

# 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 have lower utilization in FY 2022 compared to pre-pandemic levels, with the largest impact on work for FCPS. While it is anticipated that work will rebound what once in-person learning resumes, this will need to be monitored closely in FY 2022.

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.

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 direct result of the pandemic, teleworking has increased and MFD usage throughout the County has declined. Charges to other Fairfax County funds, for use of MFDs, is projected to be lower in FY 2022 compared to pre-pandemic levels.

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 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.

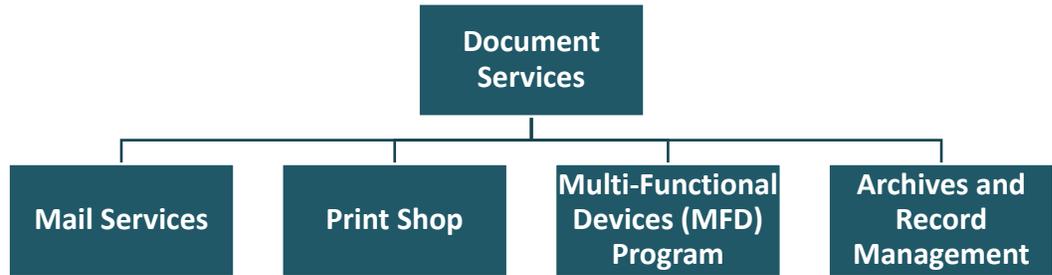
The Archives section offers expert consultations and trainings to assist agencies to maintain compliance with the numerous laws affecting the collection, retention, security, and dissemination of public records. Interactions are offered in-person, by telephone and email, and often focus on ensuring agencies 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 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**

The COVID-19 pandemic has had a significant impact on the Print Shop, particularly the work and jobs it would typically receive from the Fairfax County Public Schools (FCPS). With the primary emphasis on distance learning, there has been a significant reduction in work for the Print Shop. The anticipation is that jobs from FCPS will slowly return as in-person learning is phased back in. Another major impact from the pandemic relates to Multi-Functional Device (MFD) usage. With a large part of the County workforce teleworking, the use of the MFDs is down considerably as is the revenue collected from other funds for their portion of MFD usage. Revenues for Document Services are not expected to return to pre-pandemic levels in the short term, and DIT is working to adjust its expenditures in this area to reflect this reality.

Organizational Chart



Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$2,129,906	\$2,319,981	\$2,319,981	\$2,100,000
Operating Expenses	6,849,801	7,108,698	8,116,140	7,108,698
<b>Total Expenditures</b>	<b>\$8,979,707</b>	<b>\$9,428,679</b>	<b>\$10,436,121</b>	<b>\$9,208,698</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	27 / 27	27 / 27	27 / 27	27 / 27

FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program:

**Personnel Services** **(\$219,981)**  
 A decrease of \$219,981 in Personnel Services is included to more accurately align the budget with current staffing and anticipated expenses.

Changes to FY 2021 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, and all other approved changes through December 31, 2020:

**Carryover Adjustments** **\$1,007,442**  
 As part of the FY 2020 Carryover Review, the Board of Supervisors approved funding of \$1,007,442 due to encumbered carryover of \$607,442 for equipment leases, repairs and maintenance, and supplies as well as an appropriation of \$400,000 to purchase high volume scanners to facilitate record digitization.

**Position Detail**

The FY 2022 Advertised Budget Plan includes the following positions:

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

**Performance Measurement Results**

In FY 2020, the Print Shop produced 4.3 million digital black and white impressions, 1.8 million digital color impressions, and 15.5 million offset impressions. In FY 2020, 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 11.15 million pieces of mail in FY 2020, 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 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
<b>Printing and Duplicating Services</b>						
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%
<b>Mail Services</b>						
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	88%	87%	87%	87%	87%	87%
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-2022-advertised-performance-measures-pm>

## Fund 60020: Document Services

### FUND STATEMENT

Category	FY 2020 Actual	FY 2021 Adopted Budget Plan	FY 2021 Revised Budget Plan	FY 2022 Advertised Budget Plan
<b>Beginning Balance</b>	<b>\$1,593,751</b>	<b>\$536,386</b>	<b>\$1,253,103</b>	<b>\$208,813</b>
<b>Revenue:</b>				
County Receipts	\$1,973,659	\$2,150,000	\$2,150,000	\$2,150,000
School Receipts	61,764	450,000	450,000	150,000
Other Revenue	2,317,201	2,450,000	2,450,000	2,450,000
Postage Reimbursement	344,604	400,000	400,000	350,000
<b>Total Revenue</b>	<b>\$4,697,228</b>	<b>\$5,450,000</b>	<b>\$5,450,000</b>	<b>\$5,100,000</b>
<b>Transfer In:</b>				
General Fund (10001)	\$3,941,831	\$3,941,831	\$3,941,831	\$3,941,831
<b>Total Transfer In</b>	<b>\$3,941,831</b>	<b>\$3,941,831</b>	<b>\$3,941,831</b>	<b>\$3,941,831</b>
<b>Total Available</b>	<b>\$10,232,810</b>	<b>\$9,928,217</b>	<b>\$10,644,934</b>	<b>\$9,250,644</b>
<b>Expenditures:</b>				
Personnel Services	\$2,129,906	\$2,319,981	\$2,319,981	\$2,100,000
Operating Expenses	6,849,801	7,108,698	8,116,140	7,108,698
<b>Total Expenditures</b>	<b>\$8,979,707</b>	<b>\$9,428,679</b>	<b>\$10,436,121</b>	<b>\$9,208,698</b>
<b>Total Disbursements</b>	<b>\$8,979,707</b>	<b>\$9,428,679</b>	<b>\$10,436,121</b>	<b>\$9,208,698</b>
<b>Ending Balance<sup>1</sup></b>	<b>\$1,253,103</b>	<b>\$499,538</b>	<b>\$208,813</b>	<b>\$41,946</b>
Print Shop Replacement Equipment Reserve	\$900,000	\$350,000	\$150,000	\$41,946
Print Shop Operating Reserve <sup>2</sup>	338,560	149,538	58,813	0
<b>Unreserved Ending Balance</b>	<b>\$14,543</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<sup>1</sup> The ending balance supports the agency reserves and fluctuates depending upon the needs of the fund in a given year.

<sup>2</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.