

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS 240/State Procurement

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I. Goals

To best serve the taxpayers of Hawaii and stakeholders in State and County agencies by providing effective and efficient procurement and inventory management practices, with quality, timeliness, maximizing competition, and maintaining integrity. To achieve the greatest value from procurement resources while creating a procurement environment and framework which nurtures a strong vendor community and peak vendor performance; to uplift the procurement career field across the State with a training and certification program to enhance the services and products provided to the citizens of the State of Hawaii, protect tax-payer's monies and successfully implement programs.

II. Objectives and Policies

A. Procurement Training.

Develop a Hawaii State Procurement Certification process that will guide the career field within the State, to allow for certified levels of trained journeymen and experts. A statewide procurement training and certification learning management system (LMS) is a vital tool to ensuring the State of Hawaii develops a proficient workforce of procurement professionals who expend public funds in a manner that is compliant with applicable statutes, rules, and policies. The LMS will allow state and county procurement personnel to register online, take relevant procurement courses on-demand, and receive certification by passing quizzes. The LMS will further improve SPO's training program by:

- Offering a centralized source of learning,
- Automating data-keeping and reporting procedures,
- Bolstering knowledge retention with evaluation capabilities, and
- Simplifying the learning process.

B. Electronic Procurement Systems.

Integrate electronic purchasing to automate procurement processes, reduce procurement cycle times, and increase the competition for goods, services and construction.

Consolidate procurement notice and award databases with an eProcurement System for the following purposes: 1) create a more user friendly single point of access for state procurement personnel; 2) create a more user friendly single point of access for

vendors and the public searching for opportunities to do business with the state and searching contract awards; 3) create a single source for accessing procurement data for analysis to enable strategic sourcing.

Develop a One-Stop-Shop site, which will pull all solicitation and notice information from across the 21 Chief Procurement Officer Jurisdictions to one page that can be accessed by all interested vendors in order to enable business growth and economic development in Hawaii. Not only will this create a more responsive vendor market, but it will also give the State meaningful business analytics on the state of procurement across Hawaii.

C. Purchasing Card (pCard) Program.

Provide training and support for departments to maintain and increase levels of efficiency for small purchase procedures with the use of pCards. Conduct annual meeting of fiscal officers to network, foster open discussion of issues or concerns, share best practices, and provide management reports to assist in the analysis of purchasing activities. Integrate the pCard as the preferred method of payment into price list contracts and eProcurement purchases.

D. Procurement Resources.

Provide a variety of price and vendor list contracts that agencies benefit by receiving discounts on goods and services due to volume purchases. Additional advantages to cooperative contracts are efficiency savings – the administrative, procurement and contract management realized by each agency or jurisdiction, rather than having to solicit individual contracts, resulting in multiple contracts for the same commodity or service. Instead, these processes are managed by the SPO, and all participating jurisdictions and agencies are the beneficiaries of cooperative purchasing.

Provide consultation and advisory services to departments, its user agencies and other jurisdictions as the subject matter experts on the State Procurement Code. Additionally, the SPO provides procurement services to individual stakeholders by conducting procurement that impacts the State that results in systemic value to the State's business activity.

Assist, advise, guide, and train purchasing agencies relating to planning and procuring health and human services. Review and process Executive Branch requests for chief procurement officer approval. Conducts procurement investigations, as necessary. Maintains databases: 1) awards/contracts; 2) request for proposals; 3) requests for chief procurement officer approval; and 4) planned purchases reports.

E. Procurement Compliance & Legislative Actions.

To provide Policy and Compliance consultation to State agencies and the public on policies and guidance on statewide procurement procedures, standards, and guidelines

to ensure compliance with all procurement statutes, rules, directives and policies. As stewards of the Procurement Code, SPO shall continue to actively participate in the legislative process by preparing legislation and advising on revision to the procurement code.

The policy and Compliance section of SPO strives to maximize their efforts in the reviewing of bills during each legislative session, provides guidance to properly implement the provisions of the legislation through drafting of administrative rules. The following is a list of other objectives that the Policy and Compliance Section is engaged in: University of Hawaii Construction Audits, development of Protest Statistics, Chief Procurement Officers requests for approvals for Sole Source, Procurement Exemptions, Emergency Procurement, Restrictive Specifications, Contract Extensions, Procurement Violation Investigations, Delegation and Training, Contractors Suspension and Debarment and Hawaii Compliance Express.

F. Inventory.

Continue to ensure accurate inventory reporting and compliance to policies and procedures pertaining to the management and recording of State property. Maintain the acquisition and transfer of property document files to confirm and verify the transferring of property between State agencies is properly documented. Review property disposal applications submitted by the executive departments, excluding Department of Education, Hawaii Health Systems Corporation, Office of Hawaiian Affairs, and University of Hawaii, to ensure conformance to the requirements of the rules and policies and procedures pertaining to proper disposal of State property.

G. Travel.

Provide consistent policies and procedures for coordination and arrangement of travel for authorized business travel. Assist, guide, and train state personnel relating to travel coordination and arrangements. Conduct procurements relating to travel including, car rental and inter-island airfare.

H. Agile Acquisition.

To best serve the State Agencies and Executive Branch Departments by researching and supporting agile acquisition initiatives that streamline processes and create a more efficient and effective procurement system. To actively work on increasing and improving communications across State Agencies, to share and incorporate best practices, and share lessons learned. To actively work on improving the culture of discussion and cooperation between State Agencies to offer consistent practices, cost savings and enhance timeliness of procurements. To participate in strategic actions to enhance the economic growth of Hawaii and support innovative, sustainable programs that enhance the lives of the people of Hawaii.

III. Action Plan with Timetable

A. Procurement Training.

1. Past Year Accomplishments

- a. Commenced on-demand training
- b. Perpetuated training programs for employees and vendors
- c. Reviewed and updated training class descriptions/synopsis
- d. Reviewed and updated training materials, forms and website
- e. Reviewed amended chapters 103D and 103F, Hawaii Revised Statutes (HRS), other related HRS such as chapters 103, 92F, 84, and applicable administrative rules for updates to training materials
- f. Obtained low-cost LMS app to practice and develop in anticipation of obtaining resources to fund a complete LMS, entered all trainings, developed and entered quiz questions for trainings
- g. Conducted research on certification programs for procurement professionals

2. One Year

- a. Obtain reference materials and training for SPO staff in the most current procurement trends and procedures, including IT procurement and intellectual property
- b. Begin implementation of LMS
- c. Establish clear definitions of roles in procurement
- d. Begin moving existing training to the LMS
- e. Begin basic training on acquisition life cycle statewide for procurement staff

3. Two Years

- a. Scan business, training and other environments for new training platforms, models and processes
- b. Begin developing testing component for existing training for verification of learning by users and for analysis for modification of training
- c. Create Reference Library Structure and begin moving materials
- d. Develop procedures for incorporating testing requirement and passing to receive credit for taking training courses
- e. Complete moving all existing training into LMS
- f. Develop course in acquisition planning
- g. Continue building reference library
- h. Begin visiting departments to assess procurement training needs and identifying potential superusers
- i. Begin updating existing training with newer interactive format
- j. Develop course in Contract Management

4. Five Years

- a. Create SPO Training Division and Statewide Acquisition Academy & Center of Excellence
- b. Create 1 position - Training and Development Director
- c. Develop and hire two Training & Development Officers (total staff 3)
- d. Develop and implement Coaching and Train-the-Trainer programs for department 'Superusers'
- e. Implement full on-line Resource and Best Practices Library
- f. Develop first advanced course for departmental superusers
- g. Complete updating older training with a more interactive format
- h. Complete implementation of testing for core procurement courses
- i. Develop and implement Certification program
- j. Develop and implement courses in Market Research, Intro to Price Analysis, Intro to Cost Analysis, Contract Management, and Contract Administration
- k. Develop advanced courses in Acquisition Planning, Contract Management
- l. Develop and implement full-blown blended learning programs, encompassing scheduled courses, webinars, on-demand interactive training and in-person training
- m. Develop and begin implementation of metrics reporting on effectiveness of training programs
- n. Develop online community to discuss acquisition issues and attract talent
- o. Hold first meeting of professional acquisition community
- p. Begin planning for first Acquisition Conference
- q. Begin planning for internship program
- r. Revisit departments to assess progress and needs and provide technical assistance
- s. Scan business, training and other environments for new training platforms, models and processes
- t. Begin development of a "Learning Concierge," a digital librarian that can assist procurement staff in finding relevant information, such as training modules, forms or sample materials they are unsure how to find and assist in determining which information is the most relevant

B. Electronic Procurement Systems.

1. Past Year Accomplishments

- a. Completed implementation of new State of Hawaii eProcurement System (HIePRO)
- b. Continued eProcurement training
- c. Awarded State Team of the Year (HIePRO Team)
- d. Implemented a change in the eProcurement System from NIGP code to NAICS code

2. One Year

- a. Continue development of the State of Hawaii eProcurement System to include automated public site for procurement notices of solicitation and award
- b. Develop specifications and datamapping for consolidating the 9 databases for solicitation notices, awards and CPO approvals with eProcurement
- c. Develop specification for one-stop-shop for all jurisdictions' procurement notices
- d. Market and provide training on existing eProcurement System (HiePRO) to State and county personnel and the vendor community
- e. Begin expansion of HiePRO to include Request for Sealed Bids, Request for Proposals
- f. Conduct market research and analysis with the intent of re-soliciting a new eProcurement System
- g. Conduct strategic sourcing and market analysis with the intent to use the eProcurement system for online catalogue shopping
- h. Complete review of additional eProcurement functionality needed and also new technologies in eProcurement
- i. Develop policies and procedures for use of GSA contract, Schedule 70
- j. Develop a One-Stop-Shop environment for State Solicitations

3. Two Years

- a. Continue expansion of existing eProcurement for all procurements relating to HRS Chapter 103D, goods, services & construction and expand to HRS Chapter 103F, purchases of health and human services
- b. Develop specifications for a new eProcurement System
- c. Continue development of consolidated procurement notices and contract awards database for goods, services and construction and Health and Human Services and integration with eProcurement
- d. Continue strategic sourcing and market analysis for online catalogues
- e. Begin testing integrated databases for implementation
- f. Begin development of reports for analysis of acquisition and spend for purposes of planning and strategic sourcing.
- g. Continue to provide training on existing eProcurement to State and county procurement personnel and the vendor community (online workshops).

4. Five Years

- a. Complete testing of consolidation of all databases for solicitations and contract awards with eProcurement and begin implementation
- b. Develop and test consolidation of public notice and requests for approvals from the Chief Procurement officer for all requests for goods, services and construction and health and human services

- c. Complete development and testing of reports for analysis of acquisition and contract spend
- d. Complete review of additional eProcurement functionality needed and also new technologies in eProcurement.
- e. Begin implementation on new eProcurement system.
- f. Continue development and implementation of online catalogue shopping.
- g. Begin development of specifications for contract tracking system to provide dashboards for vendors, state personnel and the public.

C. Purchasing Card (pCard) Program.

1. Past Year Accomplishments

- a. Continued to review, develop and amend pCard training material
- b. Continued training for department pCard administrators, alternates and cardholders
- c. Continued marketing and use of reporting capabilities
- d. Continued marketing and use of pCard program features
- e. Conducted the Annual pCard Administrators Meeting focusing on new EMV technology and best practices
- f. Developed training for pCard administrators to archive historical pCard data

2. One Year

- a. Update State of Hawaii Purchasing Card Program Procedures Manual
- b. Review and update training material
- c. Periodically audit departments for compliance with pCard usage
- d. Continue training for cardholders and administrators
- e. Continue marketing and use of reporting capabilities
- f. Continue marketing and use of pCard program features
- g. Gather information including market analysis and research with the intent to re-solicit for a pCard provider
- h. Re-solicit for services to furnish and implement a new pCard program for the State of Hawaii

3. Two Years

- a. Begin implementation of a new pCard program
- b. Continue training for cardholders and administrators
- c. Continue marketing and use of reporting capabilities
- d. Continue marketing and use of pCard program features

4. Five Years

- a. Perpetual updating contact information for all pCard administrators/alternates
- b. Expand use of reporting capabilities
- c. Audit departments for compliance with pCard usage

D. Procurement Resources

Goods, Services, and Construction: Assist, advise, train purchasing agencies in the planning, procurement and management of goods, services and construction contracts.

1. Past Year Accomplishments

- a. Managed a total of 180 contracts for an estimated spend of \$314,773,266 providing contracts for items such as computers, wireless services, coarse paper products, and others that State agencies rely on having in place that provide volume discounts, saving the State millions of dollars each year.

2. One Year

- a. Continue to provide more Statewide contracts that have been determined commonly purchased goods and services

3. Two Years

- a. Continue to provide more Statewide contracts that have been determined commonly purchased goods and services

4. Five Years

- a. Continue to support the initiatives with various IT and other procurements that will provide the needed changes for the State of Hawaii.
- b. Continue to be innovative and resourceful, providing its customers procurement information at their fingertips.

Health and Human Services: Assist, advise, train purchasing agencies in the planning and procuring of health and human services.

1. Past Year Accomplishments

- a. Completed on-demand training for purchases of health and human services for state agencies and providers
- b. Continued work with Health and Human Services Action Team

2. One Year

- a. Process of requests for chief procurement officer approval

- b. Review, verify and refine the procurement manual with regard to health and human services
- c. Update on-demand training on purchases of health and human services
- d. Review HAR Chapter 103F for possible amendments

3. Two Years

- a. Electronic procurements for health and human service and human services.
- b. Procurement training certifications planning.
- c. Obtain approval and adoption of HAR 103F amendments.

4. Five Years

- a. Conduct random review at the department level of health and human service procurements.
- b. Develop micro learning courses for health and human service procurement personnel.
- c. Develop a digital library for procurement information.

E. Procurement Compliance & Legislative Actions

1. Past Year Accomplishments

- a. Reviewed approximately 78 legislative bills and resolutions that affected procurement
- b. Responded to Chief Procurement Officer requests which are submitted by the Executive Branch. Request reviewed: Sole Source - 93; Procurement Exemptions - 67; Emergency Procurement - 42; Restrictive Specifications - 4; Procurement Violations - 55; and Contract Extensions - 39.
- c. Provided guidance through Procurement Circulars. Procurement Circulars written -14.
- d. UH Audits. Created MOA between UH/SPO regarding Act 87, SLH 2013 for SPO to review UH's Construction project and established process to communicate and work with UH to review their Construction procurements. Completed 53 Solicitation reviews in FY 2015. Networked with DAGS-PWD to be the Construction subject matter expert to review UH's specifications for each solicitation and created a Construction Site Visit checklist for SPO's site visits to UH construction projects.
- e. Protest Statistics. Processed SPO-043, Report of Procurement Protest Form, in order for Agencies to submit consistent/standardized data; tracked Executive Departments and CPO Jurisdictions Protests to submit a report to Legislature pursuant to Act 173, SLH 2012.
- f. Responded to questions from government agencies and the public on HCE compliance.

- g. Suspension and Debarment. Successfully issued Procurement Circulars, as needed, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended/debarred and the suspension period of each Vendor. Issued Procurement Circulars, on behalf of DLIR, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended pursuant to HRS Chapter 104, Wages and Hours of Employees on Public Works.
- h. Responded to House Concurrent Resolution 176 (SLH 2014), which requested that the SPO conduct a study on the feasibility of requiring past performance as a factor in awarding any public contract, including low-bid invitation for bid ("IFB") contracts. The SPO is submitted a comprehensive report to the 2015 legislature that included research on applications of past performance through current procurement statutes and rules, research on Federal and select states' past performance initiatives, conducting a survey stakeholder meetings, and identifying possible clarifications or changes to statutes or administrative rules regarding implementation of past performance.
- i. Initiated research to start drafting new administrative rules to give effect to the small business set-aside established in HRS §§103D-901 through -906.
- j. Presented three new legislative initiatives that address HAR compliance issues: 1) specifically authorizing the re-instatement of HAR §3-122-66 to provide a waiver process when there are less than three qualified individuals for professional service; 2) specifically authorizing a clarification communications process during the initial evaluation period in proposals; 3) clarifying that the legislature intends past performance to be considered in responsibility determinations of all public contract awards.
- k. Proposed administrative law changes to address compliance issues: 1) aligning the inventory responsibility language in HAR 3-130 to be in-compliance with HRS language; 2) removing the ambiguous "Etc." from HAR §3-120 Exhibit A; 3) repealing HAR §3-122-66 to clarify the section has been invalidated by a recent Hawaii Supreme Court Decision; 4) creating a definition and process for clarification communications during proposals; 5) clarifying ethical expectations for all procurements by inserting additional language with procurement exemptions; 6) creating a clearer responsibility determination process that may include relevant and recent past performance.
- l. Implemented Procurement Policy Board's approved interim rule changes pursuant to HRS §103D-202 for HAR §§ 3-120-4 and Exhibit A, 3-122-66, 3-122-14, and 3-130.
- m. Implemented Procurement Policy Board's rulemaking changes pursuant to HRS chapter 91 for HAR §§ 3-120-4 and Exhibit A, 3-122-14, and 3-130.
- n. Consulted with numerous departments and agencies on proposed legislative initiatives that would involve procurement on policy, compliance, and implementation concerns.

2. One Year

- a. Develop a SPO Standard Operating Procurement Manual to establish clear and well defined procedures on recording and investigating possible procurement violations and procurement audits. This SPO manual will lead to greater efficiency and consistency while conducting investigations and audits. In order to accomplish this goal, standard criteria and charting the procedures need to be developed as well as gathering stakeholder input through emails, meetings, and phone calls.
- b. Continue to review legislative bills, and develop testimonies.
- c. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- d. Continue to provide guidance through Procurement Circulars.
- e. Continue to process SPO-043, Report of Procurement Protest Form, to submit a report to Legislature pursuant to Act 173, SLH 2012 by 2016 legislative session.
- f. Continue to respond to questions from government agencies and the public on HCE compliance.
- g. Suspension and Debarment. Successfully issue Procurement Circulars, as needed, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended/debarred and the suspension period of each Vendor. Issue Procurement Circulars, on behalf of DLIR, to notify Agencies/CPO Jurisdictions, which Vendors have been suspended pursuant to 104, Wages and Hours of Employees on Public Works.
- h. Continue to consult with other departments and agencies regarding implementation of procurement policy.

3. Two Years

- a. Continue to review legislative bills, and develop testimonies.
- b. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- c. Continue to provide guidance through Procurement Circulars
- d. Continue to provide Procurement Circulars on Suspension and Debarment.

4. Five Years.

- a. Continue to review legislative bills, and develop testimonies.
- b. Continue to respond and make recommendations to Chief Procurement Officers requests which are submitted by the Executive Branch.
- c. Continue to provide guidance through Procurement Circulars
- d. Continue to provide Procurement Circulars on Suspension and Debarment.

F. Inventory

1. Past Year Accomplishments

- a. Processed 1,843 state property transfers valued at \$17,148,000
- b. Processed 24,279 inventory transactions
- c. Processed addition inventory transactions valued at \$347,285,000
- d. Participated in the Statewide asset management system project

2. One Year

- a. Continue to process state property transfers
- b. Continue to process inventory transactions
- c. Continue to process addition inventory transactions

3. Two Years

- a. Continue to process state property transfers
- b. Continue to process inventory transactions
- c. Continue to process addition inventory transactions

4. Five Years

- a. Continue to process state property transfers
- b. Continue to process inventory transactions
- c. Continue to process addition inventory transactions
- d. Update the inventory system user manual
- e. Expand the SPO internal inventory database to have more advanced functionalities, which will result in a better inventory record management and reporting, in order to establish more agile system to streamline the inventory process

G. Travel

1. Past Years Accomplishments

- a. Completed on-demand training for travel policies & procedures.
- b. Assisted travelers and travel coordinators in making travel arrangements and calculations of per diem, travel time off, and miscellaneous reimbursements.
- c. Reviewed and extended Intra-State Car Rental Contract.
- d. Reviewed and extended Inter-Island Airline Pricing Contract.

2. One Year

- a. Continue assisting travelers and coordinators with travel arrangements and calculations of per diem, travel time-off, and reimbursements.
- b. Conduct survey of state and county employees regarding the Commercial Car Rental Contract; its use and effectiveness.
- c. Conduct in-person training for departments on an as needed basis.

3. Two Years

- a. Update on-demand training.
- b. Amend HAR 3-10 to update language.
- c. Audit departments for travel procedure compliance.

4. Five Years

- a. Conduct market research for the feasibility of a travel management contract.
- b. Conduct market research for online travel approvals.
- c. Update on-demand training.
- d. Continue assisting travelers and travel coordinators.

H. Agile Acquisition

1. Past Year Accomplishments

- a. Conducted and awarded a contract for services of a consultant to perform business process assessment to review the State's current procurement processes and procedures, which will result in an Interactive State Procurement Manual.
- b. Issued a Request for Information (RFI) seeking general information, comments, and recommendations from potential vendors for category listings in preparation for disasters, to include but not limited to hurricanes, tidal wave, tsunami, earthquakes in the State of Hawaii (State). Twenty-nine (29) contingency categories are listed and may be accessed during the event of a disaster.
- c. Created a web page that offers instruction and information for Disaster Preparedness and Contingency Contracting during a disaster, including FEMA templates and instructions, a list of contractors by category to call for specific requirements, and links to the Hawaii Emergency Management Agency and GSA.
- d. Collaborated with subject matter experts and champions to design a successful program to implement small business set-asides across the State.

2. One Year

- a. Provide to the SURF Executive Steering Committee SPO's strategy for a full acquisition life cycle eProcurement system. Major deliverables include the six (6) work-streams of eProcurement, which are procure to pay automation, catalog establishment, vendor enablement/management, sourcing enablement/management, contract management and spend analysis.

- b. Continue to collaborate with subject matter experts and champions to design a successful program to implement small business set-asides across the State.
- c. Develop and publish the online Interactive State Procurement Manual with process mapping, samples, templates and guidance. The SPO anticipates the release of this “one-stop-wizard” of information that will allow agencies and vendors a resource on how to procure for goods, services and construction and health and human services.
- d. Engage in discussions to develop a business model for Hawaii that will assist in diversifying revenue streams, assist local business, and promote sustainability in the research and development of sustainable, economically viable innovations that will enhance the lives of the people of Hawaii.
- e. Enhance the Disaster Preparedness online site by: 1) offering guidance, templates and forms on what procurement requirements are necessary during and after a disaster, and 2) adding to the comprehensive list of interested vendors who have the capabilities the State would need in a disaster situation(s).

3. Two Years

- a. Submit legislation that supports the small business set-aside plan.
- b. Continue to support sustainable, economically viable programs across the State.
- c. Link the SPO Disaster Preparedness page with the HI Emergency Management Agency’s initiative.

4. Five Years

- a. Develop a Procurement Tracker system that allows for transparency across the acquisition lifecycle. Align the Tracker system with the digitized Procurement Manual.
- b. Obtain business analytics to further define and improve the small business set-aside program.
- c. Continue to support sustainable, economically viable programs across the State.
- d. Continue to work with the CIO in regards to the IT Transformation State-wide Initiative.
- e. Create a trained, ready workforce that can manage contingency contracting during a disaster. Integrate a working plan to partner with Alaska procurement specialists in Contingency exercises.

IV. Performance Measures

A. Customer Satisfaction measures

1. Customer satisfaction surveys are being done with attendees of procurement training presentations.
 2. Other stakeholder surveys are conducted as needed.
 - a. HCR 176, SLH 2014 directed the SPO conduct a study on the feasibility, necessary processes, and costs relative to requiring the consideration of past performance as a factor in awarding public contracts, including low bid contracts. In response, the SPO conducted a survey and is working with government officials, contractors, and other procurement policy stakeholders to gather and share experiences, perceptions, opinions, and ideas on past performance accountability. Survey information was compiled and shared with the Procurement Policy and will be included in the SPO's report to the legislature responding to HCR 176, SLH 2014.
 - b. A stakeholder input survey will be conducted to collect feedback from subject matter experts to design a successful program to implement small business set-asides established in HRS §103D-901 through -906.
 3. Program target groups (including purchasing jurisdictions serviced via cooperative purchasing price and vendor list contracts, statewide inventory accounts, number of agencies issuing health and human service solicitations, and number of purchasing card holders) are being measured annually.
- B. Program Standard measures
1. Program reviews are being done on SPO's training program and HIePRO as well as on other procurement and inventory functions. For example, other reviews cover compliance of inventory reporting in the State's financial statements and number of purchasing jurisdictions serviced by cooperative purchasing price and vendor list contracts.
 2. pCard usage and expenditures are analyzed using reports from the pCard system to review the number of purchasing cards being used by the agencies and the dollar value of pCard purchases annually. Also reviewed is the ratio of pCard transactions over purchase order transactions.
- C. Cost Effectiveness measures
1. Reviews are being done on monetary savings resulting from the awarding of contracts using the HIePRO. Similarly, trend analyses are being accomplished for monetary savings stemming from the awarding of price and vendor list contracts.
 2. Monetary savings from the transfer of State property between custodians are being measured.

3. Rebates received for purchasing card transactions provides an actual total of funds returned to the State.