



CONTRACT & PURCHASING SERVICES DIVISION ANNUAL REPORT FOR FISCAL YEAR 2013/14

Submitted to:

Bradley J. Hudson, County Executive

and

The Members of the Board of Supervisors

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Overview

This annual report summarizes the activities, staffing levels, process improvements, and accomplishments of the Contract & Purchasing Services Division (CAPSD) for the 2013/14 Fiscal Year (FY 2013/14). The CAPSD Mission Statement is "Excellence through Commitment," and our staff is committed to providing excellent customer service to County departments and the special districts we support. This report includes various data elements, programs and information that supports the CAPSD's mission, as summarized below:

<u>Statistics</u>: As would be expected due to the budget reductions over the last few years, the County's overall spending decreased dramatically, but it appears to have leveled-off and is showing a slight trend toward increasing, as indicated in the charts and graphs in this report. Although the total County expenditures have reduced dramatically since the levels peaked in 2009, the total number of contracts administered centrally by CAPSD staff remains steady at roughly 1,200 to 1,300 active contracts. There has been a slight increase in the number of retroactive contracts in addition to contracts requiring short-term extension.

Procurement Opportunities (Local and Small Business) Program: The County of Sacramento believes in, and encourages, the use of local and small business enterprises in its contracting and procurement activities at all times. The purpose of the Procurement Opportunities Program (POP) is to provide contracting and procurement information and/or assistance to any business enterprise desiring to do business with the County of Sacramento. The County wishes to enhance economic growth in the Sacramento Regional Market Area (Sacramento, El Dorado, Placer, Sutter, Yuba, and Yolo counties) by increasing the use of small business enterprises in the County's procurement and contracting activities. The County's goal is to spend twenty-five percent (25%) of its contracting and procurement dollars with certified or self-declared small businesses located within the Sacramento Regional Market Area.

<u>Process Improvements</u>: We continue to look for opportunities that may result in process improvements and efficiencies. Examples of some process improvements implemented during the past year are provided later in this report.

<u>Cost Savings</u>: We continue to utilize our web-based cost savings tracking system to capture, track, and report cost savings and cost avoidances. Some of the data is captured automatically from COMPASS, while reports of other cost savings are submitted manually. This report includes a small sample listing of the more than \$1,141,000 in savings recognized by the County due to the involvement of CAPSD staff.

<u>Performance Measurements (PM):</u> The mission of CAPSD is to provide the most effective delivery of essential services to Sacramento County departments and special districts by:

- providing consistent, cost-effective, and timely procurement support to all County departments and districts,
- encouraging an environment of equal opportunity, fairness, honesty, and integrity with our customers and suppliers, and
- ensuring a good return on investment of tax dollars.

In support of this mission, CAPSD has developed four Performance Measurements that we track on a monthly basis. The annual results of the measurements are included in this report.

<u>Surveys</u>: CAPSD collects survey responses from internal customers and vendors on a continual basis to gauge the level of satisfaction with our customer base. We review the results on a monthly basis and follow up with our customers as needed. A summary of the survey results is included in this report.

<u>Recycled Purchases</u>: The County's Environmental Purchasing Policy supports the purchase of recycled and environmentally-preferred products to minimize environmental impacts related to our work. This report contains information regarding recycled usage for the 2013 calendar year.

<u>Service Offerings:</u> CAPSD is organized in two distinct sections. The Procurement Section provides countywide contracting and procurement services for goods and services, with limited construction related services as restricted by the Public Contract Code. The Contract Services Section performs consulting and construction contracting services for various departments and divisions which complement the goods and services contracting services provided by the Procurement Section of CAPSD.

<u>Accomplishments</u>: CAPSD is committed to providing a high level of service to our customers and, as such, we are continually looking to improve processes and procedures. A small sampling of some of our accomplishments during FY 2013/14 is included in this report.

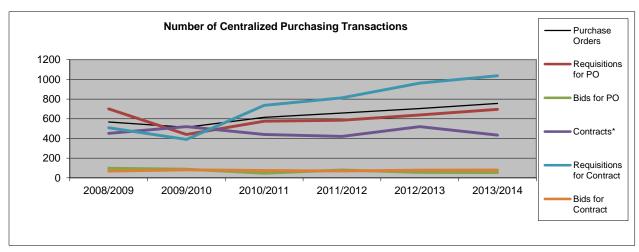
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Statistics

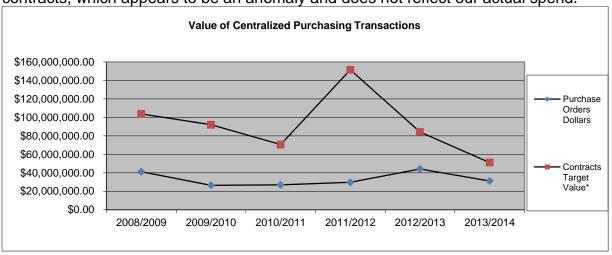
The following table and graphs report on contracting activity by CAPSD. Although the value of the Purchase Order and Contracts decreased by 30% and 40% respectively, the number of requisitions for Purchase Orders and Contracts issued increased by 9% and 8% respectively. This increase is reflective of the increase in workload (effort) experienced by CAPSD staff.

		2013/14		2012/2013	
Purchase Qty.		Dollar Value	Qty.	Dollar Value	
Order			_		
Purchase	756	\$31,201,860.13	704	\$44,126,082.14	
Orders					
Requisitions	696		639		
Formal Bids	55		56		
Contracts					
Contracts*	435	\$51,070,939.71	520	\$84,142,047.06	
Requisitions	1036		962		
Bids	81		78		

The following table shows the number of transactions by document type for the past six fiscal years. The total number of central purchase orders issued by CAPSD staff was at its lowest mark in FY 2009/10 and has steadily increased in the following years. Similarly, the number of requisitions processed was at its lowest mark in FY 2009/10 and has steadily increased in the following years. More recently, we have seen a significant increase in the number of requisitions. The number of formal bids, although fluctuating each year, has remained relatively flat.



The chart below shows the dollar value of purchase orders and contracts issued by CAPSD staff over the past six fiscal years. This shows an overall trend of increased spend on one-time purchase orders annually since FY 2009/10, although there is a slight decrease in spend on one-time purchase orders in FY 2013/14. In FY 2011/12 there was a dramatic increase in the "target" value for newly issued contracts, which appears to be an anomaly and does not reflect our actual spend.



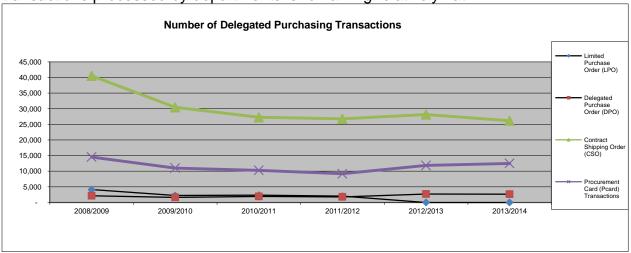
^{*} The dollar amounts for contracts are the <u>estimated</u> total expenditures for the initial term of the contract (not FY 2013/14). Actual expenditures against contracts for FY 2013/14 are listed below under document type CSO.

The following table and graphs report on purchase activity delegated to County departments. The number of transactions and dollars decreased slightly (less than one-half of one percent), and the percentage of spend against negotiated contracts versus one-time purchase orders has remained very high (almost 70%, an increase of 10% versus the previous fiscal year). This is a favorable indication that a large proportion of County spend is being conducted against competitively-bid or negotiated contracts instead of one-time purchases which typically carry a higher transaction cost.

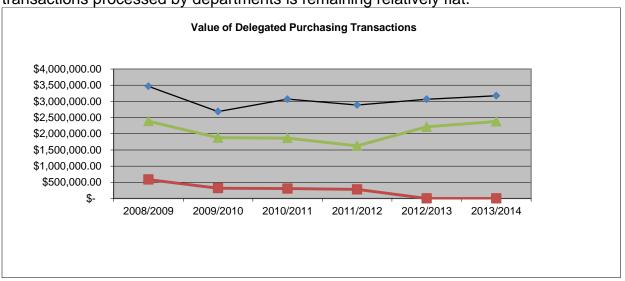
Delegated	2013/14		2012/13		
Document Type	Qty.	Dollar Value	Qty.	Dollar Value	
Delegated Purchase Order (DPO)	2,675	3,173,585.55	2,708	3,065,698.18	
Contract Shipping Order (CSO)	26,157	114,742,168.82	28,125	120,308,228.63	
Procurement Card (Pcard) Transactions	12,489	2,379,050.14	11,862	2,212,929.34	
Grand Total**		\$117,915,754.37	\$123,373,926.81		

^{**}Grand Total does not include Pcard figure as Pcard purchase activity is already captured in the CSO total

The following chart shows the number of purchasing transactions processed by County departments over the past six fiscal years on delegated purchasing programs and releases against contracts. As expected, the total number of transactions processed by departments is remaining relatively flat.

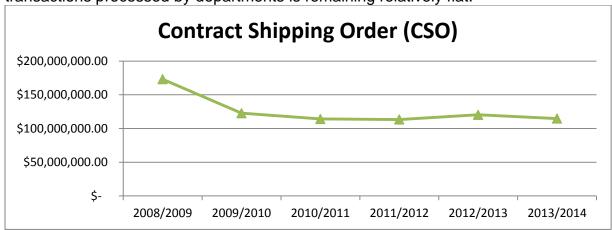


The following chart shows the dollar value of the purchasing transactions processed by County departments over the past six fiscal years on delegated purchasing programs, excluding releases against contracts. As expected, the total value of transactions processed by departments is remaining relatively flat.



Statistics, continued

The following chart shows the dollar value of the releases against supplies and services contracts (contract shipping orders). As expected, the total value of transactions processed by departments is remaining relatively flat.



The tables below and the graph on the following page report the total dollar value of all purchases issued via COMPASS under the Purchasing Agent's authority, including Purchase Orders, Delegated Purchase Orders (DPOs), Procurement Cards (Pcards), and Contract Shipping Orders for the FY 2013/14 Reporting Period. The total value of Purchase Orders increased slightly. There was a slight decrease (about 10%) in total spend compared to FY 2012/13.

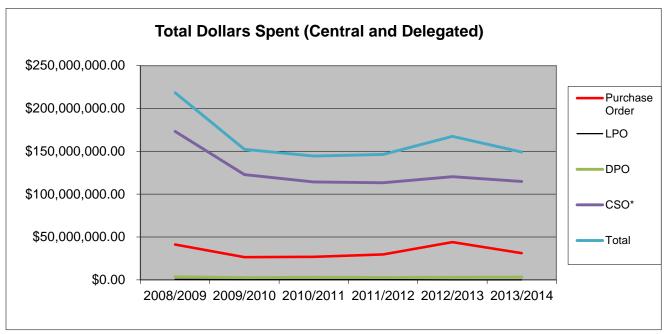
2013/14	Purchase Order	DPO	CSO*	Total
Purchasing	\$31,201,860.13			\$31,201,860.13
Division POs				
Department POs		3,173,585.55	114,742,168.82	\$117,915,754.37
Total Dollar Value				\$149,117,614.50

Previous Fiscal Year Data

2012/13	Purchase Order	DPO	CSO*	Total
Purchasing Division POs	\$44,126,082.14			\$44,126,082.14
Department POs		3,065,698.18	120,308,228.63	\$123,373,926,81
Total Dollar Value				\$167,500,008.95

*includes Pcard purchases

Statistics, continued



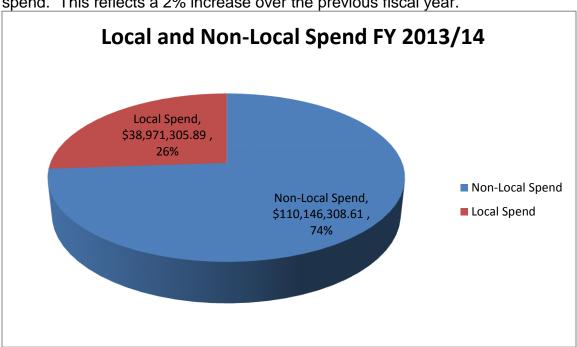
*includes Pcard purchases

Note: The Limited Purchase Order (LPO) and Department Field Order (DFO) programs were combined into the Delegated Purchase Order (DPO) program at the beginning of the FY 2012/13.

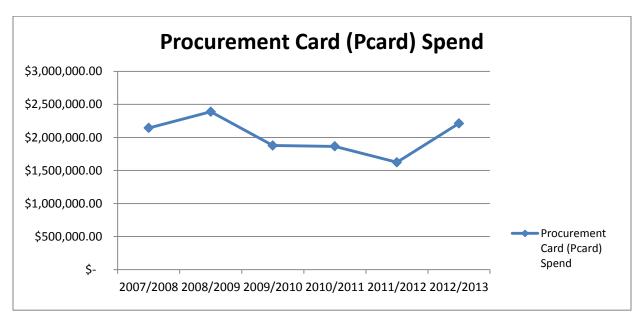
Statistics, continued

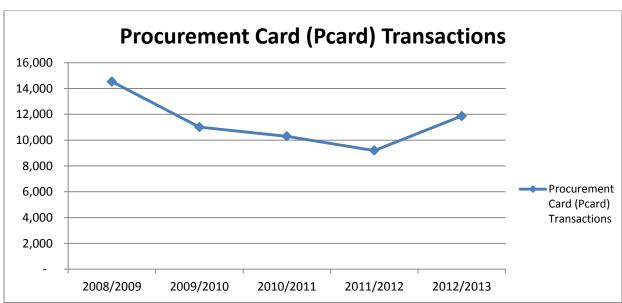
Local Vendor Spend

The following chart shows the percentage of local (26%) and non-local (74%) spend. This reflects a 2% increase over the previous fiscal year.

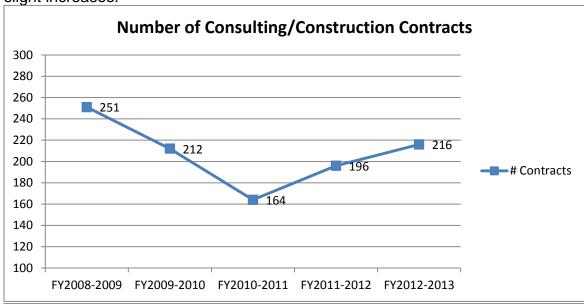


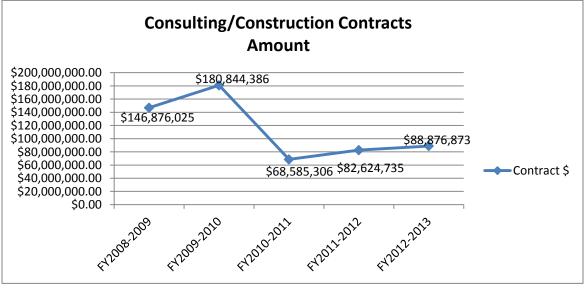
The Procurement Card (Pcard) Program is one of two delegated purchasing programs available to departments to efficiently procure low-cost items. As expected, the total value and number of transactions processed by the departments have decreased in conjunction with the decrease in budgets in recent years but are trending toward slight increases.





The Contract Services Section of CAPSD handles construction and consulting services contracts either approved by the Board of Supervisors or executed by certain department heads utilizing the contracting authority covered under Section 2.61 of the County code. The two charts below show the number of contracts and value of contracts processed through the Contract Services Section over the past five fiscal years. As with the supplies and services contracts listed previously in this report, the total number and value of transactions processed decreased in conjunction with the decrease in budgets in recent years but are trending toward slight increases.



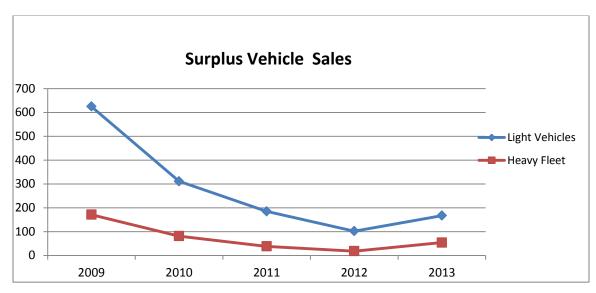


Surplus Property: Surplus Property redistributes, recycles, or sells surplus County supplies and equipment. Below is a listing of the amount of revenue returned to departments for the equipment and supplies sold on their behalf. Over \$1.7M was returned to County departments and special districts for the 2013 calendar year.

Department/Divison/District	Amount
Airports	\$ 20,508.01
Capital Construction Fund	\$ 4,866.75
Coroner	\$ 2,325.00
DA	\$ 135.00
DGS	\$ 56,628.50
DHHS	\$ 1,000.00
DOT	\$ 48,725.00
DWMR	\$ 359,215.48
Fleet	\$ 1,053,277.26
Sheriff	\$ 23,275.00
Sunrise Recreation & Parks District	\$ 3,830.00
Voter Registration & Elections	\$ 1,275.00
Water Resources	\$ 31,664.00
Other/Cash & Carry/Recycle Sales	\$ 116,390.74
Total Surplus Sales 2013	\$1,723,115.74

The charts below and on the following page show the total surplus revenue generated and number of vehicles sold for the past five years. Surplus sales reporting is done on a calendar year basis. The jump in 2013 is largely attributed to increased vehicle sales.





Organization Chart and Staffing

CAPSD currently has 17 full time equivalents which is an increase of one from the previous fiscal year. A Senior Contract Services Officer was funded in FY 2013/14 by the Department of Technology to provide an increased level of support for the multitude of technology projects. The Senior Office Assistant position was converted to a Contract Services Specialist to better align with the duties needed by changes to the Division. The chart below shows staffing levels for the previous four years.

	July 1,	July 1,	July 1,	July 1,
	2011	2012	2013	2014
Purchasing Agent	1	1	1	1
Contract Services Manager I	1	1	1	1
Senior Contract Services Officer	6	6	6	7
Contract Services Officer, Level II	3	3	4	4
Contract Services Specialist	0	0	0	1
Senior Office Assistant	1	1	1	0
Administrative Services Officer II	0	3	3	3
Total FTE	12	15	16	17

Process Improvements

CAPSD Work Plan

In 2006, staff developed a CAPSD Work Plan that initially documented more than 70 items/tasks/process improvement initiatives. Over 125 items have been completed since 2006. Among other things, the plan identifies the key contact person for each task, anticipated completion date, and status. Currently, the plan has over 30 active initiatives, some of which are ongoing initiatives with no end date (such as continued participation in the ongoing collaboration/focus group meetings with the City of Sacramento, Sacramento Housing and Redevelopment Agency, Sacramento Municipal Utility District, etc.).

Cost Savings Reporting

One of the biggest challenges facing CAPSD is determining how to assist departments in maximizing their budgeted dollars. In addition, CAPSD has an inherent responsibility to reduce the County's exposure to risk. Unlike quantifiable hard dollar savings, soft dollar savings associated with reducing risk are difficult to measure. However, soft dollar savings contribute immensely to quantifiable hard dollar savings. There are soft dollar savings associated with eliminating and/or reducing the risk associated with every procurement (contracts and purchase orders). These costs are related to those items in a procurement cycle that are necessary to prepare and complete a contract or purchase order, such as negotiating terms and conditions, costs, delivery and mediating vendor performance problems and, of course, reducing the County's exposure to risk.

An added benefit of Purchasing involvement is the ability to decrease the number of small orders, decrease maverick buying, and to take advantage of volume purchases. By leveraging purchasing volume, the County is able to drive down product cost and increase hard dollar savings.

CAPSD tracks cost avoidance and reductions utilizing a web-based, tracking system developed by DGS IT staff that fairly accurately captures and reports all cost savings. For the 2013/14 Fiscal Year, we were able to capture over \$1,141,000 in cost savings.

Cost Savings, continued

The following is a small sample of the more than \$1,141,000 saving realize by the County due to the involvement of CAPSD staff for supplies and services.

\$231,500.00 DTech Mobile Device Management. Cost saving was achieved through negotiations with Mobile Iron, reducing per device cost from \$18.75 per seat to \$12.00 per seat. DGS Fleet Services \$370,000 was the RP budgeted amount for two \$88,953.76 Prisoner Transport vehicles for Fleet Services. RFB#8119 resulted in award of PA81094839 to Braun Northwest for two Prisoner Transport vehicles for a total price of \$281,046.24. \$80,130.00 **MSA Water Resources** Pest Control Advisor. Contract allowed charge of \$50 per mile for creeks & channels. Staff negotiated an hourly rate of \$125 per hour instead, resulting in over \$80,000 in savings over term of contract. \$84,094.56 Airport, Int'l Parking System Maintenance. Cost savings were achieved through negotiations with the vendor. CPASD was able to reduce maintenance costs. **DTech** Reference Smartnet Support. Vendor quoted Cisco Smartnet support \$66,893.00 to the department with the wrong discount for the software portion. Error was caught by CAPSD staff. \$45,067.20 County General Nexus IS quote was \$57,019.20 and US Critical quote was \$11,952. Items were originally requested via RC33664720, lines 30, 40 and 80 to be purchased from Nexus IS/WA00027385. To get better prices, quote was requested from US Critical which resulted in the cost savings. RP33664784 was issued to replace the RC. **DTech** Duplicate Charges. DTech received AT&T billing for provisioning \$41,000.00 central office hardware to facilitate the 311 phone system. CAPSD staff worked with DTech Fiscal to identify that some of the charges were repeated and originally billed/paid years ago. \$39,689.91 MSA Water Resources Refund of overpayment from Sierra Chemical for Caustic Soda, which CAPSD staff noticed was being incorrectly billed from April 2011 to March 2013. \$37,618.00 **County General** Garbage can liners. Obtained competitive quotes from various vendors. **County General** Elevator Maintenance. Yearly savings resulting from RFB \$35,760.08 8106 for elevator maintenance countywide. DGS Fleet Services \$225,010.50 was the RP budgeted amount for one \$27,402.11

PA81086879 to Sacramento Truck Center for one Walk-In Van for a total

DTech Various maintenance agreements. Reference RC33664236 and contract MA00030403. I coordinated Manufacturer (Calabrio) and reseller (Nexus) personnel, after conducting price analysis, to true-up a co-terminus

maintenance agreement for various County call centers.

Walk-In Van for Fleet Services.

price of \$197,608.38.

\$20,724.00

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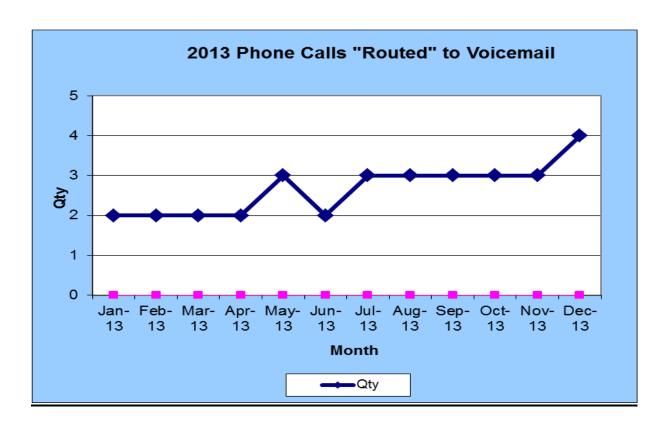
RFB#8104 resulted in award of

Performance Measurements

CAPSD tracks four key indicators on a monthly basis. Performance Measurements (PM) are tracked by calendar year, not fiscal year. The annual results are as follows:

1) Phone Calls - To maintain the current number of calls to the 916-876-6360 telephone line (our main phone number) forwarded to voicemail during normal business (M-F, 8:00 – 5:00) hours to zero.

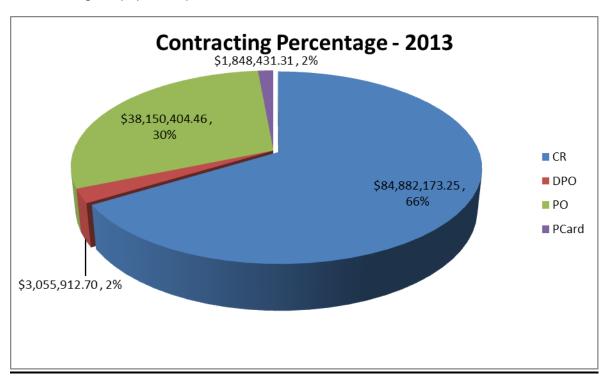
As indicated in the chart, we missed our goal throughout the year which is a direct result of staff reductions. The goal was originally implemented when CAPSD had four FTE administrative staff available to answer incoming calls. As in the past few years, we have only one FTE available; therefore we expect to continue missing our goal. That being said, the one FTE is doing an exceptional job of minimizing calls that are not answered "live."



Performance Measurements, continued

2) Contracting Percentage – The objective is to increase the percentage of purchases made against contracts (CR) by County personnel, compared to overall spend (including delegated programs, such as DPO, and one-time purchases (PO)), and increase the number of County contracts. The PM is to maintain the contract-related purchasing (contract shipping order volume) at a level greater than 75% of County's overall spending that is processed by the Purchasing Agent's authority.

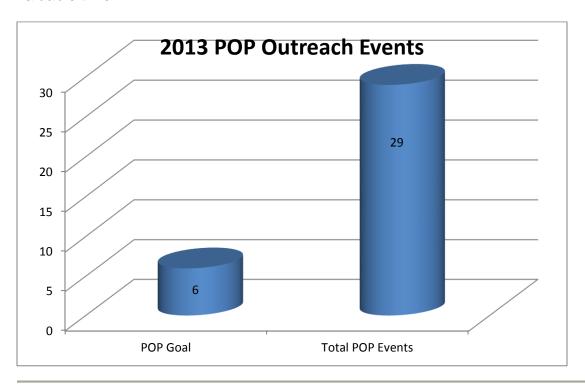
As indicated in the chart, we missed our goal by 9%. This was mainly due to several large equipment purchases made in 2013.



Performance Measurements, continued

3) Participation in Small Business Outreach Events – Objective is to increase the County's presence with the local vendor community and increase the number of outreach events attended each year by one with a target of six events.

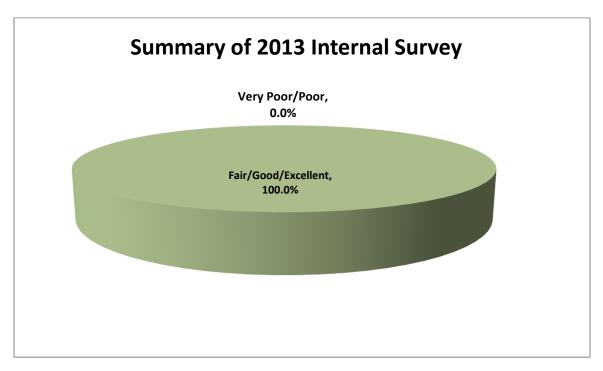
As indicated in the chart, staff far exceeded the goal of attending 29 events in 2013. CAPSD management and staff understand the importance of building and fostering relationships with the local, small business community. Through its partnership and involvement with several local chambers and small business organizations, CAPSD continues to maintain a presence with, and help educate local businesses. In 2014, we anticipate offering some of our workshops as live and pre-recorded "webinars" to provide alternate means of educating vendors, thus saving both staff and vendors valuable time.



Performance Measurements, continued

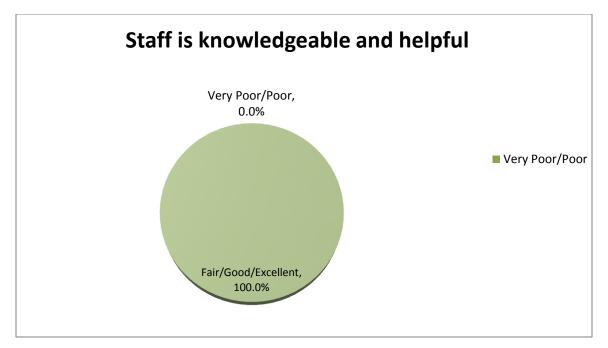
Survey Results

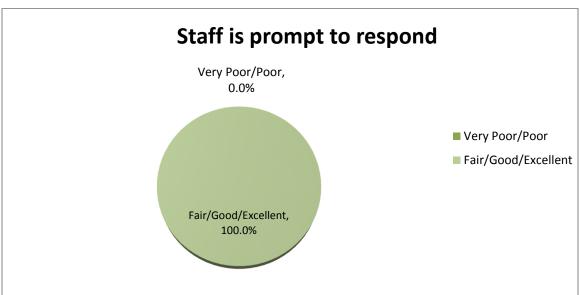
In 2006, CAPSD implemented several Performance Measurements, one of which evaluates the level of customer satisfaction. Our goal is to provide prompt and efficient purchasing services to County agencies and departments. The Department of General Services solicited feedback from its internal customers via the ISIS (external consulting firm) survey and the results became our baseline for measuring improvement. At that time, the survey showed that 13% of the customers surveyed were either dissatisfied or extremely dissatisfied with the level of service from CAPSD. Our goal is to increase overall customer satisfaction with CAPSD (from 2006 CAPSD survey results) by decreasing the (baseline) negative response by 3% annually, from 13% of "dissatisfied" or "extremely dissatisfied" toward a target of 5% or less. Therefore, the goal for our 2013 survey was to have 5% (or less) negative responses. We surpassed our goal with a positive response rate of 100%, as illustrated below. Note: These figures are a result of only seven survey responses received during 2013. Staff is looking at ways to improve the response rate for our surveys.



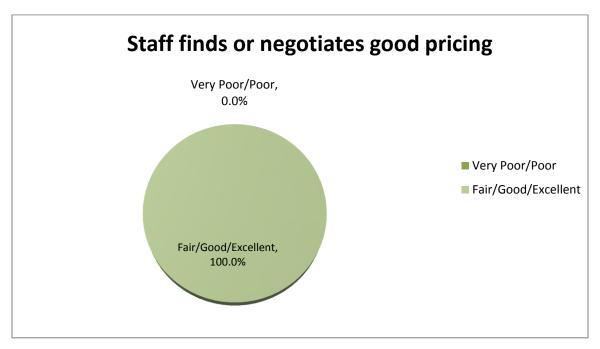
Survey Results, continued

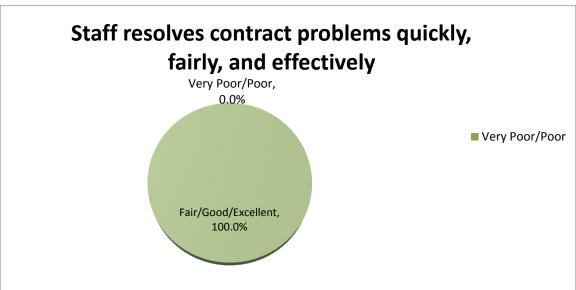
The internal customer survey asks several pointed questions. The following graphs display the results of the questions:





Survey Results, continued

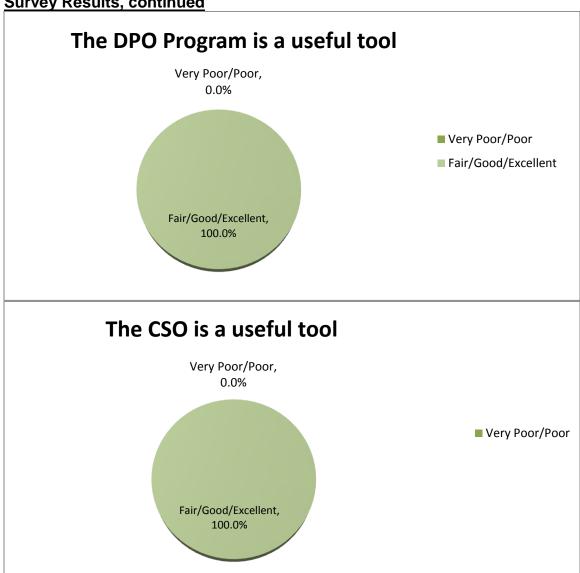




Survey Results, continued



Survey Results, continued



Overall Quality and Value of CAPSD

Very Poor/Poor, 0.0%

• Very Poor/Poor
• Fair/Good/Excellent, 100.0%

In addition to the standard questions asked in the survey, customers have the opportunity to provide "free form" comments. Below are the comments and feedback received from internal customers.

- Having Johnnie Terry here at D-Tech is essential to getting the best products for the best prices in a timely manner. Being able to actually walk in his office to discuss technical requests, keeping apples as apples, is extremely important in the IT World.
- To quote my boss, Alice, Craig Rader and his staff are "rock stars." They are very good at what they do and are equally efficient. Our department is tiny, as well as our resources, but Craig and his staff stepped up and helped us as though we were partners in the endeavor. Great job!
- Keep up the good work. John, Cliff and Penny are terrific.

Environmental/Green Purchasing (2012 Calendar Year)

The use of recycled content materials varies from product to product as noted below. The reason for lack of adoption by users of recycled products is primarily (but not always) driven by costs, as noted below:

- The use of recycled content copy paper was 14% in 2013. The relatively low use of recycled copy paper is as expected since the price for virgin paper is lower: \$2.75-3.08 per ream versus \$3.18-3.52 per ream for recycled content paper.
- The use of re-refined motor oil did not occur in 2013 as it is currently cost prohibitive. At the start of the recycle program in 2001, re-refined motor oil was less expensive than virgin oil by approximately \$0.04 per gallon. Today, re-refined oil is up to \$1.05 more per gallon than virgin oil. When the price of re-refined oil is more closely aligned with the price of virgin oil, usage will increase accordingly.
- The use of recycled content janitorial supplies such as multi-fold towels, facial tissue, and toilet paper remains high at 97% in 2013.
- The use of recycled paint increased to 65 gallons in 2013 (up from 30 gallons); a 117% increase in usage from 2012.
- The use of recycled asphalt increased to 24,400 tons in 2013 (up from 14,400 tons), a 69% increase in usage from 2012.
- Disposal of scrap tires decreased 20% from 2011 to 2012. The use of rubberized asphalt made from scrap tires increased from zero units in 2011 to almost 30% of total asphalt purchased in 2012.
- The use of remanufactured toner and ink cartridges remained low at roughly 10% of total toner/ink purchases, \$187,892 for 2012. Staff, working with our suppliers, has made a concerted effort to steer departments away from costly "original equipment manufacturer" cartridges to the more cost effective remanufactured cartridges over the past few years. However, many users are still reluctant to make the switch due to previous poor experience with remanufactured cartridges from several years ago.

Accomplishments

Below is a partial listing of the accomplishments achieved by CAPSD during FY 2013/14:

- Achievement of Excellence in Procurement (AEP) Award CAPSD was again successful in our application for the 2014 AEP Award. The requirements for this award are updated annually to keep fresh with trends and "best practices." We look forward to accepting our 10th award at the 2014 National Institute of Government Procurement Conference. Sacramento County was one of 46 agencies in California to receive the award (Texas and California tied with the highest number of awards with a total of 46 each). We are also one of 69 counties in the United States to receive this prestigious award. The AEP Award validates CAPSD's commitment to fiscal efficiency while maintaining a high level of customer service to taxpayers and as well as the various County departments. CAPSD staff aggressively promotes a fair, competitive, and impartial environment for the County's vendor community, and this award validates that, despite the obstacles that confront us, our organization continues on the right track and is an example for others to follow.
- Education and Certification Management and staff understand and value the
 importance of continuous education and obtaining certification as this reflects on
 the credibility of our profession. Four employees hold at least one professional
 certification and over 75% of staff have at least one four-year degree. Staff also
 has attended several educational seminars/workshops within the past year.
 Several staff members present workshops/seminars to their peers.
- CAPSD Comet Newsletter In conjunction with our annual celebration of National Purchasing Month, CAPSD developed and issued our first newsletter (CAPSD Comet) aimed at educating our internal customers on County purchasing policy, procedures, best practices, and tips. The newsletter is being issued semi-annually.

Accomplishments, continued

- Procurement Opportunities Program (POP)/Small Business Outreach –
 CAPSD is committed to working with the local and small business community to
 provide assistance in the contracting process by attending and/or conducting
 outreach events during the 2013 calendar year. CAPSD staff attended 29
 events focused on local, small business outreach. CAPSD is also an active
 member of the Sacramento Public Agency Consortium (SacPAC).
- POP Reporting We continue to strive to improve our ability to track and report County spending with small businesses, and usage reporting with local businesses is included in this report. For the past several years, we have been working diligently with the State of California and our internal IT staff to develop a comprehensive reporting tool; recently, the State provided us with small business information. We are in the process of reviewing the data to determine if the information we need is in the file and in a format that we can use. It is anticipated that small business usage reporting will be provided in the 2014/15 report.
- Professional Development Management and staff recognize the importance of continuous self and professional development, as indicated by the following:
 - Craig Rader serves on the California Association of Public Purchasing Officers (CAPPO) Board as 2nd Vice President (and will be President in 2016)
 - Craig Rader serves on the National Joint Powers Alliance Advisory Committee
 - Nine employees are members of the California Association of Public Procurement Officials
 - Four employees are members of the National Institute of Governmental Purchasing, Inc. (NIGP)
 - Two employees attended (and one employee made presentations at) the 2013 CAPPO/NIGP Cooperative Conference. In addition, one employee was on the conference planning committee
- Developed Construction Training Course Staff developed training for the Construction Contracting process. This course has been presented to various County departments.

Looking Forward

In support of its mission "Service through Excellence," CAPSD is committed to providing the best possible service to our customers and will constantly strive to look for ways to improve procurement within the County. This will be accomplished by focusing on the CAPSD work plan, investing in continued education, actively participating in professional associations, networking with other local agencies, and constantly looking for innovative ideas and products to improve processes and reduce costs.

In addition to our ongoing efforts to expand eProcurement and develop our small business reporting capability, we also remain committed to our staff's education and refocusing on our Work Plan.

CAPSD fully implemented the use of Public Purchase's eProcurement solution effective July 1, 2011. All solicitations originating from CAPSD are posted at www.publicpurchase.com. We also post solicitations issued by departments upon their request. CAPSD will look at expanding the use of Public Purchase by providing access to the system to DPO Buyers to obtain quotes. In addition, we are looking into expanding the use of Public Purchase for construction contracts.

Lastly, we are also looking into expanding our eProcurement functionality through the use of online catalogs. We are currently reviewing the base functionality offered by SAP and various eCatalog solution providers that integrate with SAP.