

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

January 2019

Program ID/Title: AGS 240/State Procurement

Contact Person/Phone: Sarah Allen/587-4700

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 and protest requests for reconsideration. Conduct reviews and investigations of procurements of health and human services, as necessary. Maintain databases: 1) awards/contracts; 2) request for proposals; 3) requests for chief procurement officer approval; and 4) planned purchases reports. Prepare HRS Chapter 103F legislation and amendments to its administrative rules, as applicable.

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: conducting investigations due to public complaint, reviewing Hawaii Product applications, creating contract log statistics for the Executive Department, 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 with 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. Continued 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. Researched and procured Training Development, Modification, and Delivery contract.
- g. Researched and procured training content authoring software.
- h. Converted existing training into a format compatible with LMS.

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. Complete moving existing training to the LMS.
- d. Begin basic training on acquisition life cycle statewide for procurement staff.
- e. Develop Cost Analysis training.
- f. Edit Pricing and Contract Law Fundamentals training to upload to the LMS.
- g. Hold first meeting of professional acquisition community.
- h. Begin planning for internship program.

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. Develop course in acquisition planning.
- f. Continue building reference library.
- g. Edit Contract Management training and upload to the LMS.

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. Implement full on-line Resource and Best Practices Library.
- e. Complete updating older training with a more interactive format.
- f. Complete implementation of testing for core procurement courses.
- g. Develop and implement Certification program.
- h. Develop and implement courses in Negotiations and IT Procurements.
- i. Develop advanced courses in Acquisition Planning.
- j. Develop and implement full-blown blended learning programs, encompassing scheduled courses, webinars, on-demand interactive training and in-person training.
- k. Develop and begin implementation of metrics reporting on effectiveness of training programs.
- l. Develop online community to discuss acquisition issues and attract talent.
- m. Revisit departments to assess progress and needs and provide technical assistance.
- n. Scan business, training and other environments for new training platforms, models and processes.
- o. 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. Developed the Hawaii Awards and Notices Database which includes:
 - i. Created system admin framework to encompass HANDS and its modules: HIePRO and HCE.
 - ii. Created user interface for HANDS with module access.
 - iii. Created public facing interface with HANDS.
 - iv. Introduced PANS/HIePRO functionality into HANDS environment.
 - v. Transferred and displayed existing award data into HANDS environment.
 - vi. Created functionality to allow users to submit requests for CPO approval through HANDS.

- vii. Create service that collects awards and solicitation data from other modules and URLs.
- viii. Created reporting and archival functionality.
- ix. Execute Statement of Work for the Small Business Database as an additional module in HANDS; which includes, but not limited to:
 - 1. Create functionality to allow vendors to self-identify as a small business through a series of questions.
 - 2. Create small business database reports.

2. One Year

- a. Conduct satisfaction survey on the Hawaii Awards and Notices Data System.
- b. Launch the Small Business Registration and Data Base System, through HANDS to allow vendors to self-register and determine their own subset group (i.e. woman-owned, veteran-owned, Native-Hawaiian owned, etc.).
- c. Create the system administrator role, to be able to edit, search, activate or deactivate any registration.
- d. Create the small business administrator role to add ability to edit terms and conditions; view reports and make announcements.
- e. Create an announcements module to allow administrators to send announcements to registered small business vendors.
- f. Create Reports/Metrics Module to capture information on small business vendors, subset designation, small business by totals, department, or by procurement method.

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. Continue strategic sourcing and market analysis for online catalogues.
- c. Continue HIePRO development and enhancements and testing of reports for analysis of acquisition and contract spend.
- d. Continue Small Business Registration and Database enhancements and testing of reports for analysis.
- e. Begin development of reports for analysis of acquisition and spend for purposes of planning and strategic sourcing.
- f. Continue to provide training on existing eProcurement to State and county procurement personnel and the vendor community (online workshops).
- g. Continue development/enhancement for the Small Business Database module, which includes: Creating Reports/Metrics Module to capture

information on small business vendors, subset designation, small business by totals, department, or by procurement method.

4. Five Years

- a. Complete review of additional eProcurement functionality needed and also new technologies in eProcurement.
- b. Develop acquisition strategy for new eProcurement System.
- c. Develop specifications for a new eProcurement System.
- d. Begin implementation on new eProcurement system.
- e. Continue development and implementation of online catalogue shopping.
- f. 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

- a. Periodically reviewed department transactions on Datamart for compliance with revised reporting procedures.
- b. Continued training for cardholders and administrators.
- c. Continued marketing and use of reporting capabilities.
- d. Continued marketing and use of pCard program features.
- e. Developed acquisition strategy for rebidding of the pCard contract.
- f. Developed RFP to re-solicit for services to furnish and implement a new pCard program for the State of Hawaii.
- g. Conducted annual meeting for pCard Administrators and alternates.

2. One Year

- a. Continue with the solicitation process for a statewide pCard program.
- b. Begin implementation of a new pCard program (if applicable).
- c. Conduct training for cardholders and administrators.

3. Two Years

- a. Continue with the implementation/training on the pCard Program.
- b. Conduct satisfactory survey on the pCard Program.

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 191 contracts for an estimated spend of \$154,360,054 providing contracts for items such as computers, wireless services, coarse paper products, office supplies and others that State agencies rely on having in place that provide volume discounts, saving the State millions of dollars each year.
 - b. Update the Procurement Wizard, by re-designing the mobile user interface for ease of view.
 - c. Released a request for competitive sealed proposals solicitation as the lead state for acquisition support services.
2. One Year
 - a. Continue to provide more Statewide contracts that have been determined commonly purchased goods and services, which will be used to build the funding source for the anticipated eProcurement system. Add new contracts for safety shoes and document destruction services.
 - b. Evaluate proposals for acquisition support services, award contracts and rollout to States for usage.
 - c. Conduct market research (one-to-one vendor meetings) in preparation to develop RFP for Internet Applications and Portal Provider. Assist the Office of Enterprise Technology Services in developing a business plan and acquisition strategy.
3. Two Years
 - a. Continue to provide more Statewide contracts, which will provide the funding source for the new eProcurement system.
 - b. Assist ETS in developing a complete and comprehensive RFP for Internet Applications and Portal Provider. Facilitate all procurement activities.
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. Submit bills HB2309, HB2310, SB2736, SB2737 to 2018 Legislature to amend HRS §§ 103F-404, Treatment Purchase of Services and 103F-405, Small Purchases.
 - b. Continued review of HAR chapters 3-140 to 3-149.
 - c. Draft amendments of statutes and administrative rules presented to the Procurement Policy Board (PPB).
2. One Year
 - a. Update on-demand training on purchases of health and human services.
 - b. Complete processing, adoption, and implementation of amendments to HRS Chapter 103F's administrative rules.
 - c. Review and update procurement forms.
 3. Two Years
 - a. Electronic procurements for health and human services.
 - b. Procurement training certifications planning.
 - c. Conduct random review at the department level of health and human service procurements.
 - d. Create network with procurement personnel to share best practices.
 4. Five Years
 - a. Develop micro learning courses for health and human service procurement personnel.
 - b. Develop a digital library for procurement information.

E. Procurement Compliance & Legislative Actions

1. Past Year Accomplishments
 - a. Reviewed approximately 105 legislative bills and resolutions that affected procurement.
 - b. Responded to Chief Procurement Officer requests which are submitted by the Executive Branch. Request reviewed: 67 Procurement Violations; 39 Protest submittals (SPO-043) and 535 Chief Procurement Reviews (CPO) consisting of Sole Source Requests, Procurement Exemptions, Emergency Procurement requests, Restrictive Specifications, Contract Extension Requests, OIP requests, and unblocking of pCard purchases.
 - c. Provided guidance through Procurement Circulars. Procurement Circulars written -15.
 - d. Protest Statistics. Processed SPO-043, Report of Procurement Protest Form, in order for Agencies to submit consistent/standardized data and track Executive Departments and CPO Jurisdictions Protests. Responded to questions from government agencies and the public on HCE compliance.
 - e. Initiated research and submitted a white paper to the Minority Business Development Agency (MBDA) for any grant money to be used for the purpose of the Small Business Assistance Initiative, ACT 42, SLH 2017.

- f. Completed Permanent Rule Process for compliance issues and updated SPO website: 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.
- g. Consulted with numerous departments and agencies on proposed legislative initiatives that would involve procurement on policy, compliance, and implementation concerns.
- h. Effective, January 4, 2016 SPO has taken the step to move our state government toward a more efficient “paperless” environment, by accepting only Chief Procurement Officer (CPO) review packages as digital submittals via email. Many of the departments have been submitting CPO reviews with department head’s electronic signatures as a way to support government efficiency. In addition, internally set up process for procurement specialist to submit CPO reviews to the SPO administrator for e-signature.
- i. Recent audits show that many departments are not maintaining a contract log, therefore on January 11, 2016, the SPO requested from all executive departments a detailed contract log, pursuant to HRS 103D-212, Collection of Data Concerning Public Procurement. The log captures information of each department’s contracts by division, the procurement officer responsible for the contract, contract description, the awarded amount and funds added through modifications. Keeping a contract log will hopefully prevent departments from experiencing lapsing of contracts, contractors working at risk, and potential violations of the procurement code.

2. One Year

- a. Develop a SPO Investigation Standard Operating Policy to establish clear and well defined procedures on recording and investigating possible procurement violations and procurement reviews. This policy 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..

- 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.
 - e. Submit to legislature small business advisory group's final report of all the recommendations, observations, and metrics elated to the small business assistance initiative, pursuant to Act 42 SLH 2017.

F. Inventory

1. Past Year Accomplishments
- a. Processed 2,338 state property transfers valued at \$6,633,000.
 - b. Processed 22,663 inventory transactions.
 - c. Processed addition inventory transactions valued at \$433,489,000.
2. One Year // Two Years // Five Years
- a. Continue to process state property transfers.
 - b. Continue to process inventory transactions.
 - c. Continue to process addition inventory transactions.

G. Travel

1. Past Years Accomplishments
- a. Revised travel procedures in compliance with ACT 158, SLH 2016.
 - b. Revised Travel Approval form.

- c. Developed and implemented new Statement of Completed Travel form.
- d. Assisted travelers and travel coordinators in making travel arrangements and calculations of per diem, travel time off, and miscellaneous reimbursements.
- e. Reviewed and extended Intra-State Car Rental Contract.
- f. Resolicited and awarded the intra-state commercial car rental contract.
- g. Resolicited and awarded the Interisland Airline Price Contract.
- h. Solicited out of state commercial car rental contract.

2. One Year

- a. Update on-demand travel training video and transcripts.
- b. Continue assisting travelers and coordinators with travel arrangements and calculations of per diem, travel time-off, and reimbursements.
- c. Conduct in-person training for departments on an as needed basis.
- d. Review NASPO solicitation for Travel Management Contract for Hawaii participation.
- e. Review NASPO solicitation for Travel-Nationwide Vehicle Rental for Hawaii participation.

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. Developed and published the online interactive State Procurement Manual with process mapping, samples, templates and guidance. This “One-Stop-Wizard” of information allows agencies and vendors a resource on how to procure for goods, services and construction and health and human services.
- 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). Thirty (30) 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. Continue to collaborate with subject matter experts and champions to design a successful program to implement small business set-asides across the State.
- b. 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.
- c. 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.
- d. Enhance the Disaster Preparedness online site by: 1) offering guidance, developed a HIeMA Record of Procurement for Disaster Preparedness Form for 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). Develop standard operating procedures for declared emergency procurements that align to FEMA requirements.

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 was 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.