Strategic Plan FY 2009 – FY 2013

Division of Administration

Office of General Services – Administrative Services

Philosophy

The Division of Administration will promote integrity, quality and efficiency in the daily administration of state government and in the implementation of the policies and initiatives of the Blanco administration by encouraging collaboration among state agencies to maximize existing resources.

Vision

An effective, efficient state government, focused on improving the quality of life for all Louisiana citizens.

Mission

To provide innovative and effective management, financial and policy direction and services to the various departments of state government, resulting in high quality, performance driven services to Louisiana's citizens.

Administrative Services

Mission

Administrative Services' (the Office of State Printing, Forms Management, and the Office of State Mail Operations) mission is to provide State agencies with:

- Design and printing services
- Forms warehousing, distribution, and inventory control services
- Mailing and shipping services

GOAL: 1 To provide quality service at a cost equal to or less than commercial vendors by utilizing resources within state government as well as in the private sector.

Objective: 1:1 To complete 90% of customer's orders within 6 days of receipt

Strategy 1:1:1 To maintain service time thru utilization of new equipment, improved technology and the evaluation of processes and procedures to insure optimum levels are achieved.

Principal Clients: State agencies that require printing, warehousing and distribution of printed materials. Examples: DHH, LSU Charity Hospitals, DSS, CRT and DOA.

External Factors:
Software failure.
Operational funding for the agency.
Lack of funding for equipment replacement and upgrades.

Duplication of Effort: Administrative Services (Printing & Forms Management) was created under Act 32, RS 49-205, LRS 39-3 to provide a secure source of printed materials (such as the legislative budget documents) and a warehousing/distribution system to be used throughout state government. Many agencies, over the years, have established an internal print shop to supply materials exclusively for their operation. Administrative Services will make every effort to continue to identify agencies that utilize internal printing/warehousing to insure our agency is given the opportunity to provide these services. Consolidation of internal print shops and / or warehousing will eliminate the duplication of effort that now exists.

Goal 1 Objective 1 Performance Indicators

Objective	Input	Output	Outcome
1.1 To complete 90% of customer's orders within 6 days of receipt.	Number of customer's orders received.	Number of customer's orders received and completed within 6 days.	% of customer's orders received completed within 6 days.

Action Plan for Office of State Printing & Forms Management

Program: Forms Management

GOAL 1 To provide quality service at a cost equal to or less than commercial vendors by utilizing resources within state government as well as in the private sector.

Objective 1:1 To complete 90% of customer's orders within of 6 days of receipt thru June 30, 2013.

Strategy 1:1:1 To provide service response time through utilization of new equipment, improved technology and the evaluation of processes and procedures to insure optimum performance levels are achieved.

Person Responsible for Strategy: Bennie Tilbury Strategy Timeframe: FY 09 – FY 13 Strategy Cost:

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Monitor the "Manager" inventory control software system and the tracking Excel spreadsheet to insure orders are being filled in the required time, needs are met and service provided by the system is optimum.	Bennie Tilbury, Andy Collier & Vicki Johnson	FY 09 – FY 13	Reports generated by the software program and updates to the program. Excel spreadsheet which constantly tracks the number of days to fill orders.
2. Review, upgrade and / or replace equipment as required to meet goals and objectives.	Bennie Tilbury & Kenny Lee	FY 09 – FY 13	Internal needs study and computer equipment / software upgrades.
3. Continuous review of workflow processes and procedures to insure each component is performing at the required level.	Bennie Tilbury, Vicki Johnson & Kenny Lee	FY 09 – FY 13	Meeting room facilities and system performance reports.

TRACKING FORM: Action Plan for Office of State Printing & Forms Management

Program: Forms Management

GOAL 1: To provide quality service at a cost equal to or less than commercial vendors.

Objective 1:1 To complete 90% of customer's orders within 6 days of receipt.

Strategy 1:1:1 To provide service response time through utilization of equipment, improved technology and evaluation processes.

Person Responsible for Strategy: Bennie Tilbury Timeframe: FY 09 – FY 13

Action Plan Steps	Status	Comments
1. Monitor automated inventory control software system and the Excel spreadsheet tracking the number of days to fill orders.		
2. Review and replace obsolete equipment with new or improved technology.		
3. Conduct monthly reviews of internal reports to insure performance goal of 6 days is being met.		
4. Survey private sector costs to insure best possible prices.		

STATUS Codes: **OS-** On Schedule **AOS-**Ahead of Schedule **DL-**Delayed **CAN-**Cancelled **PS-**In Planning Stage

PERFORMANCE INDICATOR DOCUMENTATION

Program: Forms Management

Objective: 1.1 To complete 90% of customer's orders within 6 days of receipt.

Indicator: Input – number of customer orders received.

1. What is the type of the indicator? Input

2. What is the rationale for the indicator? Customer numbers are entered into an Excel spreadsheet with the date that the order was received. Upon completion of the order, the completion date is entered into the spreadsheet. The spreadsheet calculates the number of days required to complete the order and calculates needed values.

3. What is the source of the indicator? How reliable is the source? Information is input by Forms Control Specialists upon receipt of orders. The completion date for each order is input by the warehouse manager upon completion of each order. All calculations are made by the spreadsheet. Very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by order on a daily basis if necessary but is measured monthly and compiled quarterly for reporting.

5. How is the indicator calculated? Is this a standard calculation? The date the order is received is stamped and the order is entered into the "Manager" inventory system. A number is assigned to the order by the system and is used to track the order thru completion. The order number is then entered into the Excel spreadsheet with the date the order was received. The completion date for each order is input by the warehouse manager upon completion of the order. The indicator is calculated automatically by the spreadsheet from the data entered.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. No

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Warehouse Manager and the Forms Control Specialists that handle the customers' account.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Backorders can inflate the indicator by hampering the ability to fill some orders. These orders are filled without the backordered product and the backorder is handled as a separate order by the spreadsheet. The backorder is closed on the spreadsheet when it is completed. Backorders are caused by inattention of end user customers to Forms Management "low stock notices" and/or missed deadlines by printing companies.

10. How will the indicator be used in management decision making and other agency processes? Response time and service levels drive what the agency does on a daily basis. Our goal is to improve service which in turn makes the agencies we serve more efficient and responsive to the citizens of Louisiana.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Forms Management

Objective: 1.1 To complete 90% of customer's orders within 6 days of receipt.

Indicator: Output – number of customer orders completed within 6 days

1. What is the type of the indicator? Output

2. What is the rationale for the indicator? Customer numbers are entered into an Excel spreadsheet with the date that the order was received. Upon completion of the order, the completion date is entered into the spreadsheet. The spreadsheet calculates the number of days required to complete the order and calculates needed values.

3. What is the source of the indicator? How reliable is the source? Information is input by Forms Control Specialists upon receipt of orders. The completion date for each order is input by the warehouse manager upon completion of each order. All calculations are made by the spreadsheet. Very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by order on a daily basis if necessary but is measured monthly and compiled quarterly for reporting.

5. How is the indicator calculated? Is this a standard calculation? The date the order is received is stamped and the order is entered into the "Manager" inventory system. A number is assigned to the order by the system and is used to track the order thru completion. The order number is then entered into the Excel spreadsheet with the date the order was received. The completion date for each order is input by the warehouse manager upon completion of the order. The indicator is calculated automatically by the spreadsheet from the data entered.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. No

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Warehouse Manager and the Forms Control Specialists that handle the customers' account.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Backorders can inflate the indicator by hampering the ability to fill some orders. These orders are filled without the backordered product and the backorder is handled as a separate order by the spreadsheet. The backorder is closed on the spreadsheet when it is completed. Backorders are caused by inattention of end user customers to Forms Management “low stock notices” and/or missed deadlines by printing companies.

10. How will the indicator be used in management decision making and other agency processes? Response time and service levels drive what the agency does on a daily basis. Our goal is to improve service which in turn makes the agencies we serve more efficient and responsive to the citizens of Louisiana.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Forms Management

Objective: 1.1 To complete 90% of customer's orders within 6 days of receipt.

Indicator: Outcome– Percentage of customer orders completed within 6 days

1. What is the type of the indicator? Outcome

2. What is the rationale for the indicator? Customer numbers are entered into an Excel spreadsheet with the date that the order was received. Upon completion of the order, the completion date is entered into the spreadsheet. The spreadsheet calculates the number of days required to complete the order and calculates needed values.

3. What is the source of the indicator? How reliable is the source? Information is input by Forms Control Specialists upon receipt of orders. The completion date for each order is input by the warehouse manager upon completion of each order. All calculations are made by the spreadsheet. Very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by order on a daily basis if necessary but is measured monthly and compiled quarterly for reporting.

5. How is the indicator calculated? Is this a standard calculation? The date the order is received is stamped and the order is entered into the "Manager" inventory system. A number is assigned to the order by the system and is used to track the order thru completion. The order number is then entered into the Excel spreadsheet with the date the order was received. The completion date for each order is input by the warehouse manager upon completion of the order. The indicator is calculated automatically by the spreadsheet from the data entered.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. No

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Warehouse Manager and the Forms Control Specialists that handle the customers' account.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Backorders can inflate the indicator by hampering the ability to fill some orders. These orders are filled without the backordered product and the backorder is handled as a separate order by the spreadsheet. The backorder is closed on the spreadsheet when it is completed. Backorders are caused by inattention of end user customers to Forms Management "low stock notices" and/or missed deadlines by printing companies.

10. How will the indicator be used in management decision making and other agency processes? Response time and service levels drive what the agency does on a daily basis. Our goal is to improve service which in turn makes the agencies we serve more efficient and responsive to the citizens of Louisiana.

Goal: 2 To provide the most economical procurement and production of printing services.

Objective: **2:1** To maintain printing service levels at 46,000,000 impressions annually. (Impression is defined as the application of an image on one side of a sheet of paper.)

Strategy 2:1:1 To continually review product mix and customer requirements and upgrade equipment/service to meet the needs of the agencies.

Principal Clients: State agencies that require printing, warehousing and distribution of printed materials. Examples: DHH, LSU Charity Hospitals, DSS, CRT and DOA.

External Factors:

Software failure.
Operational funding for the agency.
Lack of funding for equipment replacement and upgrades.

Duplication of Effort: Administrative Services (Printing & Forms Management) was created under Act 32, RS 49-205, LRS 39-3 to provide a secure source of printed materials (such as the legislative budget documents) and a warehousing/distribution system to be used throughout state government. Many agencies, over the years, have established an internal print shop to supply materials exclusively for their operation. Administrative Services will make every effort to continue to identify agencies that utilize internal printing/warehousing to insure our agency is given the opportunity to provide these services. Consolidation of internal print shops and / or warehousing will eliminate the duplication of effort that now exists.

Goal __2__ **Objective 1** **Performance Indicators**

Objective	Input	Output	Outcome
To maintain total # of impressions at 46,000,000.	Prior year actual total # of impressions.	Current year total # of impressions.	Number of impressions produced.

Action Plan for Office of State Printing & Forms Management

Program: Office of State Printing

GOAL 2 To provide the most economical procurement and production of printing services.

Objective 2:1 To maintain printing service levels at 46,000,000 impressions annually.

Strategy 2:1:1 To continually review product mix and customer requirements and upgrade equipment and service to meet the needs of the agency customers.

Person Responsible for Strategy: Bennie Tilbury Strategy Timeframe: FY 09 -13 Strategy Cost:

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Monitor the product mix and output to determine if additional equipment or changes are required.	Bennie Tilbury & Diane McMahon	FY 09 – FY 13	Reports generated by the Hagen job management software program.
2. Refine the copy concept established in prior strategic plan to insure customer requirements are being met.	Bennie Tilbury	FY 09 – FY 13	Equipment/workflow study provided by vendors.
3. Review, upgrade, and / or replace equipment as required to meet goals and objectives.	Bennie Tilbury & Diane McMahon	FY 09 – FY 13	Internal needs study and computer equipment / software upgrades.

TRACKING FORM: Action Plan for Office of State Printing & Forms Management

Program: Office of State Printing

GOAL 2 To provide the most economical procurement and production of printing services.

Objective 2:1 To maintain printing service levels at 46,000,000 impressions annually.

Strategy 2:1:1 To review product mix and customer requirements and to upgrade equipment and services to meet agency needs.

Person Responsible for Strategy: Bennie Tilbury Timeframe: FY 09–FY 13

Action Plan Steps	Status	Comments
1. Review production capabilities to determine match with customer needs.		
2. Monitor the efficiency of the copy center program established at three sites.		
3. Review and replace obsolete equipment with new or improved technology.		
4. Conduct monthly reviews of internal reports to insure performance goal is being met		
5. Survey private sector costs to insure best possible prices.		

STATUS Codes: **OS-** On Schedule **AOS-**Ahead of Schedule **DL-**Delayed **CAN-**Cancelled **PS-**In Planning Stage

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Printing

Objective: 2:1 To maintain printing service levels at 46,000,000 impressions annually.

Indicator: Input – Prior Year actual of total number of impressions.

1. What is the type of the indicator? Input

2. What is the rationale for the indicator? The prior year actual will determine the total number of impressions produced and serve as a comparison to the current year total. . If the number of impressions is maintained, then service levels are sufficient to meet the goals and objectives of the state printing facility.

3. What is the source of the indicator? How reliable is the source? Excel spreadsheet that is used to record jobs that have billed for the current month. Each job is entered by order number and includes an impression count. The source is very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by job on a daily basis if necessary but will be tracked at the end of each operating month

5. How is the indicator calculated? Is this a standard calculation? The number of impressions are tracked by job and totaled daily and at the end of the month.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. "Impression" is defined as the image on one side of a sheet of paper

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Administrative Program Specialist (Hagen operator) and the Printing Superintendent.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Weakness or limitation is the accuracy of reports affected by input error.

10. How will the indicator be used in management decision making and other agency processes? The number of impressions produced drives what the agency does on a daily basis. Our goal is to improve service offerings by upgrading equipment which in turn provides a more efficient, cost effective product for our agency customers.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Printing

Objective: 2:1 To maintain printing service levels at 46,000,000 impressions annually.

Indicator: Output – Current year total # of impressions.

1. What is the type of the indicator? Output

2. What is the rationale for the indicator? The prior year actual will determine the total number of impressions produced and serve as a comparison to the current year total. . If the number of impressions is maintained, then service levels are sufficient to meet the goals and objectives of the state printing facility.

3. What is the source of the indicator? How reliable is the source? Excel spreadsheet that is used to record jobs that have billed for the current month. Each job is entered by order number and includes an impression count. The source is very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by job on a daily basis if necessary but will be tracked at the end of each operating month

5. How is the indicator calculated? Is this a standard calculation? The number of impressions are tracked by job and totaled daily and at the end of the month.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. “Impression” is defined as the image on one side of a sheet of paper

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Administrative Program Specialist (Hagen operator) and the Printing Superintendent.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Weakness or limitation is the accuracy of reports affected by input error.

10. How will the indicator be used in management decision making and other agency processes? The number of impressions produced drives what the agency does on a daily basis. Our goal is to improve service offerings by upgrading equipment which in turn provides a more efficient, cost effective product for our agency customers.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Printing

Objective: 2:1 To maintain printing service levels at 46,000,000 impressions annually.

Indicator: Outcome – Number of impressions produced.

1. What is the type of the indicator? Outcome

2. What is the rationale for the indicator? The prior year actual will determine the total number of impressions produced and serve as a comparison to the current year total. . If the number of impressions is maintained, then service levels are sufficient to meet the goals and objectives of the state printing facility.

3. What is the source of the indicator? How reliable is the source? Excel spreadsheet that is used to record jobs that have billed for the current month. Each job is entered by order number and includes an impression count. The source is very reliable.

4. What is the frequency and timing of collection or reporting? Information can be gathered and reviewed by job on a daily basis if necessary but will be tracked at the end of each operating month

5. How is the indicator calculated? Is this a standard calculation? The number of impressions are tracked by job and totaled daily and at the end of the month.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. "Impression" is defined as the image on one side of a sheet of paper

7. Is the indicator an aggregate or disaggregate figure? Aggregate

8. Who is responsible for data collection, analysis, and quality? Administrative Program Specialist (Hagen operator) and the Printing Superintendent.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? Weakness or limitation is the accuracy of reports affected by input error.

10. How will the indicator be used in management decision making and other agency processes? The number of impressions produced drives what the agency does on a daily basis. Our goal is to improve service offerings by upgrading equipment which in turn provides a more efficient, cost effective product for our agency customers.

GOAL: 3.0 To provide quality, cost effective messenger, mail processing, and presorting services utilizing resources within state government as well as the private sector.

Objective: 3:1 To maintain the barcode reject rate in Presorted First Class mail at 9.5% through June 30, 2013.

Strategy 3:1:1 To utilize improved equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

Principal Clients: State agencies that subscribe to State Mail's service offerings.

External Factors:

1. Equipment or software improvements or failures.
2. Lack of funding for barcode contract.
3. Continuation of the trend for agencies to utilize the Internet to provide information and services to their customers. This trend not only reduces the number of mail pieces submitted for barcoding, but could result in a reduction in the overall address quality of the remaining volume of mail submitted for service.
4. USPS mandated changes to automation requirements.
5. Continuing trend for turnover in key mid-level OSMO management positions resulting in a loss of leadership with in-depth knowledge of the shipping/mailing industry's history, trends, and rate structures.

Duplication of Effort: OSMO was created by R.S. 39:10.2 which allowed the Division of Administration to "establish a uniform consolidated mailroom operation for all state agencies messenger, mail processing and presorting services." Accordingly, OSMO is statutorily mandated to provide barcoding services.

Goal 3 Objective 1 Performance Indicators

Objective	Input	Output	Efficiency
Presorted First Class barcode reject rate maintained at 9.5%.	Total # of presorted First Class mail pieces that are barcoded.	Total # of pieces of barcoded, presorted First Class mail that reject.	% reject rate.

Action Plan for Office of Office of State Mail Operations

Program: Office of State Mail Operations

GOAL 3: To utilize resources within state government as well as the private sector to provide quality, cost effective messenger, mail processing and presorting services.

Objective 3:1 To maintain the barcode reject rate in presorted First Class mail at 9.5% through June 30, 2013.

Strategy 3:1:1 To utilize improving equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

Person Responsible for Strategy: Steve Bice Strategy Timeframe: FY 09 – FY 13 Cost:

Action Plan Steps	Person(s) Responsible	Time Frame	Resources Needed
1. Monitor reject rate trend.	Steve Bice & Toni Augustus	FY 09 – FY 13	Computer with spreadsheet program, vendor supplied information and invoices.
2. Determine cause of trend shifts.	Steve Bice & Toni Augustus	FY 09 – FY 13	Internal reports.
3. Develop and implement operational changes.	Steve Bice & Toni Augustus	FY 09 – FY 13	Based upon actual trend data reports.
4. Monitor results and take corrective action.	Steve Bice & Toni Augustus	FY 09 – FY 13	Computer and data reports.

TRACKING FORM for Action Plan for Office of State Mail Operations

Program: Office of State Mail Operations

GOAL 3.0: To utilize resources within state government as well as the private sector to provide quality, cost effective messenger, mail processing and barcoding services.

Objective 3:1 To maintain barcode reject rate in presorted First Class mail at 9.5% through June 30, 2013.

Strategy 3:1:1 To utilize improving equipment and technologies to maintain the address quality of declining volumes of mail submitted for barcoding services.

Person Responsible for Strategy: Steve Bice Timeframe: FY 09 – FY 13

Action Plan Steps	Status	Comments
1. Monitor reject rate trend.		
2. Determine cause of trend shifts.		
3. Develop and implement solution.		
4. Monitor results and take corrective action.		

STATUS Codes: **OS-** On Schedule **AOS-**Ahead of Schedule **DL-**Delayed **CAN-**Cancelled **PS-I**n Planning Stage

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Mail Operations

Objective: To maintain barcode reject rate in presorted First Class mail processing at 9.5% through June 30, 2013.

Indicator: Input – total number of presorted 1st Class mail pieces that are barcoded.

1. What is the type of the indicator? Input

2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces of First Class mail submitted for barcoding provides the baseline for computing his effectiveness.

3. What is the source of the indicator? How reliable is the source? Reports from outsource vendor's equipment are generated by USPS approved software.

4. What is the frequency and timing of collection or reporting? OSMO collects the data each month and reports it in LaPAS on a quarterly basis.

5. How is the indicator calculated? Is this a standard calculation? The total number of pieces of presorted First Class mail that reject to higher postage rates / the total number of First Class pieces submitted for barcoding services * 100.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them.
   - "Presorted mail" is mail sorted by its destination's ZIP code that is eligible to be entered into the USPS mail stream at reduced postage rates.
   - "First Class mail" is a USPS category of mail that could contain confidential information.

7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail to OSMO for barcoding service.

8. Who is responsible for data collection, analysis, and quality? OSMO's staff collects the data from the barcode vendor which is then reviewed for accuracy, entered into a spreadsheet, and analyzed to determine if corrective action is required.

9. Does the indicator have limitations or weaknesses? If so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? The indicator does not include any mail with postage paid by a permit or any mail metered as Standard mail. The reason this is done is because USPS requirements for mailers to obtain discounted rates include sending a minimum number of pieces with final destination zip codes to the same or similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. PThe vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action(s) to decrease the reject rate and improve postage savings for the agencies served.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Mail Operations

Objective: To maintain barcode reject rate in presorted First Class mail processing at 9.5% through June 30, 2013.

Indicator: Output – total number of presorted 1st Class barcoded mail pieces that reject.

1. What is the type of the indicator? Output

2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces rejected provides the baseline for measurement.

3. What is the source of the indicator? How reliable is the source? Reports from outsource vendors' equipment generated by USPS approved software.

4. What is the frequency and timing of collection or reporting? OSMO reports this data on a YTD basis.

5. How is the indicator calculated? Is this a standard calculation? The number of pieces of presorted First Class mail that reject to higher postage rates / he total number of pieces submitted for barcoding services*100.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. Presorted mail is mail sorted by ZIP code eligible codes to be entered into the USPS mail stream at reduced postage rates. First Class mail is a USPS category of mail that could contain confidential information.

7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail.

8. Who is responsible for data collection, analysis, and quality? OSMO mail staff collects the data which is then reviewed for accuracy, entered into a spreadsheet and analyzed to determine if corrective action is required.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? The indicator does not include any mail with postage paid by a permit or any mail metered as Standard mail. The reason this is done is because USPS requirements for mailers to obtain discounted rates include sending a minimum number of pieces with final destination zip codes to the same or similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. PThe vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action to decrease the reject rate and improve postage savings for the agencies served.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Office of State Mail Operations

Objective: To maintain barcode reject rate in presorted First Class mail processing at 9.5% through June 30, 2013.

Indicator: Efficiency – Percentage of barcode reject rate.

1. What is the type of the indicator? Efficiency and Key

2. What is the rationale for the indicator? Reject rate for presorted First Class mail measures vendors' effectiveness at qualifying mail for cheaper postage rates using his barcoding equipment and USPS approved software. Total # of pieces rejected provides the baseline for measurement. Efficiency compares the two to determine % reject rate.

3. What is the source of the indicator? How reliable is the source? Reports from outsource vendors' equipment generated by USPS approved software.

4. What is the frequency and timing of collection or reporting? OSMO reports this data on a current FY to date basis, summarizes monthly and reports quarterly.

5. How is the indicator calculated? Is this a standard calculation? The number of pieces of presorted First Class mail that reject to higher postage rates compared against the total number of pieces submitted for barcoding services.

6. Does the indicator contain jargon, acronyms, or unclear terms? If so, clarify or define them. Presorted mail is mail sorted by ZIP code eligible codes to be entered into the USPS mail stream at reduced postage rates. First Class mail is a USPS category of mail that could contain confidential information.

7. Is the indicator an aggregate or disaggregate figure? This indicator is an aggregate figure that includes mail from all of the agencies submitting mail.

8. Who is responsible for data collection, analysis, and quality? OSMO mail staff collects the data which is then reviewed for accuracy, entered into a spreadsheet and analyzed to determine if corrective action is required.

9. Does the indicator have limitations or weaknesses if so, explain. Is the indicator a proxy or surrogate? Does the source of the data have a bias or agenda? The indicator does not include any mail with postage paid by a permit or any mail metered as Standard mail. The reason this is done is because USPS requirements for mailers to obtain discounted rates include sending a minimum number of pieces with final destination zip codes to the same or similar locations. First Class mail can be co-mingled with other clients' mail to meet this minimum. Mail utilizing a permit or metered at Standard rates cannot be co-mingled with any other mailing to obtain discounted rates. PThe vendor's equipment can do everything required but must rely on the mailer to provide enough pieces of Permit/Standard mail to meet the minimum volume and ZIP code saturation requirements.

10. How will the indicator be used in management decision making and other agency processes? This indicator provides information used to develop corrective action to decrease the reject rate and improve postage savings for the agencies served.

STRATEGIC PLANNING PROCESS

This plan was developed using a/an:

- Review of the data reported to LaPAS for the last 5 years.
- Internal review of OSPFM's and OSMO's net income statements for the last three years.
- Review of State Printing's print volume records.
- SWOT Analysis