

SERIAL 04191 RFP MARICOPA COUNTY MAIL DELIVERY SERVICES AND MAIL ROOM OPERATION

DATE OF LAST REVISION: August 21, 2008

CONTRACT END DATE: April 20, 2010

CONTRACT PERIOD THROUGH APRIL 30, 2010

TO: All Departments

FROM: Department of Materials Management

SUBJECT: Contract for **MARICOPA COUNTY MAIL DELIVERY SERVICES AND MAIL ROOM OPERATION**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **April 20, 2005 (eff. 07/01/05)**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Wes Baysinger, Director
Materials Management

SD/bg
Attach

Copy to: Materials Management
Richard Crago, Facilities Management
Patty Huling, Materials Management
Darren Frank, Office of Management and Budget

(Please remove Serial 96091-SC from your contract notebooks)



DRAFT CONTRACT CONTRACT PURSUANT TO RFP

SERIAL 04191-RFP

This Contract is entered into this 20th day of April, 2005 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and Pitney Bowes Management Services, an Delaware Corporation ("Contractor") for the purchase of mail operation services.

1.0 TERM

- 1.1 This Contract is for a term of five (5) years, beginning on the 1st day of July 2005 and ending the 30th day of June 2010.
- 1.2 The County may, at its option and with the agreement of the Contractor, extend the period of this Contract for additional one (1) year terms up to a maximum of Five (5) additional terms. The County shall notify the Contractor in writing of its intent to extend the Contract period at least thirty (30) calendar days prior to the expiration of the original contract period, or any additional term thereafter.

2.0 PAYMENT

- 2.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum stated in Final Pricing, attached hereto and incorporated herein as Exhibit "A"
- 2.2 Payment under this Contract shall be made in the manner provided by law. Invoices shall be prepared and submitted in accordance with the instructions provided on the purchase order. Invoices shall contain the following information: contract number, purchase order number, description of services, quantities, unit prices, and extended totals.

3.0 DUTIES

- 3.1 The Contractor shall perform all duties stated in the Agreed Scope of Work, attached hereto and incorporated herein as Exhibit "B."
- 3.2 Contractor shall perform services at the location(s) and time(s) stated in Exhibit "B-1," or in the purchase order requesting such services.
- 3.3 During the Contract term, County shall provide Contractor's personnel with adequate workspace for consultants and such other related facilities as may be required by Contractor to carry out its contractual obligations.

4.0 TERMS & CONDITIONS

4.1 INDEMNIFICATION AND INSURANCE:

4.1.1 INDEMNIFICATION

4.1.2 Indemnification.

To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless the County, its agents, representatives, officers, directors, officials, and employees from and against all third party claims, damages, losses and expenses, including but not limited to reasonable attorney fees and costs, relating to this Contract and caused by the negligence or willful misconduct of Contractor.

The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

4.1.3 Abrogation of Arizona Revised Statutes Section 34-226:

In the event that A.R.S. § 34-226 shall be repealed or held unconstitutional or otherwise invalid by a court of competent jurisdiction, then to the fullest extent permitted by law, **CONTRACTOR** shall defend, indemnify and hold harmless **COUNTY**, its agents, representatives, officers, directors, officials and employees from and against all claims, damages, losses and expenses (including but not limited to attorney fees, court costs, and the cost of appellate proceedings), relating to, arising out of, or resulting from **CONTRACTOR'S** work or services. **CONTRACTOR'S** duty to defend, indemnify and hold harmless, **COUNTY**, its agents, representatives, officers, directors, officials and employees shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death, injury to, impairment or destruction of property including loss of use resulting therefrom, caused in whole or in part by any act or omission of **CONTRACTOR**, anyone **CONTRACTOR** directly or indirectly employs or anyone for whose acts **CONTRACTOR** may be liable, regardless of whether it is caused in part by a party indemnified hereunder, including **COUNTY**.

The scope of this indemnification does not extend to the negligence of **COUNTY**.

4.1.4 Insurance Requirements.

CONTRACTOR, at **CONTRACTOR'S** own expense, shall purchase and maintain the herein stipulated minimum insurance from a company or companies duly licensed by the State of Arizona and possessing a current A.M. Best, Inc. rating of B++6. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies which are authorized to do business in the State of Arizona, provided that said insurance companies meet the approval of **COUNTY**. The form of any insurance policies and forms must be acceptable to **COUNTY**.

All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of **COUNTY**, constitute a material breach of this Contract.

CONTRACTOR'S insurance shall be primary insurance as respects **COUNTY**, and any insurance or self-insurance maintained by **COUNTY** shall not contribute to it.

Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect coverage afforded under the insurance policies to protect **COUNTY**.

The insurance policies may provide coverage, which contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with

respect to the coverage provided to **COUNTY** under such policies. **CONTRACTOR** shall be solely responsible for the deductible and/or self-insured retention and **COUNTY**, at its option, may require **CONTRACTOR** to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

COUNTY reserves the right to inspect, within 10 working days of request, all of the herein required insurance policies and/or endorsements. **COUNTY** shall not be obligated, however, to review such policies and/or endorsements or to advise **CONTRACTOR** of any deficiencies in such policies and endorsements, and such receipt shall not relieve **CONTRACTOR** from, or be deemed a waiver of **COUNTY'S** right to insist on strict fulfillment of **CONTRACTOR'S** obligations under this Contract.

The insurance policies required by this Contract, except Workers' Compensation, shall name **COUNTY**, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

The policies required hereunder, except Workers' Compensation, shall contain a waiver of transfer of rights of recovery (subrogation) against **COUNTY**, its agents, representatives, officers, directors, officials and employees for any claims arising out of **CONTRACTOR'S** work or service.

4.1.4.1 Commercial General Liability. **CONTRACTOR** shall maintain Commercial General Liability Insurance (CGL) and, if necessary, Commercial Umbrella Insurance with a limit of not less than \$1,000,000 for each occurrence with a \$2,000,000 Products/Completed Operations Aggregate and a \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage including, but not limited to, the liability assumed under the indemnification provisions of this Contract which coverage will be at least as broad as Insurance Service Office, Inc. Policy Form CG 00 01 10 93 or any replacements thereof. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

The policy shall contain a severability of interest provision, and shall not contain a sunset provision or commutation clause, or any provision which would serve to limit third party action over claims.

The CGL and the commercial umbrella coverage, if any, additional insured endorsement shall be at least as broad as the Insurance Service Office, Inc.'s Additional Insured, Form CG 20 10 10 01, and shall include coverage for **CONTRACTOR'S** operations and products.

4.1.4.2 Automobile Liability. **CONTRACTOR** shall maintain Automobile Liability Insurance and, if necessary, Commercial Umbrella Insurance with a combined single limit for bodily injury and property damage of no less than \$1,000,000, each occurrence, with respect to **CONTRACTOR'S** vehicles (including owned, hired, non-owned), assigned to or used in the performance of this Contract. If hazardous substances, materials, or wastes are to be transported, MCS 90 endorsement shall be included and \$5,000,000 per accident limits for bodily injury and property damage shall apply.

4.1.4.3 Workers' Compensation. **CONTRACTOR** shall carry Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of **CONTRACTOR'S** employees engaged in the performance of the work or services, as well as Employer's Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each employee, and \$500,000 disease policy limit.

CONTRACTOR waives all rights against **COUNTY** and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the Workers' Compensation and Employer's Liability or commercial umbrella liability insurance obtained by **CONTRACTOR** pursuant to this agreement.

In case any work is subcontracted, **CONTRACTOR** will require the Subcontractor to provide Workers' Compensation and Employer's Liability insurance to at least the same extent as required of **CONTRACTOR**.

4.1.5 Certificates of Insurance.

4.1.5.1 Prior to commencing work or services under this Contract, Contractor shall furnish the County with certificates of insurance, or formal endorsements as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall identify this contract number and title.

In the event any insurance policy(ies) required by this contract is(are) written on a "claims made" basis, coverage shall extend for two years past completion and acceptance of **CONTRACTOR'S** work or services and as evidenced by annual Certificates of Insurance.

If a policy does expire during the life of the Contract, a renewal certificate must be sent to **COUNTY** as soon as it is received by the Contractor (not to exceed 60 Days).

4.1.5.2 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without prior written notice to the County.

4.2 REQUIREMENT OF CONTRACT BOND:

Concurrently with the submittal of the Contract, the Contractor shall furnish the Contracting Agency the following bonds, which shall become binding upon the award of the contract to the Contractor.

- (A) A Performance Bond in the amount of \$100,000.00 conditioned upon the faithful performance of the Contract in accordance with the scope of work. Such bond shall be solely for the protection of the Contracting Agency awarding the Contract.
- (B) A Payment Bond in the amount of \$100,000.00 solely for the protection of claimants supplying labor or materials to the Contractor or his Subcontractors in the prosecution of the work provided for in such Contract.
- (C) All employees are to covered under a \$500,000.00 Fidelity Bond for a minimum of \$10,000.00 per employee.

Each such bond shall include a provision allowing the prevailing party in a suit on such bond to recover as a part of his judgment such reasonable attorney's fees as may be fixed by a judge of the court.

A surety company shall execute each bond or companies holding a certificate of authority to transact surety business in the State of Arizona issued by the Director of the Department of Insurance. The bonds shall not be executed by an individual surety or sureties. The bonds shall be made payable and acceptable to the Contracting Agency. The bonds shall be written or

countersigned by an authorized representative of the surety who is either a resident of the State of Arizona or whose principal office is maintained in this state, as by law required, and the bonds shall have attached thereto a certified copy of the Power of Attorney of the signing official. In addition, said company or companies shall be rated "Best-A" or better as required by the Contracting Agency, as currently listed in the most recent Best Key Rating Guide, published by the A.M. Best Company.

4.3 NOTICES:

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County
Department of Materials Management
Attn: Director of Purchasing
320 West Lincoln Street
Phoenix, Arizona

For Contractor:
Pitney Bowes Management Services
Attn: Regional Vice President
9424 North 25th Avenue
Phoenix, AZ. 85021

Pitney Bowes Management Services, Inc
Attn: Document Control Specialist
23 Barry Place
Stamford CT 06926

Pitney Bowes
Associate General Counsel
1 Elmcroft Rd
Stamford CT 06926

4.4 REQUIREMENTS CONTRACT:

Contractor signifies its understanding and agreement by signing this document, that this Contract is a requirements contract. Services may be increased or decreased based on the County's needs and compensation will be re-negotiated with contractor and incorporated in the contract.

Contractor shall take no action under this Contract unless specifically requested by County, which shall submit a written order to Contractor requesting that work be performed.

Should the contract be amended or canceled, the County agrees to reimburse the Contractor for actual and documented costs incurred by the Contractor. The County will not reimburse the Contractor for any costs incurred after receipt of cancellation, or for lost profits, or performance of services.

4.5 ESCALATION:

Any requests for reasonable price adjustments must be submitted thirty (30) days prior to the Contract anniversary date. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted price terms, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the Consumer Price Index or by performing a market survey.

4.6 TERMINATION:

County may unconditionally terminate this Contract for convenience by providing sixty (60) calendar days advance notice to the Contractor.

County may terminate this Contract if Contractor fails to perform or observe any other material term or condition of the Contract, and such failure continues for more than ten (10) days after receipt of written notice of such failure from County, or if Contractor becomes insolvent or generally fails to pay its debts as they mature.

4.7 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:

Notice is given that pursuant to A.R.S. § 38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or consultant to any other party of the Contract with respect to the subject matter of the Contract. Additionally, pursuant to A.R.S § 38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

4.8 OFFSET FOR DAMAGES;

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

4.9 ADDITIONS/DELETIONS OF SERVICE:

The County reserves the right to add and/or delete products and/or services provided under this Contract. If a requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the proposal price. If additional services and/or products are required from this Contract, prices for such additions will be negotiated between the Contractor and the County.

4.10 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

4.11 AMENDMENTS:

All amendments to this Contract must be in writing and signed by both parties.

4.12 RETENTION OF RECORDS:

The Contractor agrees to retain all financial books, records, and other documents relevant to this Contract for five (5) years after final payment or until after the resolution of any audit questions which could be more than five (5) years, whichever is longer. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy and make use of, any and all said materials.

If the Contractor's books, records and other documents relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

4.13 **AUDIT DISALLOWANCES:**

If at any time County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

4.14 **VALIDITY:**

The invalidity, in whole or in part, of any provision of the Contract shall not void or affect the validity of any other provision of this Contract.

4.15 **RIGHTS IN DATA:**

The County shall have the use of data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

4.16 **INTEGRATION**

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

CONTRACTOR

AUTHORIZED SIGNATURE

PRINTED NAME AND TITLE

ADDRESS

DATE

MARICOPA COUNTY

BY: _____
DIRECTOR, MATERIALS MANAGEMENT

DATE

BY: _____
CHAIRMAN, BOARD OF SUPERVISORS

DATE

ATTESTED:

CLERK OF THE BOARD

DATE

APPROVED AS TO FORM:

MARICOPA COUNTY ATTORNEY

DATE

**04191-RFP
EXHIBIT A**

SERIAL 04191-RFP

BIDDER NAME: Pitney Bowes Management Services

F.I.D./VENDOR #: W000000912

BIDDER ADDRESS: 9424 N. 25th Avenue 23751 NORTH 23RD AVENUE SUITE 190, PHOENIX, AZ 85085

P.O. ADDRESS: N/A

BIDDER PHONE #: 602-216-6022/ 602-216-6036 480/707-0625

BIDDER FAX #: 602-997-1662 480/707-0620

COMPANY WEB SITE: www.pb.com

COMPANY CONTACT (REP): Jim Shirk / Chuck Girk

E-MAIL ADDRESS (REP): Jim.Shirk@pb.com / Charles.Girk@pb.com

LEGAL INFORMATION

BIDDER NAME: Pitney Bowes Management Services

BIDDER ADDRESS: 9424 N. 25th Avenue 23751 NORTH 23RD AVENUE SUITE 190, PHOENIX, AZ 85085

BIDDER PHONE #: 602-216-6036 480/707-0625

BIDDER FAX #: 602-997-1662 480/707-0620

COMPANY CONTACT: THOMAS PAUL SMITH, REGIONAL VICE PRESIDENT

E-MAIL ADDRESS (REP): THOMAS.SMITH@PB.COM

TERMS: NET 30 EO

04191 EXHIBIT A, PRICING

		\$580,080.44	Eff. Date
		\$549,318.60	09/01/08
		\$536,968.44	
1.1	MANAGEMENT, OPERATIONS AND DELIVERY SERVICES	\$612,120.00	PER YEAR
1.1	NUMBER OF HOURS INCLUDED IN YEARLY MANAGEMENT FEE		HOURS PER 22,800 YEAR
1.2	ADDITIONAL STOPS AND SPECIAL RUNS FOR ROUTES (SEE EXHIBIT 2)		
1.2.1	ROUTE 1	\$8.47 \$8.02	
		7.84-7.54	PER STOP
	NORTH CAMELBACK RD. EAST 16TH STREET		
	SOUTH BUCKEYE RD. WEST I-17 FRWY		
1.2.2	ROUTE 2	\$11.81 \$11.18	
		10.93-10.50	PER STOP
	NORTH NORTHERN AVE. EAST 44TH STREET		
	SOUTH BASELINE RD. WEST 51ST AVE.		

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1.2.3	ROUTE 3					\$15.12 \$14.32
						14.00-13.45 PER STOP
	NORTH	CACTUS RD.	EAST	HAYDEN RD.		
	SOUTH	ELLIOTT RD.	WEST	75TH AVE.		
1.2.4	ROUTE 4					\$20.15 \$19.08
						18.66-17.93 PER STOP
	NORTH	BELL RD.	EAST	COUNTRY CLUB RD.		
	SOUTH	CHANDLER BLVD.	WEST	99TH AVE.		
1.2.5	ROUTE 5					\$24.38 \$23.09
						22.58-21.70 PER STOP
	NORTH	DEER VALLEY RD.	EAST	VAL VISTA RD.		
	SOUTH	QUEEN CREEK RD.	WEST	DYSART RD.		
1.2.6	ROUTE 6					\$28.64 \$27.12
						26.52-25.48 PER STOP
	NORTH	JOMAX RD.	EAST	POWER RD.		
	SOUTH	RIGGS RD.	WEST	COTTON RD.		
1.3	LIBRARY ROUTES					\$167,780.04
						\$161,172.00 PER YEAR
1.4	PRE-SORT					
1.4.1	AUTOMATED					\$0.01 \$0.009
						0.008-0.0082 PER PIECE
1.4.2	NON-AUTOMATED					\$0.017 \$0.016
						0.015-0.0152 PER PIECE
1.4.3	RESIDUAL RATES					\$0.0000 PER PIECE
1.4.4	RESIDUAL PERCENTAGE					0% PERCENTAGE
1.5	OPTIONAL SERVICES					
1.5.1	FOLDING					\$0.0058
						\$0.0055
						\$0.0054
						\$0.0052 PER PIECE
						\$0.0092
						\$0.0087
						\$0.0085
1.5.2	INSERTING					\$0.0082 PER PIECE
						\$0.0056
						\$0.0053
						\$0.0052
1.5.3	BURSTING					\$0.0050 PER PIECE
1.5.4	SET CHARGES FOR THE ABOVE					\$0.0000
1.6	LABOR RATE OUTSIDE CONTRACT PER HOUR					
1.6.1	6 AM TO 6 PM					\$20.24 \$19.17
						\$18.74-18.00 PER HOUR
1.6.2	6 PM TO 6AM					\$28.11 \$26.62
						\$26.03-25.00 PER HOUR

**04191-RFP
EXHIBIT B**

1.0 INTENT:

The intent of this Contract is to provide services to operate and manage a comprehensive mailroom operation, including portal-to-portal internal/external mail delivery, US mail processing, and other ancillary mail duties for Maricopa County Government, located in Phoenix, AZ. The Contractor shall be responsible to provide all SUPERVISION, LABOR, SUPPLIES, EQUIPMENT, VEHICLES, AND ALL EFFORT NECESSARY to carry out the all services as required for this operation.

The contractor will process and carry all classes of U.S. Mail to and from the County Mail Center located at 301 West Jefferson, Phoenix, Arizona, and the U.S. Post Office as noted. The Contractor will also carry inter-office, U.S. and other carrier mail between various County locations as noted (see *Exhibits B-1*).

2.0 SCOPE OF SERVICES/TECHNICAL REQUIREMENTS:

- 2.1 The mailroom is located in the Maricopa County Administration Building, 301 West Jefferson, Phoenix, Arizona, and shall be open for service from 6:00 AM to 6:00 PM, Monday through Friday, excluding County holidays.

PBMS acknowledges and accepts this requirement.

- 2.2 Contractor shall ensure that they are familiar with and perform in accordance with all applicable U.S. Postal Service rules and regulations, including, but not limited to, the "Private Express" statutes. Contractor shall be solely responsible for any non-compliance with applicable rules and regulations, including but not limited to any litigation, fines or fees resulting thereof.

PBMS acknowledges and agrees to the terms and conditions of this section to the extent they apply to PBMS. All mailers are obligated to insure their mailing operations comply with all PES requirements.

PBMS will perform an audit at a minimum of every two (2) years during the life of the contract. The audit will be performed by a member of PBMS' analyst team who does not have daily involvement with the operation to ensure objectivity.

PBMS will continue to work with Maricopa County to insure that the Department's mail management operations comply with all applicable laws and regulations and are as cost effective as possible. To that end, PBMS will continuously review the Department's current mail classifications, applicable postage rates, mail sorting procedures, and other factors to insure compliance and to help reduce the Department's mailing costs. In addition, PBMS will continue to assist the County in addressing any issues that the USPS might raise regarding the Department's mailing operations.

- 2.3 Contractor will process all outgoing U.S. mail, including, but not limited to, weighing, metering, bar coding and sealing of all mail (estimated annual volume 3,844,149).

PBMS will supply all equipment to perform all outgoing mail requirements. PBMS will perform the following primary tasks for outbound correspondence mail:

- *Customer Service Associates will collect outbound mail from the various departments during mail runs*
- *The Distribution Team Leader will receive the outbound mail collected and stage according to the type of mail being processed (types of mail includ unstamped, prestamped, accountable mail, certified, registered, and international mail)*
- *Customer Services Associates will scan and/or input the appropriate chargeback information into the postage meters and connected chargeback system.*
- *Customer Service Associates will seal and meter the mail in accordance with the appropriate USPS regulations for the type of mail being processed*
- *Undeliverable mail as addressed will be pulled from the mailstream, logged as nonconformances, and given to the Team Leader. The Team Leader will be responsible for contacting the customer to obtain the correct mailing information*

- *All outbound mail after metering will be bundled and staged for delivery to the Post Office by Customer Service Associates*
- *The Distribution Team Leader will ensure that all required USPS documentation is completed and bundled with the outbound mail for submission to the Post Office*
- *PBMS Couriers (Customer Service Associates) will deliver the outbound mail to the Post Office.*

2.4 Contractor will document all charges accruing to each department's AGENCY and ORGANIZATIONAL number (Example: 730-7320) and generate an EXCEL spreadsheet identifying the total charges due per organizational number at the end of each month. Contractor shall provide an e-mail copy of this EXCEL spreadsheet (in support of the monthly billing) and all invoicing within seven working days of the new month. The Facilities Management Department (FMD) and Materials Management Department (MMD) shall both receive the monthly e-mails with hard copies of the same documentation to follow.

PBMS acknowledges and agrees to the terms and conditions of this section. PBMS will submit all monthly reports by the close of business on the seventh (7th) working day of each month. The monthly reports will contain all of the elements listed in the next section of this document (2.5). The reports will be generated from the Pitney Bowes Business Manager software platform (please see section 2.10.20 for more detailed information).

2.5 Contractor's monthly spreadsheet report will be inclusive of all days per calendar month and will include the following:

- Volume of weekly mail related activities
- Volume of incoming inter-office mail
- Volume of outgoing inter-office mail
- Number of non-delivered items and disposition of such
- Number of pieces of outgoing U.S. mail
- Volume of U.S. mail sorted and bar coded and the lowest rate
- Number of pieces requiring special handling (i.e. Certified Mail, packages, etc.
- Copies of any type of mail deemed non-qualifying
- Percentages of non-qualifying and special handling mail by quantity and rate
- Current balance remaining in postage meter, effective as of the last business day of the month.

PBMS acknowledges and accepts this requirement.

2.6 Contractors monthly invoicing will define charges in terms of:

- Amount due for management fees
- Amount due for presort services
- Amount due for postage costs (metering)

PBMS acknowledges and accepts this requirement.

2.7 Contractors fees for all County sites shall be sent to:
Facilities Management Department
401 W. Jefferson St.
Phoenix, AZ 85003
IMPORTANT NOTE: FMD requires all invoicing to be received within 7 working days after the close of the month.

Contractor's fees for all Library sites shall be sent to:
Maricopa County Library District
17811 N. 32 St.
Phoenix, AZ 85032

PBMS acknowledges and accepts this requirement.

- 2.8 FMD liaison will process all Contractor payments and perform all journal entries and/or other accounting procedures, as required by Maricopa County, for internal budgeting purposes.

PBMS acknowledges and accepts this requirement.

It is up to the Contractors discretion if payments are to be mailed by special overnight or express delivery, however, if this option is Maricopa County desired it is the responsibility of the contractor to assume any costs for such express delivery.

PBMS acknowledges and accepts this requirement.

2.9 **Performance Guarantee**

PBMS will guarantee that if a piece of mail is placed in a designated County pick-up location listed below, it will be metered with the current days date and inserted into the USPS mail stream within 24 hours.

2.9.1 Pick-Up Locations

All Courier Routes:	Mail placed in a designated pick-up location by 9:00am
Campus Locations:	East Court building by 2:00pm Central Court building by 3:00pm
Mail Center:	Mail delivered by a customer to the Mail Center by 4:00pm

2.9.2 Quarterly Mail Testing Process

- PBMS' Area Operations Director (AOD) and a County Contract Montior will facilitate the quarterly test.
- The AOD and CCS will be the only individuals to collect data for this testing.
- 100 pieces will be inserted into various designated pick-up locations throughout the campus and outlying locations. These pieces will be properly formatted and meet all USPS requirements for 1st Class full rate and presort mail specifications, as follows:
 - 25 Handwritten – Presort
 - 25 Labeled or typed – Presort
 - 25 Handwritten – Full Rate
 - 25 Labeled or typed – Full Rate
- This will occur over a 4-day period.
- Prior to inserting mail into the mail stream, PBMS and Maricopa County will create a list of 100 valid addresses for test mail to be sent to.
- PBMS & Maricopa County must create specific instructions for the recipients of the test mail to ensure proper return.
- PBMS will develop an alpha coding system to identify the date the test mail pieces were placed into the pick-up locations. This coding system will only be available to the AOD and the CCS.
- Recipients of these pieces will be asked to return the entire contents, including the envelopes, via interoffice mail to Maricopa County, Materials Management Attn. Mail Contract Monitor.
- At that time, the AOD and CCS will decode the returned pieces to determine compliance with the performance guarantee.

PBMS will only guarantee performance on the testing pieces to evaluate a penalty. The penalty will be contingent on the number of testing pieces that are properly returned to Materials Management. If only 75 pieces are returned, then the calculation will be based on those 75 pieces. A minimum of 50 pieces must be returned to calculate a potential penalty. PBMS will not guarantee performance of the USPS, but will work with Maricopa County to facilitate a discussion with the USPS if delivery times exceed expectation.

2.9.3 Penalty Structure

The following chart will outline the penalty structure for the testing pieces:

Maricopa County
Mail Salting
Penalty Structure

Non-Conformances	Penalty
100% - 95% of Salted Pieces	0.0%
94% - 90% of Salted Pieces	0.5%
89% - 85% of Salted Pieces	1.0%
84% - 80% of Salted Pieces	1.5%
79% - 75% of Salted Pieces	2.0%
74% - 70% of Salted Pieces	2.5%
69% or Less of Salted Pieces	3.0%

2.9.4 Penalty Calculation & Payment

Upon collection of the test pieces, the detail will be compiled of each piece to determine whether or not a non-conformance resulted. Both parties shall certify the test results over a two-week period following the test mailings. The penalty shall be calculated as a percentage of the quarterly management fee. PBMS will issue a check, made payable to Maricopa County, in the amount of the penalty that results from the test detail. The check will be issued within 30 days of the certification of testing results.

2.10 RECONCILIATION PROCESS:

All Maricopa County Departments are responsible for monitoring their own postage service usage.

Materials Management will be responsible for the verification of departmental charges on a monthly basis through a random sample of 10% of the Low Org charges as identified in the EXCEL spreadsheet. These charges will be reconciled against raw data obtained directly from the postage meters. The results of this monthly monitoring process will be

documented in a log. Any resulting billing adjustments will be addressed on a quarterly basis.

Facilities Management will be responsible for verification of the postage meter fund on a monthly basis, through the reconciliation of current meter balances to the (on-line) postage meter fund. The results of this monthly monitoring process will be documented in a log.

Contractor must document postage available on each meter on a daily basis, at the start of each business day. Contractor must maintain a log documenting the daily readings. Contractor must provide this information, as per Facilities Management request, for any day(s) as specified, for reconciliation purposes.

All postage meters utilized in the mail center will be connected to the Pitney Bowes Business Manager system. The system will not allow postage to be applied until a valid Low Org number has been entered. The Pitney Bowes Business Manager System will provide daily balances for all meters, and will maintain a record of postage used in accordance with 2.10.20 and 2.10.20. This postage record will be collected in real time allowing PBMS and the County to access the postage spend at any time.

PBMS personnel will monitor all postage on a daily basis to ensure sufficient postage is available for all required mailings. The Customer Operations Manager will ensure accuracy of the daily balances in all postage meters and will have ultimate responsibility for the postage used in the operation of the Maricopa County account.

PBMS will be installing new digital meters in the Downtown and Durango mailrooms. The digital meters will be enabled with the Pitney Bowes IntelliLink technology, which allows postage to be replenished from the mail machine itself.

PBMS will maintain the current process of reporting our postage spending. The County's Accounts Payable group replenishes the postage funds from the monthly reports we provide. The addition of the Business Manager system will allow for this report to be generated on the first (1st) business day of the month. This enhanced report will reduce the lag time for replenishing the funds by one full business week. The Intellilink meter technology will also allow PBMS to replenish the meter with one touch of a button (once the funds are received from the Accounts Payable Group). PBMS will ensure that none of the meters will fall below \$5,000 in postage funds. The Customer Operations Manager will establish a strong working relationship with each agency and department to ensure PBMS can accurately forecast large mailing jobs and manage postage levels accordingly.

2.11 GENERAL REQUIREMENT:

Contractor is not responsible for or required to process personal mail for County employees. This policy shall be posted in the mailroom. Contractor does not have to provide stamps, money orders, or other personal services to walkup or agency employees.

PBMS acknowledges and accepts this requirement.

Contractor will ensure that positive control is maintained at all times on postage meters provided by the County. Contractor will be responsible for balancing postage meters daily and maintaining records of postage used.

Contractor will also check meters weekly to ensure sufficient postage is available and will coordinate advances, as necessary.

PBMS acknowledges and accepts this requirement. The Business Manager system will monitor the postage funds being used in real time allowing for positive control. The system will allow for quick reconciliation to balance the funds used on the meters as well as available funds on Pitney Bowes' Postage by Phone system. Please see our response to section 2.2.1 for more information on postage controls.

The Contractor shall be responsible for coordinating the establishment of new and the renewal of existing Post Office Boxes in accordance with the needs of FMD and other departments within the County. Contractor shall also be responsible for any certifications required by the U.S.P.S., e.g., Coding Accuracy Support Systems (CASS) or Multi-line Accuracy Support System (MASS), for timely mail processing.

PBMS acknowledges and accepts this requirement. PBMS will maintain the current process of working with the various departments on the renewals of the Post Office boxes. PBMS is willing to develop a tracking mechanism for all the Post Office boxes procured by the County and manage this process.

PBMS will accept responsibility for maintaining current certifications required by the USPS, particularly the aforementioned CASS and MASS certifications.

Contractor will pick up bulk mail and sort it in such a manner that the lowest postage cost is achieved. The using department will provide bulk mail with all-necessary address labeling (estimated annual volume 135,000).

PBMS acknowledges and accepts this requirement. PBMS will process all bulk mail to attain the lowest possible postage cost, based on the various factors associated with the mailing.

PBMS recommends that we continue the practice of merging all bulk mail with Department of Economic Security (DES) mail to achieve greater additional presort densities and discounts. PBMS will continue to comingle qualifying mail from the County to drive the deepest postal discounts available.

The Contractor may be required to put on additional postage for mail that cannot be presorted at the request of the using agency.

PBMS acknowledges and accepts this requirement.

Contractor will ensure that the departments receive the best possible rates on all outgoing mail. Contractor will prepare mail for transmittal via either U.S.P.S. or other carrier, including First Class, presorted, bar-coded, certified, airmail and express. U.S.P.S. mail is to be prepared, bundled, labeled and delivered to U.S.P.S. with all required forms in accordance with the mailing deadlines and procedures established by the U.S.P.S. "Penalty Mail" must be processed separately from Commercial Mail. Contractor shall ensure that at least 95% of all outgoing mail, excluding special handling mail, qualifies for the lowest rate.

Department metered mail is time sensitive, involving delivery of checks and containing information which may materially affect the County's clients and employees. Contractor

will ensure that all outgoing mail received from departments prior to 5:00 P.M. on a normal County business day will be delivered to the postal carrier prior to the end of that working day, and mail received from departments after 5:00 P.M. will be delivered to the postal carrier on the next County working day, or such other time period as may be specified by the originator. Occasions may arise in which Saturday or holiday mailings are necessary, and Contractor shall make provisions for meeting this requirement.

Any special timeliness requirements will be discussed with the Contractor prior to the mailing date to determine submittal requirement. If documents are received from departments, which, for any reason, cannot be mailed, Contractor shall immediately inform originator of this fact and work with originator to resolve any difficulties. Mail may only be held over with the express approval of the department, and must be held in a secure area.

PBMS will perform the following functions to drive the lowest possible rates:

- *Ongoing consulting with Maricopa County agencies and departments to ensure that mailpieces are prepared in a manner consistent with the latest Post Office regulations. We will work closely with the various agencies and departments in a partnership role to help manage the mail streams for maximum postal efficiencies.*
- *PBMS will partner with the agencies and departments to create and monitor an ongoing production/output schedule for materials that will require stringent delivery requirements (i.e., checks, etc.). PBMS will closely monitor this production schedule to maintain high quality levels, allocate manpower accordingly and consolidate all possible mailings for increased Post Office discount levels. PBMS will continue to partner with our Department of Economic Security operation and Document Solution Centers to ensure the mailing needs are met.*
- *Continue on-site training sessions in conjunction with the Post Office for all department heads and high volume users.*

Contractor shall ensure that the proper levels of security are maintained in the delivery process. Contractor shall immediately advise the County Protective Services Division of any actual or potential breach of security.

PBMS acknowledges and accepts this requirement. PBMS will ensure that stringent security levels are maintained at the Maricopa County facility. Our Customer Operations Manager will be responsible for the security of our operation. Our security procedures will include the following processes:

- *All personnel working on site at Maricopa County will be bonded.*
- *All personnel will be trained on identifying suspicious mailpieces.*
- *PBMS will work closely with Maricopa County Protective Services Division to determine the appropriate security measures to be followed.*
- *All personnel will be specifically trained on any requirements Maricopa County currently has in place. Additional/follow up training will be conducted as required.*
- *PBMS will also have all employees sign any existing Maricopa County confidentiality statement(s), if required by Maricopa County, as a condition of employment at your location.*
- *PBMS will immediately advise Maricopa County of any actual or potential breach of security.*
- *All PBMS personnel shall have a background check by the County.*

Contractor shall be responsible for all “internal” mass mailings involving distribution of department-generated material, e.g., the monthly newsletter, to all department sites. This may include labeling the material, bundling the appropriate quantities and distribution.

PBMS will manage internal mass mailing requirements (distribution, labeling and bundling) through one or a combination of the following processes. The Customer Operations Manager and Team Leader will be responsible for reviewing the materials and determining the method of processing to be used. Customer Service Associates will be responsible for the processing of the mass mailings. Mass mailings can be processed in the following ways:

- *If the material is suitable for direct imprinting of name, department, and site code on the mail piece, PBMS will process these mailings in an automated fashion through a high speed ink jet printer through our partnership with the Department of Economic Security and/or our Document Solutions Center. This will eliminate the manual task of affixing labels to the individual items, increase the readability of the mail piece, and aid PBMS personnel in accurate delivery in a timely fashion.*
- *PBMS will consult with Maricopa County's requesting department to determine if a file merge from a particular mailing could be accomplished, allowing the items to be addressed to the recipient on the face of the document at the time it is printed, rather than affixing labels. By doing this process at the document creation point, the benefit to Maricopa County is the elimination of resources from the department required to print labels, and the manpower from mail services needed to affix labels to the documents, resulting in less labor from both departments and greater efficiency.*
- *If neither of the above scenarios is feasible, PBMS will be prepared to manually affix labels, bundle the material, and distribute on the next delivery run as per Maricopa County requirements.*

Additional non-presort and non-bulk mail will be picked up and delivered to the post office as needed.

PBMS acknowledges and accepts this requirement.

To the extent that spaces are available, Contractor's employees will have parking privileges in the County open parking lot on Jefferson Street between 5th and 6th Avenues.

PBMS acknowledges and accepts this requirement.

The Contractor may use the current County mailroom facility at 301 W. Jefferson St., Phoenix, Arizona, at no-charge. This includes Maricopa County all utilities, local telephone service, unless Contractor requires special utilities not currently available. If Contractor Maricopa County desires to modify the current mailroom space, e.g., installation of additional partitions or shelving. The Facilities Management Department (FMD) must approve the change. The Contractor will be responsible for the cost of the change.

PBMS will utilize the County mailroom located at 301 W. Jefferson in Phoenix, Arizona. PBMS understands that the County will provide all utilities unless we require additional special utilities currently unavailable. PBMS will coordinate any changes and request approval from Maricopa County prior making any modifications.

The contractor will be assigned one (1) loading dock slot to use for loading and unloading their vans and the USPS pickups and deliveries. The contractor will be responsible for managing the use of that dock. Employee vehicles are never to be parked in this space.

Contractor shall have the option of using the standard office equipment available in the mailroom facility free of charge. However, this equipment must remain at this location and will remain the property of the County. If any equipment becomes non-usable, FMD will dispose of the equipment, it will be the Contractor's responsibility to replace the equipment. Any replacement equipment will be the property of the Contractor.

PBMS acknowledges and accepts this requirement. PBMS will continue to utilize the current equipment and does not foresee any changes in the near future.

The Contractor will provide supplies such as letter trays and bags.

PBMS acknowledges and accepts this requirement.

No minimum piece count will be required, as amounts may vary on a daily basis.

PBMS acknowledges and accepts this requirement.

The Contractor should have the capability to perform such services as folding, including "Z-fold", inserting, labeling, third class bulk sorting, metering, bursting, permit imprint mail, and other related services.

PBMS acknowledges and accepts this requirement. PBMS will perform the folding services onsite at the Maricopa County mailroom. PBMS has all of the other capabilities listed above at both our operation at the Department of Economic Security as well as our Document Solution Center. The majority of these functions are completed at the DES operation today. We will continue to use both facilities in order to meet the mailing needs of the County.

Contractor must have capability to perform bar coding as required for U.S.P.S. mail processing.

PBMS acknowledges and accepts this requirement. PBMS uses a Mailcode OCR sorting machine at our Department of Economic Security operation. This device has the capability to read and verify the accuracy of addresses. The software recognizes addresses and sprays the appropriate USPS bar codes. Through the bar codes, the unit will sort the mail pieces to the appropriate zip code to ensure that we are maximizing your postal discounts.

PBMS also utilizes the services of our sister division, PSI Group, to further enhance postal discounts. PSI will take our qualifying mail from PBMS sites and comingle those pieces with the mailstreams of other large companies to maximize the postage discounts for all mailers utilizing the service. PBMS will continue to forward the appropriate mailing projects to these business units to maximize your savings.

Contractor must have the ability through barcode technology or other means, for the differentiation of costs within the organizational unit level for budgetary purposes (as per specific accounting strings).

PBMS will configure the mailing machines with the applicable barcode technology to identify the low org number for chargeback purposes. The quantity and associated costs will be tracked by the Pitney Bowes Business Manager system. Please see 2.10.19 for additional information.

Contractor must provide digital postage metering equipment, in compliance with current Federal U.S.P.S. Mandates requiring digital printing technology (U.S.P.S. Meter Migration Initiative for 2006).

PBMS will supply all equipment to meet all outgoing County mail requirements. All equipment provided under this contract will be compliant with the USPS digital meter initiative scheduled for calendar year 2006. PBMS acknowledges that it is our responsibility for the maintenance of the equipment and replacement of any inoperable equipment needed to fulfill our contractual obligations. Please find below a listing of the equipment to be used as the commencement of this contract:

(2) Pitney Bowes DM1000 Mailing Processors/(1) DM800 Processor/ (1) DM500 Processor

The DM1000 mail processor is a high volume, versatile mailing system can automatically feed, seal, imprint postage and stack uniform mail at speeds of up to 260 letters per minute. This system's advanced technology gets big mailing jobs done quickly and efficiently. The DM1000TM handles mail ranging in size from post cards to 10" x 13" flats and up to 3/4" thick - intermixed and in a single stream. This maximizes operator productivity by minimizing the need to sort mail by size.

The Intellilink digital mail meter technology allows for postage replenishment, postage rates, and software updates to be done at the device with the touch of a button. Weigh-On-The-Weigh technology maximizes efficiency by processing mixed weight material up to 16 oz. - automatically and in a single operation. Each piece is weighed, the proper rate is calculated, and postage is imprinted at speeds up to 130 letters per minute. Open and closed flap sealing minimizes sorting based on its ability to handle mixed envelope flap configurations including combinations of closed flap, open flap and pre-sealed flap. Advanced Detection Sensors located throughout the feeding and transport path enhance the processing of difficult materials like postcards or "dark mail", and they detect oversize mail and add the proper surcharge.

The DM800 mail processor contains many of the same features of the DM1000 however processes at a maximum rate of 210 letters per minute.

A DM500 mail processor will be placed at the Durango facility. Again, this machine contains many of the same features of the DM1000 and DM800 however processes at a maximum rate of 135 letters per minute.

The DM Mailing Processors will be used for the metering of all correspondence mail generated by the Department.

5 Cargo Vans (retention of current equipment)

PBMS provide five (5) Ford E-250 Full size cargo vans that will be capable of handling all delivery requirements for Maricopa County. The vans will be used to perform the courier routes as required by the Department. In order to minimize the costs to the County, PBMS will retain the current vehicles used to support the courier services today.

2 Box Trucks (net new equipment)

An average of 75 tubs containing 40-60 pounds of library materials are moved on a daily basis throughout the Library system. Given these requirements, PBMS has included two (2) box trucks equipped to handle these types of loads over the five (5) year term of this contract. The cost of these box trucks is included in the price for the library services.

The vans will be used to perform the courier routes as required by the Department. The cost of the vehicles, maintenance, fuel, insurance, licensing, and related fees are included in our pricing. The costs are based on the mileage supported as of the date the contract is executed.

Contractor must provide a compatible accounting system for the provision of automatic account reconciliation, accurate within 99.9% (less than a 1/10 error margin).

(1) Pitney Bowes Business Manager for Postage Accounting

The Pitney Bowes Business Manager system is a state of the art, computerized system that integrates mailing and shipping data, even from remote locations. Business Manager lets you consolidate data from multiple systems across your enterprise and turn it into actionable information. The user-friendly reporting tools provide the overview and the detail to manage your operation effectively. Business Manager is a PC-based information management system for your enterprise that links multiple mailing and shipping systems, at multiple sites, in a centrally controlled network. This system consolidates raw mailing and shipping data and summarizes it in formats you can use.

Business Manager can be configured for both local and enterprise-wide data collection and consolidation. By linking the Intellilink meters configured on the DM1000, DM800, and DM500 that PBMS is placing in the County facilities, there is no additional hardware or data collection devices to be added.

The functional elements of the system include:

Host Workstation –(1) *The central system necessary for managing the operations, including consolidation of data from local or remote sites, administrative and reporting functions. The host workstation will be located in the Downtown mailroom.*

Remote Site Workstation – *A special version of the system to be placed in the Durango location that enables PBMS to consolidate data from this location (or any additional locations that may be added during the life of the contract).*

Administrative or Reporting Workstations –(3) *PC solutions that provide managers additional access to the collected data without interrupting the Host Workstation. PBMS will have an administrative workstation in the Downtown facility. PBMS can provide additional workstations for the County if desired.*

The Business Manager system will be used for capturing and reporting all postage costs by account number. The data collected by this system will be used in the generation of weekly and monthly reports required by the Department.

Contractor must be available to provide quarterly training classes, or any other as requested by Maricopa County, for the promotion of cost-effective mail handling practices.

PBMS will conduct quarterly training classes for County employees. PBMS currently has three (3) employees dedicated to Maricopa County that are certified Mailpiece Quality Control Specialists. These employees will continue to provide training in the following areas:

- *Address hygiene*
- *Interoffice mail hygiene*
- *Private Express Statute compliance*
- *Mailpiece design (for large mailings)*
- *Maximizing postage savings*
- *“The Do’s and Don’ts” of mailing*
- *The Top 10 mailing tips*

PBMS’ schedule of classes is posted on the County’s training list for viewing by all County employees.

2.12 DELIVERY:

The Contractor shall deliver packages/boxes weighing up to forty (40) pounds either in single packages or in mail tubs. A courier will pick up items exceeding forty (40) pounds (estimated annual mileage 25,500).

PBMS acknowledges and accepts this requirement.

Contractor will pick up and deliver mail as specified from the County Mail Room to the US Post Office at 4949 East Van Buren, Phoenix, Arizona, daily by 6:00 P.M. This may alternatively be accomplished through U.S.P.S. deliveries.

PBMS acknowledges and accepts this requirement.

Contractor will pickup and deliver mail including packages, boxes, tubs to the Maricopa County designated Maricopa County destination, mail drop, or office areas at each location once or twice a day as arranged by departments on their request. These items may change based on need or specific department requirements. See Exhibits B-1 for current mail routes and times. Significant changes in daily mail volumes due to new additions of County departments, which may have a major impact upon service, are addressed in the Pricing Section 4.0 of this document.

PBMS acknowledges and accepts this requirement. PBMS will review the route structure every three months.

Contractor will keep delivery routing forms for each location.

PBMS acknowledges and accepts this requirement.

Contractor will deliver SPECIAL MAIL to outlying areas as specified in Schedule A upon request from using agency by purchase order only.

PBMS acknowledges and accepts this requirement.

Delivery and pickup of confidential material will be in secure carriers.

PBMS will provide secure, confidential carriers for use at Maricopa County and all employees on site will be both bonded and have signed our confidentiality statement.

Contractor will deliver personal mail addressed to individuals at Maricopa County agencies. This includes Maricopa County trade magazines, packages and flat mail.

PBMS acknowledges and accepts this requirement.

Contractor will pickup stamped personal mail at agency locations provided that it is separate from County mail. Contractor will not provide stamps, or metering services for personal mail (estimated annual volume 122,000).

PBMS acknowledges and accepts this requirement. PBMS, as part of the internal mail pickup process, will pick up any stamped mail and ensure it is delivered to the Post Office

in a timely manner. This mail will be placed in a separate bin so it will not be metered. This mail will receive the same high level of service that regular correspondence receives. We will not provide any stamps or metering services for personal mail. These procedures will be included in our mail services guide, which will be distributed to all County employees.

If Contractor determines that changes to the County's mailing procedures are needed to allow the Contractor to meet the requirement that at least 95% of all outgoing mail can be mailed at the lowest rate, the Contractor shall advise Materials Management of the recommended changes. Materials Management will review the change recommendations and will make a determination if implementation of the changes is cost effective, if alternate, more cost-effective changes can be implemented to achieve the same result, or if it is not cost effective to implement the changes. If some or all of the changes are determined to not be cost-effective, Materials Management will review the outgoing mail rate requirement. Materials Management may revise the requirement, as necessary, to be realistic to the actual conditions.

PBMS will keep Maricopa County apprised of all technology changes and respectively how they may affect the process for the County mailing operations. The PBMS Area Operations Director and Customer Operations Manager are responsible for keeping abreast of all USPS rules and technical advances. Their efforts are supported by our National Operations Team, local Operations Analysts, and our sister divisions, Pitney Bowes Mailing Systems and the PSI Group. The PBMS Customer Operations Manager will ensure our procedures comply with USPS regulations and monitor our percentage of processing mail at the lowest possible rates. In regular scheduled monthly meetings, our Area Operations Director and Customer Operations Manager will inform our Maricopa County liaison of changes in either USPS basic procedures or technical changes that may result in lower postage costs. During these discussions, we will prepare action plans to implement any new technology, to change our internal procedures and ensure communication of procedural changes to Maricopa County mailers to ensure compliance with the regulations.

These procedures will be included in our mail services guide, which will be distributed to all County departments. The mail services guide will detail all aspects of our operation. We will distribute to all departments within 90 days of contract execution. The mail services guide will also be posted on the County's intranet. Updates will be made as needed.

2.13 INTERDEPARTMENTAL MAIL:

Contractor is responsible for internal/interdepartmental mail distribution at the sites prescribed in Exhibits B-1. This includes Maricopa County mail received from the U.S.P.S. either directly or as a result of pick-up from one of the department's post office boxes, other carriers & interoffice mail (estimated annual volume 685,000)

PBMS will sort interdepartmental mail in similar fashion to the sorting procedures for inbound mail. PBMS will perform internal mail runs to mail drop locations throughout the Maricopa County Headquarters. Customer Service Associates will be responsible for completing the mail runs:

- *Mail runs to the three (3) buildings within the Downtown Complex will be performed twice per day. The morning runs will start at 9:30 a.m. and the afternoon runs will start at 1:30 p.m.*

- *The mail runs are split into five different routes to maximize our labor and minimize the time needed to perform the runs.*
- *Four (4) courtesy runs will be performed (in addition to the routes outlined above) to collect outbound mail for larger mailing departments.*
- *Incoming postal mail, distribution of memos, and inbound accountables/packages will be delivered on these rounds.*
- *Mail items will be delivered by site code to Maricopa County designated locations within the various buildings.*
- *Outbound postal mail and outbound accountables/packages will be picked up on the runs and delivered to the Mail Center for processing.*

PBMS will perform courier runs to all Maricopa County locations within the metropolitan Phoenix area. Please see section 2.14.1 for a detailed discussion of our plan for the routes.

Contractor must sort mail that is prepared for delivery by U.S.P.S., but that can be delivered inter-office and process it as inter-office according to specifications outlined in Section 2.12.

PBMS will process and deliver interoffice mail in the most efficient and cost effective manner. It is important to both the County and PBMS that the delivery of interoffice mail is done in accordance with the Private Express Statute. PBMS will continue to educate County employees that interoffice mail should be placed in specifically marked interoffice envelopes. Interoffice mail that is prepared in an envelope with a full address (by which it could be routed via U.S.P.S.) must be marked with a note indicating the urgency of the mailpiece so that it can be routed using our interoffice mailing procedures. Envelopes without specific direction will be rejected and the department will be contacted for clarification.

Contractor will be responsible for the maintenance of the daily route sheet, Exhibit B-1, and any new department location additions or changes.

PBMS will be responsible for the Maricopa County daily route sheet and will work with the assigned representative to merge any new department locations or changes. We will continue our practice of redesigning our route structure as changes are requested. We will reevaluate the routes as more stops are added to gain any efficiency in service and cost. Our goal will be to absorb stops into our route structure without increasing the pricing to the County.

Contractor shall meet with the Materials Management liaison, single point of contact, on a monthly basis, and more frequently, if needed, to discuss performance issues, including status updates on ongoing corrective actions as identified through the use of "Service Delivery Sheets". These sheets are to be made available at each mail stop, to be used by department personnel to advise on excellent performance or on perceived difficulties with Contractor's performance. These sheets are to be addressed to the Materials Management representative and all comments will be shared with the Contractor. Where there is a complaint or a perceived difficulty, a combined team of Materials Management and/or other County representative(s) and Contractor personnel will investigate to determine the validity of the problem.

If reported problem is valid, Materials Management will notify the Contractor in writing and request a corrective action plan. Contractor will prepare a corrective action plan within 10 days of notification, or such time frame as specified by Materials Management.

The Materials Management liaison will ensure that all recommendations, questions, or complaints from the Contractor reach the appropriate individuals in the County for timely resolution.

PBMS acknowledges and accepts this requirement. PBMS, as part of our operating philosophy, conducts Monthly Client Feedback Interviews (MCFI). This interview is a face-to-face meeting between the customer contract administrator and the PBMS Area Operations Director set with the purpose of engaging in significant discussion regarding PBMS service levels over the preceding 30 days. The interview specifically addresses the following:

- *Service Level Agreements*
- *Performance*
- *Customer Satisfaction*
- *Key Metrics and trends*
- *Continuous Improvements*
- *Cost reduction initiatives and results*
- *Previous and open actions*
- *Customer's business challenges, opportunities and concerns*

This process is instrumental for effective communication and serves to strengthen the long-term partnership between PBMS and our customers. A survey is completed as part of this meeting that documents the customer satisfaction ratings from the contract liaison, a review of action items discussed in the previous meeting, and an action plan for the next thirty days. These survey forms are forwarded to our Corporate Quality group.

Any issues or low customer satisfaction rating require a formal review by our Corporate Quality group. Action plans to correct the issue are developed within five (5) business days and present to the County for approval.

2.14 PERSONNEL:

The Contractor will utilize its own equipment and personnel. The Contractor agrees to utilize only experienced, responsible and capable people in the performance of the work, and all work performed under this contract shall be done in a manner consistent with the terms and conditions of the contract and subject to monitoring by MMD to determine compliance with the terms of the contract. Contractors Staff shall be required to submit to a M.C.S.O. background check. Delivery personnel must be physically fit and neat in attire and appearance. They must be able to repeatedly lift items weighing up to 40 pounds for mail. Sufficient personnel must be trained to perform the work and ensure that mail schedules are met. Maricopa County, through contract monitoring, reserves the right to approve individual delivery personnel.

Contractor personnel must be bonded for a minimum of \$10,000.00 per employee.

PBMS acknowledges and accepts this requirement.

As a preventative measure during our employee selection process, PBMS utilizes CARCO services to conduct our background checks. This service provides Maricopa County us with information concerning the candidate's criminal and driving history. It also confirms the candidates' employment history. This information complements the information and impressions we receive during our pre-employment interviews and reference checks. Based on our findings, applicants with criminal history are screened from the hiring process. Only applicants who can successfully pass all the rigorous areas of our screening process are hired. There are no exceptions to this policy.

Upon contract award, PBMS will secure an umbrella fidelity bond covering employee crime liability in the amount of \$10,000 (ten thousand dollars) per employees to cover all of our employees at the Maricopa County location.

2.15 DELIVERY SCHEDULE:

Normal delivery schedule will be five days -- Monday through Friday -- between the hours of 7:00 A.M. and 5:00 P.M. Mail service will not be required on weekends or scheduled holidays observed by Maricopa County. Provisions for special mailings, which may occasionally occur, which would require overtime or weekend work are covered in the Pricing Section. The Contractor will be provided with a calendar of scheduled holidays for each fiscal year.

PBMS acknowledges and accepts this requirement. See the section below (2.14.1) for our operating plan for the management of courier services and the corresponding routes.

ROUTE LOCATIONS (EXHIBIT B-1):

Service will be provided to various department locations and U.S. Post Offices described on the attached route sheet. Service locations are subject to change based on the requirements of Maricopa County.

PBMS acknowledges and accepts this requirement.. All of our routes are based from the Downtown facility.

PBMS reviews and redesigns the routes according to the specific needs of the County. A formal review of the route structure is done every six months at a minimum. Key factors considered in these reviews are the current volumes, mail schedule, and specific departmental needs.

PBMS has designed the routes into seven (7) segments including the Library District. PBMS has organized the runs in the following fashion:

- *Downtown Route 1 – covering the Business Offices in morning and the East Valley offices*
- *Downtown Route 2 – covering the Northwest Valley offices and the Business Offices in the afternoon*
- *Mesa Route – incorporating the needs of the Mesa complex*
- *MCDOT Route – focusing on the specific needs of that department*
- *On-Call Route – incorporates a small number of routine daily stops leaving PBMS will the flexibility to support the ad hoc courier requests of the eighty plus locations are on the listing*
- *Library District Routes – two routes designed to move materials efficiently throughout the Library district.*

Five segments are priced into the base management fee to be applied to the County. The library routes are separated in the pricing structure as requested.

Exhibit B-1 represents the schedule of these routes as of the commencement date of the contract.

2.16 CURRENT MAIL SCHEDULE:

Service will be provided to various department locations and US Post Offices at the times stated and Maricopa County described on the attached route sheet. Service times are subject to change based on the requirements of Maricopa County (Exhibit B-1).

PBMS acknowledges and accepts this requirement.

2.17 REPLACEMENT:

If in the opinion of Materials Management, the Contractor selected is not performing all of the requirements of the contract in a consistent manner in compliance with the terms and conditions of the contract, the Contractor must take immediate action to correct the deficiency. This shall include, but is not limited to unsafe performance or deficiencies in equipment, labor or management. Failure to take immediate action will result in immediate cancellation of the contract and replacement.

PBMS acknowledges and accepts this requirement.

2.18 PERFORMANCE REQUIREMENT:

In the event Materials Management must secure services go outside of the contract to complete required services, the Contractor agrees to pay The County the costs associated with making arrangements to Materials Management satisfaction. Such costs will be deducted from County monthly invoices.

The Contractor assumes all risk as to the nature of the project and difficulties that may be due to any unfavorable conditions that may be encountered in the work whether apparent or discovered after work begins.

PBMS acknowledges and accepts this requirement.

2.19 PROJECT PLAN (EXHIBIT B-2):

The Contractor shall provide to Maricopa County as an attachment to this RFP, a detailed Maricopa County description of the proposed plan of operations to provide mail service including weighing, metering, presorting of outgoing US mail of various sizes, shapes and weights, package processing, bulk mail handling and delivery, sorting of miscellaneous incoming US mail and interdepartmental mail, handling of personal and newspapers, and interdepartmental delivery services. This Maricopa County description shall include, but is not limited to, a detailed review of the approach to be taken to meet the scheduled need in a timely fashion; business operation (reporting, proof of insurance including Workman's Compensation; invoicing procedures, personnel to be assigned to the project including qualifications and background information); availability of equipment; and experience in projects similar in size and nature to that Maricopa County described in this RFP.

As a result we will use our detailed implementation plan used of all new client sites. We customize one for each of our installations during the transition period. Our Management Team works together in customizing the plan, assign roles and responsibilities, and meets as a team regularly to review our progress and adherence to the plan at all stages of the transition. The implementation plan focuses on several key areas of transition:

- *Administration*
- *Customer Care*
- *Staffing and Human Resources*
- *Equipment and Technology Installation*
- *Safety and Ergonomics*
- *Logistics and Facilities*
- *Service Excellence*

The following team members will be responsible for executing the proposed timeline:

<i>Area Operations Director</i>	<i>(AOD)</i>
<i>Customer Operations Manager</i>	<i>(COM)</i>
<i>Human Resources Manager</i>	<i>(HRM)</i>
<i>Area Recruiter</i>	<i>(RR)</i>
<i>Area Trainer</i>	<i>(TR)</i>
<i>Regional Sales Vice President</i>	<i>(RSVP)</i>

Sales Executive (SE)
Operations Analyst (OA)
Client Liaison (CL)

The implementation plan seeks to minimize the time investment of your administrative team. As you review our implementation plan, you will see a great deal of detail is included. The majority of these details (90%-95%) are coordinated by PBMS. Please find below the key milestones during the eight week transition plan. Where appropriate, we have listed the necessary Firm resources and time estimates for their efforts.

Please note our implementation plan will incorporate the entire County operation and the activities below will be for all locations.

Six weeks prior to installation date:

- *Notice of award by the County*
- *Contract clarification stage with Maricopa County begins*
- *Final configuration completed and incorporated into final approved contract*
- *Equipment orders placed by Area Operations Director and Analyst*
- *Site implementation guide is formally presented to the County (estimated involvement by County: 1 hour)*

Four weeks prior to installation

- *Coordination with equipment vendors for installation / network needs / electrical requirements*
- *Initial draft of new process/ performance standards presented to County staff (Area Operations Director, Customer Operations Manager, and Sales Executive) - (estimated involvement by County: 1 hour)*
- *Bi-weekly meetings between Area Operations Director, Customer Operations Manager, and Firm liaison begin (estimated involvement by County: 1 hour)*

Two weeks prior to installation date

- *Layout of equipment / networking needs / equipment power requirements finalized and requested (estimated involvement by County: 1 hour)*
- *Performance standards are presented and finalized (estimated involvement by County: 1 hour)*
- *Focus group with key mailers conducted to explain new equipment and process*

Week prior to installation

Area Operations Director and Customer Operations Managers (in each location) lead efforts in:

- *Equipment installation*
- *Redesign of layout*
- *Dry runs of mail runs/ rounds*
- *Site branding*
- *Reference guides distributed to end users*

30 days after installation

- *Bi-weekly status meetings continue during first month of operation with Area Operations Director, Customer Operations Manager and County liaisons*
- *Focus group established to measure success of implementation of equipment (led by Area Operations Director and Customer Operations Manager)*
- *Validation study conducted measuring effectiveness of Business Manager and effect on postage management*

The Contractor shall furnish the County a quarterly usage report delineating the acquisition activity governed by the Contract. The format of the report shall be approved by the County and shall disclose the quantity and dollar value of each contract item by individual unit.

PBMS acknowledges and accepts this requirement. It is our understanding that this requirement pertains to reporting any equipment, supplies, and services procured to perform the scope of work contained within this document.

2.21 FACILITIES:

During the course of this Agreement, the County shall provide the Contractor's personnel with adequate workspace for consultants and such other related facilities as may be required by Contractor to carry out its obligation enumerated herein.

PBMS acknowledges and accepts this requirement.

2.22 TAX:

No tax shall be levied against labor. It is the responsibility of the Contractor to determine any and all taxes and include the same in proposal price.

PBMS acknowledges and accepts this requirement.

2.23 DELIVERY:

It shall be the Contractor's responsibility to meet the proposed delivery requirements. Maricopa County reserves the right to obtain services on the open market in the event the Contractor fails to make delivery and any price differential will be charged against the Contractor.

PBMS acknowledges and accepts this requirement.

04191-RFP
EXHIBIT B-1 (MAIL DELIVERY ROUTES)
Downtown Route 1

<u>Business Office Run (A.M.)</u>					
Stop #	Address	City	Notes/Comments	Entity	ETA
1	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	7:30AM
2	1441 E. BUCKEYE	PHX	USPS-MAIL CLAIMS/FINANCE(20016,20019,2516)	Healthplan	8:15AM
3	1826 E. ROOSEVELT	PHX	PUBLIC HEALTH	County	8:35AM
3	2619 E. PIERCE	PHX	BUSINESS OFFICE FINANCE (DLVR USPS PO #20019)	Healthplan	8:55AM
4	2619 E. PIERCE	PHX	BUSINESS OFFICE (*P/U AHCCS TU./ THURS.*)	Healthplan	9:05AM
5	2611 E. PIERCE	PHX	MIHS MAILROOM - (P/U OUTGOING)		9:15AM
6	3535 S. 7TH ST.	PHX	S. PHX. JUSTICE COURT (SEF)	County	9:45AM
7	701 E. JEFFERSON	PHX	DROP AHCCS TU./ THURS.	Healthplan	10:05AM
8	701 E. JEFFERSON	PHX	P/U CHECK FOR FINANCE (THURS.)	Healthplan	10:00AM
9	2502 E. UNIVERSITY	PHX	MANAGED CARE- DROP (PO 2516)	Healthplan	10:20AM
10	2619 E. PIERCE	PHX	DROP CHECK AT FINANCE *(THURS.)	Healthplan	10:30AM
11	301 W. JEFFERSON	PHX	COUNTY MAILROOM (DLVR PO. BOX 20016)	All	11:00AM
12	1740 W. ADAMS	PHX	STATE MAILROOM- (P/U PUBLIC HEALTH MAIL)	County	11:15AM
13	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	11:35AM
	LUNCH		11:45AM - 12:45PM		
<u>EAST VALLEY RUN (PM)</u>					
14	916 E. BASELINE	MESA	EAST VALLY OFFICE	County	1:30PM
15	1811 S. LEWIS	MESA	MESA CJC (2ND FLOOR)	County	1:50PM
16	778 W. SOUTHERN	MESA	PUBLIC DEFENDER (P/U MAIL & DLVR SEF MAIL)	County	2:10PM
17	1256 E. BASELINE #124	MESA	ENVIRONMENTAL HEALTH (ERO)	County	2:40 AM
18	2611 E. PIERCE	PHX	MIHS MAILROOM - (P/U OUTGOING U.S. MAIL)		3:00PM
19	1826 E. ROOSEVELT	PHX	PUBLIC HEALTH	County	3:20PM
21	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	3:45PM

Downtown Route 2

NORTH WEST VALLEY					
Stop #	Address	City	Notes/Comments	Entity	ETA
1	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	8:30AM
2	301 WEST JEFFERSON	PHX	COUNTY MAILROOM	All	9:00AM
3	1510 E. Flower St.	PHX	AREA FOR THE AGING	Healthplan	9:30AM
4	3101 E. SHEA BLVD	PHX	NORTHERN REGIONAL OFFICE	County	10:00AM
5	10220 N. 31ST AVE	PHX	WEST VALLEY OFFICE	County	10:40AM
6	8910 N. 43RD AVE STE 101	PHX	WESTERN REGIONAL OFFICE	County	11:15AM
7	5720 W CAMELBACK	PHX	WEST VALLEY CJC	County	11:35AM
8	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	12:00PM
9	2 S. 35TH AVE	PHX	POST OFFICE (1ST US MAIL DROP)		12:20PM
10	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	12:30PM
	LUNCH		12:30PM - 1:30PM		
<u>Business Office Run (P.M.)</u>					
11	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	1:30PM
12	2 S. 35TH AVE	PHX	POST OFFICE (1ST US MAIL DROP)		1:45PM
13	301 W. JEFFERSON	PHX	COUNTY MAILROOM	All	2:00PM
14	2619 E. PIERCE	PHX	BUSINESS OFFICE (*1st FLR*)	Healthplan	2:20PM
15	2619 E. PIERCE	PHX	BUSINESS OFFICE (*A/P, CLAIMS 2nd FLR*)	Healthplan	2:30PM
16	1802 E. SKY HARBOR S.	PHX	P/U BANK ONE LOCK BOX	Healthplan	2:50PM
17	2502 E. UNIVERSITY (STE.100B)	PHX	MANAGED CARE	Healthplan	3:15PM
18	2619 E. PIERCE (STE.100C)	PHX	DROP LOCK BOX (FINANCE).	Healthplan	3:30PM
19	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	3:50PM
	(PROCESS MAIL)				
20	2 S. 35TH AVE	PHX	POST OFFICE (1ST US MAIL DROP)		4:40PM
21	301 WEST JEFFERSON	PHX	COUNTY MAILROOM	All	5:00PM
22	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	5:20PM

Mesa Route

Mesa Downtown					
Stop #	Address	City	Notes/Comments	Entity	ETA
1	301 W. JEFFERSON	Phx	Mailroom	County	8:00AM
2	320 W. Lincoln	Phx	Materials Management / Reprographics	County	8:10AM
3	1810 E. Lewis	Mesa	Mesa Juvenile - 2nd Floor	County	8:50AM
4	155 E. Coury	Mesa	Equipment Services	County	9:00AM
5	222 E Javelina	Mesa	Mesa Court Complex	County	9:20AM
6	222 E Javelina	Mesa	Clerk of the Court - 1st Floor	County	9:25AM
7	222 E Javelina	Mesa	Jury Commission - 1st floor	County	9:30AM
8	222 E Javelina	Mesa	Law Library 1st Floor	County	9:35AM
9	222 E Javelina	Mesa	County Attorney - 2nd Floor	County	9:40AM
10	222 E Javelina	Mesa	Court Security - 1st Floor	County	9:45AM
11	222 E Javelina	Mesa	Court Admin - 1st Floor	County	9:50AM
12	222 E Javelina	Mesa	Adult Probation - 1st Floor	County	9:55AM
13	1750 S. Mesa Drive	Mesa	Public Defender	County	10:05AM
14	2150 S. Country Club	Mesa	Head Start East - 22B	County	10:35AM
15	735 N. Gilbert Road	Mesa	Human Services WWD-22D	County	10:40AM
16	701 W. Jefferson	Phx	Star Call	County	10:50AM
17	301 W. Jefferson	Phx	Mailroom	County	11:00AM
18	200 W. Washington	Phx	City of Phoenix	County	11:20AM
19	11 W Jefferson	Phx	Public Defender - Luhr's Bldg	County	11:30AM
20	222 N. Central	Phx	Risk Management - 11th Floor	County	11:40AM
21	222 N. Central	Phx	Legal Defender - 9th Floor	County	11:45AM
22	234 N. Central	Phx	Human Services 22A - 3rd Floor	County	11:55AM
23	234 N. Central	Phx	Animal Control - 2nd Floor	County	12:00PM
24	411 N. Central	Phx	Legal Advocate - 9th Floor	County	12:10PM
25	411 N. Central	Phx	OCAC - 8th Floor	County	12:15PM
26	411 N. Central	Phx	Public Defender - Appeals 6th Floor	County	12:20PM
27	411 N. Central	Phx	Parks & Rec's ICJIS - 4th Floor	County	12:25PM
28	411 N. Central	Phx	Planning and Development - 3rd Floor	County	12:30PM
29	411 N. Central	Phx	Juvenile Probation Ste. 145	County	12:35PM
30	1001 N. Central	Phx	Environmental Services - 5th Floor	County	12:40PM
31	3838 N. Central	Phx	Tobacco / Public Health Ste. 1600	County	12:50PM
32	301 W. Jefferson	Phx	Mailroom	County	1:00PM
	LUNCH		1:00 - 2:00PM		
33	320 W. Lincoln	Phx	Materials Management - 2nd Floor	County	2:15PM
34	320 W. Lincoln	Phx	Reprographics	County	2:20PM
35	401 E. Jefferson	Phx	Stadium district - 2nd Floor	County	2:30PM
36	721 N. 3rd St.	Phx	Credit Union	County	2:40PM
37	1845 E. Roosevelt	Phx	Public Health - Mailroom	County	2:50PM
38	1010 E. McDowell	Phx	Public Health - Suite 300	County	3:00PM
39	926 E. McDowell	Phx	Public Health - Grunow	County	3:10PM
40	111 W. Monroe	Phx	Correctional Health - 9th Floor	County	3:20PM
41	111 W. Monroe	Phx	Public Fiduciary - 5th Floor	County	3:25PM
42	701 S. 8th Ave	Phx	Medical Examiner	County	3:35PM
43	701 S. 8th Ave	Phx	Star Call	County	3:40PM
44	701 S. 8th Ave	Phx	Research and Reporting	County	3:50PM
45	301 W. Jefferson	Phx	Mailroom	County	4:00PM

Department of Transportation (MCDOT)

Stop #	Address	City	Notes/Comments	Entity	ETA
1	301 W. JEFFERSON	Phx	MAILROOM	County	8:00AM
2	522 N. CENTRAL AVE	Phx	POST OFFICE	County	8:15AM
3	111 S. 3RD AVE	Phx	RECORDER / ELECTIONS	County	8:45AM
4	2 S. 35TH AVE	Phx	POST OFFICE	County	9:00AM
5	2901 W. DURANGO	Phx	MCDOT	County	9:20AM
6	2801 W. DURANGO	Phx	FLOOD CONTROL	County	10:30AM
7	2909 W. DURANGO	Phx	TRAFFIC OPS	County	10:40AM
8	2919 W. DURANGO	Phx	SAFETY/S.OPS/MAT. LAB	County	10:50AM
9	2410 S. 28TH AVE	Phx	PARKS AND REC'S	County	11:00AM
10	2222 S. 27TH AVE	Phx	WAREHOUSE	County	11:10AM
11	2939 W. DURANGO	Phx	ESTRELLA JAIL	County	11:20AM
12	3125 W. DURANGO	Phx	JUVENILE - A / FINANCE	County	11:30AM
13	3325 W. DURANGO	Phx	EQUIPMENT SERVICES	County	11:40AM
14	3455 W. DURANGO	Phx	NINO'S CAFÉ' / DELIVERY AS NEEDED	County	11:50AM
15	3345 W. DURANGO	Phx	JUVENILE - B	County	11:55AM
16	2627 S. 35TH AVE	Phx	MCSO TRAINING	County	12:10PM
17	2901 W. DURANGO	Phx	MCDOT	County	12:20PM
18	1720 W. MADISON	Phx	DES	County	12:20PM
19	301 W. JEFFERSON	Phx	MAILROOM	County	12:30PM
	LUNCH		12:30PM - 1:30PM		
20	111 S. 3RD AVE	Phx	RECORDER / ELECTIONS	County	1:35PM
21	2302 W. DURANGO	Phx	ADOT - ONLY WHEN REQUESTED	County	1:45PM
22	2801 W. DURANGO	Phx	FLOOD CONTROL	County	2:15PM
23	2909 W. DURANGO	Phx	TRAFFIC OPS	County	2:25PM
24	2919 W. DURANGO	Phx	SAFETY/S.OPS/MAT. LAB	County	2:35PM
25	2222 S. 27TH AVE	Phx	WAREHOUSE	County	2:45PM
26	3125 W. DURANGO	Phx	JUVENILE -A	County	2:55PM
27	3325 W. DURANGO	Phx	EQUIPMENT SERVICES	County	3:00PM
28	3345 W. DURANGO	Phx	JUVENILE - B	County	3:10PM
29	3324 W. GIBSON	Phx	RADIO OPS	County	3:20PM
30	2323 S 35TH AVE	Phx	ANIMAL CONTROL	County	3:30PM
31	3325 W. GIBSON	Phx	DURANGO JAIL	County	3:40PM
32	3127 W. GIBSON	Phx	TOWERS JAIL	County	3:50PM
33	2901 W. DURANGO	Phx	MCDOT	County	4:00PM
34	1720 W. MADISON	Phx	DES	County	4:15PM
35	301 W JEFFERSON	Phx	MAILROOM	County	4:25PM
36	522 N. CENTRAL AVE	Phx	POST OFFICE	County	4:45PM
37	301 W. JEFFERSON	Phx	MAILROOM	County	4:55PM

Library District Route 1

Stop #	Address	City	Notes/Comments	Entity	ETA
1	17811 N. 32ND ST.	PHX	NORTH VALLEY LIBRARY	Library	8:00AM
2	40404 N. GALVAN PEAK PKWY	ANTHEM	ANTHEM LIBRARY	Library	9:00AM
4	16089 N. BULLARD ST.	SURPRISE	NORTHWEST LIBRARY	Library	9:50AM
5	15844 N. HOLLYHOCK ST.	SURPRISE	SURPRISE LIBRARY	Library	10:15AM
6	14010 N. EL MIRAGE ST	EL MIRAGE	EL MIRAGE LIBRARY	Library	10:40AM
3	12035 CLUBHOUSE SQUARE	YOUNTOWN	YOUNGTOWN LIBRARY	Library	11:10AM
7	8404 W. MONROE	PEORIA	PEORIA LIBRARY	Library	11:35AM
8	5959 W. BROWN	GLENDALE	GLENDALE LIBRARY	Library	11:50AM
	LUNCH		12:00PM - 1:00PM		
9	101 W. INDIAN SCHOOL RD.	LITCHFIELD	LITCHFIELD LIBRARY	Library	1:30PM
10	328 W. WESTERN AVE.	AVONDALE	AVONDALE LIBRARY - TUES. & THURS.	Library	2:00PM
11	9555 W. VAN BUREN	TOLLESON	TOLLESON LIBRARY - TUES. & THURS.	Library	2:25PM
12	9401 S. 51ST AVE	LAVEEN	LAVEEN LIBRARY	Library	2:50PM
13	3300 W. CAMELBACK	PHX	GRAND CANYON LIBRARY	Library	3:20PM
14	1221 N. CENTRAL	PHX	PHOENIX PUBLIC LIBRARY	Library	3:50PM
15	1100 W. WASHINGTON	PHX	STATE LIBRARY - TUES. & THURS.	Library	4:20PM
16	301 W JEFFERSON	PHX	COUNTY MAILROOM	Library	4:35PM
17	17811 N 32ND ST.	PHX	NORTH VALLEY LIBRARY	Library	4:50PM

Library District Route 2

Stop #	Address	City	Notes/Comments	Entity	ETA
1	17811 N. 32ND ST.	PHX	NORTH VALLEY LIBRARY	Library	8:00AM
2	4525 PARADISE VILLAGE	PHX	PHOENIX MESQUITE LIBRARY	Library	8:45AM
3	10101 N. 90TH ST.	SCOTTSDALE	SCOTTSDALE LIBRARY	Library	9:20AM
4	16836 E. PALISADES	FOUNTAIN HILLS	FOUNTAIN HILLS LIBRARY	Library	10:00AM
5	64 E. 1ST ST.	MESA	MESA PUBLIC LIBRARY	Library	10:40AM
6	776 S. GREENFIELD	MESA	SOUTHEAST LIBRARY	Library	11:15AM
7	22407 S. ELLSWORTH	QUEEN CREEK	QUEEN CREEK LIBRARY	Library	11:50AM
	LUNCH		12:00PM - 1:00PM		
8	9330 E RIGGS RD.	CHANDLER	SUN LAKES LIBRARY	Library	1:30PM
9	223 E. COMMONWORTH	CHANDLER	CHANDLER LIBRARY	Library	2:10PM
10	9402 S. AVENIDA DEL YAQUI	TEMPE	GUADALUPE LIBRARY	Library	2:50PM
11	1030 N. 32ND ST.	PHX	TALKING BOOK LIBRARY	Library	3:10PM
12	17811 N. 32ND ST.	PHX	NORTHWEST LIBRARY	Library	4:00PM

On-Call Locations

Stop #	Address	City	Notes/Comments	Entity	
1	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	7:30AM
2	3325 W DURANGO	PHX	VECTOR CONTROL	County	8:00AM
3	3345 W. DURANGO	PHX	DURANGO CJC (WEST)	County	8:45AM
4	9770 W. PEORIA	PEORIA	WORKFORCE	County	9:30AM
5	16821 N. DYSART RD	SURPRISE	EQUIPMENT SERVICES	County	10:05AM
6	3000 N. DYSART	AVONDALE	ESTRELLA COLLEGE	County	10:30AM
7	3125 W. DURANGO	PHX	DURANGO CJC	County	10:45AM
8	3131 W. DURANGO	PHX	DURANGO JUVENILE MAILCENTER	County	11:00AM
	LUNCH		12:00 AM		
1	2012 W. SOUTHERN	APACHE JUNCTION	APACHE JUNCTION (N.H.)	Healthplan	
2	2012 W. SOUTHERN	APACHE JUNCTION	APACHE JUNCTION (N.H.)	Healthplan	
3	5037 E. BROADWAY	MESA	ENCORE WAY (NH)	Healthplan	
4	108 E 2ND AVE	MESA	ROYAL SUPERVISORY (NH)	Healthplan	
5	5121 E. BROADWAY	MESA	CITADEL (N.H.)	Healthplan	
6	6145 E. ARBOR AVE	MESA	ALTERRA CLAIRE BRIDGE	Healthplan	
7	60 S. 58TH ST	MESA	CHULA VISTA (N.H.)	Healthplan	
8	5848 E. UNIVERSITY DR	MESA	GOOD SHEPARD (N.H.)	Healthplan	
9	51 S. 48TH PLACE	MESA	EAST MESA NURSING HOME (N.H.)	Healthplan	
10	215 S. POWER RD	MESA	HEARTHSTONE (N.H.)	Healthplan	
11	6458 E. BROADWAY	MESA	EVERGREEN VALLEY (N.H.)	Healthplan	
12	330 S. PINNACLE CIRCLE	MESA	MI CASA (N.H.)	Healthplan	
13	3130 E. BROADWAY	MESA	SPRINGDALE WEST (N.H.)	Healthplan	
14	420 W. 10TH PLACE	MESA	EVERGREEN MESA (N.H.)	Healthplan	
15	255 W. BROWN	MESA	MESA CHRISTIAN CARE (NH)	Healthplan	
16	215 W. BROWN AVE	MESA	THE GARDENS (NH)	Healthplan	
17	860 N CENTER	MESA	CLAIRE BRIDGE of Mesa	Healthplan	
18	5037 E. BROADWAY	MESA	ENCORE WAY (NH)	Healthplan	
19	108 E 2ND AVE	MESA	ROYAL SUPERVISORY (NH)	Healthplan	
20	5121 E. BROADWAY	MESA	CITADEL (N.H.)	Healthplan	
21	6145 E. ARBOR AVE	MESA	ALTERRA CLAIRE BRIDGE	Healthplan	
22	5848 E. UNIVERSITY DR	MESA	GOOD SHEPARD (N.H.)	Healthplan	
23	51 S. 48TH PLACE	MESA	EAST MESA NURSING HOME (N.H.)	Healthplan	
24	60 S. 58TH ST	MESA	CHULA VISTA (N.H.)	Healthplan	
25	416 s dobson	CHANDLER	Chandler Care Center (n.h)	Healthplan	
26	1750 w frye road	CHANDLER	Desert Cove Center	Healthplan	
27	1980 w pecos road	CHANDLER	Pecos (n.h)	Healthplan	
28	1610 w guadalupe	TEMPE	Clare Bridge	Healthplan	
29	6100 s rural road	TEMPE	Westchester Care Center	Healthplan	
30	2345 s Alma School	TEMPE	CePalm	Healthplan	
31	2556 N. PRICE ROAD	TEMPE	PARK REGENCY (N.H.)	Healthplan	
32	2146 S. DOBSON	TEMPE	DESERT SAM CARE CENTER	Healthplan	
33	1475 N. GRANITE REED RD	SCOTTSDALE	PLAZA HEALTH CARE (N.H.)	Healthplan	
34	2501 N. HAYDEN	SCOTTSDALE	SCOTTSDALE SOUTHWOOD (N.H.)	Healthplan	
35	2620 N. 68TH ST	SCOTTSDALE	SCOTTSDALE VILLAGE SQUARE (N.H.)	Healthplan	
36	9410 E. THUNDERBIRD	SCOTTSDALE	REGENT COURT (N.H.)	Healthplan	
37	11150 N. 92ND ST	SCOTTSDALE	SHADOW MOUNTAIN (N.H.)	Healthplan	
38	3333 N. CIVIC CENTER PLAZA	SCOTTSDALE	CASA DELMAR (N.H.)	Healthplan	
39	1475 N. GRANITE REED RD	SCOTTSDALE	PLAZA HEALTH CARE (N.H.)	Healthplan	
40	4704 W. DIANA	GLENDALE	GLENDALE C.C. (N.H.)	Healthplan	
41	5910 W. NORTHERN	GLENDALE	HEATHER GLEN (N.H.)	Healthplan	
42	8641 N. 67TH AVE	GLENDALE	GLENCROFT C.C. (N.H.)	Healthplan	
43	13631 N. 59TH AVE	GLENDALE	CESAR F. CLIMACO M.D.	Healthplan	

On-Call Locations (continued)

44	13620 N. 55TH AVE	GLENDALE	LIFE C.C. OF GLENDALE (N.H.)	Healthplan	
45	4202 N. 20TH AVE.	GLENDALE	HILL HAVEN HEALTH CARE (N.H.)	Healthplan	
46	15811 S. 42ND ST	PHX	SUNRISE FOOTHILLS (N.H.)	Healthplan	
47	16640 N. 38TH ST	PHX	GRANDCARE (N.H.)	Healthplan	
48	4065 E. BELL	PHX	LIFE CARE CENTER OF PARADISE VALLEY	Healthplan	
49	18802 N. 38TH ST	PHX	MARIE'S BOARD & CARE (N.H.)	Healthplan	
50	13232 N. TATUM BLVD.	PHX	PHOENIX MOUNTAIN (N.H.)	Healthplan	
51	1616 W. GLENDALE	PHX	BEATTITUDES (N.H.)	Healthplan	
52	11812 N. 19TH AVE	PHX	CHRISTIAN C.C. (N.H.)	Healthplan	
53	11411 N. 19TH AVE.	PHX	CORONADO C.C. (N.H.)	Healthplan	
54	7550 N. 16TH ST.	PHX	ORANGEWOOD (N.H.)	Healthplan	
55	1501 E. ORANGEWOOD	PHX	CAPRI (N.H.)	Healthplan	
56	7227 N. 16TH ST.	PHX	REHAB WITHOUT WHEELS (N.H.)	Healthplan	
57	4202 N. 20TH AVE	PHX	SONORAN REHAB (N.H.)	Healthplan	
58	1856 E. Thomas	PHX	PHX Southwood (N.H)	Healthplan	
59	2632 N. 20th st	PHX	AZ Heart Inst.	Healthplan	
60	3020 N. 36th ST	PHX	Kivel (N.H)	Healthplan	
61	4122 N. 17th ST	PHX	El Dorados Vista (N.H)	Healthplan	
62	4202 N. 20th ave	PHX	Hill Haven Health Care(N.H)	Healthplan	
63	2303 E. Thomas	PHX	HACIENDA DE LOS NINOS	Healthplan	
64	1201 E. Thomas	PHX	Foundation for Senior Living	Healthplan	
65	2020 N CENTRAL STE 1200	PHX	AMERICAN PHYSICIANS	Healthplan	
66	8825 S. 7TH ST.	PHX	THUNDERBIRD CARE FACILITY (N.H.)	Healthplan	
67	2932 N. 14TH ST.	PHX	VILLAGE GREEN (N.H.)	Healthplan	
68	4635 N. 14TH ST.	PHX	HIGHLAND MANOR (N.H.)	Healthplan	
69	2645 E. THOMAS	PHX	DESERT HAVEN (N.H.)	Healthplan	
70	2509 N. 24TH ST.	PHX	DESERT TERRACE (N.H.)	Healthplan	
71	11311 N. 99TH AVE	PEORIA	EMANUEL CARE CENTER (NH)	Healthplan	
72	11527 W. PEORIA	PEORIA	COOK HEALTH CARE CENTER (N.H.)	Healthplan	
73	10323 W. OLIVE	PEORIA	GOOD SHEPARD (N.H.)	Healthplan	
74	20625 N. LAKE PLEASANT DR.	SURPRISE	SUN GROVE (N.H.)	Healthplan	
75	350 E. LA CANDA	SURPRISE	ROYAL WEST CARE CENTER (NH)	Healthplan	
76	9940 W. UNION HILLS	SURPRISE	WEST VIEW (N.H.)	Healthplan	
77	9045 W ATHENS ST.	PEORIA	ENCORE SENIOR VILLAGE PEORIA (NH)	Healthplan	
78	111TH AVE W THUNDERBIRD	SUNCITY	HEARTHSTONE (NH)	Healthplan	
79	14001 W. MEEKER BLVD	SUNCITY	CLARE BRIDGE SUN CITY (N.H.)	Healthplan	
80	14001 W. MEEKER BLVD	SUNCITY	CLARE BRIDGE SUN CITY (N.H.)	Healthplan	

SPECIAL DEPARTMENT NEEDS	SE + OA > CL										
- Identify high profile users											
- Identify high volume users											
- Understand problems and concerns											
- Conduct dept./ customer interviews											
BILLING REQUIREMENTS	SE + AOD > CL										
- Identify specific billing agreements											
- Design billing record accordingly											
- Test billing statement for accuracy											
- Complete database form (cost center #)											

During the Hand-Off Phase, PBMS will:

- *Identify, record, and study all activities and begin training for each activity identified.*
- *Identify key contacts, list their expectations, and address all special department needs, problems and concerns.*
- *Complete billing questions, concerns, and procedures.*
- *Identify and record critical documents.*
- *Validate operating procedures, observe current practices, and develop and document new practices.*
- *Validate historical volumes, update current volumes if necessary, and establish new methods to collect volumes in the future.*
- *Validate performance standards against preexisting standards and revise if necessary.*
- *Integrate best practice methods with current methods within applicable areas.*

KEY REQUIREMENT - Specific Item / Task	BY	WEEKS BEFORE CONTRACT START								
		1	2	3	4	5	6	7	8	SU
FORMS MANAGEMENT	CL									
- Incoming mail vols.										
- Accountable material logs										
- Outgoing mail vols.										
- Chargeback logs										
- Job request forms										
- Production control log										
- Job log										
- Service log										
CHARGEBACK METHODOLOGY	CL, OA									
- Interface/connection to equipment										
- Chargeback exception process										
- Credit process										
- Report Generation										
MANAGEMENT REPORTING	CL, OA									
- Identify reporting requirements										
- Develop reporting formats										
- Customize Arrival										
PROFESSIONAL SIGNS	CL									
- Mail drop in / out boxes										
- "Last pick-up / delivery" signs										
- Photocopy in / out boxes										
- Mail coop labels										
- Hours of operation										
INITIAL OFFICE SUPPLIES	CL									
- Rolodex										
- Dry ink pens, erasers, cleaning fluid										
- White out										
- Pens, pencils, paper clips & paper										
- Special order stamps										
- 2 and 3 hole punch										

During the Administration Phase, PBMS will:

- Gather critical personnel documents, such as job applications, payroll time cards, overtime forms, medical/dental forms, etc.
- Resolve security issues; obtain vehicle-parking passes, and issue security badges and card entry access.
- Complete vendor authorizations.
- Develop procedure guide, along with any necessary flow charts, performance standards, activity matrix, and special instructions.
- Resolve chargeback methodology and develop chargeback forms and internal chargeback processes.
- Identify reporting requirements, develop reporting formats, and create reporting systems.
- Identify and order initial office supplies.

During the Human Resource Phase, PBMS will:

- *Recruit, interview, and assess individual skills, drug test, and send offer letters to hire the necessary personnel from within PBMS and external candidates.*
- *Select the start-up team with the essential skills and background to successfully implement the transition.*
- *Introduce the PBMS Customer Operations Manager to MARICOPA.*
- *Begin orientation with the PBMS' team, to include employee requirements and rules and regulations.*
- *Implement training programs, which include, but not limited to, operational procedures, customer service, equipment operation, Service Excellence, and quality training.*
- *Identify succession planning for managers, identify career paths for employees, and provide training for future managers.*

CUSTOMER'S MIS DEPARTMENT	CL, IT									
- Establish relationship										
- Understand capabilities										
- Understand objectives & directions										
TECHNOLOGICAL OPTIMIZATION	CL, IT, OA									
- Professional affiliations / Publications										
- Vendor trade shows										
- Internal PB resources										
- Vendor meetings & equipment demos										
- Equipment utilization analysis										
CUSTOMER TRAINING	CL									
- Group / Individual training										
- New hire training										

During the Technology Phase, PBMS will:

- *Complete necessary paperwork and order all new equipment. Work with MARICOPA to ensure completion of build-out and wiring requirements. Establish schedules for delivery and installation. Develop testing schedules and create utilization reporting.*
- *Analyze and inventory existing equipment. Either assume or cancel existing equipment contracts and remove or relocate any unwanted equipment with MARICOPA's prior consent.*
- *Research all assumed vendors, evaluate service logs, and collect and file equipment manuals.*
- *Establish standards and expectations for all equipment and service vendors.*
- *Inventory all supplies such as meter ink, cleaning fluid, packaging tape, boxes, tubes, etc.*
- *Order, configure, and install the PBMS' computer system. Obtain and install the customer database. Establish network-wiring needs. Develop and test for operational reliability.*
- *Order vehicles, train drivers, and establish vehicle maintenance schedules.*
- *Establish relationships with MARICOPA IT team.*
- *Create training schedules for the new equipment.*

Component 5--Logistics & Facilities

The Logistic & Facilities component consists of five key requirements.

KEY REQUIREMENT - Specific Item / Task	BY	WEEKS BEFORE CONTRACT START									
		1	2	3	4	5	6	7	8	SU	
BUILDING CONDITIONS	CL, OA										
- Electrical											
- Phone and data lines											
- Network cabling											
- Heating & ventilation											
- Freight elevator rules and hours											
- Trash & recycling requirements											
FLOOR PLAN DESIGN	CL, OA										
- Structural changes											
- Furniture: availability & placement											
- Process flow improvements											
- Redesign as necessary											
INTERNAL DISTRIBUTION NETWORK	CL, OA										
- Internal runs											
- Multiple distribution groups											
- Consolidation of distributions											
EXTERNAL DISTRIBUTION NETWORK	CL, OA										
- External runs											
- Third party ground couriers											
- Private Express Statute											
HOUSEKEEPING	CL										
- Identify and dispose of trash											
- Identify and store needed records											
- Paint walls / furniture											
- Scrub equipment and floor											

During the Logistics & Facilities Phase, PBMS will:

- Assess all electrical, phone, and data lines. Inspect heating and ventilation requirements.
- Identify elevator rules and hours with Superintendent of the various office buildings. Note any recycling requirements.
- Develop floor plan designs and note structural changes. Incorporate process workflow concepts. Finalize furniture availability and placement.
- Study all internal mail runs and courier runs, and develop new schedules if necessary. Gain MARICOPA approval for any requested changes.
- Schedule all housekeeping duties, such as the disposal of trash, storage of records, supplies, painting, and furniture repair in conjunction with the Contract Administrator.

Component 6—Service Excellence

The Service Excellence component focuses on PBMS’ commitment to high-quality service. It consists of five key requirements.

KEY REQUIREMENT - Specific Item / Task	BY	WEEKS BEFORE CONTRACT START									
		1	2	3	4	5	6	7	8	SU	
INITIAL QF SUPPLIES	CL, AOD										
- White boards											
- Dry erase markers and erasers											
- Service Excellence logos											
- Service Excellence forms											
- Quality policy											
- Positive Action Request (PAR) forms											
- Training materials											
MEASUREMENT TRACKING	CL, AOD										
- Internal and customer requirements											
- Process check sheets											
- Problem resolution											
> Magnitude											
> Root cause											
> Corrective action											
- Service Excellence Summary											
> Volumes and nonconformance											
> Payroll hours tracking											
> Daily meeting and white board											
EMPLOYEE TRAINING	CL, AOD										
- TQM education											
- Quality Control procedures											
- PAR forms											
CUSTOMER COMMUNICATION	CL, AOD										
- Monthly Client Feedback Interview											
- Comment cards											
- Customer focus groups											
RECOGNITION / EVALUATION	CL, AOD										
- Peer recognition											
- Employee of the month											
- Comment cards											
- PAR forms											

During the Service Excellence Phase, PBMS will:

- *Order Service Excellence supplies, such as Positive Action Request (PAR) forms, white boards, markers, erasers, etc.*
- *Develop measurement systems used to track volumes and nonconformance.*
- *Create employee training programs and schedules.*
- *Develop customer feedback interviews, focus groups, and surveys.*
- *Design and implement recognition and evaluation programs.*

During the Health & Safety Phase, PBMS will:

- *Analyze operational consideration, such as workflow, equipment, lighting, and workstation design. Conduct training regarding proper methods to handle materials.*
- *Post MSDS sheets for chemicals; ensure proper labeling of chemicals, and conduct emergency response training.*
- *Train all employees of Fire and Civil Defense drills.*
- *Train all employees in proper security measures.*
- *Review or develop safety-operating procedures and create audit procedures.*

Component 8--Customer Loyalty

The final component, Customer Loyalty, has six key requirements and focuses on factors, which will affect MARICOPA’s perception of PBMS. Most importantly, this component will highlight PBMS’ added value as a business partner.

KEY REQUIREMENT - Specific Item / Task	BY	WEEKS BEFORE CONTRACT START									
		1	2	3	4	5	6	7	8	SU	
CUSTOMER SATISFACTION	SE, CL, AOD, OA										
- Value added services											
- Customer survey											
- Survey cards											
- Operational reassessment											
CONTRACT INTEGRITY	SE, CL, AOD										
- Accuracy of pricing											
- Confidentiality											
- Compliance with standards											
- Consistency of equipment installation											
DIARY OF ENHANCEMENTS	CL										
- Obtain copies of existing diaries											
- Track all savings and value added svcs											
- Report to customer											
CUSTOMER EDUCATION	CL										
- Newsletters											
- Open House											
- Tours & seminars											
- Focus Groups											
QUICK REF. GUIDE / CUST SVC MAN.	CL, OA										
- Obtain copies of existing guides											
- Customize to meet requirements											
- Proof & publish											
CONTINGENCY PLAN	CL, AOD, OA										
- Obtain copies of existing plans											
- Customize to meet requirements											
- Proof & publish											

During the Customer Loyalty Phase, PBMS will:

- Evaluate customer satisfaction through surveys and operational reassessment.
- Centralize all diaries of past performance and create new ones if necessary.
- Establish guidelines for writing newsletters. Create focus groups. Formulate tours and seminars for interested MARICOPA members and staffs.
- Create customized reference guides for all users of MARICOPA operations.

Publish contingency and disaster recovery plans.

PITNEY BOWES MANAGEMENT SERVICES, 23751 NORTH 23RD AVENUE SUITE 190, PHOENIX, AZ
85085-9424 N 25TH AVENUE, PHOENIX, AZ 85021

PRICING SHEET-S043102/B0602728/NIGP 9155801

Terms: NET 30

Vendor Number: W000000912 X

Telephone Number: ~~602/216-6022~~ **480/707-0625**

Fax Number: ~~602/997-1662~~ **480/707-0620**

Contact Person: James Shirk

E-mail Address: jim.shirk@pb.com

Company Web Site: www.pb.com

Certificates of Insurance Required

Performance Bond Required \$100,000.00

Contract Period: To cover the period ending **April 30, 2010.**