INFORMATION TECHNOLOGY CONSOLIDATION UPDATE

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OVERVIEW

Act 712 of the 2014 Regular Session recreated the Office of Information Technology as the Office of Technology Services (OTS) and renamed the position of CIO as State Chief Information Officer. The Act also added authority for the CIO to oversee operation of information technology and provides for additional duties and responsibilities including:

- Establishing and coordinating all information technology systems and services across the executive branch of state government
- Acting as the sole centralized customer for the acquisition, billing, and record keeping of information technology systems or services provided to state agencies
- Reviewing, coordinating, approving, or disapproving requests by state agencies for information technology procurement
- Establishing master purchase contracts for equipment provided by individual manufacturers

Act 712 also requires the state chief information officer to provide a quarterly report beginning October 1, 2014 to the Joint Legislative Committee on the Budget. The focus of the report is the status of the consolidation of the information technology functions of the executive branch of state government. The report must provide information on organizational changes within the division of administration, as well as organizational changes between the office of technology services and the other executive branch agencies. The report must also include information and data on personnel changes, changes in purchasing and procurement, and any budgetary changes that have occurred. The following report details information on these topics, if applicable.

Organizational Changes within the Division of Administration

In May 2015, OTS submitted a business reorganization plan to the Division of Administration's Office of Human Resources and to the Department of State Civil Service. The reorganization is designed to improve OTS' service delivery capabilities and efficiency of operations, while simultaneously reducing costs. These goals can be achieved by restructuring organizational resources into functional groups tailored to meet the needs of the agencies served. Reorganization presents an opportunity to address redundancies and promote the benefits of specialization. OTS intends to capitalize on these opportunities through the thoughtful reallocation of positions as documented in the OTS business reorganization plan.

The planned structure is consistent with the previously published summary organizational charts of the proposed structure of the consolidated office that were provided to all OTS employees and posted online on the Reinvent IT website. An overview of the key services that will be provided by each OTS section are described in *Appendix: Brief Overview of Key Functions by Section*. The current executive management team is depicted in Figure 1.

The previously published summary charts for each unit can be obtained on the Reinvent IT website:

- Agency Relationship Management
- Applications and Data Management*: Interim; Final
- Data Center Operations
- End User Computing
- Network Services
- Office of Operations
- Production Support Services
- Project and Portfolio Management
- Strategy, Planning, and Administration

*The transition in the Applications and Data Management unit will take longer than the transition in other units. Thus, the Interim represents the structure that will be achieved through the business reorganization process, with the Final chart depicting the structure that will be ultimately achieved over a longer time period.

The business reorganization plan that was submitted consisted of the following supporting documentation:

- Memorandum stating the need for the business reorganization
- Current organizational chart

- Proposed individual level organizational charts
- Updated SF-3s (i.e., position descriptions) for all positions
- Explanations for positions reallocated to lower or higher pay scale groups
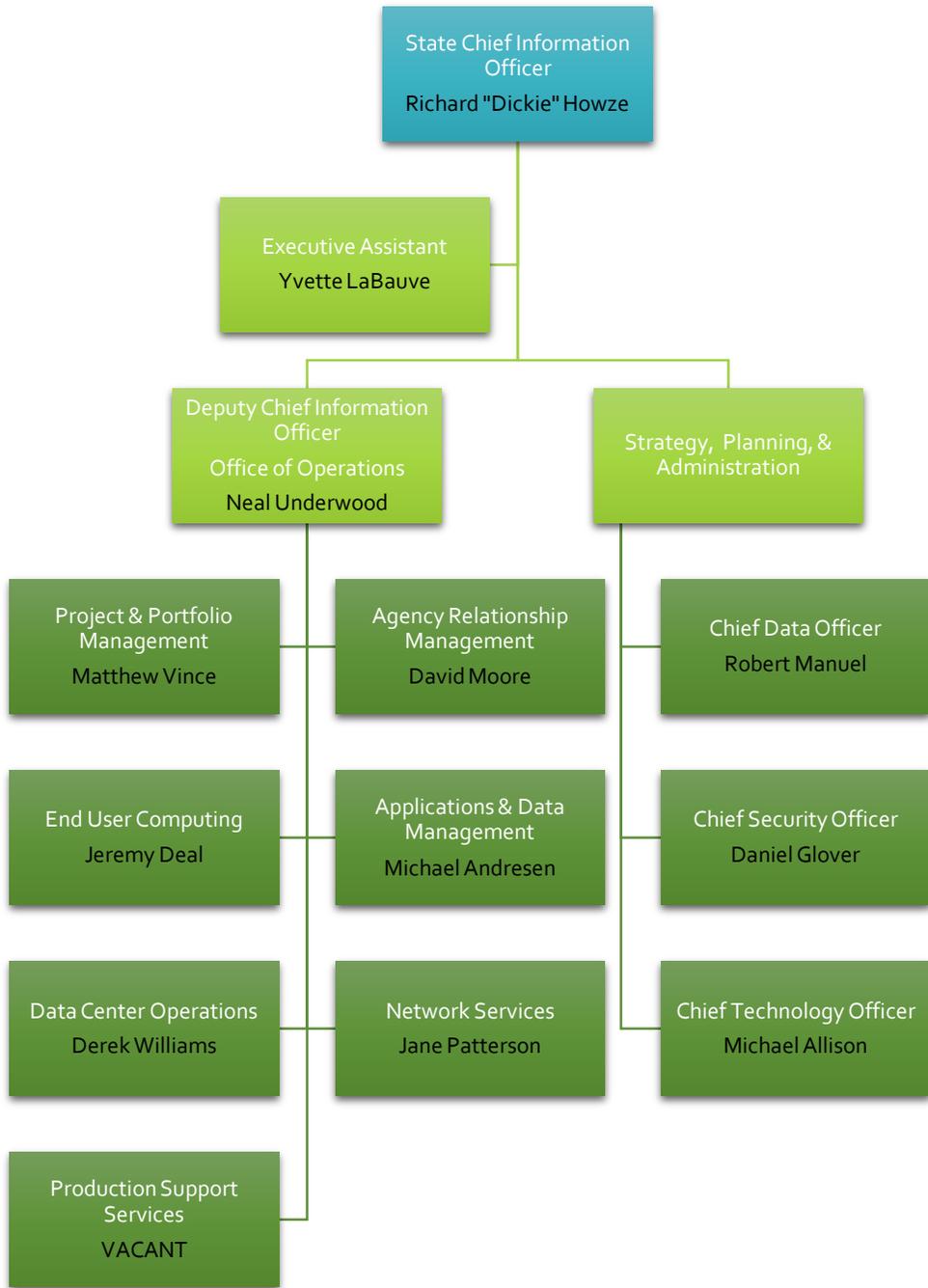- A draft of a letter to notify employees in positions proposed for downward allocation

There will be no reduction in the workforce associated with the business reorganization. However, in a business reorganization, positions may retain their current allocation, positions may allocate to a higher level job, or positions may allocate to a lower level job. The business reorganization process affords incumbents in classified positions the ability to retain certain eligibilities, such as no loss in pay due to business reorganization changes and placement on a Department Preferred Reemployment List if moved to a lower level job (see Chapter 5 of the Human Resources Handbook). All State Civil Service rules regarding employee pay are observed (see Chapter 6 of the Human Resources Handbook).

In January, the Department of State Civil Service "returned without action" the original business reorganization plan to OTS pending a review by the newly elected administration. The new administration engaged in an active assessment of the IT consolidation initiative as a whole as well as the plan submitted to Department of State Civil Service (DSCS). Division of Administration Commissioner Jay Dardenne and his staff has communicated with OTS management and OTS' customer agencies, and determined last quarter that authority for select groups of positions would be delegated to certain customer agencies until the positions can ultimately be transferred. Specifically, the delegations included:

- Nine Intelligent Traffic System (ITS) positions and six Customer Advocates and Advisors (CAA) positions that will be administered by the Louisiana Department of Transportation and Development
- Twenty-one Louisiana Wireless Information Network (LWIN) statewide radio positions that will be administered by the Louisiana Department of Public Safety

Commission Dardenne stated that the IT consolidation initiative will not be dismantled. However, in light of the delegations which were executed in this quarter, OTS was tasked with modifying the business reorganization plan accordingly. The next submission will effectively constitute a new business reorganization plan that will continue to follow the process outlined in State Civil Service guidelines that was followed previously. OTS has executed all necessary changes to the plan, and a revised plan will be submitted in the first week of the 2017 fiscal year to the DSCS for review.

Figure 1. Top Level Organizational Chart for the Office of Technology Services

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                    ┌─────────────────────────────┐
                    │ State Chief Information      │
                    │ Officer                     │
                    │ Richard "Dickie" Howze       │
                    └─────────────────────────────┘
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          ┌─────────────────────────┐
          │ Executive Assistant     │
          │ Yvette LaBauve          │
          └─────────────────────────┘
                                 │
        ┌────────────────────────────┐      ┌────────────────────────────┐
        │ Deputy Chief Information    │      │ Strategy, Planning, &      │
        │ Officer                     │      │ Administration             │
        │ Office of Operations        │      │                            │
        │ Neal Underwood              │      │                            │
        └────────────────────────────┘      └────────────────────────────┘
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Project & Portfolio Management Matthew Vince	Agency Relationship Management David Moore	Chief Data Officer Robert Manuel
End User Computing Jeremy Deal	Applications & Data Management Michael Andresen	Chief Security Officer Daniel Glover
Data Center Operations Derek Williams	Network Services Jane Patterson	Chief Technology Officer Michael Allison
Production Support Services VACANT		

Organizational Changes within the Executive Branch

As outlined in the previous section, select groups of positions were delegated to certain customer agencies in this quarter. The delegate positions will be transferred via BA-7 in the first quarter of next fiscal year.

Personnel Changes

The Production Support Services unit was effectively created a year after the original consolidation as a result of legislation that consolidated additional agencies into OTS; specifically, the Office of State Mail and the Office of State Printing. In the first reorganization plan submitted, OTS included a planned placement of an employee into the Director position for this unit. After discussion with the Division of Administration's Office of Human Resources as well as the new administration, it was decided that this high-level position should be posted and competitively filled in the same manner as the other executive level positions instead of occurring as a result of a business reorganization action. OTS posted this position at the end of the quarter and anticipates interviewing qualified candidates at the beginning of the next quarter.

Changes in Purchasing and Procurement

There are no changes to report in this quarter.

Budgetary Changes

No BA-7s were executed in this quarter. Means of financing and authorized positions are reported separately in the following tables for each of the three OTS programs.

Table 1. Means of Financing: OFFICE OF TECHNOLOGY SERVICES*

MEANS OF FINANCING	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
STATE GENERAL FUND	$0	$0	$0	$0	$0	$0
INTERAGENCY TRANSFERS	$263,118,677	$0	($13,755,656)	$0	$0	$249,363,021
FEES & SELF-GENERATED	$ 25,000	$0	$0	($5,361)	$0	$ 19,639
STATUTORY DEDICATIONS	$0	$0	$0	$0	$0	$0
INTERIM EMERGENCY BOARD	$0	$0	$0	$0	$0	$0
FEDERAL	$0	$0	$0	$0	$0	$0
TOTAL	$263,143,677	$0	($13,755,656)	($5,361)	$0	$249,382,660

*The adjustments include all categories of expenditures (i.e., personal services, operating services, professional services, travel and training).

Table 2. Authorized Positions: OFFICE OF TECHNOLOGY SERVICES

	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
T.O. POSITIONS	750	0	(85)	0	0	665
OTHER CHARGE POSITIONS	9	0	0	0	0	9
TOTAL	759	0	(85)	0	0	674

Table 3. Means of Financing: OFFICE OF ADMINISTRATIVE SERVICES*

MEANS OF FINANCING	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
STATE GENERAL FUND	$0	$0	$0	$0	$0	$0
INTERAGENCY TRANSFERS	$6,393,825	$0	$12,329,063	$0	$0	$18,722,887
FEES & SELF-GENERATED	$ 150,000	$0	$0	$0	$0	$ 150,000
STATUTORY DEDICATIONS	$0	$0	$0	$0	$0	$0
INTERIM EMERGENCY BOARD	$0	$0	$0	$0	$0	$0
FEDERAL	$0	$0	$0	$0	$0	$0
TOTAL	$6,543,824	$0	$0	$0	$0	$18,872,887

*The adjustments include all categories of expenditures (i.e., personal services, operating services, professional services, travel and training).

Table 4. Authorized Positions: OFFICE OF ADMINISTRATIVE SERVICES

	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
T.O. POSITIONS	19	0	46	0	0	65
OTHER CHARGE POSITIONS	0	0	0	0	0	0
TOTAL	19	0	46	0	0	65

Table 5. Means of Financing: OFFICE OF TELECOMMUNICATIONS MANAGEMENT*

MEANS OF FINANCING	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
STATE GENERAL FUND	$0	$0	$0	$0	$0	$0
INTERAGENCY TRANSFERS	$45,413,732	$0	$1,449,215	$0	$0	$46,862,947
FEES & SELF-GENERATED	$ 843,473	$0	$0	$0	$0	$ 843,473
STATUTORY DEDICATIONS	$0	$0	$0	$0	$0	$0
INTERIM EMERGENCY BOARD	$0	$0	$0	$0	$0	$0
FEDERAL	$0	$0	$0	$0	$0	$0
TOTAL	$46,257,205	$0	$0	$0	$0	$47,706,420

*The adjustments include all categories of expenditures (i.e., personal services, operating services, professional services, travel and training).

Table 6. Authorized Positions: OFFICE OF TELECOMMUNICATIONS MANAGEMENT

	INITIAL FY16	Q1 +/-	Q2 +/-	Q3 +/-	Q4 +/-	REVISED FY16
T.O. POSITIONS	68	0	39	0	0	107
OTHER CHARGE POSITIONS	0	0	0	0	0	0
TOTAL	68	0	39	0	0	107

Appendix: Brief Overview of Key Functions by Section

Section	Function	Description
AGENCY RELATIONSHIP MANAGEMENT	Business Relationship Management	Supports service strategy • Identifies stakeholders and specify strategic requirements and funding to provide business case for potential opportunities to the IT organization Facilitates service design • Validates customer requirements and ensures customer involvement in design activities Coordinates service transition • Coordinates customer involvement in service transition processes and ensures validation of release schedules • Plans, directs and coordinates the development and distribution of informational material about IT services to agencies • Communicates the scope, performance metrics, objectives, cost, and roles and responsibilities of services to end users Supports service operations • Maintains the business relationships between Central IT and the departments to enable better linkage between IT as a service provider and the customer at the strategic and tactical levels • Provides the key point of contact for agencies to provide direct support for agency IT operations • Communicates scheduled outages, updates on major incidents Drives continuous service improvement • Develops, negotiates, maintains and monitors shared service level agreements (SLAs) with agencies • Reports service performance, facilitates reviews on ability to meet strategic objectives and initiate service improvement plans • Evaluates and responds to customer satisfaction through service reviews, customer feedback and service level monitoring
APPLICATIONS & DATA MANAGEMENT	Web / Portal Services	• Responsible for website design, development and hosting of State and department websites as needed • Provides solutions, technical consulting, design, and coding for projects for the enterprise • Researches new technology and development approaches and creates best practices along with the architecture and strategy teams • Mentors various teams on design and coding best practices, portal design, service-oriented architecture, and reuse opportunities • Meets predefined service level expectations to serve the need of the departments
	GIS	• Manages application development, enhancement, maintenance and administration for GIS applications and data management • Supports GIS users throughout a variety of State agencies, departments and offices • Ensures that system and functional architecture priorities are consistently applied to GIS applications
	Application Development	• Includes application development, business process support, reporting and administration and application architecture • Develops and maintains user interfaces, business logic tier and database elements for custom applications • Interacts heavily with end-users in partnership with Agency Relationship Managers, throughout the development life-cycle, including requirements gathering, testing, implementation and production support

		• Uses problem solving skills and new technology research to enhance enterprise systems, software packages, and internal tools • Creates and conducts test plans for development projects and evaluates third-party products • Analyzes existing systems against IT and business strategies and makes well-defined recommendations and execution plans for efficiency and architecture/design improvements within and outside the execution of current projects • Resources delegated back to the agencies for certain applications
	Application Management	• Supports and monitors applications; supports and effectively transitions ongoing improvements to end users • Manages the release build process, including bug resolution and determining the features to be included in each build • Support and maintains multiple application environments (Development, Quality Assurance, Staging and Production) required for software fixes and new features to be developed, tested and approved for use in the production system • Resources delegated back to the agencies for certain applications
	Database Services	• Involved in the analysis, design, development, and maintenance of enterprise data models • Responsible for formulating and implementing client database needs, providing insight into data architecture and uses of the design • Designs for recovery, high availability, performance and maintenance and monitors the standards, procedures, integrity and integration • Collaborates with data modelers to facilitate design for logical and physical database models
	Quality Assurance	• Maintains rigorous quality controls throughout the application project lifecycle helping ensure both the right solution is delivered and the solution is delivered to meet the quality standards • Maintains test instances and standard test protocols for State systems, and conducts technical validation and user-acceptance testing • Contributes to maintenance for the lifecycle of existing applications
	Data and Information Management	• Works with management to create reports based on ad hoc user needs • Takes requirements from management and turns them into design specifications used to develop reports • Writes extract programs and develops statistical reports to meet the operational needs of the departments • Responsible for the development and maintenance of data warehouse application programs
STRATEGY, PLANNING, AND ADMINISTRATION	Strategic Planning	• Provides structure, guidance and delivery of multi-year IT strategic plan, integrates planning with governance activities

	Governance	• Support the four IT governance boards that will be formed:
		    1. Enterprise IT Services Board
		    2. Enterprise Technology Governance Board
		    3. Enterprise Data Governance Board
		    4. Enterprise Information Security Governance Board

	Policy and Standards	*Information Security* • Establishes and maintains a vision, strategy, and program that enables the State's physical and data assets to be adequately protected • Directs staff in identifying, developing, implementing and maintaining policies and processes to reduce risks • Anticipates, responds to, monitors and develops mitigation procedures for enterprise security incidents. *Data* • Oversees the "business side" of the State's information assets • Focuses on establishing and ensuring adherence to a framework for data governance policies, standards, and practices • Formulates near-term and long-range strategies for sharing data across the enterprise and between agencies

		• Defines required level of data consistency and quality to meet business needs *Technology* • Defines the IT architecture to align key technologies with the mission and priorities of the State • Leads all aspects of developing and implementing a comprehensive technology strategy • Collaborates with key stakeholders to identify opportunities to reduce overall IT costs, share IT services, and improve effectiveness of State operations through IT development of architectural solutions and promulgation of technology standards • Promotes technology innovation in support of the State's business needs
OFFICE OF OPERATIONS	Service Planning and Management	• Focuses on the operational and tactical issues in delivery of IT services such as service improvement and customer satisfaction to manage IT's service levels with the business stakeholders • Responsible for operational oversight of agency relationship management, portfolio management, operations and delivery of services such as end user support, applications and data management, data center operations, network and IT security • Participates and assists in the preparation of the annual budgeting plan for each IT functional area, and coordinates the contract and resource management efforts • Evaluates and refreshes the portfolio of services that can be offered most cost-effectively
	Service Reporting and Analysis	• Analyzes and reports on IT service quality and efficiency; identifies and reports on opportunities for improvement and key trends
	IT Finance and Budgeting	• Works closely with sub-function managers on cycle forecasts, chargeback management, contract management, rate case planning, and annual IT budget planning in collaboration with strategic planning /governance; seeks to manage the true costs of IT
	IT Purchasing and Procurement	• Enables effective decision-making on purchasing technology collaboratively and in accordance with enterprise standards
	IT Licensing and Contracts Management	• Provides a comprehensive support for all IT contracts and licensing
	IT Vendor / Provider Management	• Develops /implements the vendor sourcing strategy, manages performance to optimize cost, risk, benefit and service management
	Chargeback / Rate Setting	• Develops rates that reflect appropriate cost for each service and provides transparent information to end users about use and fees
	Service Catalog Development	• Develops service catalog in alignment with overall IT strategy; partners with functions to determine forward looking service needs •Assesses customer demand in support of development, transition, operation and retirement of services in the catalog
PROJECT & PORTFOLIO MANAGEMENT	Portfolio Management	• Manages the portfolio of centrally-supplied IT services, projects, and reviews portfolio performance • Works with IT Governance groups to define scope and direction for overall investment • Conducts benefit and risk optimization, active portfolio monitoring and business environment change adaption • Supports generation and maintenance of an inventory of IT assets
	Program and Project Management	• Pooled group of resources dispatched to specific projects • Manages the project schedule, scope, budget, and quality so they align with leadership expectations • Focuses on multiple project timing, sequencing and interdependencies and prioritize projects accordingly • Reviews project change requests in terms of their impact to the baseline schedule, cost, scope, and quality versus their expected benefits or necessity to stay aligned with the project's business objectives • Applies Louisiana project and portfolio management approach to manage projects and programs. Detailed information covered in IT Project and Portfolio Management Strategy • Manages the coordination of project delivery, measurement of results, change and risk management, budgeting, scheduling, resource allocation and metrics definition
	Resource Deployment	• Manages and deploys pooled resources (application development, business analysis, communications and training etc.)

		• Assigns resources to projects, monitor deployment and redeployment to departments for IT projects • Tracks resources and shared pool utilization and other staff metrics to support allocation of staff • Supports alignment of IT strategy with resourcing plans
	Communication and Training	• Pooled group of resources dispatched to specific projects • Provides communications about IT services, resources and develop training materials and conducts IT training • Engages end users about IT matters, integrates with service units to identify needs and creates end user training • Provides training support to projects – including project on-boarding, off-boarding, and other needs • Builds and manages IT staff training program • Conducts staff on-boarding / integration
	Supports service strategy	• Pooled group of resources that will be dispatched to different projects on a requested basis • Provides business and IT analysis in support of project conception, initiation and completion • Supports requirements gathering from departments, development of customer solutions • Supports alignment between business and IT and with enterprise IT standards • Identifies changes to the customer environment that could potentially impact the type, level or utilization of services provided • Helps preparing business case for change drivers and transformational changes
END USER COMPUTING	Service Desk	• Single point of contact for end users for all incidents / issues / service requests regarding end user services • Access to the service desk services to users through multiple channels – Phone, Chat, Web-form etc. • Manages questions, service requests and incidents • Prioritizes and classifies events and determines the appropriate course of action • Restores normal service operation as quickly as possible to minimize the adverse impact on business operations • Proactively eliminates recurring incidents and minimizes the impact of incidents that cannot be prevented • Designs and collects customer service metrics and generate KPI reports • Support diagnoses and resolves issues using remote tools and manages knowledge base to improve service times and consistency • On-Site support provides support for end user HW/SW/Mobile/collaboration via dispatch processes • Level 2+ support facilitates support that requires escalation and intervention of functional teams
	On-boarding and Provisioning	• Provides for basic IT employee tools (laptops / desktops / mobile) • Creates and provides standard images as employee is on-boarded • Ensures that authorizes users for approved access for needed services, • Decommissions/de-provisions access rights to non-authorized users or departing employees
	Configuration Management	• Automated software deployments • Hardware and Software inventory • Device patch management • Profile administration • Endpoint Antivirus, threat detection and encryption
	Service Management	• Expert level guidance and training for staff • Root cause analysis • Service level evaluation and reporting • Process evaluation and improvement • Change and project management

Network Services	Telecommunications	• Establish and coordinate all telecommunications systems and telecommunications services affecting the management and operations of the executive branch of state government • Develop coordinated, and where appropriate, cooperative use telecommunications systems or telecommunications services within and among state agencies • Coordinate and approve all procurement activities related to: electronic transmission facilities, telephone systems, local and wide area network systems and services, video systems and services, facsimile systems, radio paging services, mobile telephone services, intercom and electro-mechanical paging systems, and any and all systems based on emerging and future telecommunications technologies
	Voice Services	• Develop and manage contracts for telephone services: long distance, toll free calling (800 numbers), local service trucking(Business Line, PBX Trunks, PRI, SIP) and various support services used in provisioning local and long distance calling • Manage local telephone service projects for agency moves, acquisition of electronic key systems, IP/PBX systems, Centrex service, and other telephone service • Provide IP telephony services and related applications such as Unified Communications (Presence, IM, Web Video, Web Meeting, Mobility, etc.) that are designed to run across the State's Local Area and Wide Area Networks • Provide contact center/automatic call distribution (ACD) systems, voice mail, statewide radio paging (beepers), BlackBerry service, emergency notification service, and other special application call handling systems
	Network Services	• Provide Internet access, secure Local Area Network Services and Wide Area Network services • Manage and provide 24/7 support of the Louisiana Secure Intranet (LSI) and the statewide backbone network: trouble resolution, service changes, and infrastructure deployment, configuration and maintenance • Manage carrier-provided services and infrastructure, including the statewide digital backbone network and other voice/data, and video network services • Manage network security elements: firewalls, intrusion prevention systems, content filtering, VPN, access control • Lead strategic network design planning for the State, including disaster recovery planning • Identify, test, and deploy new data communications technologies used in support of data, voice, and video applications
	State Telephone Directory	• Coordinate state government listings in local public telephone directories and public operator information services • Publish and maintain the online State Government Telephone Directory • Provide state government information operators (live and automated operator assistance)
	Wire & Cable	• Establish and administer statewide contracts for the provisioning of Wire and Cable systems to support voice/data/video needs of state government • Provide technical consultation to user agencies, including the planning, design, procurement, implementation/installation project management, inspection and acceptance of various cable/wire projects
DATA CENTER OPERATIONS	Server Administration	• Provides customers convenient, affordable access to physical or virtual computing and data-storage capacity, offering standard configurations and support levels, configuring, monitoring and sustained operation of server resources • Builds and deploys various server environments in support of applications • Focuses on performance management, troubleshooting and tuning of operating systems as used by the applications • Write scripts to automate, manage, and monitor the applications and the environment on the servers • Monitors, manages and reports the states and performance of the server with respect to the applications • Develops and implements policies and procedures to ensure server provisioning and maintenance • Supervises and/or coordinates the best use of server resources for open systems operations

	Messaging	• Administers email accounts, mail lists, and general purpose mailboxes • Maintains server configurations and client accounts and SPAM filtering solutions • Provides Directory and network administration to support messaging services • Monitors email services and log files on a routine basis to identify problems with the messaging servers
	Data Center Facilities	• Responsible for data center operations and support • Responsible for handling backups, monitoring error logs, supporting desktops/peripherals/office equipment, supporting the data center infrastructure, and application support • Evaluates performance of computer system and peripheral data processing equipment; determine cause of system and program failure • Monitors the infrastructure and its environment for changes and correlate instantly to system performance deviations, availability problems or security and compliance issues
	Storage Administration	• Builds and deploys various server environments in support of applications • Plans, designs and performance-tunes storage environments (SAN/NAS/Direct attached) to maintain data quality and availability • Oversees the day-to-day delivery of storage and backup services including technical operations of storage devices, data replication using storage software, and routine health checks • Ensures that service levels and compliance are maintained • Monitors all operational parameters done onsite or remotely with tools that provide utilization, performance and availability reports
PRODUCTION SUPPORT SERVICES	High Capacity Printing	• **Volume Printing**: High volume, high speed print services for organizations that require tens of thousands of images to be produced and mailed daily
	State Printing	• **Printing and printing services, in both digital and offset printing formats**: Flat forms, books, booklets, pamphlets, carbonless multipart forms, posters, rack cards, newsletters, posters, business cards, letterhead, envelopes, and other similar service. • **Complete print project consultation and management; brokering (outsourcing)**: Customer document/electronic job file management • **Bindery services**: Punching, collating, shrink wrapping, perforating, stapling, padding, folding, bookbinding, and other similar services. • **Mailing services**: Direct-to-print with full variable data (mail merge) integration; custom mailing jobs (e.g., postcards, letters)
	State Mail	• **Messenger Mail Services**: Messenger service provides for the pickup and delivery of correspondence addressed to other state agencies without incurring postage or shipping charges. The service also includes the provision for OSMO to pick up mail addressed to its customers' post office boxes and deliver that mail with their interagency addressed mail. • **Application of Postage**: As part of the Messenger Mail Service, the Office State Mail Operations also picks up your outgoing mail and applies postage to it. Using some of the latest technology in the industry, our five (5) metering machines have the ability to process letters, flats and parcel sized mail at various USPS mail classes. • **Barcoding/Presorting**: This service is somewhat of a spinoff of the application of postage. Barcoding appends an IMb (Intelligent Mail Barcode) to letter sized mail. This barcode allows the mail to qualify for discounted postage pricing.
	Production Control	• **Batch Processing**: Set up and maintain production processing of batch jobs for multiple State Agencies. • **Batch Scheduling**: Scheduling of production jobs and printing must be conducted independently of software developers. Production Control schedules all production jobs using advanced automated schedulers and other utilities and modifies parameters for daily production. • **Quality Control**: Quality control checks will be performed on production runs to determine if there are any abnormal finishes that need to be reported to Application Developer staff. Daily production schedule listings will be produced and delivered to High Capacity Printing Operators.