



# **DAS Enterprise Goods and Services**

## **Publishing & Distribution**

### **Service Level Agreement (SLA)**


# Name of document:

*Publishing and Distribution\_Service Level Agreement\_1.1*

## Approved by:

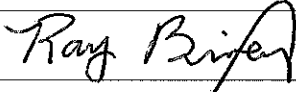
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Tim Hendrix, P&D Program Manager	11/19/2014
	11/19/2014

**EGS Customer Utility Board**

**Date**

Ray Brixey, EGS CUB Chair	11/19/2014
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## Document Changes:

Date of approval	Version	DAS Representative	EGS CUB Representative	Description / most important changes
9/18/2013	1.0	Tim Hendrix, P&D Program Manager	Ray Brixey, EGS CUB Chair	<ul style="list-style-type: none"> <li>• First version of SLA document approved by the EGS CUB.</li> </ul>
11/19/2014	1.1	Tim Hendrix, P&D Program Manager	Ray Brixey, EGS CUB Chair	<ul style="list-style-type: none"> <li>• Changes to measure specifications of SLA measure #1 (timeliness of estimates for jobs).</li> <li>• Establishment of performance targets for measures #1, #8, #9 and #10 (first performance targets) and measure #3 (revised performance target).</li> </ul>

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## **1. Introduction**

### **1.1. Background**

The Department of Administrative Services has four Service Enterprises, each governed by a Customer Utility Board (CUB). Each CUB acts as a governing board for the services provided by the associated Service Enterprise that have been designated as utility services.

The CUB's have four primary responsibilities:

- a) Approving general service level agreements.
- b) Approving rate-setting methodologies and resulting rates.
- c) Reviewing business plans and annual financial statements.
- d) Settling unresolved service complaints.

One of the key responsibilities assigned to CUB's is the approval of Service Level Agreement (SLA) documents. CUB's are responsible for reviewing and approving the content of these documents, ensuring the defined service levels are commensurate with the rates charged for each service.

CUB's are also responsible for approving the process to be followed for the development, approval and amendment of SLA documents. They assign members to specific workgroups created to conduct and oversee this work, and ensure participating representatives from customer agencies can clearly articulate the needs of the customers.

### **1.2. Objectives and purpose of SLA.**

The objective of this Service Level Agreement document is to ensure both Publishing & Distribution Program staff and customers understand and agree how the services will be performed and the responsibilities and expectations of each party.

The SLA will:

- a) Describe the services provided by Publishing & Distribution.
- b) Identify service level objectives and performance targets for the services, agreed upon between Publishing & Distribution and customers.
- c) Identify responsibilities of each party.
- d) Document the following service management processes agreed upon between DAS and customer representatives from all four CUB's:
  1. Performance tracking and reporting to customers.
  2. Review and amendment of the SLA document.
  3. Service-related dispute resolution.

This SLA document is not meant to be static, but a working document that will reflect the continuous change in services delivered by DAS, service delivery operating processes, and service level expectations agreed between Publishing & Distribution and customers.

### 1.3. Identification of Publishing & Distribution (P&D) Program.

#### 1.3.1. Short description of Publishing & Distribution's program/ mission.

Publishing & Distribution (P&D) is a part of the Department of Administrative Services, Enterprise Goods and Services. P&D is the state's central provider for integrated document publishing and distribution solutions. Through its in-plant facility and three satellite centers, P&D offers copying, digital and traditional printing, bindery and related services.

In an effort to provide the best value for customers, P&D also contracts out printing to pre-qualified private vendors using a low bid approach. P&D also offers a full suite of mail processing services and provides interagency and on-call delivery service.

P&D's goal is to provide publishing and distribution solutions which consistently meet or exceed customer requirements.

Normal operating hours are from 8 a.m. to 5 p.m. The secure print unit operates 24 hours, five days a week. Other units at P&D operate swing shifts to accommodate scheduled workloads.

#### 1.3.2. Applicable statutes, rules and policies.

Statute, Rule or Policy	Summary
<u>Oregon Constitution Article XII</u>	Establishes the position and authority of the State Printer.
<u>OAR 125-040-0001</u>	Establishes and defines mail delivery services as provided by Publishing & Distribution.
<u>OAR 125-040-0005</u>	Detailed description of mail delivery services.
<u>OAR 125-040-0010</u>	Delivery disclaimer.
<u>ORS 283.140</u>	Establishes budgetary management, supervision and control of telephone and telecommunication services in addition to central mail, shuttle bus and messenger service.
<u>ORS 282</u>	Establishes the control of state printing, copying and printing purchases, defines printing and provides exemption to certain entities.
<u>Statewide Policy 125-5-302</u>	Provides the procedures for acquiring, printing, composing, or copying equipment.

## 2. Service Catalog

The following criteria were considered in order to identify and describe the services included in the Service Catalog of P&D:

- The intent of the Service Catalog is to identify and describe services **from the customer's point of view**. This helps to emphasize and explain the **benefits, outcomes and deliverables that the customers receive** when purchasing a service, as opposed to describing the whole set of internal support processes and activities executed by P&D staff in order to deliver these services. As a result, business support processes and functions, such as account management or help desk functions, are not meant to be systematically captured or thoroughly explained in this catalog.
- The services included in this Service Catalog are those **available to P&D customers today**. Service descriptions reflect the different features and options currently available to P&D customers, enabling customers and P&D staff to know what to expect and not to expect from a service. Clearly defined services inform customers about service offerings, including what each service does and does not include, service boundaries, how to request services, and how to get help, as well as other factors influencing the extent to which they can be currently enjoyed by P&D customers. Consequently, all narrative about future service features and offerings has been purposefully removed from the description of services included in this Catalog.
- In order to identify and describe services with the right level of detail, consideration has been given to describing **services or offerings that can be purchased in stand-alone mode**. If a given service needs to be purchased as part of a packaged offering, the package will be described in its own Service Catalog sheet and the individual service will be described in the "What's included" section of the packaged offering Service Catalog sheet.
- The purpose of the Service Catalog is to describe the **standard services and terms of service delivery**, not the exceptional services or service terms that can be offered to a given customer under special circumstances.

### 2.1. List of services provided by Publishing and Distribution.

A brief description of each service is included in the section below. For detailed descriptions about the services available to P&D customers, consult the P&D Service Catalog sheets in appendix 8.1 of this SLA document.

Service	Summary
<b>1. Graphic Design</b>	Convenient, quality graphic design services to save time and money and improve the effectiveness of communication efforts, helping turn customer ideas into captivating documents and messages for print, screen and online mediums.

Service	Summary
<b>2. Website Design and Content Management</b>	P&D's web design team can design a new site for your agency, redesign an existing site or maintain the content of your site, helping you reach your audience and allowing you to focus on your core work.
<b>3. Variable Data Design</b>	Development of variable data design projects, which enable customers to reduce costs and increase the efficiency of their communications by producing highly customized communication materials.
<b>4. Electronic Publishing</b>	Analysis and conversion of customer documents and production of files ready for print or electronic distribution.
<b>5. Scanning Services</b>	Scanning hard copy documents and converting them to an electronic format for archiving or duplication purposes, reducing physical storage and space needs.
<b>6. Printing and Copying</b>	<p>Full copying and printing services with fast turnaround at cost-effective prices. Jobs can be printed at our main Print Plan building, and we also manage two satellite digital copy centers.</p> <p>Customers can order printing of static documents or variable data documents, allowing a customer agency to print a set of personalized letters, each with the same basic layout, but with a different name, address or image on each letter.</p>
<b>7. Programmed Printing</b>	Automated printing of documents programmed to be produced at a specific date and time. Jobs may be ongoing or one time. Printing is performed in a high security environment.
<b>8. Finishing Services</b>	We offer a complete range of binding and finishing options for your customer printing and copying jobs. The bindery at our main plant is capable of performing most bindery tasks, and we will find the best source and the lowest cost for those binding functions that can be more efficiently performed by outside vendors.
<b>9. Mail Services</b>	<p>This service is designed to process mail for qualified public entities to achieve the greatest discount allowed by the Post Office.</p> <p>The discount the Post Office offers is based on volume, so the more mail we can process each day the greater the discount we can achieve for our customers.</p>

Service	Summary
<b>10. Mail Metering</b>	Convenient and cost-effective consolidated mail metering service, eliminating the need for agencies to equip and staff a mail metering operation.
<b>11. State Shuttle Service</b>	P&D offers a daily mail delivery service that operates along the I-5 corridor. This service is designed to cost effectively meet the mail and delivery needs of all state agencies.
<b>12. State Delivery Service</b>	Point – to - point delivery service for the transportation of larger items that aren't appropriate for the shuttle service.
<b>13. Managed Print Services</b>	Managed Print Services (MPS) provides a flexible cost effective approach to managing your organization's use of copiers and multi function printers. The holistic approach looks at the agency usage both in the number of clicks produced and the number of copies per document. Publishing & Distribution, and the vendor, evaluates the print environment to determine if the existing distribution of printers and copiers is the right fit for the agency and develops a plan to fine tune the environment by resizing equipment to the appropriate speeds and capacities and eliminating redundant devices through use of existing equipment or through sale or lease of new equipment.

### 3. Service Level Expectations

This subsection identifies the metrics that will be used to track quality of service delivery along timeliness and other quality attributes.

These metrics and performance targets are agreed upon by Publishing & Distribution and customer representatives and are approved by the EGS Customer Utility Board.

#### 3.1. Performance metrics

1. Percent of times P&D estimates are delivered within one business day after initial consultation.
2. Percent of times P&D meets A.D.D. (Agreed Delivery Date) for design jobs.
3. Percent of times P&D meets A.D.D. (Agreed Delivery Date) for production jobs.
4. Percent of times P&D meets A.D.D. (Agreed Delivery Date) for mail jobs.
5. Rework rate (Percent of jobs that need to be redone following or as per customer request).
6. Programmed print job delay notification (Percent of programmed print jobs about which, when delay over due date/ time occurs, customers are notified prior to A.D.D.)
7. Number of reported "double stuffing" mailing incidents.
8. Percent of adherence to shuttle schedule.
9. Percent of compliance with arranged pick-up schedule for delivery services.
10. Percent of mail posted at a reduced rate.



For detailed description about these performance metrics, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document.

### 3.2. Service levels/ performance targets

Measure Number	Metric	Service or Process Measure Applies To	Description	Performance Target
1	Percent of times P&D estimates are delivered within one business day after initial consultation	1-Graphic Design, 3-Variable Data Design,4-Electronic Publishing, 5-Scanning,6-Printing and Copying, 7-Programmed Printing,8-Finishing	Percent of times P&D staff replies with a project estimate after initial consultation with a customer within one business day.	90%
2	Percent of times P&D meets Agreed Delivery Date (A.D.D.) for design jobs	1-Graphic Design, 3-Variable Data Design	Percentage of Graphic or Variable Data Design jobs that meet the delivery date agreed upon between customers and P&D staff.	99%
3	Percent of times P&D meets Agreed Delivery Date (A.D.D.) for production jobs	4-Electronic Publishing, 5-Scanning,6-Printing and Copying, 7-Programmed Printing, 8-Finishing	Percentage of production jobs that meet the delivery date agreed upon between customers and P&D staff.	96%
4	Percent of times P&D meets Agreed Delivery Date (A.D.D.) for mail jobs	9- Mailing	Percentage of all Mail jobs that meet the delivery date agreed upon between customers and P&D staff.	98%
5	Rework rate	4-Electronic Publishing, 5-Scanning,6-Printing and Copying, 7-Programmed Printing,8-Finishing	Percentage of jobs that need to be redone following or as per customer request due to errors by Publishing & Distribution.	2%
6	Programmed print job delay notification	7- Programmed Printing	Percentage of delayed programmed print jobs about which the customer is notified on a timely basis.	99.9%
7	Number of reported "double stuffing" mailing incidents	9- Mailing	Count of the number of reported first class, personal correspondence or negotiable documents that are incorrectly inserted into another recipient's envelope.	0 (zero)

8	Adherence to shuttle arrival schedule	11-Shuttle	Percent of times shuttle drivers adhere to the programmed shuttle arrival schedule.	95%
9	Compliance with arranged pick-up & delivery schedule	12- Delivery services	Percent of times P&D drivers meet the agreed upon schedule to pick up or deliver materials.	100%
10	Percent of mail posted at the reduced postal rate.	9- Mailing	Percentage of incoming and produced mail pieces that are mailed out at the reduced postage rate.	96%

For detailed description about these performance metrics and targets, consult the SLA measure dictionary sheets in appendix 8.2 of this SLA document.

#### **4. Financial Processes**

##### **4.1. Billing**

Customers will be billed on a monthly basis.

Billing for the prior month's products or services will take place on or before the 15<sup>th</sup> of each month.

##### **4.2. Billing disputes**

Customers must notify the Publishing & Distribution's Customer Relationship Management Representative, in writing, of the disputed billing amount and the reason for the dispute within 30 days of the dated invoice (include the invoice number).

Any amounts disputed in good faith, may be deducted from the invoice, as long as the written notice has been sent.

The remaining undisputed amount must be paid by the original due date. Within 30 days after final resolution of the disputed charges, all resolved disputed amounts must be paid by the customer or credit will be provided in the next monthly billing.

##### **4.3. Payment**

Invoices are payable 30 days from receipt of invoice.

#### **5. Service Management Processes**

##### **5.1. Performance measurement and reporting**

Publishing & Distribution will be responsible for measuring service performance, as well as for reporting on compliance within the agreed SLE's or performance targets.

At a minimum, Publishing & Distribution will develop and publish quarterly and annual performance reports as described below:

#### **5.1.1. Quarterly reports**

Quarterly reports will track the performance target and the actual performance for each measure identified in the SLA document. They will be posted electronically on Publishing & Distribution's website for all customers to review.

At a minimum, these reports will include the following information:

- 1. A comparison of actual performance results versus performance targets for the current period and at least the two previous periods.**

Quarterly reports can include other tables or graphs with additional views or analysis of performance along other dimensions relevant to Publishing & Distribution. This may include a breakdown of performance results per geographic area, per customer group or per type or subtype of triggering event.

- 2. A proposed action plan for each measure not in compliance with the agreed service level expectations or performance targets.**

An action plan will include:

- An analysis / statement of the **root causes/reasons** for not meeting the service level target(s).
- A description of **corrective actions identified and recommended** by Publishing & Distribution in order to meet the agreed service level(s).
- A **timeframe** for the implementation of the corrective actions.

A measure will be considered not in compliance with the agreed performance target if either one of the following scenarios applies:

- If the SLE is measured monthly, when the performance is below target level for two consecutive months.
- If the SLE is measured quarterly, when the performance below target level in any given quarter.

- 3. A report on customer-specific formal performance complaints received by Publishing & Distribution over the previous quarter.** This report will:
  - Identify number of complaints received by type.
  - Describe each complaint/ performance incident and the affected customer(s).

In addition to being posted on Publishing & Distribution's website, quarterly performance reports will be delivered to the members of the EGS CUB. Publishing & Distribution will be present at the Customer Utility Board meeting every quarter to present the report for CUB members to review the last quarter's performance report and to present and receive feedback on the corrective action plans for the measures where performance is not in compliance with the agreed targets.

### **5.1.2. Annual performance reports**

Publishing & Distribution will develop and deliver a draft annual performance report, analyzing actual performance results achieved and corrective actions implemented during the previous year for each measure identified in the SLA document.

Based on the information shown on the draft annual performance report, members of the EGS CUB will have an option to review and provide feedback to any corrective actions recommended by Publishing & Distribution to address non-compliance with performance targets, as well as to **monitor the implementation of the action plans agreed upon** with Publishing & Distribution throughout the previous twelve months for the measures that did not show compliance with the established performance targets.

The annual performance report will include:

1. The same information as the quarterly performance reports for the performance of each measure identified in the SLA document over the last quarter of the year.
2. An additional section with follow up information about the corrective actions implemented and the results achieved for the measures where performance was not in compliance with the agreed SLE's in any given quarter within the year.

CUB members will use this Annual Report to conduct a yearly performance review, which will be deeper and broader than the regular performance reviews conducted every quarter between the CUB and Publishing & Distribution. The recommendations and feedback provided by the CUB will be incorporated by Publishing & Distribution into a final version of the annual performance report. The annual performance review process could lead to a review and/or amendment of the SLA document agreed between Publishing & Distribution and its customers. The final report will be posted electronically on Publishing & Distribution's website.

### **5.2. SLA review and amendment**

This Service Level Agreement is a living document, capable of being updated and amended over time with the agreement of both parties.

#### **5.2.1. Ongoing SLA review.**

**SLA document reviews or amendments** will be considered as a result of any of the following:

1. A new service or a service enhancement is incorporated into the Publishing & Distribution Service Catalog, allowing for new associated SLE's to be developed and added to the SLA document.
2. Changes in Publishing & Distribution's ability to perform as a result of:
  - a. Significant and sustained change in workload demands.
  - b. A significant and sustained increase or reduction in service provider resources.
  - c. A need to conform to other unforeseen organizational constraints within DAS or within state government.
3. When customers' expectations and/or performance service level needs have changed.
4. Evolution in service provider tools and processes, which allow for better metrics and/or evolved performance level targets.
5. Missing performance targets by 15% (whether actual performance is over or under the target) in more than 2 consecutive quarters.

6. When Publishing & Distribution's corrective action recommends a reassessment in the performance targets agreed for a service.

The **SLA amendment process** will be as follows:

1. The request to review and modify the SLA document can be initiated by Publishing & Distribution or any customer represented at the CUB.
2. Based on the nature or scope of the SLA modification request, the CUB and Publishing & Distribution may undertake the modification and approval of the amended SLA document in the course of a regular CUB meeting or choose to create a SLA review team/workgroup for this purpose.
3. If an SLA review team is created, the workgroup will review and draft the recommended changes/updates to the content of the SLA document.
4. The draft amended SLA document will be submitted to the CUB for review and approval.

### **5.2.2. Biennial SLA review.**

**The Service Level Agreement will be reviewed at least once per biennium** to ensure service levels are adjusted and remain both appropriate for the services the provider delivers and commensurate with the rates charged for each service.

The **biennial SLA review** will be as follows:

1. The CUB and Publishing & Distribution will designate a SLA review team consisting of customer and Service provider representatives. Customer representation will include at a minimum a member from the CUB.
2. The SLA review team will conduct an analysis and evaluation of the SLA agreement and identify any potential amendments to the SLA document. To do so, the SLA review team will:
  - a. Conduct an analysis of the SLE's against the actual performance results achieved in the last two years, identifying opportunities and/or needs to readjust service level expectations or performance targets.
  - b. Conduct a review of previous and potential performance issues that may affect services.
  - c. Conduct an evaluation of the success in the adoption, acceptance and commitment to the SLA by both parties:
    - i. How successful has the SLA been - has it made a difference?
    - ii. Has it been used by Publishing & Distribution staff, and if not, why?
    - iii. Have customers used it or adhered to it, and if not, why?
    - iv. Has it helped manage customers' expectations?
    - v. What barriers/problems have there been and what other feedback has Publishing & Distribution received?
3. The SLA team will review and make recommended changes/updates to the content of the SLA document
4. The draft amended SLA document will be submitted to the CUB for review and approval.

### **5.3. Incident management.**

Production and security incidents are tracked and investigated immediately upon notification of management.

- Customers reporting an incident must contact Customer Relations Management via email or phone. 503-373-1700, [pnd.orderinfo@state.or.us](mailto:pnd.orderinfo@state.or.us). Please include:
  - Description about the incident
  - Incidents will be categorized by type and severity.
- Publishing & Distribution defines incidents into two categories:
  - a) *Production Incidents* : Production incidents are investigated in a formal process conducted by the manager of that service area. Staff involved in the incident report the findings and future mitigation. If it is a customer reported incident, the customer is notified of the finding, mitigation and any remedies offered.
  - b) *Security Incidents*: Security incidents are investigated by Publishing & Distribution's security manager. A formal investigation process is conducted by the Security Manager. If it is a customer reported incident, the customer is notified of the finding, mitigation and any remedies offered.

Description of incident investigation process:

- Production Incidents:
  - Management is notified of the incident and severity level is determined. Service area and incident type is categorized. Mitigation actions are determined and followed through. If the incident will result in the job not meeting customer agreed upon delivery deadlinedate, customer is notified. Cost of rework including materials and staff time are noted and reported weekly in the P&D weekly management meeting. Trends are analyzed and addressed as needed.
- Security Incidents
  - Security manager is notified of the incident and severity level is immediately determined. (Security incidents are either internal to Publishing & Distribution or categorized as a customer incident where confidential information a customer sends to Publishing & Distribution or site to site in the Shuttle is not properly identified or secured by the customer.) The incident is investigated by the security manager and root cause is determined. If a policy or procedure has been is-violated, appropriate mitigation actions are taken. If personally identifiable information is compromised, appropriate procedures are followed, including for notification to customers if necessary.

## 5.4. Complaint resolution and remediation

### 5.4.1. Principles

Performance complaints should be addressed and resolved at the lowest common level, collaboratively between the customer and representatives of Publishing & Distribution.

If performance is below customer's expectations, an informal approach often offers the quickest solution. If circumstances permit, DAS customers should talk with the DAS employee or unit involved in the situation to seek resolution to any performance dispute—explain the problem and ask for assistance. If this informal approach does not resolve the issue, or if at any given time DAS customers are not satisfied with the levels of utility services received, they may submit

a formal performance complaint to Publishing & Distribution via the formal complaint intake process described above.

Resolution of formal performance complaints raised by individual customers will be done in accordance with the following principles:

1. All complaints submitted using the process outlined below in 5.4.2 will be considered formal, and they will be logged, documented and published by Publishing & Distribution.
2. Formal performance complaints shall only be considered resolved when:
  - a. Publishing & Distribution and the affected customer (s) **have agreed on an action plan to solve/ correct the problem;** and
  - b. **Applicable remedies** to compensate and/or exact reparation to the affected customer (s) **have been agreed** to the satisfaction of both parties.
3. In the event a customer is not satisfied with either the action plan or the remedies offered by Publishing & Distribution, complaints can be escalated by the customer to the next level in the escalation path within DAS for resolution.

#### **5.4.2. Raising and recording formal complaints**

Performance complaints will be submitted to Publishing & Distribution via the following complaint intake email inbox: [CustomerComplaints.PnD@state.or.us](mailto:CustomerComplaints.PnD@state.or.us)

All complaints submitted via this process will be considered formal complaints.

Formal complaints should include:

1. A summary description of the complaint. This description may include a customer's desired resolution of the matter.
2. Identification of affected customer (s).
3. If applicable, a description of aggravating circumstances (incident severity, repeated problems, estimated financial loss incurred or savings not materialized by the customer as a result of the performance incident, etc.)

All formal complaints received will be documented in Publishing & Distribution's complaints log file, and responsibility will be assigned to staff within Publishing & Distribution to follow up and seek resolution.

The information in the complaints log file will be used to develop the customer-specific formal performance complaints report that will be published as part of Publishing & Distribution's quarterly performance report.

#### **5.4.3. Complaint escalation process**

In the first instance complaints will be assigned to a supervisor of the functional unit affected by the complaint. After investigation and consultation with the staff involved, the supervisor will seek resolution by offering to the complainant both:

1. **An action plan to solve/ correct the problem**, which at a minimum will consist of:
  - a. A description of corrective actions identified and recommended by Publishing & Distribution to solve/ correct the problem.
  - b. A timeframe for the implementation of the corrective actions.
2. **Applicable remedies** to compensate and/ or exact reparation to the affected customer.

A customer who has not obtained satisfactory resolution to their formal complaint can escalate the dispute to the next level in the escalation path within DAS, until an action plan and appropriate remedial measures to solve the performance issue are agreed to the satisfaction of both customer and DAS representatives. At each step in the escalation process, the customer needs to describe why the prior proposal by DAS was not satisfactory. The steps in the escalation path after seeking resolution with the unit directly involved in the problem are the following:

- Program Manager. If unresolved, escalate to
- Service Enterprise administrator. If unresolved, escalate to
- Deputy Director of DAS. If unresolved, escalate to
- Appropriate CUB.

At the end of the escalation process, the CUB will provide a last resort resolution forum to discuss and settle unresolved performance complaints.

#### **5.4.4. Remedies**

As part of resolving performance complaints, the following remedial actions can be offered to the complainant by Publishing & Distribution:

1. A clear explanation for the performance incident will be offered in all instances to any customer raising a complaint.
2. A credit / discount on the service charges corresponding to the period when the performance incident occurred may be awarded in appropriate circumstances (based on aggravating factors such as incident severity, financial losses incurred by the customer as a result of the performance issue, etc.).
3. A customer may be granted the ability to change providers for a specific service. This remedial measure will be reserved for exceptional circumstances in which resolution of a customer-specific performance issue has proved historically elusive, combining severe non-compliance with agreed SLE's or performance targets and repeated failure to implement corrective actions agreed between service provider and customer to fix the underlying performance problem.

## **6. Glossary: Acronyms & Definitions**

### **6.1. Acronyms**

- **AFP:** Advanced Function Printing.
- **CCTV:** Closed Circuit Television.
- **CRM:** Customer Relations Management.
- **CUB:** Customer Utility Board.
- **DAS:** Department of Administrative Services.
- **DJDE:** Dynamic Job Descriptor Entry.
- **DOJ:** Department of Justice.
- **EGS:** Enterprise Goods and Services.
- **EM:** Entrepreneurial Management.
- **EPS:** Encapsulated Postscript
- **ETS:** Enterprise Technology Services
- **FAQ:** Frequently Asked Questions



- **FLS:** Adobe Flash Lite file extension.
- **FNT:** Font.
- **FRM:** Visual Basic Form.
- **FTE:** Full-Time Equivalent. This is the number of working hours that represents one full-time employee during a fixed time period, such as on month or one year.
- **FTP:** File Transfer Protocol.
- **IMG:** Image.
- **IPDS:** Intelligent Printer Data Stream.
- **JCL:** Job Control Language.
- **JSL:** Job Source Language.
- **LCDS:** Line Conditional Data Stream.
- **LPR:** Line Printer Remote.
- **MPS:** Managed Print Services.
- **NCOA:** National Change of Address.
- **NJE:** Network Job Entry.
- **OCE:** Oregon Corrections Enterprise.
- **OCR:** Optical character recognition.
- **OMR:** Optical Mark Recognition.
- **P&D:** Publishing & Distribution.
- **PacTrac:** Secure Package Tracking.
- **PCA:** Cost Allocation Center.
- **PCL:** Printing Command Language.
- **PDF:** Portable Document Format.
- **PS:** Post Script.
- **SA:** Service Agreement.
- **SFMA:** Statewide Financial Management Application. This is the accounting IT system in use by most state agencies of Oregon state government.
- **SFMS:** Statewide Financial Management Services.
- **SLA:** Service level Agreement.
- **SLE:** Service Level Expectation.
- **SNA:** Systems Network Architecture.
- **TIFF:** Tagged Image File Format.
- **UPS:** United Parcel Service.
- **USPS:** United States Postal Service.
- **WSCA:** Western States' Contracting Alliance.

## 6.2. Definitions

### 6.2.1. General SLA definitions

- **Billing Dispute:** A customer billing dispute is any alleged inaccuracy, omission or error in relation to a service charge or reflected on a service bill.
- **Complaint (a.k.a. Performance or Service Complaint):** A formal expression of dissatisfaction with the quality of service received by a customer.

Formal complaints will be those raised by customers using a complaint intake email inbox or through other electronic means. Each service provider within DAS will set up a

dedicated email inbox or other electronic means (web forms, etc.) specifically established for this purpose.

A formal complaint can be motivated by one or many unresolved service incidents, an unresolved billing dispute, or (generally speaking) by any perceived lack in the quality of operations or in the quality of services received by a customer.

- **Entrepreneurial Management:** Innovative public management model that uses customer choice, competition, and policy/service separation to increase service satisfaction.
- **Incident (a.k.a. Performance or Service incident):** Any event which is not part of the standard operation of a service which causes, or may cause, an interruption to, or a reduction in, the quality of that service. A service incident can be communicated by a customer or can be detected by Publishing & Distribution.
- **Incident Management:** Process for dealing with service incidents and restoring normal service operation as quickly as possible, minimizing the adverse impact on business operations.
- **Rate (Service rate):** A price that incorporates the costs of delivering the service at the service levels agreed to by both parties.
- **Remediation (a.k.a. Remedies or Remedial actions/ measures):** In the event of a formal complaint raised by a customer, remediation refers to the list of actions/ measures DAS or any of its service delivery units can take or offer to compensate and/or exact reparation to the affected customer(s) above and beyond agreeing on an action plan to correct the underlying service problem.
- **Service:** A bundle of activities and resources (processes, people and IT resources) combined to provide a clear business outcome or output/ deliverable received by the customer.
- **Service Agreement:** A document, signed by service provider and a single customer, reflecting customer-specific information such as choice of services from service catalog, specific operational procedures between the parties, or contact information for critical information systems or processes, etc.
- **Service Catalog:** A description of the services and service offerings provided by a service provider. This can be a multi-level set of information with linked and discrete hierarchies of services, child services and specific 'offerings' (specific tasks) available for these services, and will typically describe service terms, standards, packages (if available), exclusions (if applicable), etc.
- **Service Level Agreement (SLA):** A document, specific per service provider, which includes the following core elements: (1) A service catalog; (2) A set of agreed SLE's (performance targets); (3) A statement of responsibilities of service provider and customers; and (4) A description of key service management processes. All of these elements help improve service delivery, manage expectations, clarify responsibilities and facilitate communication between Publishing & Distribution and its customer base.

- **Service Level Expectation (SLE):** Written, measureable target for a service or a process performance agreed between service provider and customers.
  - a. For any given service with an SLE, service performance targets will be common to all customers (concept of utility services).
  - b. If a service offering includes different packages/ levels of service, different packages of the same service can have different performance targets but these will be common to all customers of the same package/ level of service.
  
- **Utility Service:** DAS Utility services are those most efficiently provided through DAS in order to maximize efficiency or capture economies of scale—where it makes economic sense to have a single supplier for all users for any of the following reasons: economies of scale; policy reasons; the need for one integrated system; or a strong need for uniformity. Customers of utility services are local government entities, individual state agencies and other public entities that may choose how much to purchase, but for any of the reasons cited above the choice of supplier is limited to a single designated source.

### 6.2.2. Print definitions

- **Bind:** To fasten or secure.
- **Bindery:** A place where books are bound or printed materials are finished
- **Camera-ready copy:** Print ready art, hard copy paper originals.
- **Coil binding:** A method of binding books by threading wire or plastic coils into punched holes.
- **Collate:** To gather and assemble in proper order.
- **Copy:** Reproduction of an original work.
- **Crash Number:** Numbering paper by pressing an image on the first sheet which is transferred to all parts of the printed set.
- **Die Cutting:** Curing images in or out of paper.
- **Drill:** Making a hole through a stack of paper with a drill.
- **Emboss:** Pressing an image into paper so that it will create a raised relief.
- **Estimate:** Statement of the approximate cost with current information provided.
- **Foil Emboss:** Foil stamping and embossing an image on paper with a die to add color or brilliance.
- **Foil Stamping:** Using a die to place metallic or pigmented image on paper.
- **4-color-process:** Combining four basic colors to create a printed color.
- **Impression:** Printing an image on paper. The number of originals x quantity= impressions
- **Indicia:** Postal information places on a printed product.
- **Offsetting:** Using an intermediate surface used to transfer ink. Also, and unpleasant circumstance when the images of freshly printed sheets transfer images to each other.
- **PDF:** Portable Document Format, is a file format created by Adobe® Acrobat which can be read by anyone with the freeware Acrobat Reader. PDF can be created from many different types of files including Microsoft® Word. It is ideal for printing because (if created properly) it contains all the fonts and links needed to print the file.
- **Perfect Bind:** A type of binding that glues the edge of sheets to a cover.
- **Perforate:** To make a line of holes in paper for easy tearing in a straight line.
- **PostScript:** A computer language recognized by printing devices.
- **Saddle stitch:** Binding a booklet or magazine with staples in a seam where it folds.

- **Scanner:** A device that scans an image (as a photograph) or document (as a page of text) especially for use in electronic format.
- **Score:** A crease put on paper to help it fold better.
- **Self-Mailer:** Materials that can be sent by mail without enclosure in an envelope by use of a gummed sticker or tab to hold pages together.
- **Shrink wrap:** Wrap in tough clear plastic film that is then shrunk with heat to form a tight fitting package.
- **Specifications:** A precise description and details provided in writing.
- **Thermal Binding:** Binding with an adhesive tape activated by heat.
- **Varnish:** A clear liquid applied to printed surfaces for looks and protection.
- **Watermark:** A distinctive design created in paper at the time of manufacture that can be easily seen by holding the paper up to a light.
- **Web Press:** the name of press that prints from rolls rather than sheets of paper.

## 7. Contact Data

- Publishing & Distribution  
550 Airport Rd SE, Salem, OR 97302
- Telephone: 503-373-1700

## 8. Appendixes

### 8.1. Service Catalog sheets

<b>1- GRAPHIC DESIGN</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Convenient, quality graphic design services to save time and money and improve the effectiveness of communication efforts, helping turn customer ideas into captivating documents and messages for print, screen and online mediums.
b. What is included / detailed description of the features and benefits of the service	<p>P&amp;D's professional design team offers a convenient, quality service to help turn your ideas and messages into captivating documents. Part of good communication is graphic design. Your printed document will be noticed, read, and remembered better if it is well organized with proper use of space, fonts and graphic elements. We can help whether you already have a direction and just need substance and details or if you would rather hand over the entire project.</p> <ul style="list-style-type: none"> <li>• Communication production, graphic design and marketing consultation, including messaging development.</li> <li>• Design and production of communication &amp; graphic design materials, such as brochures and mail pieces. (See Options).</li> <li>• Access to video and photographic production.</li> <li>• Delivery of documents for print, screen and/or online mediums.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Cost of purchasing graphics (photographs and illustrations). However, through a master contract P&amp;D can facilitate the purchase of images / photos at a reduced rate for our customers.</li> <li>• Cost of purchasing non-standard fonts.</li> <li>• Website ongoing maintenance (see Website Design and Content Management service sheet).</li> <li>• Management of brands developed for customers.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Design and production of materials such as:               <ul style="list-style-type: none"> <li>○ Branding / identity creation packages and elements:                   <ul style="list-style-type: none"> <li>▪ Style sheets.</li> <li>▪ Logo design.</li> <li>▪ Business cards.</li> </ul> </li> <li>○ Brochures.</li> <li>○ Booklets.</li> <li>○ Manuals.</li> <li>○ Newsletters.</li> <li>○ Post cards.</li> <li>○ Presentations.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Trade show displays.</li> <li>○ Banners.</li> <li>○ Posters.</li> <li>○ Flyers.</li> <li>○ Calendars.</li> <li>○ Invitations, cards, letters and envelopes.</li> <li>○ Name tags.</li> <li>○ Proof reading.</li> <li>○ Copy editing.</li> <li>○ and more</li> <li>● Photography <ul style="list-style-type: none"> <li>○ On-site business portraits.</li> <li>○ Studio business portraits.</li> <li>○ Live event photography.</li> <li>○ Post-editing and touch-up.</li> </ul> </li> <li>● Videography <ul style="list-style-type: none"> <li>○ Online training videos.</li> <li>○ Public announcements videos.</li> <li>○ Training videos.</li> <li>○ Presentation videos.</li> </ul> </li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>● Customer is in the SFMS accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>● Provide a well-designed, quality product in time promised.</li> <li>● Notify customer about the need to purchase stock photography/ images or other resources (i.e. non-standard fonts) that will be billed to the customer.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>● Provide concept to be communicated.</li> <li>● As needed, provide direction regarding audience, goals, and distribution needs.</li> <li>● Pay costs associated with the purchase of stock photography/ images or other resources (i.e non-standard fonts) from external vendors. However, through a master contract P&amp;D can facilitate the purchase of images / photos at a reduced rate for our customers.</li> <li>● Management of the brand, ensuring the brand is properly used or modified.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>● Complete Online Order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>● E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>● Call: 503-373-1700.</li> <li>● Bring print job to: 550 Airport Rd SE, Salem.</li> </ul>
b. What forms are used/ needed to request this	<ul style="list-style-type: none"> <li>● Online Order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> </ul>

service?	<ul style="list-style-type: none"> <li>Digital print order (multi-part form available from P&amp;D)</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>After a free consultation, our design team will be able to give you an estimated completion date very quickly. P&amp;D and our Customer Utility Board have agreed upon a performance target for the delivery of quick estimates, whereby P&amp;D will attempt to deliver 90% of estimates within 1 business day after the initial consultation with the customer takes place.</li> <li>P&amp;D designers will prioritize work and adjust schedule as needed to meet customer deadlines.</li> <li>Example of a standard turnaround time: <ul style="list-style-type: none"> <li>Brochure (8.5x11 tri-fold): 3 – 5 working days</li> </ul> </li> </ul>
<b>3. How do I get help? How does Publish and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>Call: 503-373-1700</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>2- WEBSITE DESIGN AND CONTENT MANAGEMENT</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	<p>P&amp;D's web design team can design a new site for your agency, redesign an existing site or maintain the content of your site, helping you reach your audience and allowing you to focus on your core work.</p> <p>No need to pay for a fulltime position to make changes and updates to your website. Whether once a month or more frequently, P&amp;D can provide maintenance for your agency website at an affordable rate.</p>
b. What is included / detailed description of the features and benefits of the service	<p><u>Website design</u></p> <ul style="list-style-type: none"> <li>P&amp;D's web design team can design a brand new site from the ground up for your agency or completely revamp your website with a new "look and feel" using the same sections and elements you had before.</li> <li>Website transition from one location to another.</li> </ul> <p><u>Website Content Management</u></p> <ul style="list-style-type: none"> <li>Continuous update of the content of your website, including</li> </ul>

	<p>text, images, hyperlinks, and other elements to keep your website updated and functional.</p> <ul style="list-style-type: none"> <li>• No request is too small and maintenance items can be scheduled if they are time sensitive.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Hardware and hosting charges.</li> <li>• Cost of purchasing graphics (photographs and illustrations). However, through a master contract P&amp;D can facilitate the purchase of images / photos at a reduced rate for our customers.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Customers can request one time changes or additions to a web site, or ongoing support.</li> <li>• Flash development, allowing customers to add interactivity and dynamic animations to their website.</li> <li>• Photography (see Graphic Design Service Catalog sheet).</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMA accounting system.</li> <li>• Customer needs to have a pre-established hosting environment.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Complete tasks correctly and in the required timeframe.</li> <li>• Notify customer about the need to purchase stock photography/ images that will be billed to the customer.</li> </ul> <p><b>Customer responsibilities</b></p> <ul style="list-style-type: none"> <li>• As needed, provide direction regarding audience and goals.</li> <li>• Provide full access to the hosting environment.</li> <li>• Pay costs associated with the purchase of stock photography/ images or other resources (i.e. non-standard fonts) from external vendors.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring print job to: 550 Airport Rd SE, Salem.</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• After a free consultation, our design team will be able to give you an estimated completion date very quickly. P&amp;D and our Customer Utility Board have agreed upon a performance target for the delivery of quick estimates, whereby P&amp;D will attempt to deliver 90% of estimates within 1 business day after the initial consultation with the customer takes place.</li> </ul>



	<ul style="list-style-type: none"> <li>• Design timeframe negotiated based on complexity of job.</li> <li>• Content updates: <ul style="list-style-type: none"> <li>○ Critical updates will be given highest priority and completed in the same business day.</li> <li>○ Timeframes for other updates are negotiated with customer.</li> </ul> </li> </ul>
<b>3. How do I get help? How does Publishing &amp; Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>3- VARIABLE DATA DESIGN</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Development of variable data design projects, which enable customers to reduce costs and increase the efficiency of their communications by producing highly customized communication materials (for example, a customer agency can print a set of personalized letters, each with the same basic layout, but with a different name, address or image on each letter).
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Consultation and advisory services with customers to discuss communication needs and strategy.</li> <li>• Programming of the page layout, including production of a proof or folding dummy of the layout.</li> <li>• Preparation for printing and mailing.</li> <li>• Quality assurance/validation.</li> <li>• Automation of the process after file submission.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Printing of the final file (See Printing &amp; Copying)</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Delivery options: FTP, email, physical media</li> <li>• Support for multiple languages</li> <li>• Output options: Physical printed piece, PDF, TIFF and other image types, with the ability to submit to mainframe, distributed systems or SharePoint server.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system</li> </ul>

<p>f. (Service-specific) Customer and provider responsibilities</p>	<ul style="list-style-type: none"> <li>• <b>Publishing and Distribution responsibilities:</b> <ul style="list-style-type: none"> <li>○ Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> </ul> </li> <li>• <b>Customer responsibilities:</b> <ul style="list-style-type: none"> <li>○ Composition or layout of the static background form/template.</li> <li>○ Provide a representative sample data file</li> <li>○ Provide a hard-copy sample with highlighted areas where the variable data will be placed.</li> </ul> </li> </ul>
<p><b>2. How is the service requested?</b></p>	<p style="text-align: center;"><b>Description</b></p>
<p>a. How is this service requested?</p>	<ul style="list-style-type: none"> <li>• Complete Online Order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring print job to: 550 Airport Rd SE, Salem.</li> </ul>
<p>b. What forms are used/ needed to request this service?</p>	<ul style="list-style-type: none"> <li>• Online order <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
<p>c. When can you expect to have your service request fulfilled?</p>	<ul style="list-style-type: none"> <li>• After a free consultation, our design team will be able to give you an estimated completion date very quickly. P&amp;D and our Customer Utility Board have agreed upon a performance target for the delivery of quick estimates, whereby P&amp;D will attempt to deliver 90% of estimates within 1 business day after the initial consultation with the customer takes place.</li> <li>• Timeframe negotiated depending on the complexity of job.</li> <li>• Typical, simple design – three working days to proof.</li> </ul>
<p><b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b></p>	<p style="text-align: center;"><b>Description</b></p>
<p>a. Self-service support</p>	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
<p>b. How to request support</p>	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> </ul>
<p>c. When can you expect to get a response?</p>	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>4- ELECTRONIC PUBLISHING</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Analysis and conversion of customer documents and production of files ready for print or electronic distribution.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Analysis and conversion of files to output file format of customer's choice.</li> <li>• Quality assurance of final file to detect and correct production errors of text or art.</li> <li>• Publishing of final files to Web, electronic or physical media of customer's choice.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Graphic design.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Delivery options: FTP, email, physical media</li> <li>• Choice of output file format: PDF, TIFF, EPS and more.</li> <li>• Publishing final files to physical media of customer's choice (standard / high quality CDs, DVDs, etc.).</li> <li>• Optical character recognition (OCR) conversion, digitizing printed texts so that they can be electronically searched, stored more compactly, displayed online, and used in machine processes such as machine translation, text-to-speech and text mining.</li> <li>• Scanning of photographs and line art.</li> <li>• Typesetting.</li> <li>• Indexing (easy search and retrieval of individual PDF files).</li> <li>• Cataloging (use a PDF catalog to search a collection of PDF files, rather than searching individual PDF files).</li> <li>• Bookmarks (automatically take your reader to a specific page).</li> <li>• Merge multiple PDF files into one PDF.</li> <li>• Split one PDF into multiple PDF files.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide compatible electronic file for conversion or publishing.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring job to: 550 Airport Rd SE, Salem.</li> </ul>

b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• Time frame negotiated depending on the complexity of job. <ul style="list-style-type: none"> <li>◦ Typical file conversion completed within one working day.</li> </ul> </li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/eqs/pd/">oregon.gov/das/eqs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>5 – SCANNING SERVICES</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Scanning hard copy documents and converting them to an electronic format for archiving or duplication purposes, reducing physical storage and space needs.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Scanning up to 11X17 size documents and conversion to various customer file formats.</li> <li>• Delivery of final files in media of customer's choice.</li> <li>• Documents are retained for six (6) months.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Archiving/keeping a copy of the file.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Optical character recognition (OCR) conversion, digitizing printed texts so that they can be electronically searched, stored more compactly, displayed on-line, and used in machine processes such as machine translation, text-to-speech and text mining.</li> <li>• Choice of file conversion format (PDF, Tiff, etc.).</li> <li>• Publishing final files to physical media of customer's choice (standard / high quality CDs, DVDs, etc.).</li> <li>• Indexing (easy search and retrieval of individual PDF files).</li> <li>• Cataloging (use a PDF catalog to search a collection of PDF files, rather than searching individual PDF files).</li> <li>• Bookmarks (automatically take your reader to a specific</li> </ul>

	<p>page).</p> <ul style="list-style-type: none"> <li>• Merge multiple PDF files into one PDF.</li> <li>• Split one PDF into multiple PDF files.</li> <li>• Flat bed scanning for odd sized documents.</li> <li>• Legal scanning.</li> <li>• Bates numbering of legal documents.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Print and/or files will be ready when expected.</li> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> </ul> <p><b>Customer responsibilities:</b> To decrease scanning time provide scan-ready* documents <i>Make sure your documents are scan-ready by making sure...</i></p> <ul style="list-style-type: none"> <li>• NO folds</li> <li>• NO staples</li> <li>• NO paperclips</li> <li>• NO tape</li> <li>• NO rubber bands</li> <li>• NO fasteners</li> <li>• NO string ties</li> <li>• NO brads</li> <li>• NO straight pins</li> <li>• NO damage</li> <li>• Minimal wrinkles</li> <li>• Remove all post-its</li> <li>• Reformat irregular sized documents to a standard size</li> <li>• Use care when removing staples</li> <li>• Make sure pages are facing the same direction</li> <li>• Files are separated and labeled in a way that is similar to how you want files set up</li> </ul> <p><i>*Scan ready = that the paper document is prepped to go through a scanner</i></p>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring print job to: 550 Airport Rd SE, Salem.</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• The production time for scanning is based on several factors including: volume, preparation work required, and indexing required.</li> </ul>

3. How do I get help? How does Publishing and Distribution provide support to customers?	Description
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

6- PRINTING and COPYING	
1. What is the service?	Description
a. Service Summary	<p>Full copying and printing services with fast turnaround at cost-effective prices. Jobs can be printed at our main Print Plan building, and we also manage two satellite digital copy centers</p> <ul style="list-style-type: none"> <li>• Capitol Mall area. Walk-up service is available, with larger, more complex work shuttled to our main facility when appropriate. Small jobs can be produced while you wait!</li> <li>• DOJ satellite – Located in a secure area, walk up for DOJ staff only.</li> </ul> <p>Customers can order printing of static documents or variable data documents, allowing a customer agency to print a set of personalized letters, each with the same basic layout, but with a different name, address or image on each letter.</p>
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Access to easy online ordering system for convenient submittal of print jobs.</li> <li>• Printing consultation and advisory services.</li> <li>• Execution of on-demand printing and copying jobs on multiple different formats and sizes, to meet an extensive range of customer needs. <ul style="list-style-type: none"> <li>○ Printing can be ordered for static documents or variable data documents. Variable data printing enables the mass customization of documents via digital print technology, as opposed to the 'mass-production' of a single document. Instead of producing 10,000 copies of a single document, delivering a single message to 10,000 customers, variable data printing could print 10,000 unique documents with customized messages for each customer.</li> </ul> </li> <li>• Access to secure print environment for print jobs involving sensitive information and negotiable documents.</li> </ul>
c. Description of what is not included in the service	<p><u>Agency Direct Price Agreements:</u></p> <ul style="list-style-type: none"> <li>• State business cards</li> </ul>

	<ul style="list-style-type: none"> <li>• State letterhead</li> <li>• State envelopes</li> <li>• Mylar covered tabs</li> <li>• Deposit slips</li> <li>• Polyethylene Signs</li> </ul> <p><i>NOTE: for these services, see offerings and options.</i></p> <p>Additional information on P&amp;D website:  <a href="http://www.oregon.gov/DAS/EGS/PD/Pages/priceagree.aspx">www.oregon.gov/DAS/EGS/PD/Pages/priceagree.aspx</a></p>
d. Offerings and options	<ul style="list-style-type: none"> <li>• <u>Submission method:</u> <ul style="list-style-type: none"> <li>○ Attached to the online order form.</li> <li>○ Secure FTP server.</li> <li>○ Hard copy.</li> <li>○ Disk or flash drive.</li> </ul> </li> <li>• <u>Product types</u> <ul style="list-style-type: none"> <li>○ Announcements.</li> <li>○ Annual reports.</li> <li>○ Banners.</li> <li>○ Binders.</li> <li>○ Booklets.</li> <li>○ Books.</li> <li>○ Brochures.</li> <li>○ Bulletins.</li> <li>○ Business cards.</li> <li>○ Calendars.</li> <li>○ Carbonless forms.</li> <li>○ Catalogs.</li> <li>○ Envelopes.</li> <li>○ Flyers.</li> <li>○ Folders.</li> <li>○ Invitations.</li> <li>○ Labels.</li> <li>○ Letterhead.</li> <li>○ Manuals.</li> <li>○ Maps.</li> <li>○ Newsletters.</li> <li>○ Postcards.</li> <li>○ Presentation materials.</li> <li>○ Programs.</li> <li>○ Promotional products.</li> <li>○ Signs.</li> <li>○ Trade show materials.</li> </ul> </li> <li>• Choice of printing formats and size include one color, two color, full color, black only.</li> <li>• Customers get to choose the type of paper (weight and color).</li> <li>• If needed, P&amp;D can offer short term inventory storage of customer pre-printed paper stock, or of special print or mail materials.</li> <li>• <u>Secure print:</u></li> </ul>

	<ul style="list-style-type: none"> <li>○ Checks/Warrants.</li> <li>○ Transactional documents.</li> </ul> <p>Sensitive and negotiable documents are secured internally in separate areas armed and monitored by CCTV. These items are also controlled in secure cages when moved internally for production work prior to shipping and mailing. Sensitive and negotiable documents which may be damaged in printing or processing are secured in confidential lock bins and shredded on a monthly basis, on-site.</p> <ul style="list-style-type: none"> <li>• <u>Expedited print and delivery</u>: P&amp;D will produce and deliver (or mail) customer output files on a priority basis with advanced notice or as an ongoing basis.</li> <li>• <u>Variable data print</u>, which includes reconciliation/ verification services. Every variable data print run is audited for document counts and document control numbers to greatly reduce the chance of an envelope being stuffed twice or missed completely.</li> <li>• End-to-end piece tracking for mailed items, allowing reconciliation of all mail pieces.</li> <li>• <u>Access to P&amp;D contracts &amp; price agreements</u>, giving P&amp;D customers the option to negotiate and place orders for print jobs and specific product offerings directly with vendors with which P&amp;D has established annual contracts/ price agreements. These contracts include the following: <ul style="list-style-type: none"> <li>○ <u>OCE Envelopes (Standard White and Catalog)</u></li> <li>○ <u>OCE Business Cards (Standard)</u></li> <li>○ <u>OCE Business Cards (Non-standard)</u></li> <li>○ <u>OCE Letterhead (Standard)</u></li> <li>○ <u>OCE Letterhead (Non-standard)</u></li> <li>○ <u>OCE Carbonless Forms (Standard)</u></li> <li>○ <u>OCE Carbonless Forms (Non-standard)</u></li> <li>○ <u>City of Portland Printing &amp; Distribution</u></li> <li>○ <u>Polyethylene Signs</u></li> <li>○ <u>Tabbed Dividers</u></li> <li>○ <u>CENVEO Envelopes</u></li> </ul> </li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<ul style="list-style-type: none"> <li>• <b>Publishing and Distribution responsibilities:</b> <ul style="list-style-type: none"> <li>○ Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> <li>○ Pre-printed paper stock, special print or mail materials. <ul style="list-style-type: none"> <li>▪ Unless instruction for destruction is included in the detail, any remaining materials will be returned to the customer through the shuttle following the completed work.</li> </ul> </li> </ul> </li> </ul> <p><b>Customer responsibilities:</b></p>



	<ul style="list-style-type: none"> <li>o Copyright clear originals.</li> <li>o Pre-printed paper stock, special print or mail materials. <ul style="list-style-type: none"> <li>▪ Pre-printed paper stock will be kept on-site no more than 90 days prior to the job run.</li> <li>▪ Boxes of materials delivered directly to P&amp;D must be clearly labeled with the job number to which they are associated.</li> </ul> </li> <li>o Variable data print: <ul style="list-style-type: none"> <li>▪ Provide properly formatted data file.</li> <li>▪ Include Control Numbers on each record.</li> </ul> </li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring print job to: 550 Airport Rd SE, Salem.</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• For contracted jobs, timeframe isnegotiated depending on the complexity of job.</li> </ul> <p><u>Standard timeframes (black print) for production jobs printed at our main Print Plan building or at any of our two satellite digital copy centers:</u></p> <ul style="list-style-type: none"> <li>• Under 5,000 black impressions 24 hours.</li> <li>• 5,000 to 19,000 black impressions 2 days.</li> <li>• 20,000 to 49,999 black impressions 3 days.</li> <li>• 50,000 or more black impressions 3+ days. (please contact your CRM representative for more details).</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>• Number of originals x quantity = impressions.</li> <li>• Color impressions may require more time.</li> <li>• The above timeframes are orientative and are for print jobs requiring no bindery or mailing services.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> <li>• For information on P&amp;D price agreements and annual contracts available for use by all state agencies, visit Publishing &amp; Distribution website: <a href="http://oregon.gov/DAS/EGS/PD/Pages/priceagree.aspx">oregon.gov/DAS/EGS/PD/Pages/priceagree.aspx</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> </ul>

c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>
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<b>7- PROGRAMMED PRINTING</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	<p>Automated printing of documents programmed to be produced at a specific date and time. Jobs may be ongoing or one time. Printing is performed in a high security environment.</p> <p>P&amp;D has policies in place to comply with Senate Bill 583 (Identity Theft Protection) and all P&amp;D employees have signed a confidentiality and secrecy clause document. Audits and equipment inspections are conducted weekly. Document inventories are conducted monthly. These measures are overseen by two security managers.</p>
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Easy, automated intake of printing jobs.</li> <li>• Highly available high-speed printing machines. Availability is 24x5.</li> <li>• Access to high security environment, which is submitted to regular strict auditing requirements.</li> <li>• Sensitive and negotiable documents are secured internally in separate areas armed and monitored by CCTV. These items are also controlled in secure cages when moved internally for production work prior to shipping and mailing. Sensitive and negotiable documents which may be damaged in printing or processing are secured in Confidential Lock Bins and shredded on a monthly basis, on-site.</li> <li>• Store and transmit all files containing confidential information using an encrypted format, or shall post these files on a secure FTP site that applies appropriate logon security protocols to prevent unauthorized access.</li> <li>• Reconciliation/ verification services. Every print run is audited for document counts and document control numbers to greatly reduce the chance of an envelope being stuffed twice or missed completely.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Printing that is described in "Printing and Copying" Service Catalog sheet.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Job form programming or design</li> <li>• Background form loading</li> <li>• Test production for new or modified jobs</li> <li>• Receiving of files via, FTP, NJE/SNA, LPR</li> <li>• Conversion of data streams, Xerox (DJDE, Metacode) and line printer (FSL, JSL, FRM, FNT, LGO, and IMG) for printing</li> </ul>

	<p>publishing or archiving.</p> <ul style="list-style-type: none"> <li>• Printing from various print streams.</li> <li>• Advanced Function Printing (AFP).</li> <li>• Line Conditioned Data Stream (LCDS).</li> <li>• Printing Command Language (PCL).</li> <li>• Post Script (PS).</li> <li>• Intelligent Printer Data Stream (IPDS).</li> <li>• Portable Document Format (PDF).</li> <li>• Flash Form.</li> <li>• Variety of paper types, sizes and weights available.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system</li> <li>• Customer needs to have a connection between customer server and P&amp;D.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> <li>• Retention of print files for 45 days following each printing run, allowing customers to inspect these files upon request.</li> <li>• P&amp;D has built redundancy into equipment acquisition and will make every effort to schedule jobs on alternative machines when technical malfunctions occur.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Define job scheduling and occurrence detail: One time, daily, weekly, monthly, etc.</li> <li>• Provide banner and trailer page in each job including: Job Name, Disposition, Record Count, Page Count, Billing Information</li> <li>• Provide asset classification level for the data transmitted.</li> <li>• Send notification of transmittal for jobs that are not on a fixed schedule.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• E-mail: PDInfo@das.state.or.us</li> <li>• Call: 503-373-1700</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: oregon.gov/DAS/EGS/PD</li> <li>• Digital print order (multi-part form available from P&amp;D)</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• Timeframe negotiated depending on the complexity of job (most jobs are completed same day or next day)</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>

a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• Call: 503-373-1700 M-F 8:00am – 5:00pm</li> <li>• Call: 503-373-1705 24 hour Monday through Friday.</li> <li>• E-mail: <a href="mailto:GApdsecure@das.state.or.us">GApdsecure@das.state.or.us</a></li> <li>• or <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Production testing window is 1:00pm – 4:00pm Monday through Friday.</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>8- FINISHING SERVICES</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	We offer a complete range of binding and finishing options for customer printing and copying jobs. The bindery at our main plant is capable of performing most bindery tasks, and we will find the best source and the lowest cost for those binding functions that can be more efficiently performed by outside vendors.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Finishing consultation and advisory services</li> <li>• Execution of finishing job as requested by customer. Options include folding, binding, collating and stitching.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Design services (see Service Catalog sheets for Graphic Design, Web Design and Variable Data Design services)</li> <li>• Printing or copying (see Service Catalog sheets for Printing and Copying and Programmed Printing services).</li> <li>• Mailing (see Service Catalog sheets for Mail services and Mail Metering services)</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Through our main plant or our vendor base, P&amp;D offers multiple finishing format and options to cater to a wide range of customer communication needs: <ul style="list-style-type: none"> <li>○ Die-cut.</li> <li>○ Drill holes.</li> <li>○ Coil bind.</li> <li>○ Collate.</li> <li>○ Cut.</li> <li>○ Emboss.</li> <li>○ Foil stamp.</li> <li>○ Fold.</li> <li>○ Laminate.</li> <li>○ Number.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>o Pad.</li> <li>o Perforate.</li> <li>o Perfect bind.</li> <li>o Score and slit.</li> <li>o Shrink wrap.</li> <li>o Staple.</li> <li>o Assembly</li> <li>o Hand work</li> <li>o And more.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMS accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide materials to be finished in good shape.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Bring job to: 550 Airport Rd SE, Salem.</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• Time frame negotiated depending on the complexity of job.</li> <li>• Most bindery functions require one additional day per function. Examples of finishing functions include folding, cutting, off-line finishing, padding, handwork, scoring, perforating and shrink-wrapping.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

9- MAIL SERVICES	
1. What is the service?	Description
a. Service Summary	<p>This service is designed to process mail for qualified public entities to achieve the greatest discount allowed by the Post Office.</p> <p>The discount the Post Office offers is based on volume, so the more mail we can process each day the greater the discount we can achieve for our customers.</p>
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Inserting documents into envelopes using high speed inserting machines. <ul style="list-style-type: none"> <li>◦ We are capable of <b>folding inline</b>, 1 sheet documents (free of charge) and collating documents, allowing agencies to mail multiple letters to customers in one envelope, saving the customers postage costs.</li> </ul> </li> <li>• Quick, cost-effective <b>metering</b>, allowing the envelopes to be posted as they are inserted, saving time by not needing to run the envelopes through another piece of equipment.</li> <li>• <b>Addressing and verifying addresses</b> on the mail pieces.</li> <li>• Applying the required USPS mail barcode.</li> <li>• Checking the <b>national change of address (NCOA)</b> directory to see if a move update has been flagged for that address and applying new address.</li> <li>• <b>Sorting mail</b> by zip codes to complete the prep for the post office.</li> </ul> <p>By the use of these services, customers will receive a reduced postage rate, approximately 10 cents (\$0.10) for first class.</p>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• We can only add 4 additional inserts in each envelope due to the limitation of the machine.</li> <li>• The smallest size insert we can process is 3½X6 inches.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Full document integrity from print to mail</li> <li>• Barcode verification reader on mail sorter to ensure mail will not be rejected at post office due to improper barcodes.</li> <li>• Inserting without postage and sealing envelopes.</li> <li>• Reconciliation/ verification services, auditing / verifying that each piece that is printed is electronically accounted for.</li> <li>• Inkjet addressing on envelopes or directly on documents to submit to the post office as a bulk mailing, first class pre-sort discount mailing or postal classes</li> <li>• Electronic notification to customer of completed mailing</li> <li>• Hand inserting for over size, odd shaped inserts, or insert quantities more than four (4).</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Envelopes and other documents needed to process jobs must be at our location prior to inserting.</li> </ul>

	<ul style="list-style-type: none"> <li>• Postage for all large mailing projects must be prepaid.</li> <li>• All mail run through the mail sorting equipment must be at our location by 3:00 PM to meet postal time restraints.</li> <li>• For automated inserting, the insert must be larger than 3 ½ X 6 inches.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• If a mailing error occurs, P&amp;D shall notify one of customer's contact persons and shall identify the number of pieces involved and the corrective action taken, including related cost adjustments (when applicable).</li> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery of the work.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Customer must provide through instructions about how to process mail.</li> <li>• OMR marks must be correct and in the proper position if collating is requested.</li> <li>• Ironsides 2D barcode must show completely through window of envelope and in the proper location to use document integrity service.</li> <li>• Mailings over 10,000 pieces must be pre-scheduled.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• Complete online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call: 503-373-1700.</li> <li>• Documents printed via submission through mainframe (ETS).</li> <li>• Documents that are submitted directly from customer via shuttle.</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• Online order: <a href="http://oregon.gov/DAS/EGS/PD">oregon.gov/DAS/EGS/PD</a></li> <li>• Digital print order (multi-part form available from P&amp;D).</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• Jobs received by noon will be processed same day. Other jobs will be processed after determination by customer of cost of postage.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call Tim Landgren: 503-373-1748</li> </ul>

c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>
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<b>10- MAIL METERING</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Convenient and cost-effective consolidated mail metering service, eliminating the need for agencies to equip and staff a mail metering operation.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Automated application of postage to pre-addressed mail pieces.</li> <li>• All agency mail is commingled and pre-sorted, to allow highest possible postage discount.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Inserting of documents into envelopes. <ul style="list-style-type: none"> <li>◦ See "Mail Services" Service Catalog sheet.</li> </ul> </li> <li>• Addressing. <ul style="list-style-type: none"> <li>◦ See "Mail Services" Service Catalog sheet under Inkjet addressing.</li> </ul> </li> <li>• USPS mailing options that require presentment at post office service window.</li> <li>• Customs forms, insurance forms, registered mail.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Letter sealing.</li> <li>• Letter metering.</li> <li>• Post card metering.</li> <li>• Flat metering.</li> <li>• International mail metering.</li> <li>• Certified and priority metering.</li> <li>• Categorized billing (by sub-job, unit number, PCA, EA or Cost Allocation Center).</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer must be in SFMA accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Apply appropriate postage to agency mail.</li> <li>• Provide billing summary down to job, work unit or cost allocation center detail.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Transmittal slip must be provided with mail submitted for processing. Slip must indicate: <ul style="list-style-type: none"> <li>◦ Date.</li> <li>◦ Agency name and SFMS number.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>o Job or unit/program number, if applicable</li> <li>o Servicer requestor's name.</li> </ul> <ul style="list-style-type: none"> <li>• Mail must be prepared in accordance with Mail Preparation Guide, located under Resources on P&amp;D's website: <a href="http://www.oregon.gov/DAS/EGS/PD/Pages/index.aspx">http://www.oregon.gov/DAS/EGS/PD/Pages/index.aspx</a></li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call Customer Relations: 503-373-1700.</li> <li>• E-mail Mail Services Manager: <a href="mailto:Tim.LANDGREN@oregon.gov">Tim.LANDGREN@oregon.gov</a></li> <li>• Call Mail Services Manager: (503) 373-1748.</li> <li>• If location has shuttle service, notification to mail delivery driver.</li> </ul>
b. What forms are used/ needed to request this service?	<p>Transmittal slip on every group, bundle, tray or tub of mail submitted for processing. Slip must indicate:</p> <ul style="list-style-type: none"> <li>• Date.</li> <li>• Agency name and SFMS number.</li> <li>• Job or unit/program number, if applicable.</li> <li>• Service requestor's name.</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• Within one business day.</li> <li>• Mail received before 3:00 pm will receive First Class discounted postage.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• P&amp;D website: <a href="http://oregon.gov/das/egs/pd/">oregon.gov/das/egs/pd/</a></li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:PDInfo@das.state.or.us">PDInfo@das.state.or.us</a></li> <li>• Call Customer Relations: 503-373-1700.</li> <li>• E-mail Mail Services Manager: <a href="mailto:Tim.LANDGREN@oregon.gov">Tim.LANDGREN@oregon.gov</a></li> <li>• Call Mail Services Manager: (503) 373-1748.</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>11- STATE SHUTTLE SERVICE</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	P&D offers a daily mail delivery service that operates along the I-5 corridor. This service is designed to cost effectively meet the

	mail and delivery needs of all state agencies.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Pre-scheduled daily pickup/delivery service in all major cities along the I-5 corridor within our service area which includes the greater Portland Metro area, Eugene/Springfield, Lebanon, Dallas, McMinnville, Gresham, Hillsboro, Woodburn and Salem.</li> <li>• Incoming mail (both interagency and postal) is sorted for delivery to the agency as addressed.</li> <li>• Drivers will show up on time, in uniform and have a courteous and professional attitude.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• No service to state agencies or other municipality locations outside our service area.</li> <li>• No mail pick up from non-state agencies to other non-state agencies.</li> <li>• Off-route pick/ delivery.</li> <li>• Pick up limited to one hand truck.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Secure package tracking in near real time via the use of the PacTrac System(Link to <a href="#">PacTrac</a>).</li> <li>• The shuttle will also pickup and ship parcels via UPS.</li> <li>• Additional stop frequency.</li> </ul>
e. Service prerequisites	Must be a state agency to request service.
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Arrive at scheduled stop within 15 minutes of arranged time.</li> <li>• Provide notice of service interruptions.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide accurate information at signup.</li> <li>• Mail must be ready 15 minutes ahead of time to ensure all outgoing mail is picked up in a timely manner.</li> <li>• All outgoing mail must be properly addressed with sender and receiver's full address.</li> <li>• Customer provides the appropriate access to the delivery point.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:Jason.R.LANZAFAMI@das.state.or.us">Jason.R.LANZAFAMI@das.state.or.us</a></li> <li>• Call Jason Lanzafami: 503-373-1715</li> <li>or</li> <li>• E-mail <a href="mailto:David.GARBER@das.state.or.us">David.GARBER@das.state.or.us</a></li> <li>• Call David Garber: 503-373-1327</li> </ul>
b. What forms are used/	No forms are required.

needed to request this service?	
c. When can you expect to have your service request fulfilled?	Expect new service established within 3 business days.
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	Visit P&D's website for route information.
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:Jason.R.LANZAFAMI@das.state.or.us">Jason.R.LANZAFAMI@das.state.or.us</a></li> <li>• Call Jason Lanzafami: 503-373-1715</li> <li style="text-align: center;">or</li> <li>• E-mail <a href="mailto:David.GARBER@das.state.or.us">David.GARBER@das.state.or.us</a></li> <li>• Call David Garber: 503-373-1327.</li> </ul>
c. When can you expect to get a response?	Receipt email / initial response to incidents and consultations can be expected within 2 hours.

<b>12- STATE DELIVERY SERVICE</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	Point – to - point delivery service for the transportation of larger items that aren't appropriate for the shuttle service.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• Pickup and delivery service which employs a single, large delivery truck equipped with an enclosed bed to keep deliveries secure and dry.</li> <li>• This service operates on an on-call basis, servicing the I-5 corridor or other locations in Oregon.</li> <li>• Pallet-size loads by special arrangement.</li> </ul>
c. Description of what is not included in the service	<ul style="list-style-type: none"> <li>• Daily shuttle mail delivery service.</li> </ul>
d. Offerings and options	<ul style="list-style-type: none"> <li>• Multiple stop discounts offered.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMA accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Safe, secure transportation of the items.</li> <li>• Notify customers of any deviation from the schedule that may adversely affect the delivery.</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Provide correct billing number at time of service request.</li> </ul>

	<ul style="list-style-type: none"> <li>• Appropriate access to the pickup/delivery point.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:Jason.R.LANZAFAMI@das.state.or.us">Jason.R.LANZAFAMI@das.state.or.us</a></li> <li>• Call Jason Lanzafami: 503-373-1715</li> <li>or</li> <li>• E-mail <a href="mailto:David.GARBER@das.state.or.us">David.GARBER@das.state.or.us</a></li> <li>• Call David Garber: 503-373-1327</li> </ul>
b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>• No forms are required.</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>• The customer and service provider come to an agreeably mutual date of service.</li> <li>• Deliveries within the Willamette Valley typically are within one (1) business day.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>• No self-service options are available at this time.</li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:Jason.R.LANZAFAMI@das.state.or.us">Jason.R.LANZAFAMI@das.state.or.us</a></li> <li>• Call Jason Lanzafami: 503-373-1715</li> <li>or</li> <li>• E-mail <a href="mailto:David.GARBER@das.state.or.us">David.GARBER@das.state.or.us</a></li> <li>• Call David Garber: 503-373-1327</li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>• Receipt email / initial response to incidents and consultations can be expected within 2 hours.</li> </ul>

<b>13- MANAGED PRINT SERVICES</b>	
<b>1. What is the service?</b>	<b>Description</b>
a. Service Summary	<p>Managed Print Services (MPS) provides a flexible cost effective approach to managing your organization's use of copiers and multi function printers. The holistic approach looks at the agency usage both in the number of clicks produced and the number of copies per document. Publishing &amp; Distribution and the vendor evaluates the print environment to determine if the existing distribution of printers and copiers is the right fit for the agency and develops a plan to fine tune the environment by resizing equipment to the appropriate speeds and capacities and eliminating redundant devices, through use of existing equipment or through sale or lease of new equipment. Oregon has signed a participating addendum to an existing WSCA contract in place, making it easy to contract with one of the</p>

	selected vendors. The evaluation will also identify large duplication runs that would be most cost effective if produced at the state's central print provider, Publishing & Distribution.
b. What is included / detailed description of the features and benefits of the service	<ul style="list-style-type: none"> <li>• The MPS contractor along with Publishing &amp; Distribution analyzes an agency's print environment for ways to improve efficiency and reduce costs and provides a print services plan to the agency for review.</li> <li>• In addition to the hardware recommendations, this plan If the agency chooses not to accept the recommendation, the MPS contractor is done with no cost or obligation to the agency.</li> <li>• If the agency chooses to move forward with the recommendation, the MPS contractor begins to implement the recommendations. The contractor uses existing equipment to reconfigure the agency's print environment and will generally only insert their own equipment when a copier or printer reaches end of life.</li> </ul>
c. Description of what is not included in the service	N/A
d. Offerings and options	<ul style="list-style-type: none"> <li>• May include an efficient portal to send large jobs directly to Publishing &amp; Distribution from the computer desktop.</li> </ul>
e. Service prerequisites	<ul style="list-style-type: none"> <li>• Customer is in the SFMA accounting system.</li> </ul>
f. (Service-specific) Customer and provider responsibilities	<p><b>Publishing and Distribution responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Analyze the agency's print environment</li> <li>• Make recommendations on the proposed solution</li> </ul> <p><b>Customer responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Obtain written approval from Publishing &amp; Distribution to engage with Vendor(s)</li> <li>• Keep Publishing &amp; Distribution informed of progress of project.</li> <li>• Request approval for placement of production speed printers (over 60 ppm)</li> <li>• It is recommended you select two to three vendors from the WSCA/NASPO price agreement for comparison. This will add a competitive nature to the MPS agreement allowing you to select the best vendor.</li> </ul>
<b>2. How is the service requested?</b>	<b>Description</b>
a. How is this service requested?	<ul style="list-style-type: none"> <li>• E-mail: <a href="mailto:tim.hendrix@state.or.us">tim.hendrix@state.or.us</a></li> <li>• Call Tim Hendrix: 503-373-1753</li> </ul> <p>Or</p> <p>DAS State Procurement Office</p> <ul style="list-style-type: none"> <li>• Email: <a href="mailto:Kari.FREY@oregon.gov">Kari.FREY@oregon.gov</a></li> <li>• Call: Kari Frey 503-378-3977</li> </ul>

b. What forms are used/ needed to request this service?	<ul style="list-style-type: none"> <li>Request for authorization on agency letterhead</li> </ul>
c. When can you expect to have your service request fulfilled?	<ul style="list-style-type: none"> <li>The customer and service provider come to an agreeably mutual date of service.</li> </ul>
<b>3. How do I get help? How does Publishing and Distribution provide support to customers?</b>	<b>Description</b>
a. Self-service support	<ul style="list-style-type: none"> <li>No self-service options are available at this time.</li> </ul>
b. How to request support	<ul style="list-style-type: none"> <li>E-mail: <a href="mailto:tim.hendrix@state.or.us">tim.hendrix@state.or.us</a></li> <li>Call Tim Hendrix: 503-373-1753</li> <li>Or</li> <li>DAS State Procurement Office <ul style="list-style-type: none"> <li>Email: <a href="mailto:Kari.FREY@oregon.gov">Kari.FREY@oregon.gov</a></li> <li>Call: Kari Frey 503-378-3977/503.378.4778</li> </ul> </li> </ul>
c. When can you expect to get a response?	<ul style="list-style-type: none"> <li>24 hour response time.</li> </ul>

## 8.2. SLA performance measure data dictionaries

- **SLA Metric # 1: Percent of times P&D estimates are delivered within one business day after initial consultation.**
- **Description:** Percent of times P&D staff replies with a project estimate after initial consultation with a customer within one business day.
- **Purpose:** This measure was selected in an attempt to measure timeliness of communication and responsiveness of P&D staff to customer requests for estimates or for quotes to perform design, production or mailjobs.
- **Comparability:** As part of its SLA, another Program in DAS (DAS Maintenance) tracks and reports average time to provide a quote/ estimate for billable jobs, which will allow for some comparability of performance between Programs..
- **Measure calculation formula:**
  - **A = (B / C)\*100**
  - **B =** Number of estimates for jobs delivered by P&D in the measurement period within 1 business day from the date of the initial consultation.
    - For each estimate delivered by DAS P&D in the measurement period, a check will be performed to verify if the following condition is met: **(B<sub>2</sub> -B<sub>1</sub>) ≤ 1 business day**, where
    - **B<sub>2</sub>** = Date in which estimate is delivered to customer organization.
    - **B<sub>1</sub>** = Date of initial consultation with customer organization.
  - **C =** Total number of estimates for jobs delivered by P&D in the measurement period.
- **Detailed metric definition / calculation formula:**
  - This measure is tracked in number of business days.
  - The initial consultation can happen via a meeting, phone conversation or email exchange with the customer.
  - This measure covers estimates delivered to customer for any type of job, including:
    - Graphic or Variable design jobs,
    - Production jobs,
    - Mailing jobs.
  - This measure excludes production jobs that are contracted out to outside vendors.
- **Baseline:** None available at this time.
- **Service Level Expectation (Quantitative performance target):** 90%.

- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

- **SLA Metric # 2: Percent of times Publishing & Distribution meets the A.D.D. (Agreed Delivery Date) for design jobs.**
- **Description:** Percentage of Graphic or Variable Data Design jobs that meet the delivery date agreed upon between customers and P&D staff.
- **Purpose:** This metric was selected in an attempt to measure timeliness of delivery of design jobs, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of Graphic or Variable Data design services.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Design workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** None at this time.
  - **Measure calculation formula:**
    - $A=(B/C)*100$
    - **B (Numerator)** = Number of design jobs delivered in the measurement period for which P&D has met the agreed upon delivery date.
    - **C (Denominator)** = Total number of design jobs delivered in the measurement period.
  - **Detailed metric definition / calculation formula:**
    - **Numerator:**
      - A design job will be considered as meeting the A.D.D if the customer receives the job via email or if the customer is notified via email that the job is finished and available for pick-up from P&D premises before or on the date that had been agreed upon for the delivery of the job.
      - For online order submissions, when a customer submits a design order and enters a desired delivery date, if P&D staff considers the requested date unattainable and contacts the customer in less than two (2) business days to negotiate a new delivery date, this change to the desired delivery date originally requested by the customer will not be considered a late job.
      - For all jobs that require a proof, if based on the proof the customer asks for changes in the design of the job and P&D requests to modify or renegotiate the delivery date, this will not be considered a late job.
      - All other changes requested by P&D to the delivery date agreed upon with the customer , whether or not the new proposed delivery date impacts the customer (whether or not changes can be easily accommodated by customer) will be considered a late job.



- **Denominator:**
  - The denominator includes all graphic design jobs and variable data design jobs delivered in the measurement period. A job is delivered in a measurement period if the date the job is delivered via email or the date in which the customer has been notified via email that the job is available for pick-up from P&D premises occurs between the first and the last day of the measurement period.
  - It is estimated there are approximately 25 purely design jobs per quarter.
- **Exclusions:**
  - This measure is limited to pure design jobs only, excluding production or mail jobs with a design portion (e.g., a combined job including a change to the design of a background form plus a production request based on the new form).
- **Baseline:** None available at this time. During the 2013-2014 fiscal year, P&D reported meeting the A.D.D. for 96.8% of design jobs, but this figure was calculated using a methodology different from the calculation methodology approved for this performance measure (reported figures include production or mail jobs with a design portion that are excluded from this performance measure methodology)
- **Service Level Expectation (Quantitative performance target):** 99%.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

- **SLA Metric # 3: Percent of times Publishing & Distribution meets the A.D.D. (Agreed Delivery Date) for production jobs.**
  - **Description:** Percentage of production jobs that meet the delivery date agreed upon between customers and P&D staff for printing and copying jobs.
  - **Purpose:** This metric was selected in an attempt to measure timeliness of delivery of production jobs, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of printing and copying production services.
- It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:
- P&D Production workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** None at this time.
  - **Measure calculation formula:**
    - $A=(B/C)*100$

- **B (Numerator)** = Number of production jobs completed in the measurement period for which P&D has met the agreed upon delivery date.
- **C (Denominator)** = Total number of production jobs completed in the measurement period.
- **Detailed metric definition / calculation formula:**
  - **Numerator:**
    - A completed production job will be considered as meeting the A.D.D if the job has been delivered to the customer premises or is available for pick-up from P&D premises before or on the date that had been agreed upon for the delivery of the job.
    - For online order submissions, when a customer submits a production order and enters a desired delivery date, if P&D staff considers the requested date unattainable and contacts the customer in less than two (2) business days to negotiate a new delivery date, this change to the desired delivery date originally requested by the customer will not be considered a late job.
    - For all jobs that require a proof, if based on the proof the customer asks for changes in the design of the job and P&D requests to modify or renegotiate the delivery date, this will not be considered a late job.
    - All other changes requested by P&D to the delivery date agreed upon with the customer, whether or not the new proposed delivery date impacts the customer (whether or not changes can be easily accommodated by customer) will be considered a late job.
  - **Denominator:**
    - The denominator includes all production jobs completed in the measurement period, including:
      - Pure or combined printing, copying & finishing production jobs
      - Combined design + production jobs.
    - A production job is completed in a measurement period if the date the job is delivered to the customer premises or is available for pick-up from P&D premises occurs between the first and the last day of the measurement period.
  - **Exclusions:**
    - The following types of jobs are excluded from both the numerator and the denominator of this performance measure:
      - Programmed printing jobs.
      - Combined production + mail jobs (e.g., a job that requires making a variable data print run of personalized letters plus mailing the composed customized pieces to a list of citizens).
      - All production jobs contracted out to outside vendors.
- **Baseline:** On time delivery has improved from an average of 90% in 2009 to over 97% for 2012. The average value of this measure for the 2013-2014 fiscal year was 96,07 %.
- **Service Level Expectation (Quantitative performance target):** 96%.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

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- **SLA Metric # 4: Percent of times Publishing & Distribution meets the A.D.D. (Agreed Delivery Date) for mail jobs.**
  - **Description:** Percentage of all Mail jobs that meet the delivery date agreed upon between customers and P&D staff.
  - **Purpose:** This metric was selected in an attempt to measure timeliness of delivery of mail jobs, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of mail services.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Mail workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** None at this time.
  - **Measure calculation formula:**
    - $A=(B/C)*100$
    - **B (Numerator)** = Number of mail jobs completed in the measurement period for which P&D has met the agreed upon delivery date.
    - **C (Denominator)** = Total number of mail jobs completed in the measurement period.
  - **Detailed metric definition / calculation formula:**
    - **Numerator:**
      - A mail job will be considered as meeting the A.D.D if all the pieces that make up the mail job are presorted and delivered to USPS for posting before or on the date that had been agreed upon with the customer agency for the mailing.
      - For online order submissions, when a customer submits a mail order and enters a desired delivery date, if P&D staff considers the requested date unattainable and contacts the customer in less than two (2) business days to negotiate a new delivery date, this change to the desired delivery date originally requested by the customer will not be considered a late job.
      - For all jobs that require a proof, if based on the proof the customer asks for changes in the design of the job and P&D requests to modify or renegotiate the delivery date, this will not be considered a late job.
      - All other changes requested by P&D to the delivery date agreed upon with the customer, whether or not the new proposed delivery date impacts the customer (whether or not changes can be easily accommodated by customer) will be considered a late job.
    - **Denominator:**

- The mail jobs included in the denominator are combined P&D production + mail jobs (e.g., a job that requires making a variable data print run of personalized letters plus mailing the composed customized pieces to a list of citizens).
    - A mail job is completed in the measurement period if the date the job is delivered to USPS for posting occurs between the first and the last day of the measurement period.
  - **Exclusions:**
    - Pure mail jobs, in which the pieces mailed haven't been produced by P&D (a.k.a. as incoming mail), are excluded from this performance measure.
- **Baseline:** The average value of this measure for the 2013-2014 fiscal year was 98,37%.
- **Service Level Expectation (Quantitative performance target):** 98%.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

- **SLA Metric # 5: Rework rate.**
- **Description:** Percent of jobs that need to be redone per customer request due to errors by Publishing & Distribution. This metric is limited to rework requested by the customer.
- **Purpose:** This metric was selected in an attempt to measure quality of service delivery, which was identified by P&D customers as a critical quality attributes associated with Publishing & Distribution production services.  

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

  - P&D Design workflow / processes.
  - Quality control measures.
- **Comparability:**
  - As part of its SLA, another Program in DAS (Fleet and Parking) tracks and reports on rework/callback rates for vehicle repairs, which allows for some comparability of performance between Programs.
  - DAS Maintenance also tracks and reports on rate of rework for repair services as part of this Program's SLA.
- **Measure calculation formula:**
  - $A = (B/C) * 100$
  - **B (Numerator)** = Number of jobs delivered in the measurement period that need to be redone as per customer request for rework.
  - **C (Denominator)** = Total number of jobs delivered in the measurement period.
- **Detailed metric definition / calculation formula:**

- P&D will calculate and report every quarter the average rework rate for all production jobs. In addition, results for this performance measure will be broken down every quarter to show differences in performance between rework rates for programmed print jobs and rework rates all other types of production jobs.
  - **Numerator:**
    - The numerator of this measure is limited to jobs that need to be reworked as per input received from customers, excluding all rework conducted as a result of mistakes caught by P&D staff before the customer receives the job.
    - The numerator includes jobs with little mistakes notified by customers even if a customer does not request the job is redone ("customer can live with the mistake").
    - The numerator includes jobs for which only a part of the job needs to be redone, however small this part may be- for example, if there is a mistake on the binding of 1 book in a job requiring printing and binding 800 books, the job will be considered as needing to be redone for the purposes of this performance measure.
    - Data is captured through production incident reports.
  - **Denominator:**
    - This measure includes all 1) Electronic Publishing jobs, 2) Scanning jobs, 3) Production jobs (printing, copying & finishing jobs) and 4) Production + mail jobs delivered in the measurement period that meet the following criteria:
      - All jobs that are assigned a job number, or
      - Groups of secure nightly programmed print jobs, grouped by agency program.
  - **Exclusions:**
    - This measure excludes all jobs contracted out to outside vendors.
    - This measure excludes all rework conducted as a result of mistakes caught by P&D staff before the customer receives the job.
- **Baseline:** The average value of this measure for the 2013-2014 fiscal year was 0,61%.
  - **Service Level Expectation (Quantitative performance target):** 2%.
  - **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.

- **SLA Metric # 6:** Percent of programmed print jobs that have been delayed for any reason, and the customer has been notified on a timely basis.
- **Description:** The percentage of delayed programmed print jobs where the customer is notified on a timely basis.
- **Purpose:** This metric was selected in an attempt to measure timeliness of communication within the programmed print unit, which was identified by P&D

customers as one of the critical quality attributes associated with the delivery of programmed printing services.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Design workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** None at this time.
  - **Measure calculation formula:**
    - **A=(B/C)\*100**
    - **B (Numerator)** = Number of programmed print jobs scheduled for delivery in the measurement period delayed due to any reason for which the customer on record has been informed in a timely fashion.
    - **C (Denominator)** = Total number of programmed print jobs scheduled for delivery in the measurement period delayed due to any reason.
  - **Detailed metric definition / calculation formula:**
    - **Numerator:**
      - Notifying a customer about a delay in a programmed print job in a timely fashion means P&D will make a phone call or send an email to the customer organization or organizations impacted by the delay before the date and time agreed upon for delivery
      - P&D will capture, for every programmed printing job, one or more phone numbers or email addresses within customer organizations so that, in case of system failure impacting multiple programmed jobs, P&D can send an email notifying the delay in the programmed print job.
      - It will be the customer responsibility to give P&D the phone numbers or the email addresses of the employees that should be notified about a delay for each type of programmed print job.
      - It will be the customer responsibility to disseminate the notification about the delay in a programmed print job to all business units within customer organization impacted by the delay.
    - **Denominator:**
      - The denominator includes all programmed printing jobs scheduled for delivery in the measurement period that have experienced a delay to the agreed upon date and time of delivery for which the customer has provided a phone number or an email address. Delays can be due to, but not limited to:
        - Internal equipment failure.
        - Delayed transmission from data source.
        - Data source interruptions such as:
          - Connection issues.
          - Remote job failures.
    - **Exclusions:**
      - Programmed print jobs that have experienced a delay for which the customer has not provided a phone number or an email address to notify

about the delay will be excluded from this performance measure calculations.

- **Baseline:** The average value of this measure in the 2013-2014 fiscal year was 100%.
  - **Service Level Expectation (Quantitative performance target):** 99.9%.
  - **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.
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- **SLA Metric # 7: Number of reported “double stuffing” mailing incidents.**
- **Description:** Count of the number of first class, personal correspondence or negotiable documents that are reported to P&D as having been incorrectly inserted into another recipient’s envelope. The error may result in the disclosure of personal information of a citizen.
- **Purpose:** This metric was selected in an attempt to measure how accurately P&D handles confidential or sensitive information, which was identified by P&D customers as a critical quality attribute associated with the delivery of production and mailing services.  
It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:
  - P&D workflow / processes.
  - Management of confidential information.
  - Resource/ workload balancing.
- **Comparability:** None at this time.
- **Measure calculation formula**
  - **A** = Number of reported “double stuffing” incidents in the measurement period.
- **Detailed metric definition / calculation formula:**
  - P&D will track and report the number of incidents reported by citizens or customers in a measurement period.
  - P&D will describe the potential impact in the “Comments” section of the SLA performance report.
  - This measure is limited to double stuffing incidents reported by customer organizations or by citizens.
- **Baseline:** The average value of this measure for the 4 quarters in the 2013-2014 fiscal year was 1,33 incidents per quarter (there were 3 quarters with zero incidents and one quarter with 4 reported incidents).
- **Service Level Expectation (Quantitative performance target):** 0 (zero).
- **Frequency of reporting / timeliness:** Quarterly.

- **Attachments:** None.
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- **SLA Metric # 8: Percent of adherence to the Shuttle Mail arrival schedule.**
- **Description:** The Shuttle Mail system is comprised of over 500 stops per day in the Salem, Portland and Eugene area. Each stop has a programmed arrival time, which is agreed upon between P&D and the customer before a stop is added to a regular shuttle route. This metric will report the percentage of time the shuttle drivers adhere to the programmed arrival schedule.
- **Purpose:** This metric was selected in an attempt to measure timeliness of shuttle arrival, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of this service.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Shuttle Mail workflow / processes.
  - Shuttle route optimization.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** None known at this time.
  - **Measure calculation formula:**
    - **A=(B/C)\*100**
    - **B (Numerator)** = Number of shuttle mail stops with logged time of arrival in the measurement period for which P&D shuttle drivers have arrived at the programmed date and time.
    - **C (Denominator)** = Total number of shuttle mail stops in the measurement period for which P&D shuttle drivers have logged date and time of arrival.
  - **Detailed metric definition / calculation formula:**
    - This metric will be tracked by P&D shuttle staff by scanning a location tag logging time of arrival at programmed shuttle stops.
    - **Numerator:**
      - A Shuttle Mail stop will be reported as being on time if arrival at the stop location (the designated building delivery or pickup location) occurs within a 30 minute window (15 minutes before or 15 minutes after) from the time (and date) the shuttle was programmed to arrive.
    - **Denominator:**
      - The denominator of this measure will track the total number of stops in the measurement period for which P&D shuttle drivers have logged date and time of arrival by scanning their location tags at the stop location.
      - Presently, time of arrival is logged by P&D shuttle drivers for all shuttle stops using the Pac Trac system. This would provide a sample size of 4,000 - 5,000 shuttle stops / data points per measurement quarter, which is equivalent to 15-20% of the programmed shuttle stops per quarter.



Although this sample size is considered big enough to allow for reasonable extrapolation of timeliness / performance at stops without the pctrac system, the Program will strive to modify shuttle operational procedures so that shuttle drivers scan their location tags in as many shuttle stops as possible to increase the denominator size for this performance measure.

- **Exclusions / Treatment of modified programmed stops / routes:**
  - Stops with modified arrival times as a result of one-off or short term changes to programmed shuttle routes **proposed or communicated by P&D shuttle drivers to the customer organization will not be excluded from the denominator** of this performance measure. These changes can occur as a result of inclement weather conditions, shuttle mechanical problems, special circumstances experienced by a shuttle driver while on-route, etc.
  - Stops with modified arrival times as a result of one-off or short term changes to programmed shuttle routes **requested by customer agencies will be excluded from the denominator** of this performance measure.
- **Baseline:** None available at this time.
- **Service Level Expectation (Quantitative performance target):** 95%.
- **Frequency of reporting / timeliness:** Quarterly.
- **Attachments:** None.

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- **SLA Metric # 9: Percent of compliance with arranged pickup schedule for delivery services.**
  - **Description:** When a customer requests pick-up or delivery of larger items that aren't appropriate for the shuttle service, a Publishing & Distribution driver will schedule a date and time to pickup and deliver the materials. This metric will report the percentage of time the drivers adhere to the agreed upon pick-up or delivery date and time.
  - **Purpose:** This metric was selected in an attempt to measure timeliness of service delivery, which was identified by P&D customers as one of the most critical quality attributes associated with the delivery of this service.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D Delivery service workflow / processes.
  - Management of customer expectations.
  - Resource/ workload balancing.
- **Comparability:** As part of its SLA, another Program in DAS (DAS Surplus Property) tracks and reports on a similar performance metric for surplus property pick-up services, which will allow for comparability of performance between programs.

- **Measure calculation formula:**
  - **A=(B/C)\*100**
  - **B (Numerator)** = Number of collections or deliveries made in the measurement period that occurred within the agreed upon date.
  - **C (Denominator)**= Total number of collections or deliveries made in the measurement period for which a date had been agreed upon..
  
- **Detailed metric definition / calculation formula:**
  - **Numerator:**
    - A pick-up or a delivery will be reported as adhering to the agreed upon schedule if arrival to the pick-up or delivery location occurs on the date that had been agreed upon for the service, regardless of the time of the day the pick-up or delivery occurs.
  - **Denominator:**
    - For the purposes of the denominator of this performance measure, a standard service requiring pick up and delivery of materials to a different location can be tallied up in two different ways:
      - As two pick-up / deliveries (e.g., for a point-to-point pick and delivery service between 2 offices of a large state agency), or
      - As one pick-up service (e.g., for items or materials that need to be picked-up from a customer agency office and delivered to DAS Surplus Property Warehouse or State Archives) if the customer organization doesn't specify a date for the drop-off / delivery.
  - Scheduled and effective pickup and delivery dates will be hand logged on the work order.
  
- **Baseline:** The average value of this measure during the 2013-2014 fiscal year was 100%.
  
- **Service Level Expectation (Quantitative performance target):** 100%.
  
- **Frequency of reporting / timeliness:** Quarterly.
  
- **Attachments:** None.

- **SLA Metric # 10: Percent of mail posted and sent out at the reduced postal rate.**
  
- **Description:** Publishing & Distribution produces and receives mail from customers to be posted at the reduced postage rate. This is achieved by running the final mail piece through our OCR mail sorter, boxing, palletizing and transmitting the postage statement to the USPS. The presorted mail is delivered to the USPS bulk mail receiving unit at a time prescribed by the USPS. If Publishing & Distribution is unable to process all the mail by the specified time, and it must be mailed that day, Publishing & Distribution will post the mail at the full first class rate.

This metric will measure the percentage of incoming and produced mail pieces that are mailed out at the reduced postage rate.

- **Purpose:** This metric was selected in an attempt to measure timeliness of mailing service delivery, which was identified by P&D customers as a critical quality attribute associated with the delivery of mailing services.

It is expected that tracking and reporting on this measure will assist DAS & P&D management and customer members of the EGS Customer Board to understand and make data-driven decisions regarding:

- P&D production mail workflow / processes.
  - Time requirements for customers to send data or mail pieces for posting.
  - Management of customer expectations.
  - Resource/ workload balancing.
  - Changing USPS requirements.
- **Comparability:** In 1976 the postal service introduced "workshare discounts" for companies or organizations like P&D that presorted first class mail, later extended to periodicals and standard mail. In 2010, the USPS reported that 82 percent of all mail processed was workshared (posted at a discounted rate).
  - **Measure calculation formula:**
    - $A = (B/C) * 100$
    - **B (Numerator)** = Number of mail pieces posted in the measurement period at the reduced postal rate.
    - **C (Denominator)** = Total number of mail pieces posted in the measurement period.
  - **Detailed metric definition / calculation formula:**
    - **Numerator:**
      - The numerator of this performance measure tracks the number of incoming and produced mail pieces delivered to the US Postal Service for posting in the measurement period at reduced rates.
    - **Denominator:**
      - The denominator of this performance measure tracks the number of incoming and produced mail pieces delivered to the US Postal Service for posting in the measurement period, whether posting is done at full first class rate or at discounted rates.
  - **Baseline:** The average value of this measure during the 2013-2014 fiscal year was 93,5%, but this figure was influenced by performance under 90% in one quarter with exceptional circumstances (performance in the other 3 quarters was over 96%).
  - **Service Level Expectation (Quantitative performance target):** 96%
  - **Frequency of reporting / timeliness:** Quarterly.
  - **Attachments:** None.

### 8.3. Rate methodologies

DAS P&D is self funded through service fees that are approved by the EGS CUB and are designed to recover the costs incurred to deliver the services provided by the Program.

These costs include personnel services, services and supplies including the cost of acquisition/depreciation of software applications used by the Program to provide publishing and distribution solutions, and administrative/overhead costs.

Administrative / overhead costs (including DAS overhead charges, EGS Division management and P&D Program management costs, business services, customer relations, IT systems support and security costs) are spread out across all the different service areas within P&D based on the percent of P&D revenue generated by each service area .

The program receives funding through the following charges for services:

- **Bindery** - Bindery is charged per binding done based on the binding method. There is an additional charge for set up work.
- **Data Center Print** - Per impression charge.
- **Digital Print** - Tiered pricing according to the number of impressions.
- **Graphic Design** - Hourly charge for the time of the designer.
- **Inserting** - Inserting is charged per envelope.
- **Mailing** - The actual cost charged by USPS is passed through (this cost is lower than the agency mailing the letters themselves because of the presorting by zip code that is already done by the machine at the print plant).
- **Shuttle** - The model for assessing customers for the Interagency Shuttle Mail is a fee for service based on 3 factors: 1) Base stop charge, 2) Geographic zone of the stop (4 zones) and 3) Complexity of the stop (4 classes).

Link to the published price list for updated detailed rate information:

<http://www.oregon.gov/DAS/CUB/docs/egs/pricelist.pdf>