2,566,962	2,700,000	2,700,000	2,700,000	2,700,000
Other Revenue	169,525	200,000	200,000	200,000	200,000
Total Revenue	\$4,609,235	\$5,100,000	\$5,100,000	\$5,044,426	\$5,044,426
Transfers In:					
General Fund (10001)	\$3,965,525	\$4,051,350	\$4,062,738	\$4,400,084	\$4,471,518
Total Transfers In	\$3,965,525	\$4,051,350	\$4,062,738	\$4,400,084	\$4,471,518
Total Available	\$9,540,829	\$9,597,827	\$10,135,752	\$9,638,158	\$9,709,592
Expenditures:					
Personnel Services	\$2,089,830	\$2,227,835	\$2,239,223	\$2,320,380	\$2,391,511
Operating Expenses	6,477,985	7,109,608	7,702,881	7,110,223	7,110,526
Total Expenditures	\$8,567,815	\$9,337,443	\$9,942,104	\$9,430,603	\$9,502,037
Total Disbursements	\$8,567,815	\$9,337,443	\$9,942,104	\$9,430,603	\$9,502,037
Ending Balance¹	\$973,014	\$260,384	\$193,648	\$207,555	\$207,555
Print Shop Replacement Equipment Reserve	\$750,000	\$195,288	\$113,776	\$155,600	\$155,600
Print Shop Operating Reserve ²	223,014	65,096	79,872	51,955	51,955
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.