

2019: A YEAR IN REVIEW

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DIRECTOR



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OUR MISSION: DELIVER VALUE-ADDED PROCUREMENT PROGRAMS AND SERVICES BY CREATING EFFICIENCIES, INTRODUCING SMART TECHNOLOGIES, ACTING WITH INTEGRITY, AND PROVIDING COLLABORATION AND STRATEGIC LEADERSHIP.

DEPARTMENT OF ADMINISTRATIVE SERVICES **PROCUREMENT DIVISION**

Table of Contents

SECTION	Page #
Year in Review	1
Overview of Procurement Division Programs	2
Procurement Strategic Business Plan	3-5
Governing Institute Survey of the States	6
Procurement Customer Satisfaction Survey Results	7-9
Staff Professional Development	10
Procurement Outreach Activities	11
Contracting Statistics	12-21
Contract Savings 2010-2019	22
Reverse Auction Savings	23-24
State Contracting Portal Summary	25
Amazon Business Services Metrics	26
NASPO ValuePoint Cooperative Contract use in Connecticut	27-28
IT Procurement LEAN activities	29-32
State & Federal Surplus Program	33-34
Supplier Diversity Program	35-37
Construction Contractor Prequalification Program	38
P-Card & Fuel Card Program	39-40
Procurement Program Revenues	41
State Employee Housing Program	42

DAS/PROCUREMENT 2019 – A YEAR IN REVIEW

Greetings! I'm happy to share with you the DAS/Procurement annual briefing book! 2019 goes down for us as a year of continuous improvement with a significant focus on our future state of improved, effective technology solutions to support our work, leaner processes and increased customer outreach.

We kicked off 2019 by welcoming the new Administration and better understanding their initiatives and priorities. The DAS procurement staff brainstormed and documented a list of "quick-hit" ideas to streamline our procurement processes, create efficiencies and save \$\$ administratively or through legislative changes while benchmarking with our public and private industry peers. We continue to suggest, promote and execute administrative and legislative change ideas that focus on streamlining processes and creating efficiencies.

Highlights of some of our biggest 2019 accomplishments include the following:

- 2019 Municipal and State Procurement Summit in September 2019 - Partnering for Change! The event was completely paperless and utilized innovative technology to share our agenda, presenter bio's, interactions, event challenges and event photos. Attendance exceeded our expectations with 700+ attendees. Breakout sessions focused on pertinent procurement topics and related topics of interest and the event included a Supplier Expo.
- Rolled-out Amazon Business Services in conjunction with the General Letter 71 changes (non-contract spend), creating cost savings opportunities of 10-20%, efficiencies through automation and providing more visibility to the non-contract spend.
- Teamed with the OPM STARs data analytics team to roll out a complete set of procurement business intelligence tools to our contracting staff, enabling us to have more visibility into the usage of state contracts and position us to better leverage our buying/negotiating power and create new cost savings opportunities.
- Partnered with the DAS Digital Transformation Team to initiate and execute "Business One Stop" contracts by conducting the procurement processes in an agile manner. The goal of these contracts is to build the technology to make the process of opening a business in the state easy for all, from the most experienced business owner to the first-time entrepreneur.
- We're still on our way to kicking off a new e-sourcing system to replace and modernize the current State Contracting Portal, and through this effort we're excited to give agency and municipal users, and vendors new and better paperless procurement tools in 2020.

I encourage you to contact me at any time with feedback and ideas that will help us deliver value-added procurement programs and services. Happy New Year!

Sincerely,
Carol S. Wilson, C.P.M., Director of Procurement



Procurement Division Programs & Services Overview

- **Contracting Program** - Charged with the purchase and provision of supplies, materials, equipment and contractual services, as cited in C.G.S § 4a-51 for executive branch state agencies; as well as the purchasing, leasing and contracting for all information system and telecommunication system facilities, equipment and services for state agencies as cited in C.G.S § 4d-2(b)(4).
- **Purchasing Card (P-card) Program** - In accordance with C.G.S. § 4-98(c), the P-Card program is a credit card program co-administered by DAS and the Office of the State Comptroller. The P-Card is a MasterCard and is used as a convenient payment tool (like a personal credit card) to assist state agencies, municipalities and not-for-profits with their purchases. All state purchasing policies are observed with the use of the P-Card.
- **Construction Contractor Prequalification Program** - prequalifies building contractors and subcontractors to enable them to bid on a contract or perform work pursuant to a contract for the construction, alteration, repair or demolition of public building or any other public work by the state or a municipality, estimated to cost more than \$500,000 and which is funded in whole or in part with state funds, except a public highway or bridge project or any other construction project administered by the Department of Transportation. This program is cited in C.G.S. § 4a-100.
- **Supplier Diversity Program** - certifies and assists in identifying business opportunities to Connecticut-owned small and minority business enterprises and ensures agency goal setting, per C.G.S.§ 4a-60g.
- **Surplus (State & Federal) Program** - Administers the property distribution program for the disposition of usable property that a state agency deems surplus to its operating needs as described in C.G.S.§ 4a-57a. In addition, DAS is designated as the official agency of the state to acquire, warehouse and distribute surplus personal property of the federal government as described in C.G.S. § 4a-66 and § 4a-67.
- **State Employee Housing Program** - In accordance with Section 5-200(k)1 through 5-200(k)4 of the Regulations of Connecticut State Agencies, determine employee eligibility for state owned housing; establishes rental rates on state owned housing and certifies housing rental rates and receipts.
- **Legal Resource Team** - provide legal support to all Procurement Division program teams and certain other DAS Divisions including contract review/guidance (general contracting and IT contracting; statutory and policy review and guidance, regulatory advice, protest guidance and other related legal functions.

DAS PROCUREMENT STRATEGIC BUSINESS PLAN 2020

VISION

Innovation in Public Procurement Today and Tomorrow

MISSION

Deliver value-added procurement programs and services by creating efficiencies, introducing smart technologies, acting with integrity, and providing collaboration and strategic leadership

VALUES

- **Integrity:** Maintain at all times, the highest ethical standards that demonstrate trust, honesty and transparency
- **Accountability:** Take responsibility to competently deliver our programs and services
- **Professionalism:** Act respectfully; dedicated and committed to excellence!
- **Teamwork:** Collaborate, communicate openly and honestly, and value the diversity of others.

GOALS

1. **Continuously improve customer service.**
2. **Foster and sustain a strong work environment, strong staff performance, and be accountable.**
3. **Continuously improve business processes.**
4. **Strategically align our resources to meet business needs.**

GOAL 1: CONTINUOUSLY IMPROVE CUSTOMER SERVICE

SMART OBJECTIVES	Statement of Purpose
1.1 Refresh current customer satisfaction survey to achieve an overall average of 4 (on a 5-point scale) for all procurement programs.	To measure customer satisfaction of all DAS/Procurement Programs.
1.2 Develop effective customer advisory groups for each program that meet at least once per year	To increase customer engagement and ensure their needs are being met through our programs
1.3 Establish meaningful training events for DAS/Procurement Customer and Vendor Base	To educate customers/vendors on Procurement Programs.
1.4 Increase the level of municipal/nonprofit organization participation with our various procurement program services 10% each year.	To extend DAS/Procurement Program services to municipalities and nonprofit organizations.
1.5 Improve customer service delivery through process improvements, innovations and/or technology.	To improve processes and/or technologies that enhance services delivered to our customers.

GOAL 2: FOSTER AND SUSTAIN A STRONG WORK ENVIRONMENT, STRONG STAFF PERFORMANCE AND BE ACCOUNTABLE

SMART OBJECTIVES	Statement of Purpose
2.1 Promote and coordinate professional development where at least 80% of staff will participate in a personal training event, conference, or skills seminar each year.	To assist staff in increasing specific job skills, knowledge, and performance.
2.2 Develop an employee recognition program within the department that will be addressed bi-annually.	To recognize outstanding performance

GOAL 3: CONTINUOUSLY IMPROVE BUSINESS PROCESSES

SMART OBJECTIVES	Statement of Purpose
3.1 Implement new e-sourcing solution.	Replace Biznet/State Contracting Portal
3.2 Implement a strategy to assess the viability of cooperative procurement participation.	To ensure participation in cooperative contracting is the smart decision and direction in our contracting approach
3.3 Enhance and updated the Connecticut Environmental/Sustainable Purchasing Program (EPP) to current standards, updated language, policies and procedures.	Ensure the State remains focused on Responsible Purchasing
3.4 Achieve savings and/or increase revenues each year by 10%.	To demonstrate the value that DAS Procurement Programs and Services contributes to improve the State's economic challenges.

GOAL 4: STRATEGICALLY ALIGN OUR RESOURCES TO MEET BUSINESS NEEDS

SMART OBJECTIVES	Statement of Purpose
4.1 Staff will be appropriately aligned.	To support the right skill set with the right complexity of work.
4.2 Implement succession plan with appropriate staffing levels to support business operations.	To plan for future business needs while staff vacate positions (retirement, attrition, etc.)

GOVERNING Institute's 2018 – 2019 Procurement Survey

State Profile – Connecticut

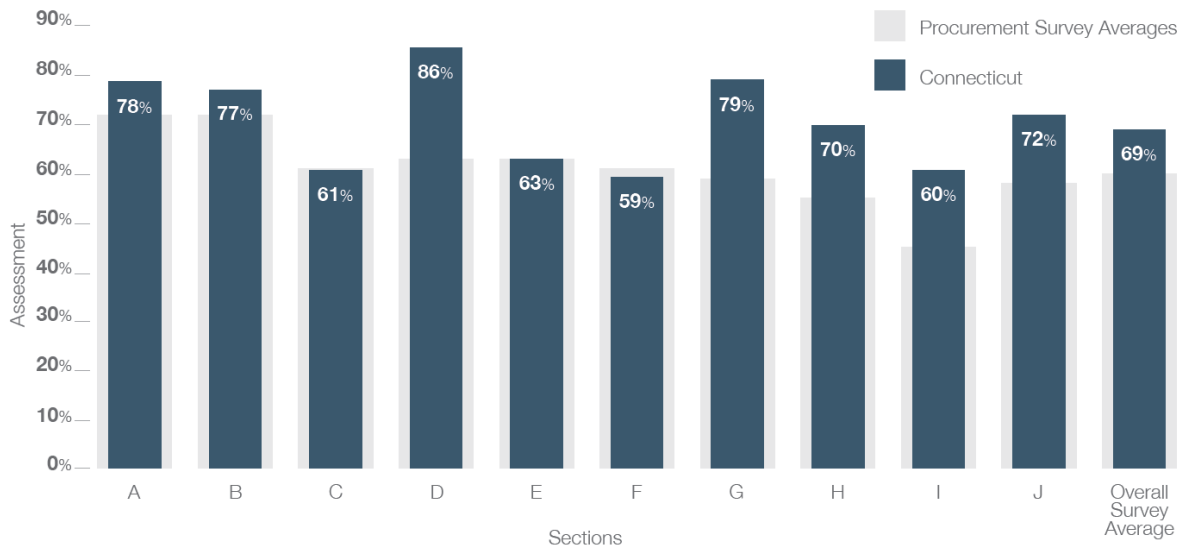


In order to receive a comprehensive view of procurement and contracting practices, Governing reached out to Chief Procurement Officers or Directors of Procurement in all 50 states. This was a highly comprehensive survey that included quantitative and qualitative questions that sought to understand priorities and challenges in procurement. The survey was designed to measure the presence of key attributes in ten categories that should be present in a high performing state procurement organization. Survey categories and total maximum points assigned include:

- A. Organizational Structure and Authority – 83 pts
- B. Workforce, Training and Certification – 82 pts
- C. Relationship Management – 153 pts
- D. Pre-Sourcing and Procurement Planning – 76 pts
- E. Sourcing – 159 pts
- F. Post Award – Contract Administration – 148 pts
- G. Organizational Culture and Leadership – 128 pts
- H. Use of Technology – 161 pts
- I. Performance Measures – 118 pts
- J. Information Communication Technology Procurement – 131 pts
- K. Baseline Information

Connecticut*

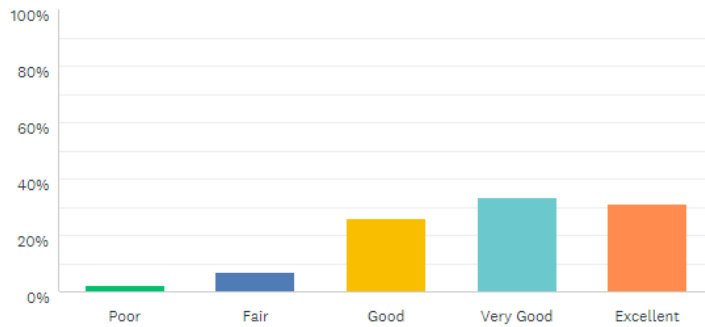
Survey scores by category in relationship to survey averages



2019 PROCUREMENT CUSTOMER SATISFACTION SURVEY SUMMARY/RESULTS

Overall, how would you rate your experience with DAS procurement Contracting Staff?

Answered: 42 Skipped: 45

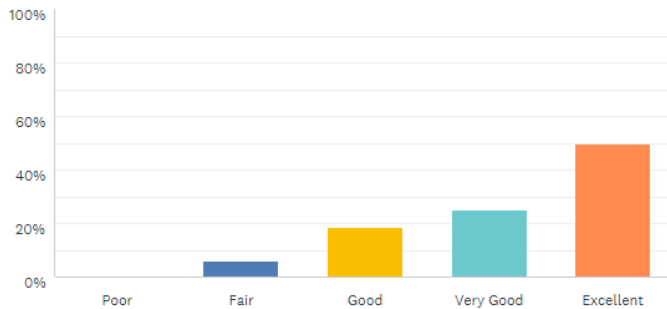


ANSWER CHOICES	RESPONSES
▼ Poor	2.38% 1
▼ Fair	7.14% 3
▼ Good	26.19% 11
▼ Very Good	33.33% 14
▼ Excellent	30.95% 13
TOTAL	42

Comments (9)

Overall, how would you rate your experience with the P-Card program?

Answered: 16 Skipped: 71



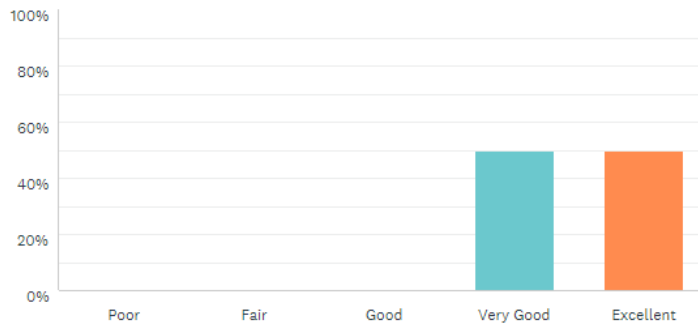
ANSWER CHOICES	RESPONSES
▼ Poor	0.00% 0
▼ Fair	6.25% 1
▼ Good	18.75% 3
▼ Very Good	25.00% 4
▼ Excellent	50.00% 8
TOTAL	16

Comments (0)

2019 PROCUREMENT CUSTOMER SATISFACTION SURVEY SUMMARY/RESULTS

Overall, how would you rate your experience with the Set-Aside/Supplier Diversity Program Team

Answered: 4 Skipped: 83

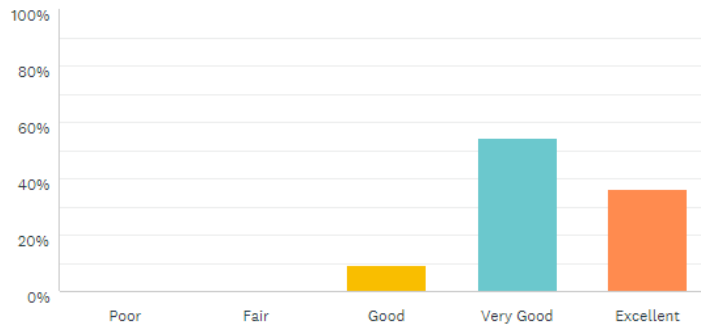


ANSWER CHOICES	RESPONSES
▼ Poor	0.00% 0
▼ Fair	0.00% 0
▼ Good	0.00% 0
▼ Very Good	50.00% 2
▼ Excellent	50.00% 2
TOTAL	4

Comments (0)

Overall, how would you rate your experience with the Surplus Property Program?

Answered: 11 Skipped: 76

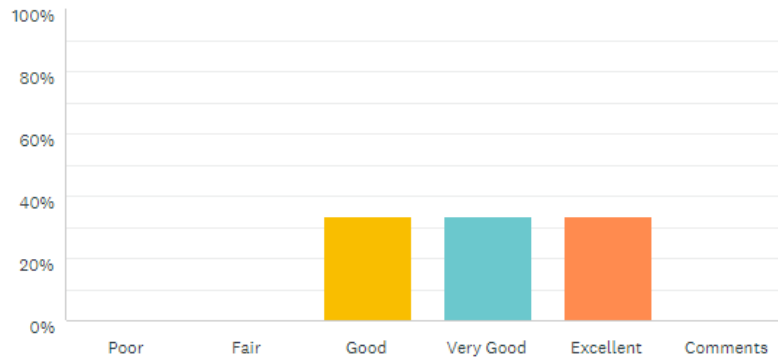


ANSWER CHOICES	RESPONSES
▼ Poor	0.00% 0
▼ Fair	0.00% 0
▼ Good	9.09% 1
▼ Very Good	54.55% 6
▼ Excellent	36.36% 4
TOTAL	11

2019 PROCUREMENT CUSTOMER SATISFACTION SURVEY SUMMARY/RESULTS

Overall, how would you rate your experience with the Construction Contractor PreQualification Program?

Answered: 3 Skipped: 84



ANSWER CHOICES	RESPONSES
▼ Poor	0.00% 0
▼ Fair	0.00% 0
▼ Good	33.33% 1
▼ Very Good	33.33% 1
▼ Excellent	33.33% 1
▼ Comments	Responses 0.00% 0
TOTAL	3

2019 PROCUREMENT STAFF PROFESSIONAL DEVELOPMENT



National Association of Procurement Officials (NASPO) Procurement-U courses taken:

- NASPO CPPB/CPPO Prep Course (7)
- Introduction to Terms and Conditions (1)
- Introduction to Market Research (1)
- Blockchain, the Public Sector Big Pictures
- Principals of Public Procurement – Chemeketa Community College (3)

Institute for Supply Management (ISM) courses:

- Next Generation Procurement & Robotic Process Automation (9)
- Fundamentals of Purchasing

ICN CAUCUS for Technology Acquisition Professionals:

- Government Cloud Contracting (6)
- Statement of Works Done Right (1)
- IT Contracting Boot Camp (1)
- Software Issues, Contracts and Negotiations (1)
- Annual IT Summit (1)

Skills & Other Procurement Professional and Process Improvement Initiatives:

- SkillPath (10)
- Fred Pryor Seminars (3)
- College Courses (3)
- Results Driven Contracting (15)
- Agile Procurement (20)

Professional Development through Conferences:

- NASPO Exchange (3)
- NASPO Regional Conference (6)
- NASPO Annual Meeting (2)
- Probation and Parole Conference (1)
- United Fresh Conference (3)
- Small Business Administration (SBA) Conference (1)
- Professional Association for the Commercial Card and Payment Industry (NAPCP) – Annual Conference (2)
- American Bar Association– Internet of Things National Institute Conference (1)
- National Minority Supplier Diversity Council (NMSDC) Annual Conference (2)

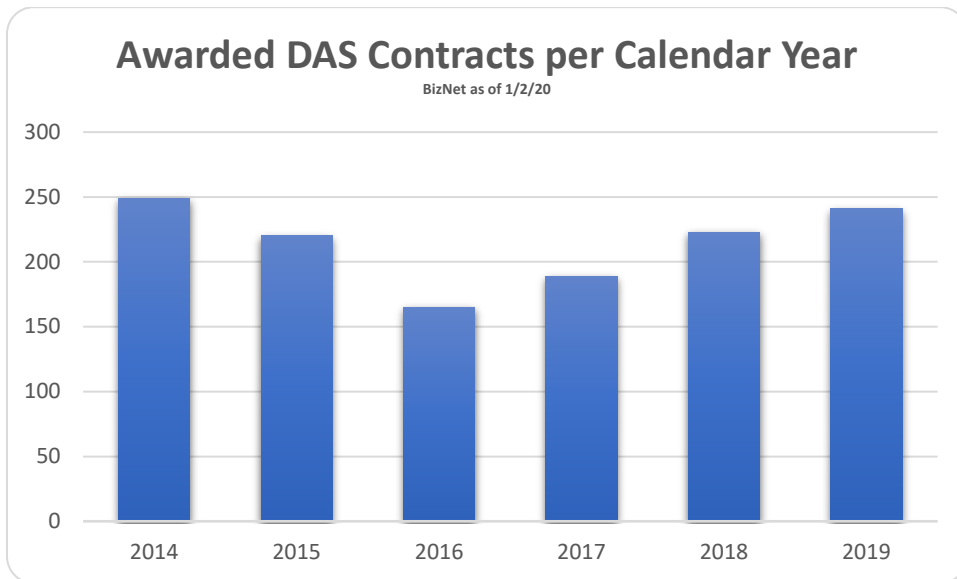
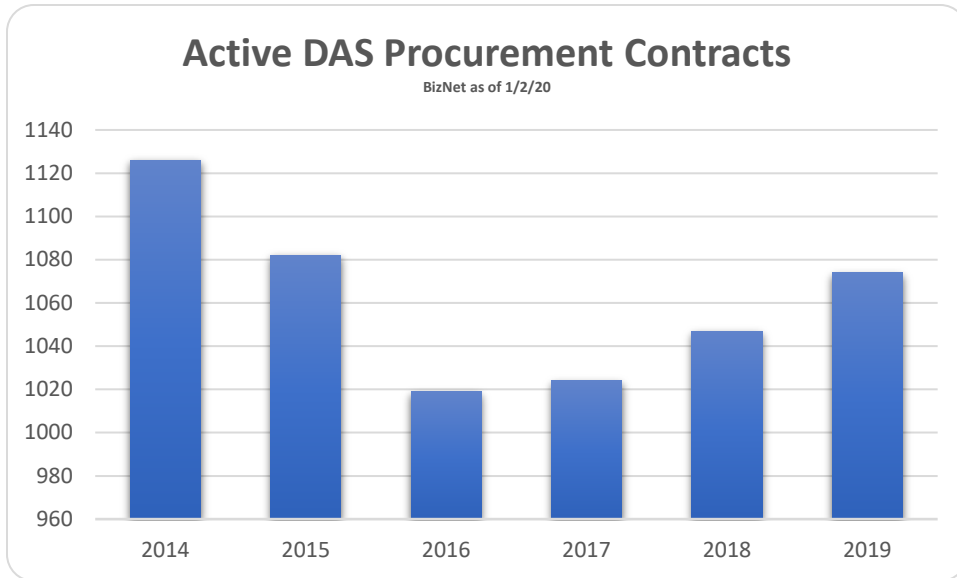
Legal Courses:

- Drafting & Reviewing Business Contracts
- What Miles Davis teaches about Attorney Ethics
- Antitrust Issues as explained by one of the Prominent Antitrust Lawyers.
- Contract Drafting Basics
- Cybersecurity & Data Privacy
- Data Privacy 101

2019 PROCUREMENT PROGRAM OUTREACH

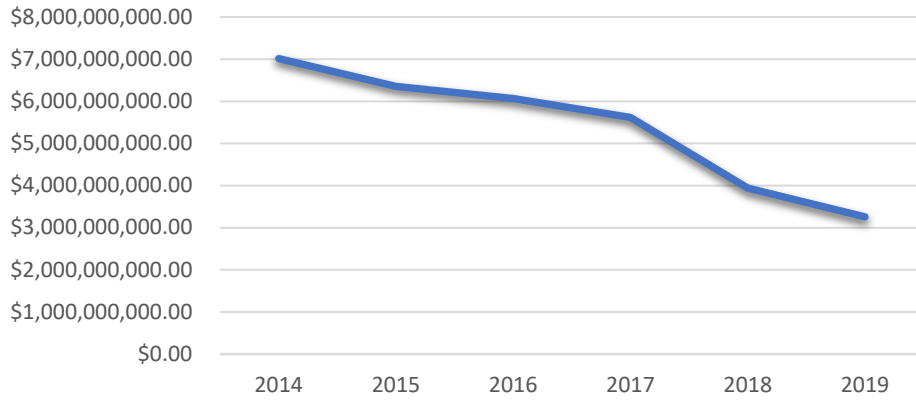
- Greater New England Minority Construction Council Annual MBE meeting
- DAS Black Heritage Celebration
- Small Business Certification Workshop, Margaret Morton Government Center, City of Bridgeport
- National Association of Women in Construction – Certification Workshop
- CBIA Small Business Day
- University of Hartford, Class on Small Business Programs
- Women Business Certification Program- Hartford
- University of Hartford, Entrepreneur Center – Certification Workshop
- Women Business Center Program at MDC
- Norwalk SONO Branch Library – Workshop on Certification
- Town of Bloomfield Community Center - SBE workshop
- Senator Himes event at Housatonic Community College- Bridgeport
- 6th Annual Women Business Development Day
- Hartford Minority Construction Council awards dinner
- 2019 CT Supplier Connection Growth Summit - Stamford
- MBE Certification Workshop, City of Bridgeport
- Annual Small Business Matchmaker- University of Hartford
- Stamford Historical Center - Senator Himes SBA event
- UCONN Health Center- UCONN Supplier Diversity and PreQual Workshops
- Certification Clinic - one on one technical help on SBE application (held every third Wednesday of month)
- P-Card Conference Call re: Town of Bolton
- P-Card Meeting re: Guilford Board of Ed, Guilford, CT
- P-Card Meeting re: Cromwell Town Hall, Cromwell, CT
- P-Card Conference Call re: Town of Plymouth
- 2019 DAS State & Municipal Procurement Summit, Hartford
- P-Card Conference Call re: Berlin Public Schools
- P-Card Conference Call re: Town of Southbury
- P-Card Meeting re: Wolcott Town Hall, Wolcott, CT
- Various (5) Outreach Events on Surplus Program
- Procurement 101 – Ellington Town Officials
- Procurement 101 – Department of Labor Officials
- Various State Agency Customer Advisory Groups for certain Commodities/Contracts
- Public Purchasing Association of CT (PPAC) Annual Meeting

2019 DAS/PROCUREMENT CONTRACTING STATISTICS



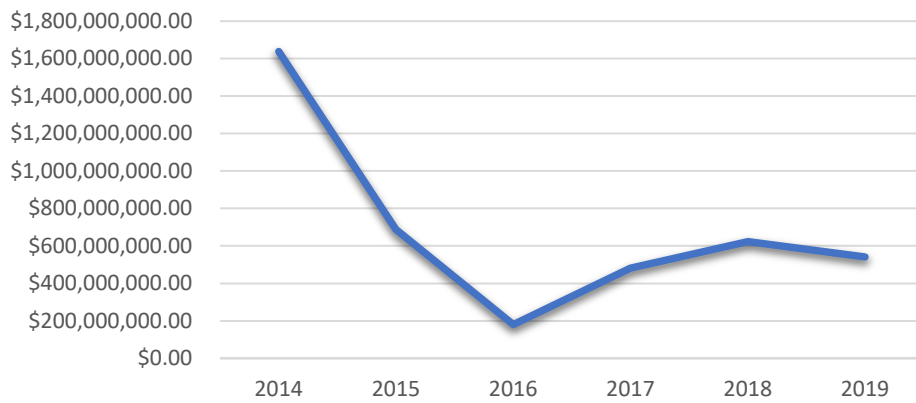
Estimated Dollar Value of All DAS Active Contracts

BizNet as of 1/20/20

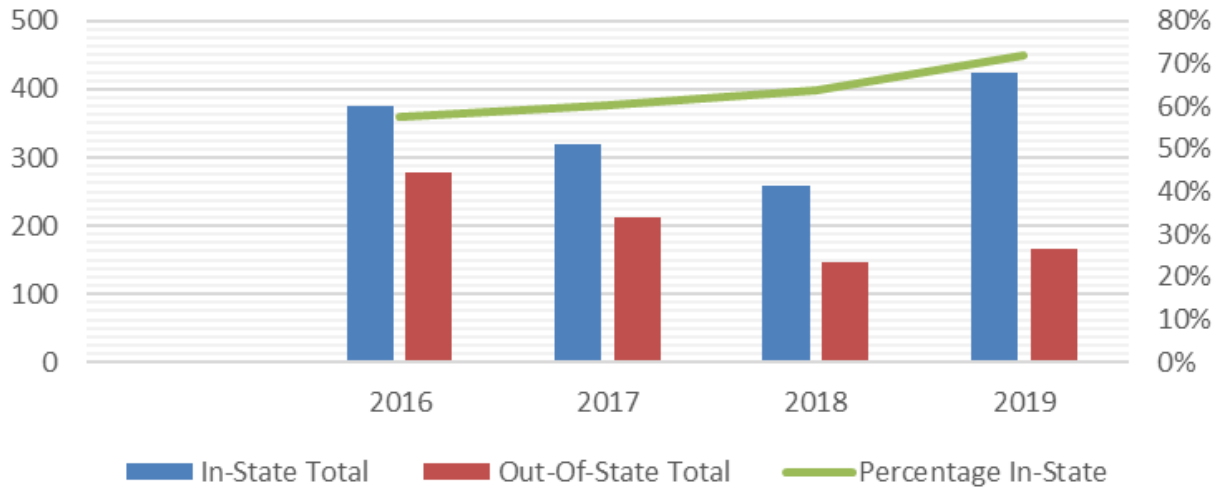


Estimated Dollar Value of DAS Contracts awarded in Calendar Year

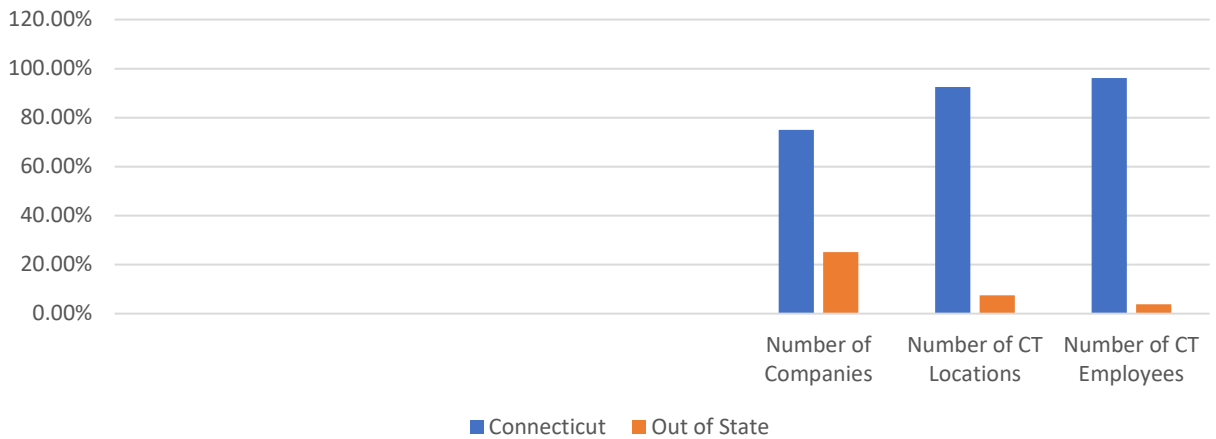
BizNet as of 1/2/20



4 YEAR LOOKBACK VENDOR CONTRACTS EXECUTED IN-STATE VS OUT-OF-STATE

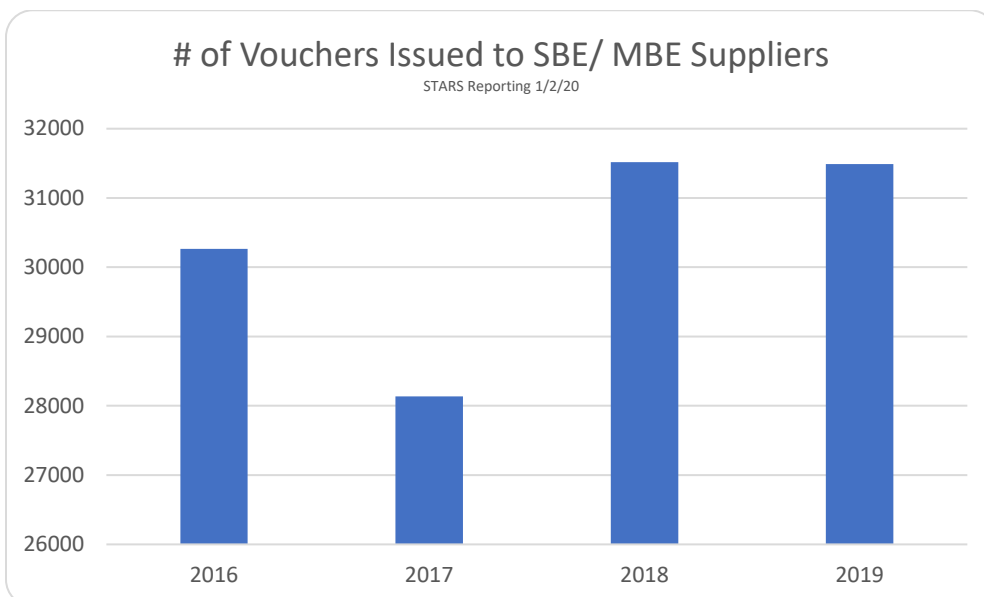
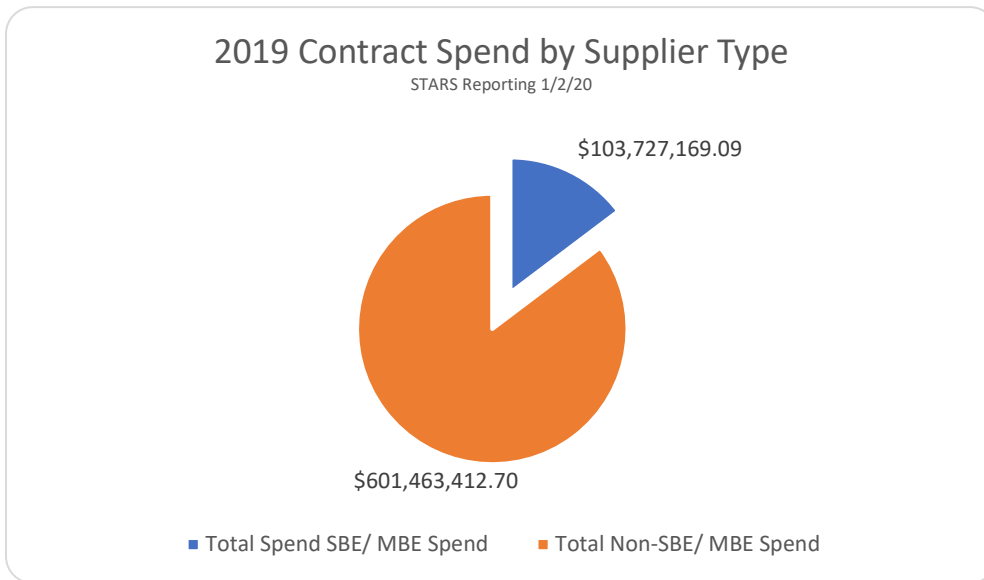


CONNECTICUT vs OUT-OF-STATE CONTRACTS AWARDED BY DAS/PROCUREMENT IN 2019



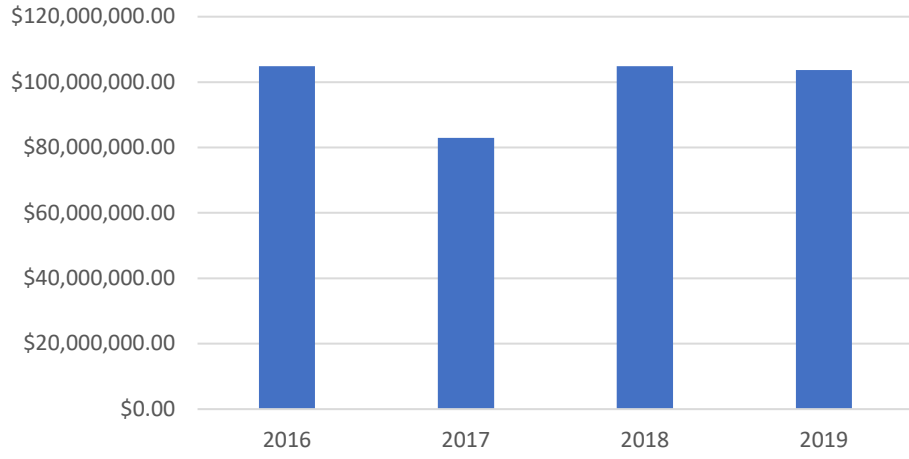
ECONOMIC IMPACT OF CONTRACTS AWARDED BY DAS/PROCUREMENT IN 2019	Number of Companies	Number of CT Locations	Number of CT Employees	Annual Payroll to CT Resident	Annual Taxes, Licenses, Fees Paid to CT	Annual Rent/Mortgage Paid within CT or Value of Real Property in CT	Annual Utilities Paid in CT	Annual Amount Paid to Major Partners or Suppliers in CT
CONNECTICUT COMPANIES	392	989	63,780	\$2,449,831,395.88	\$171,257,824.74	\$682,039,161.74	\$227,853,529.41	\$1,187,984,273.38
OUT OF STATE COMPANIES	131	80	2535	\$150,723,861.92	\$5,538,712.05	\$55,389,410.28	\$1,509,518.64	\$53,392,140.15

2019 DAS/PROCUREMENT SET-ASIDE CONTRACT STATISTICS (SBE/MBE)

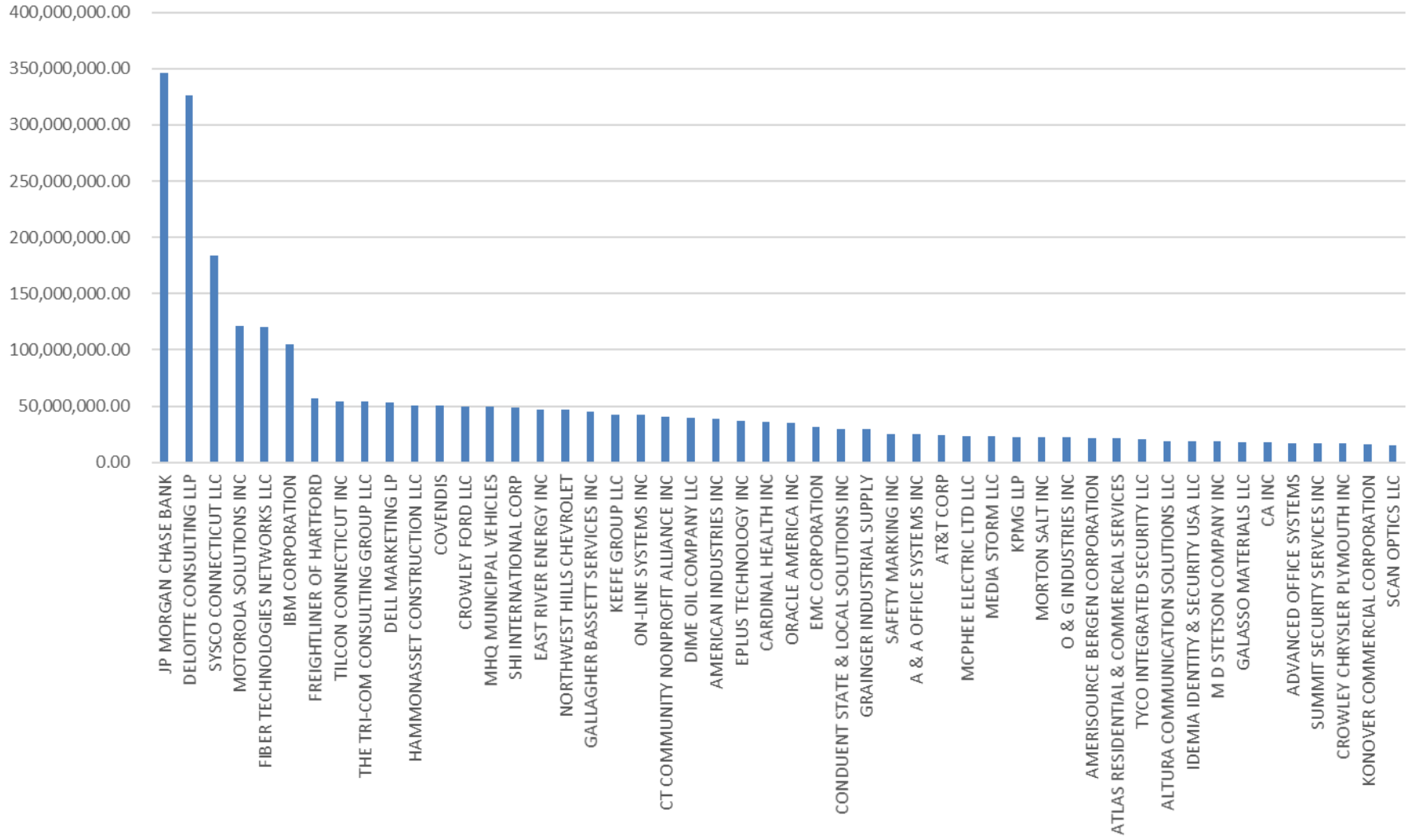


Total SBE/ MBE Spend

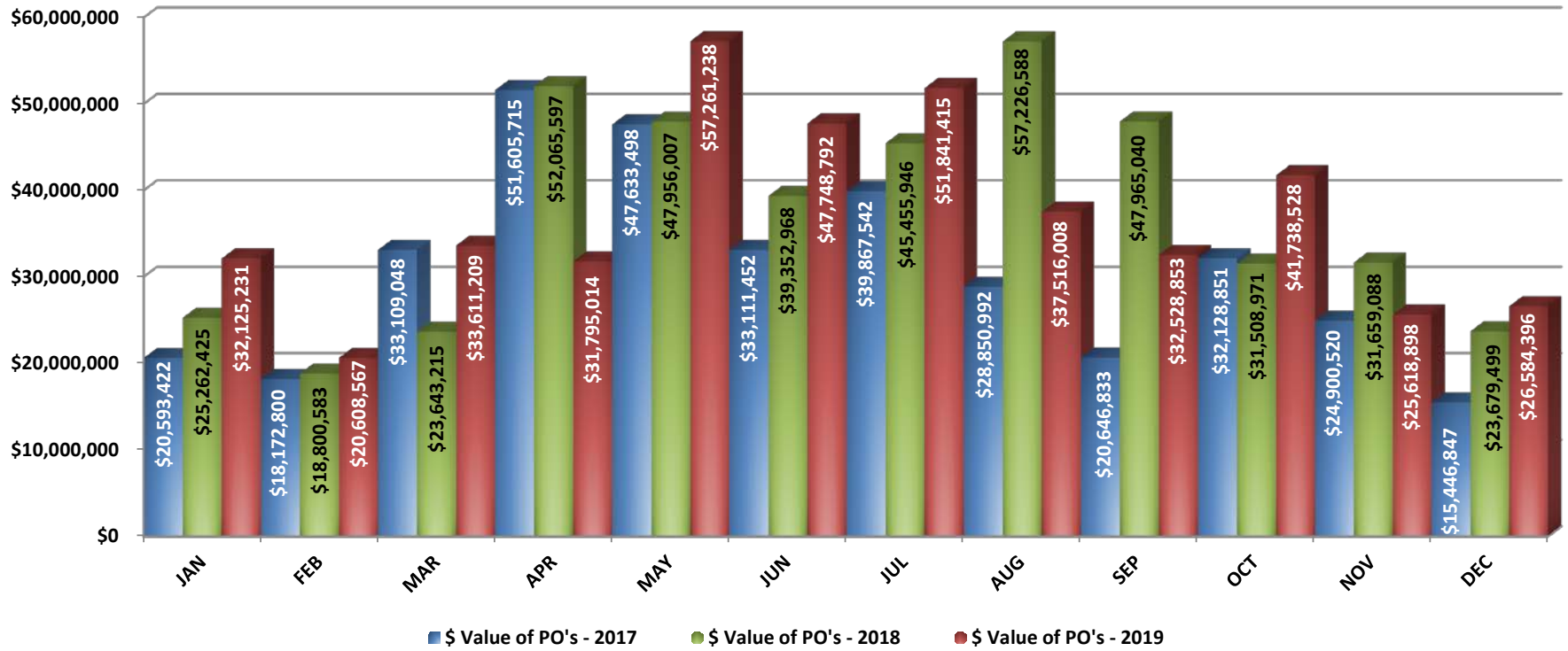
STARS Reporting 1/2/20



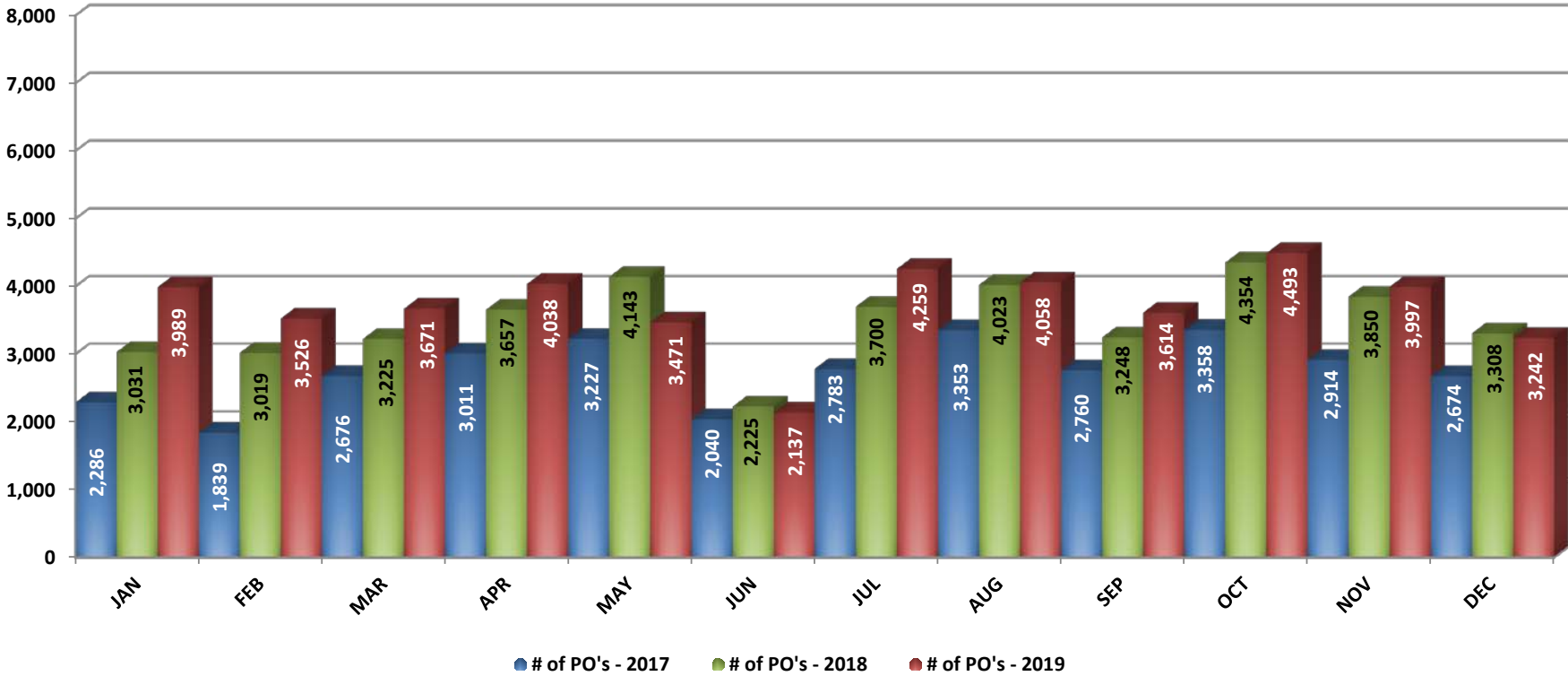
2019 DAS PROCUREMENT CONTRACT PAYMENTS TOP 50 SUPPLIERS



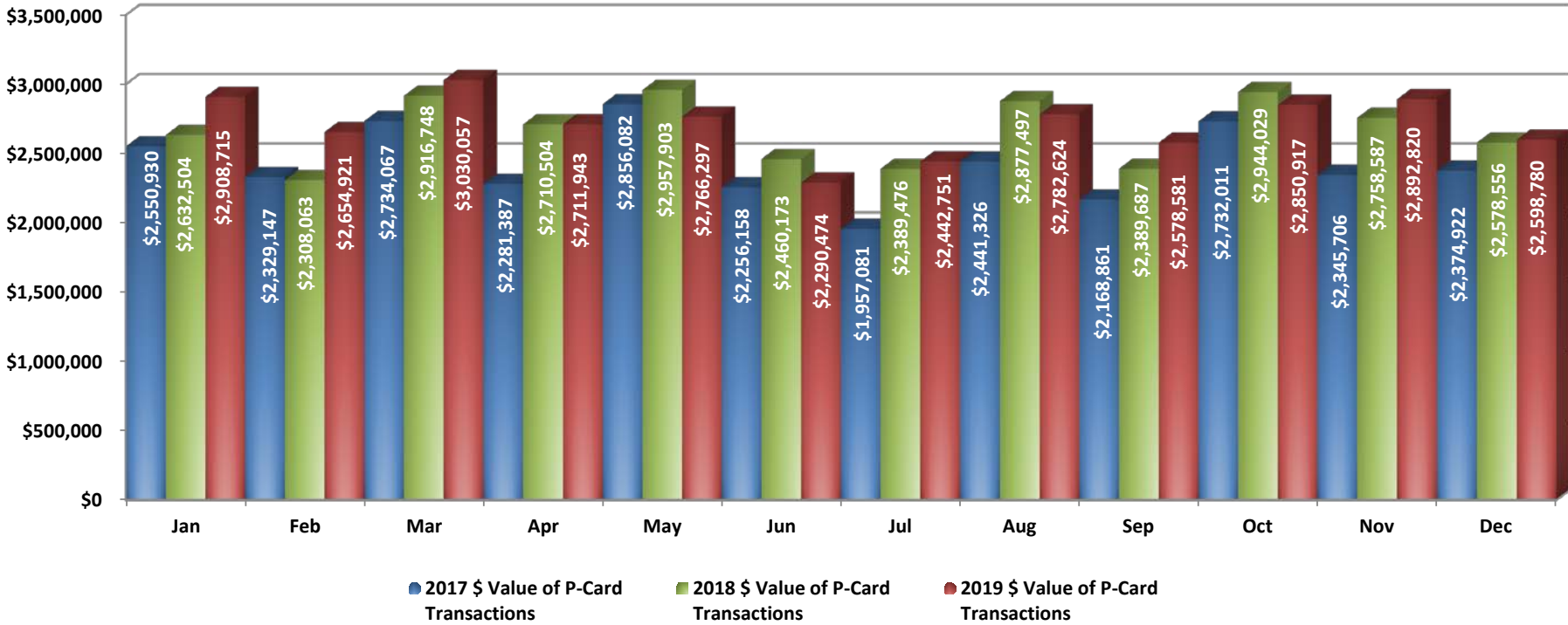
Dollar Value of PO Transactions 2017-2019



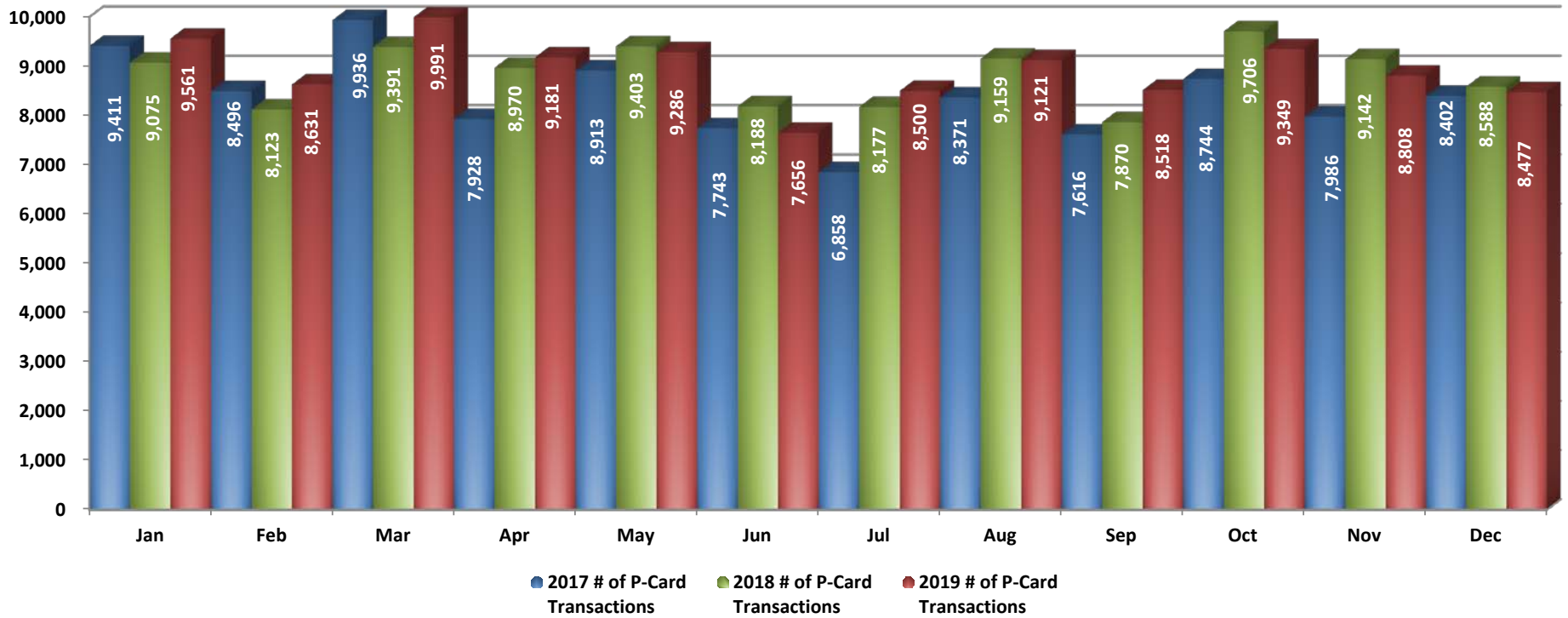
Number of PO Transactions 2017-2019



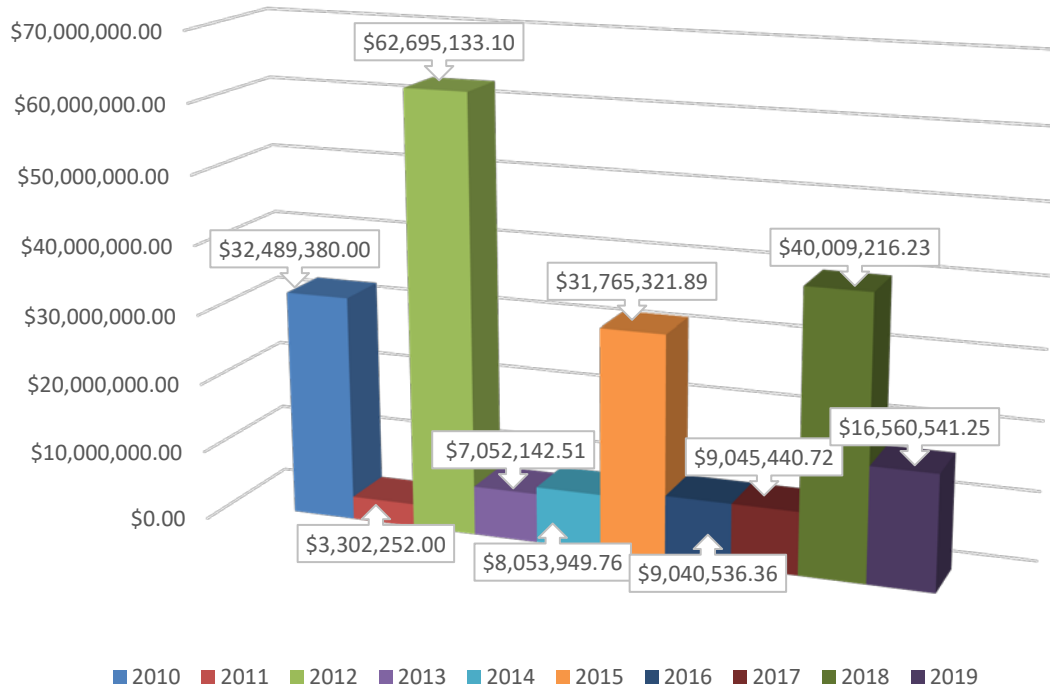
Dollar Value of P-Card Transactions 2017 - 2019



Number of P-Card Transactions 2017 through 2019



SAVINGS ACHIEVED FROM DAS CONTRACTS AWARDED 2010-2019

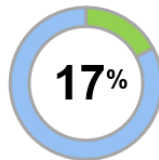




Reverse Auction Summary:

Overall results

Total Events
9



Average Savings

Total Spend
\$50M

Road Salt
Office Supplies, toner and cut sheet
Dairy products
Footwear for Corrections
Food Distribution
Vegetation equipment
IT aggregate hardware
Food service supplies
Complete in-place installation and removal of guide rail and impact attenuation system

Event Summary:

Road Salt

Baseline spend of \$14.6M with 5 bidders participating, resulting in 727 bids.

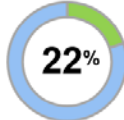
\$2.9M
saved



Office Supplies

Baseline spend of \$5.1M with 5 bidders participating, resulting in 1960 bids.

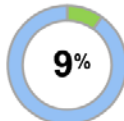
\$1.1M
saved



Dairy Products

Baseline spend of \$2.8M with 2 bidders participating.

\$251K
saved



**Vegetation Equipment –
Chippers, Grinders**

Baseline spend of \$1.0M with 4 bidders participating, resulting in 88 bids.

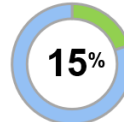
\$100K
saved



Food Distribution

Baseline spend of \$16M with 3 bidders participating.

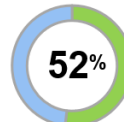
\$2.4M
saved



**IT Hardware – Laptops,
Desktops, Displays**

Baseline spend of \$2.7M with 3 bidders participating, resulting in 653 bids.

\$1.4M
saved



Food Supplies

Baseline spend of \$1.5M with 3 bidders participating, resulting in 394 bids.

\$152K
saved



Footwear for Correction

Baseline spend of \$360K with 2 bidders participating.

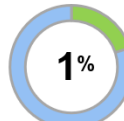
\$64K
saved



**Complete in-place installation
and removal of guide rail and
impact attenuation system**

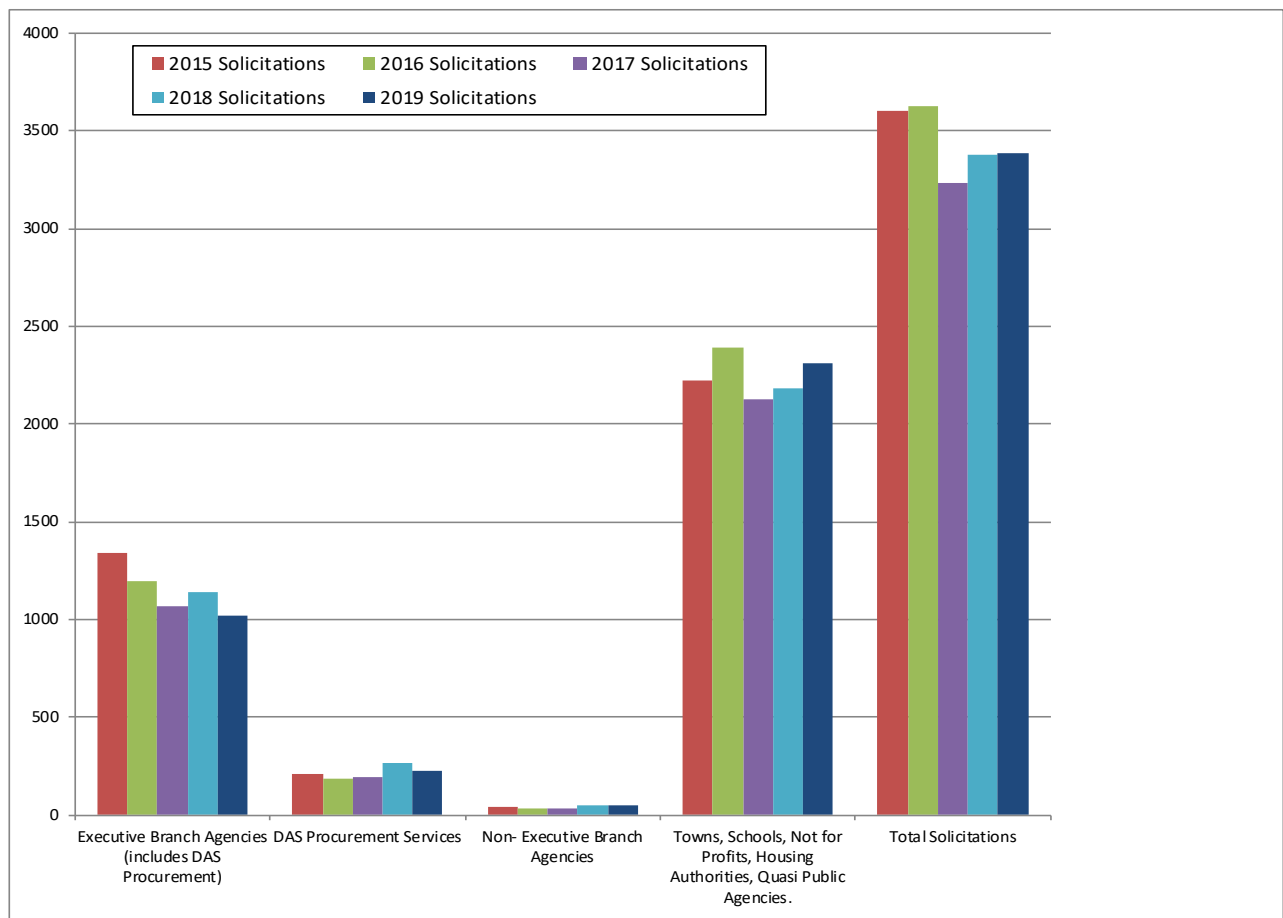
Baseline spend of \$5.64M with 2 bidders participating.

\$10K
saved



State Contracting Portal Annual Solicitation Summary 2019

Organization Type	2015 Solicitations	2016 Solicitations	2017 Solicitations	2018 Solicitations	2019 Solicitations	% (+/-) Change 2018 - 2019
Executive Branch Agencies (includes DAS Procurement)	1338	1198	1072	1138	1019	-10.46%
DAS Procurement Services	210	188	194	263	227	-13.69%
Non- Executive Branch Agencies	41	36	37	54	50	-7.41%
Towns, Schools, Not for Profits, Housing Authorities, Quasi Public Agencies.	2219	2389	2127	2186	2313	5.81%
Total Solicitations	3598	3623	3236	3378	3382	0.12%

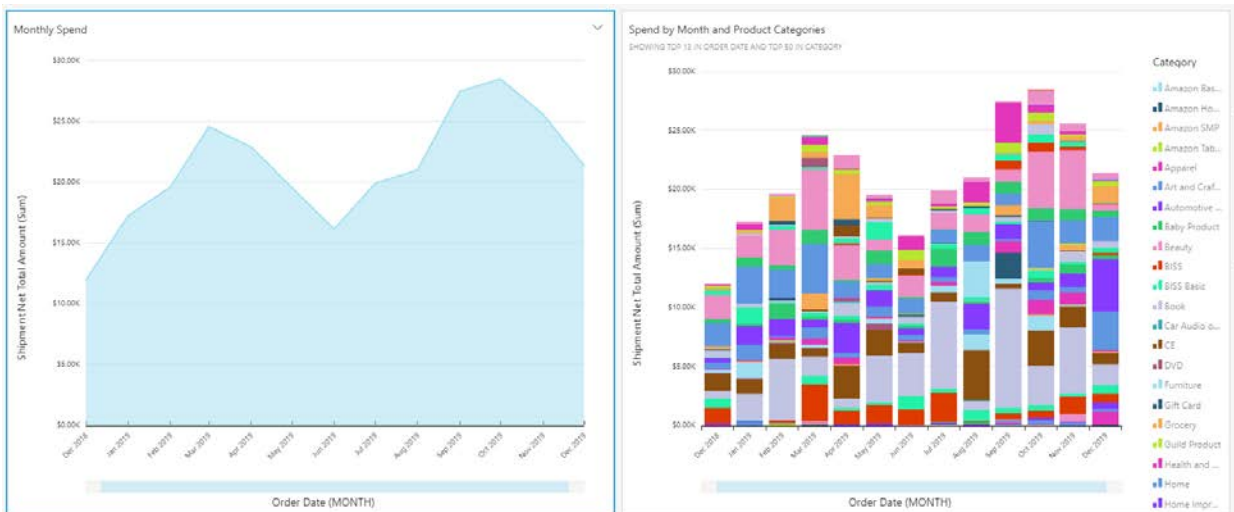
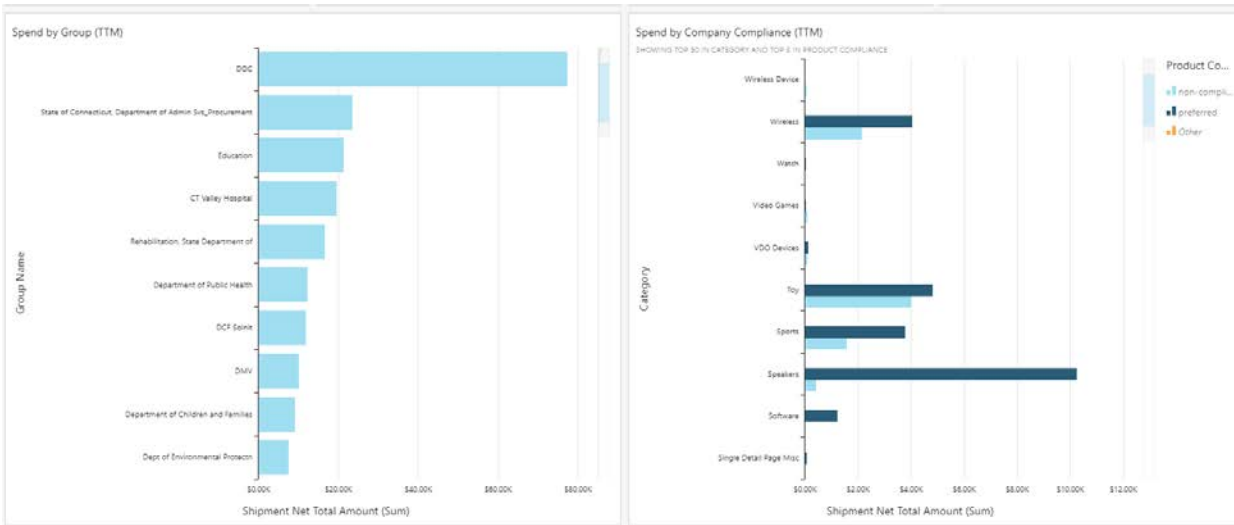


Total number of registered subscribers receiving the daily email notification	17165
Organizations statewide utilize the State Contracting Portal	587
Users of State Contracting Portal System	1579

amazon business

2019 ANALYTICS (SMALL, NON-CONTRACT SPEND)

Total Spend (TTM)	Number of orders (TTM)	Average Order Size (TTM)	Number of Items (TTM)
\$275,769.77	1,598	\$173	2,969



NASPO VALUEPOINT COOPERATIVE CONTRACTS

CONNECTICUT SPEND ANALYTICS

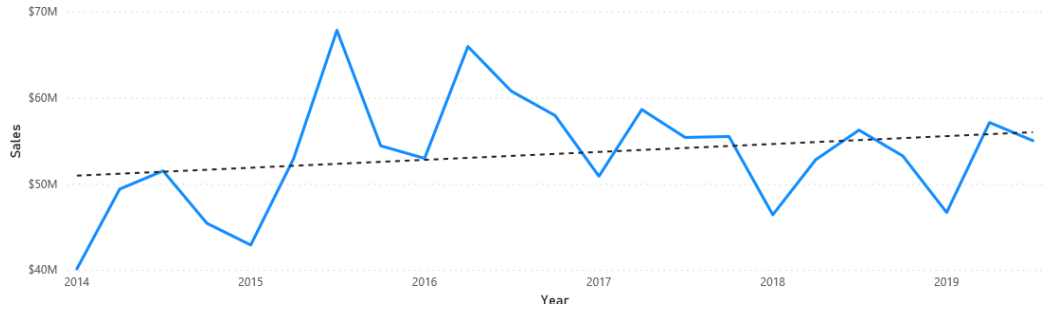


Summary Total Sales

\$1.23bn
Total Sales

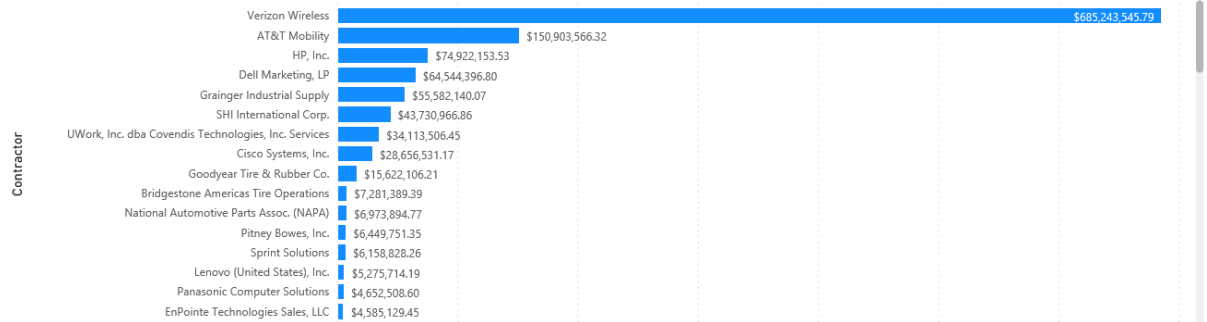
72
Contractors

1
States



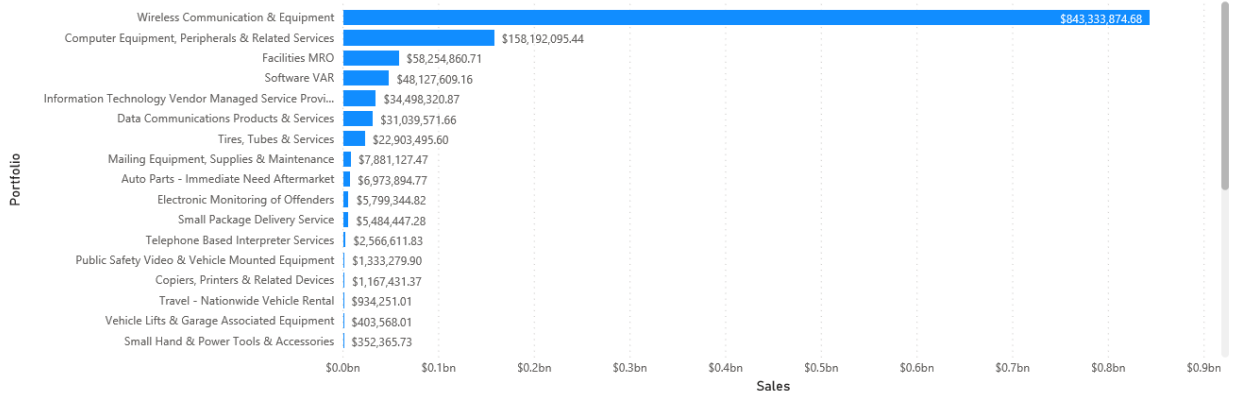
TOP 20 CONNECTICUT SALES BY NASPO VALUEPOINT CONTRACTORS:

Sales by Contractor

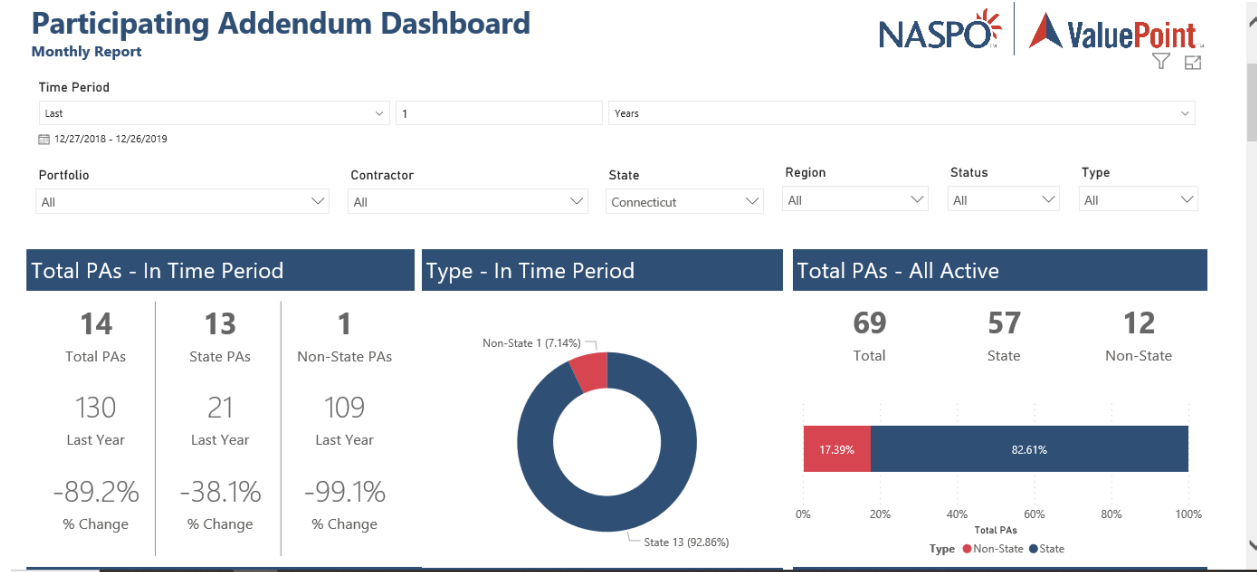


TOP 20 CONNECTICUT SALES BY PORTFOLIO/CATEGORY:

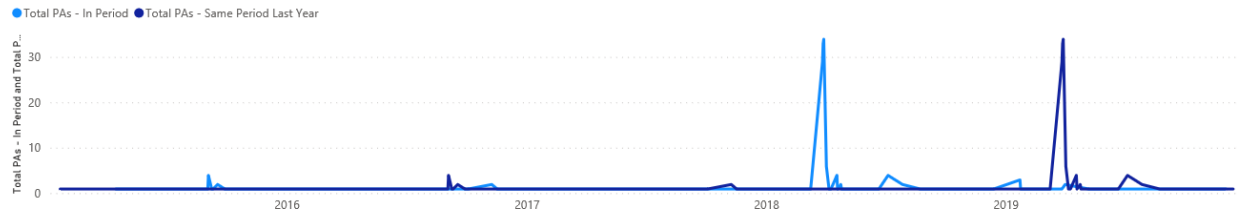
Sales by Portfolio



Total Connecticut Participating Addendums, 2019:



Total Connecticut Participating Addendums, Last 5 Years:



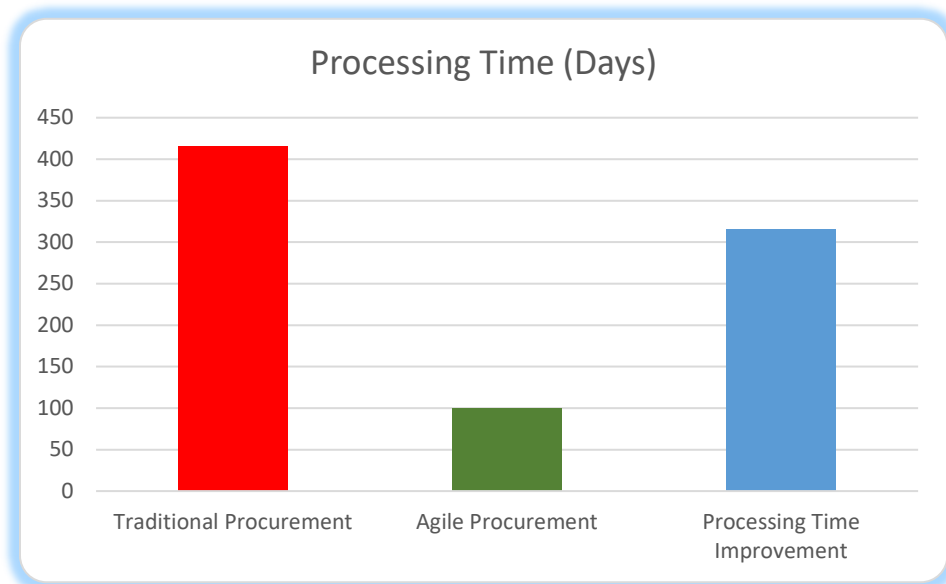
IT PROCUREMENT 2019 LEAN ACTIVITIES

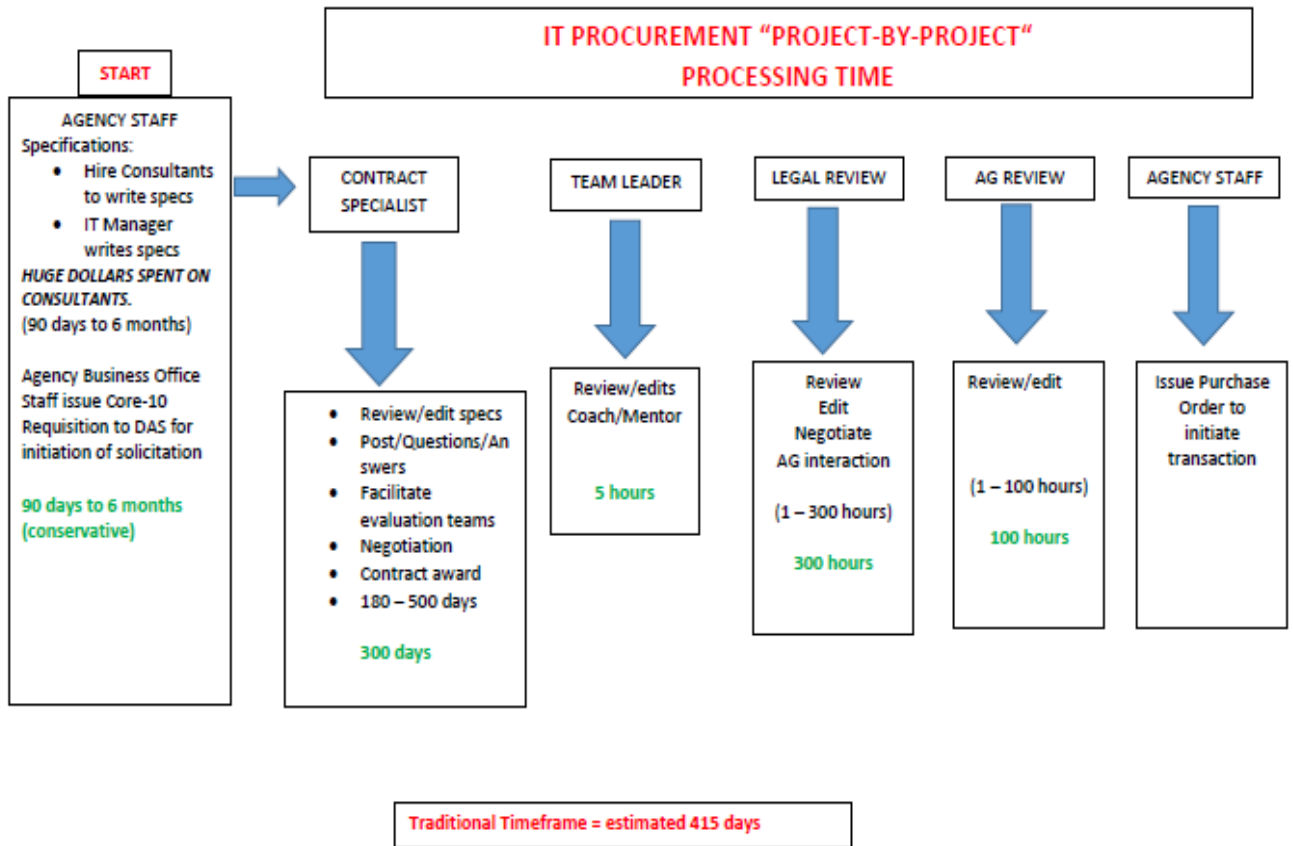
Overview

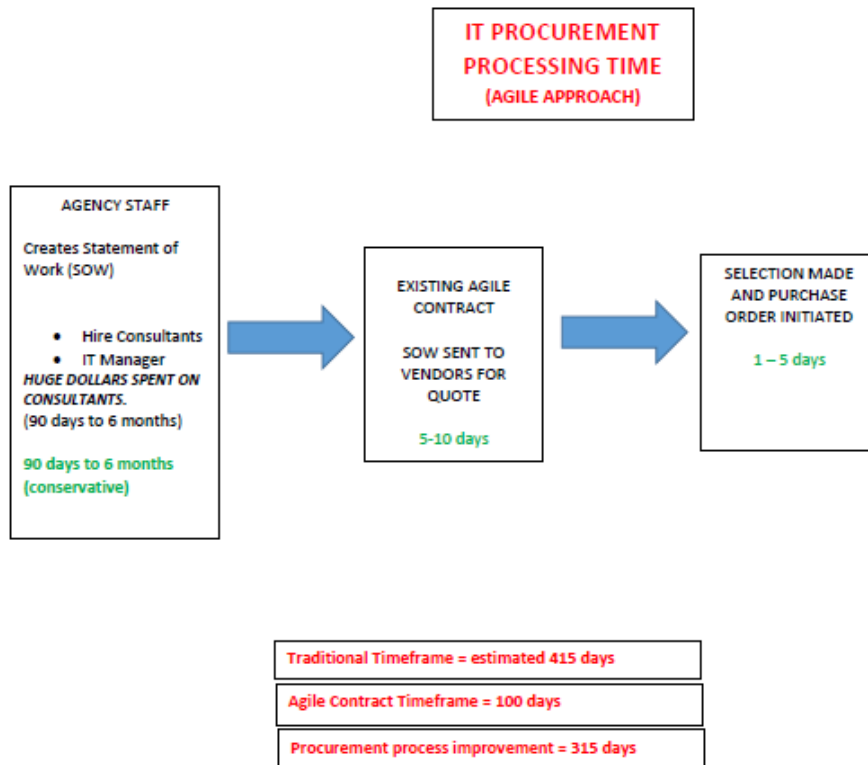
The DAS Procurement IT Team has made successful strides in bringing access to IT Procurement solutions and processes into modern-day agile opportunities. We've transitioned away from individual agency contracts (project-by-project) and have begun to transition to more flexible, agile purchasing that allows agencies to pursue their technology needs through existing statewide contracts with a specific Statement of Work. This change has resulted in savings reflective of labor savings, processing time, and allows for faster access to the procurement of current technologies. There are currently three existing agile contracts, and two contracts currently pending award, that provide access to IT solutions that have statewide impact as well as an opportunity for cities and towns to benefit from the use of these contracts. Further development of templates, customer outreach and training will be a continued focus essential to the continued and successful transition to a culture that takes advantage of agile environments.

Analytics

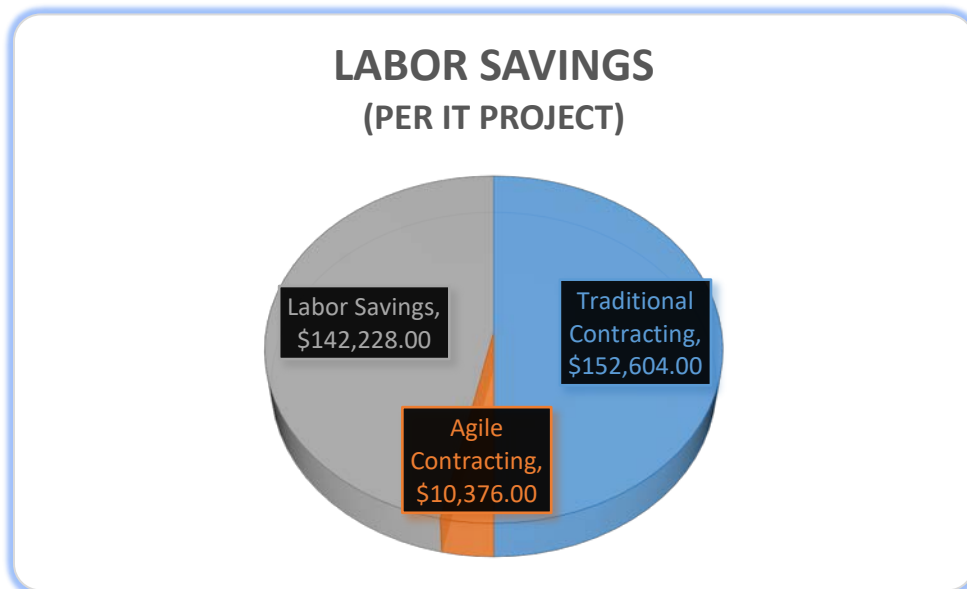
1. Processing Time Improvements through Agile contracts.

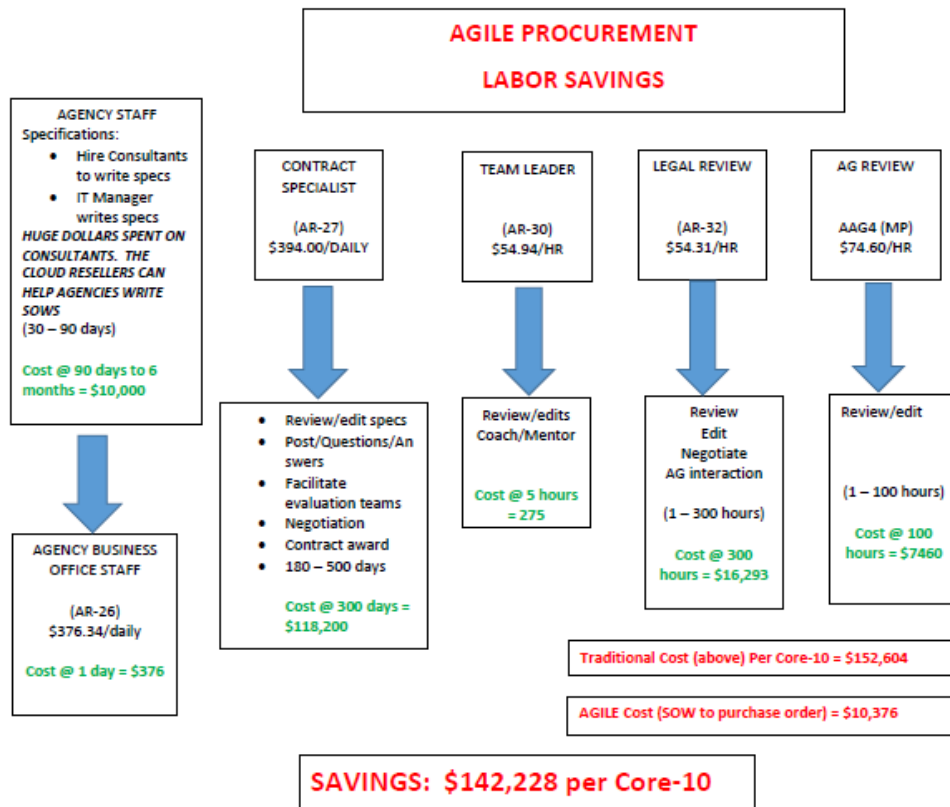




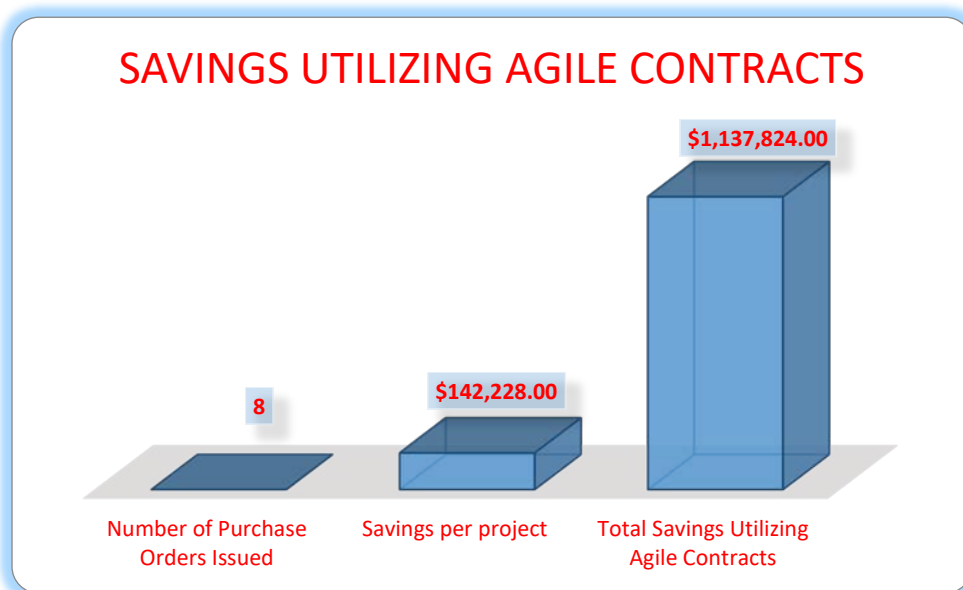


2. Labor Savings Utilizing Agile Contracts (per IT project)

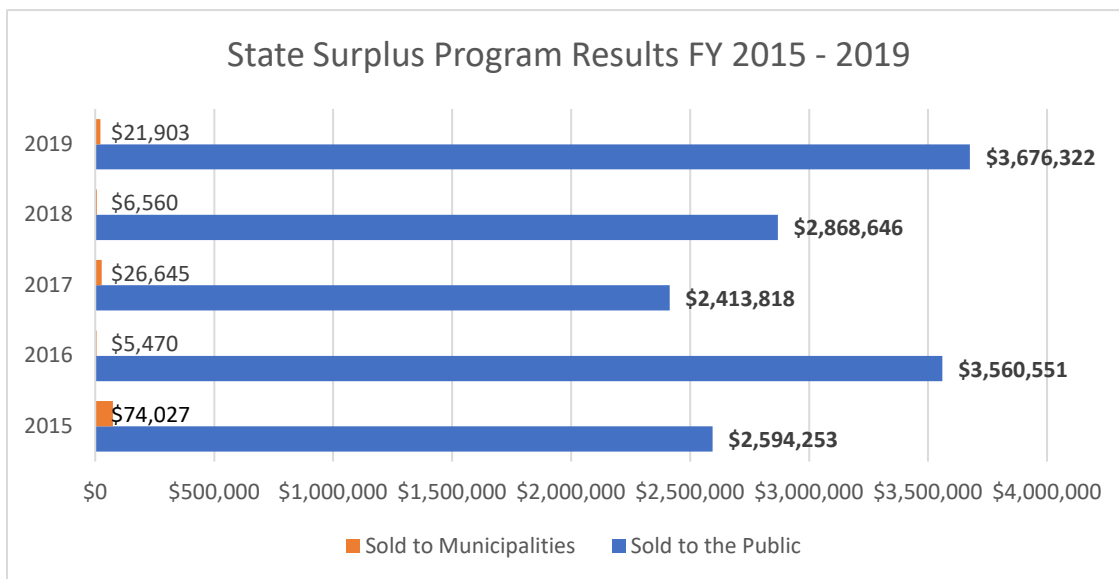
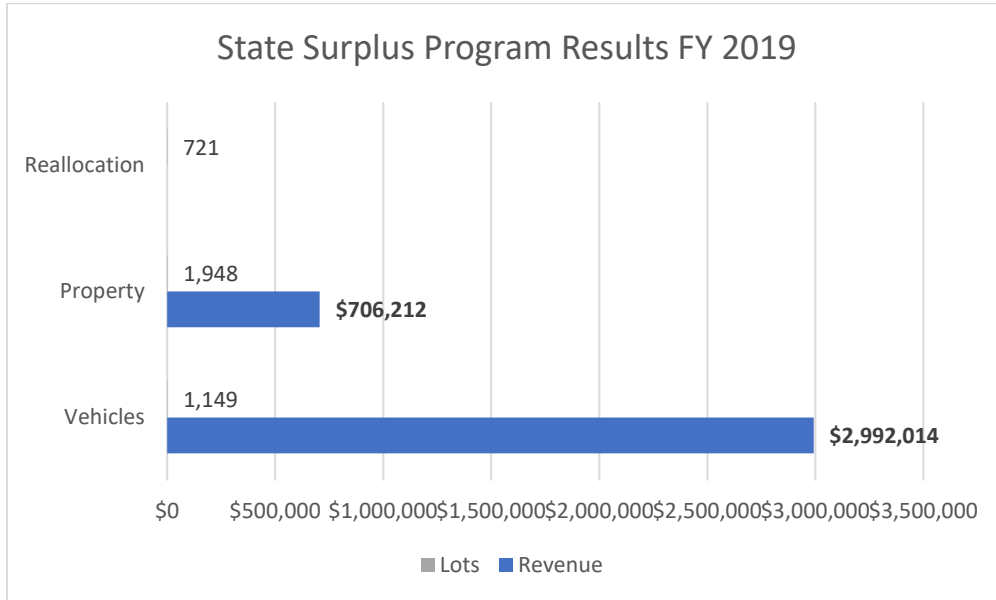




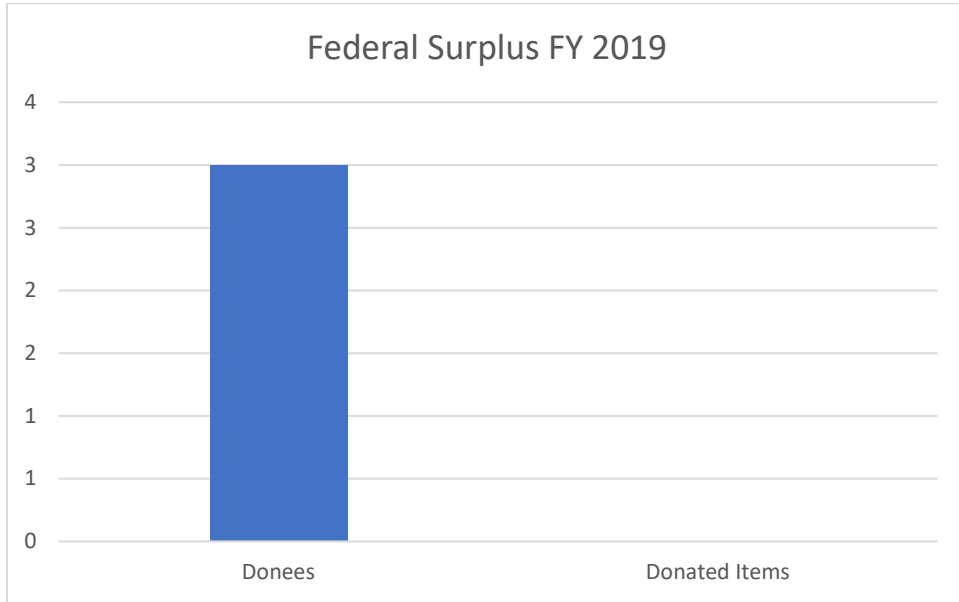
3. Time and Labor Savings utilizing Agile contracts



State Surplus Program

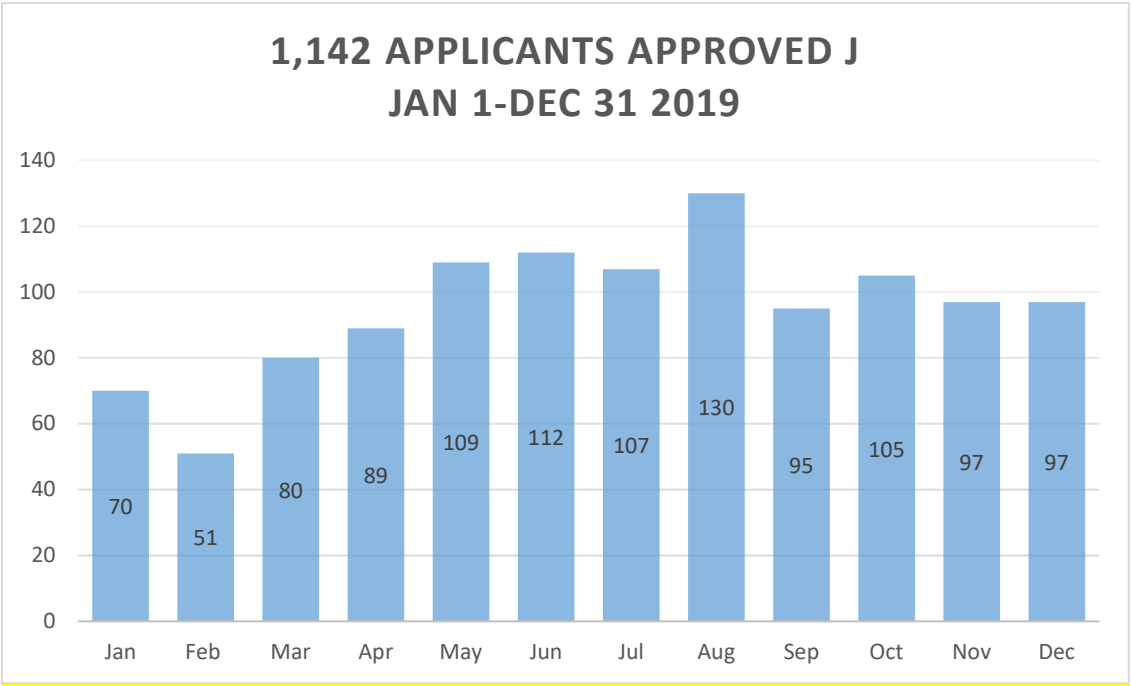
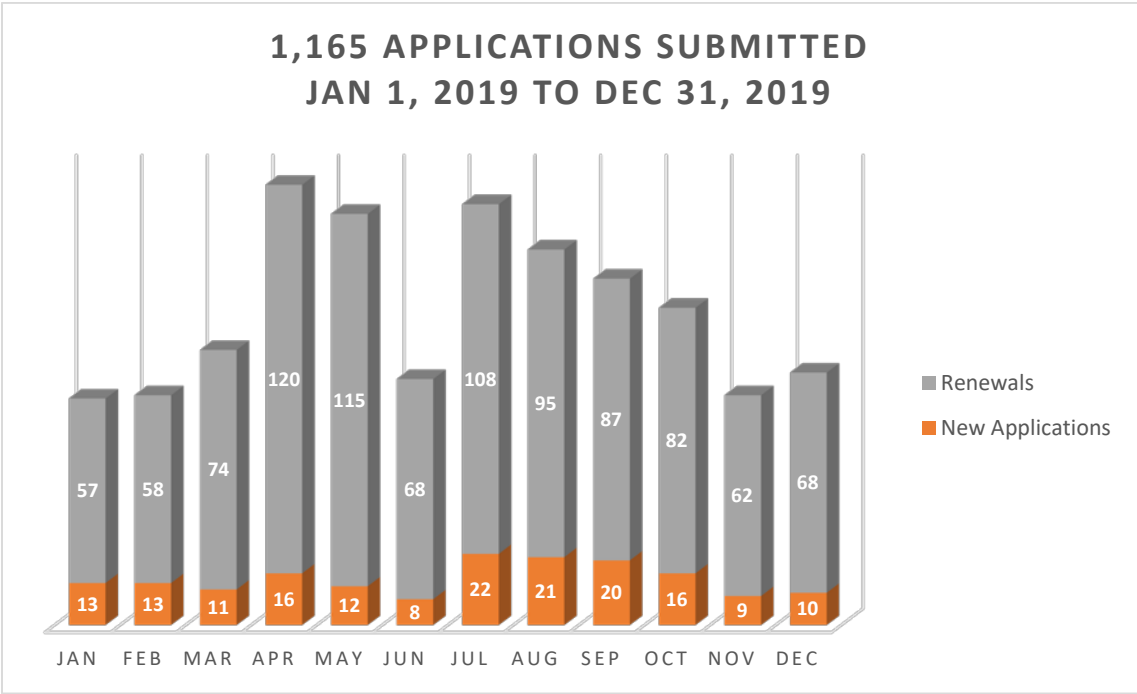


FEDERAL SURPLUS PROGRAM



Supplier Diversity Program

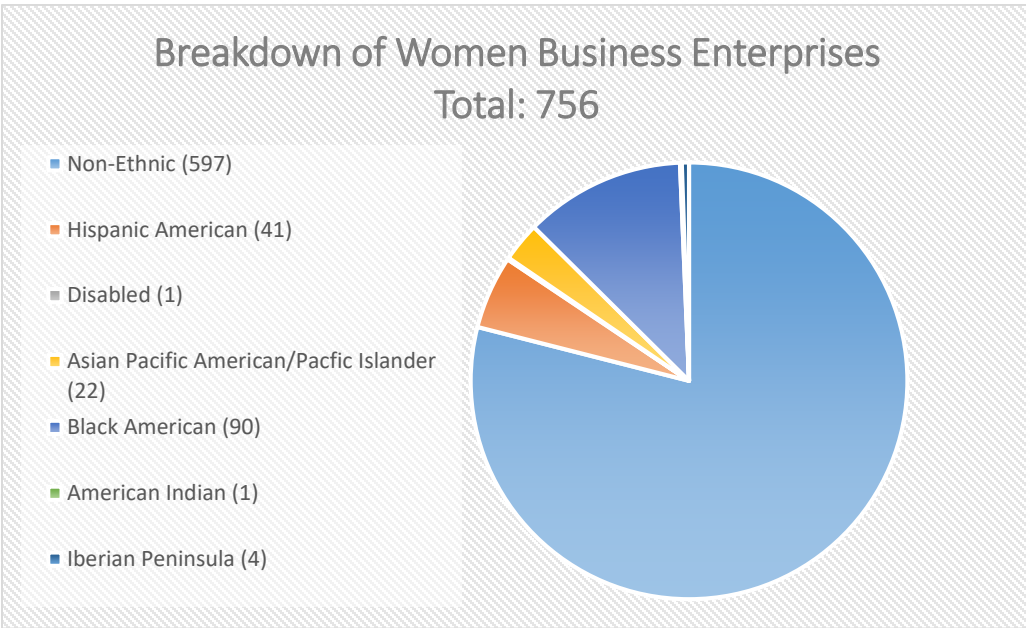
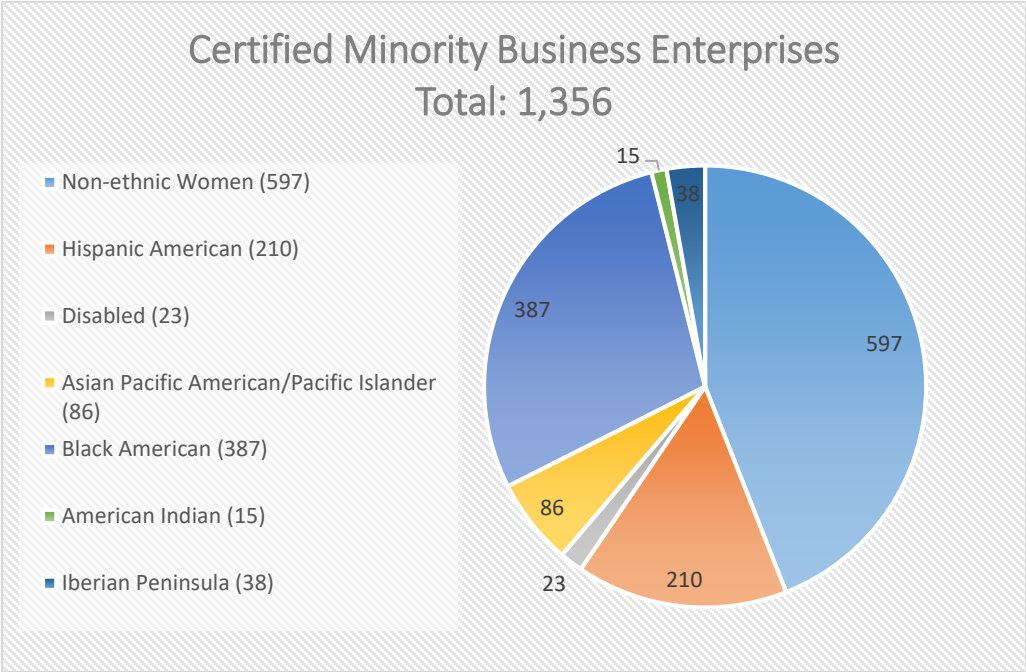
2019 Program Statistics



SBE/MBE Certification - Totals

The total number of SBE/MBE’s holding a current certification in the State of Connecticut program in 2019. Note: ***The Minority Business Enterprises Certifications are extracted from the total Small Business Enterprises Certifications).***

Total Small/Minority Business Certifications	2531	
Total Minority Business Certifications	1356	Approximately 54% of total certified companies



Small/Minority Business Annual Goal Setting Program:

July 1, 2018 to June 30, 2019

CGS 4a-60g requires each state agency and each political subdivision of the state to submit annual SBE/MBE goal setting reports. DAS Supplier Diversity Office receives and reviews state agency/political subdivision reports, establishing, Small/Minority Business spending goals each *fiscal* year.

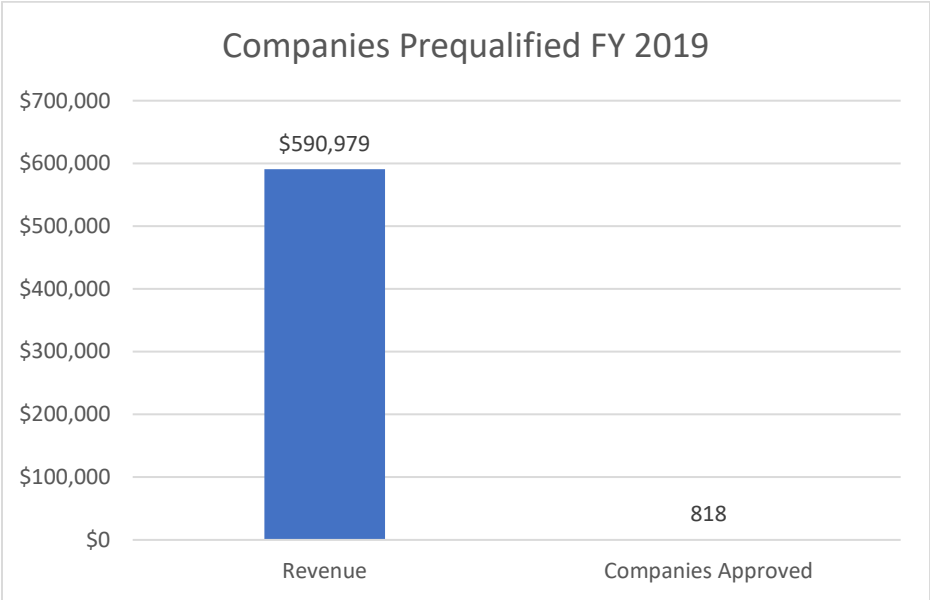
State Agencies reported \$302,228,310 spend with all Small Business Enterprise in *fiscal* year 2019, and \$123,304,804 spend with Minority Business Enterprise in *fiscal* year 2019. (Note: *Minority Business Enterprises spend is extracted from the total Small Business Enterprises spend*).

- 97% of state agencies provided reports in fiscal year 2019.

Political Subdivision reported \$ 1,877,143 spend with all Small Business Enterprise in fiscal year 2019, and \$1,504,692 spend with Minority Business Enterprise in fiscal year 2019. (Note: *Minority Business Enterprises spend is extracted from the total Small Business Enterprises spend*).

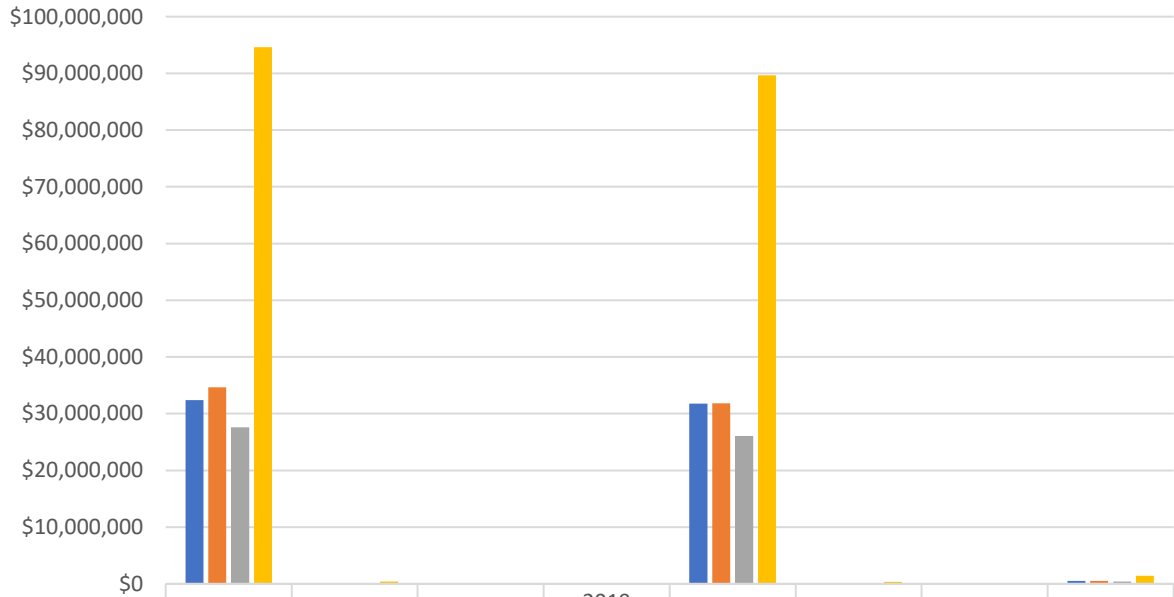
- 58% of political subdivision's provided reports in fiscal year 2019.

CONSTRUCTION CONTRACTOR PREQUALIFICATION PROGRAM



P-Card Program

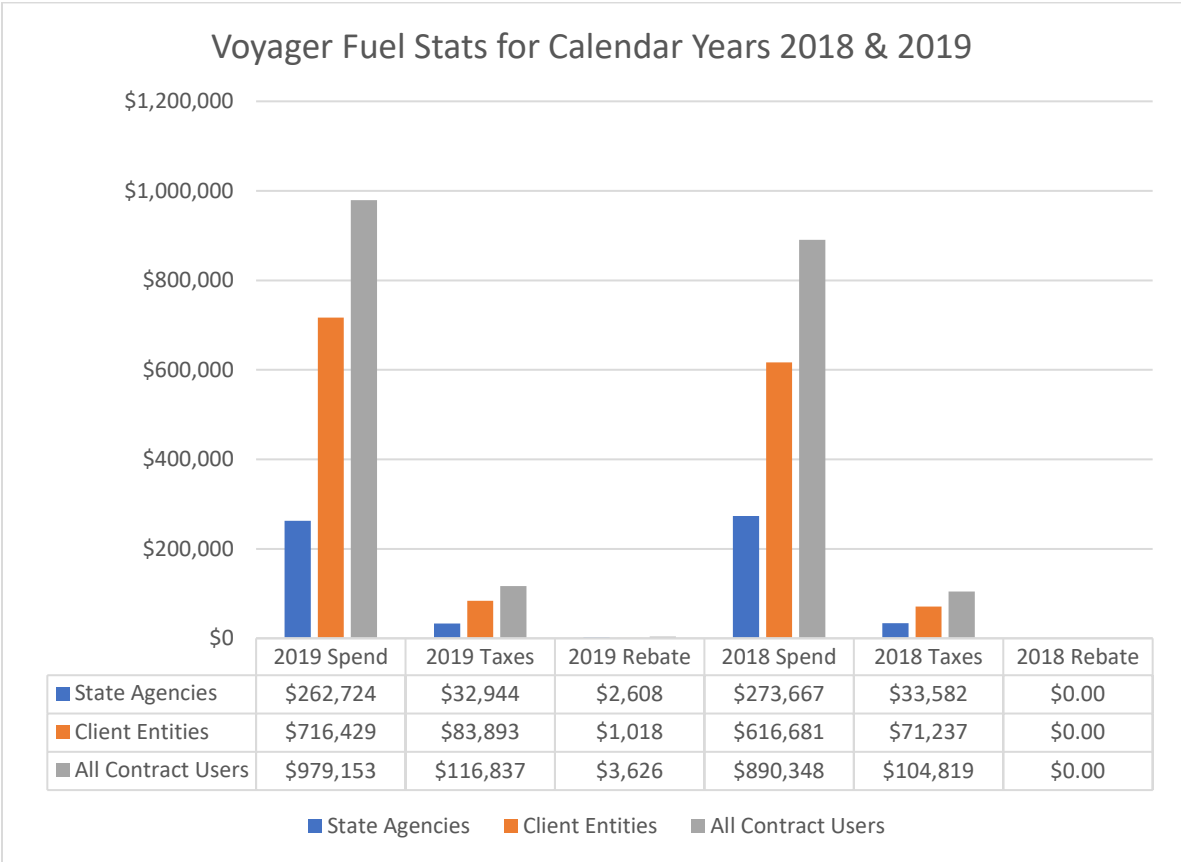
P-Card Stats for Calendar Year 2018 and 2019



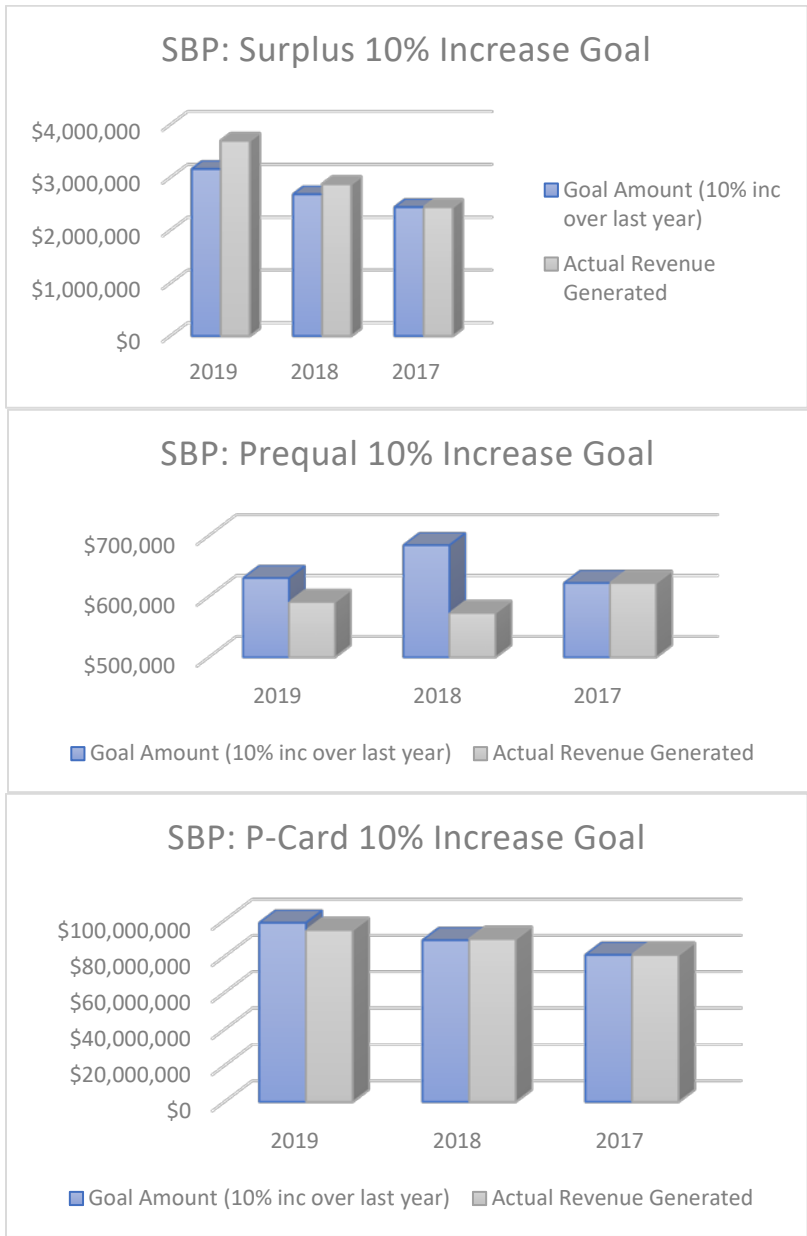
	2019 Spend	2019 Transactions	December 2019 Card Count	2019 Rebate calculated in March 2020	2018 Spend	2018 Transactions	December 2018 Card Count	2018 Rebate
■ State Agencies: Executive Branch	\$32,405,604	\$107,107	1,432		\$31,777,569	\$105,501	1,400	\$512,389
■ State University Programs (including Uconn Health Center & 2 add. Uconn programs)	\$34,634,327	\$126,833	2,021		\$31,804,214	\$118,909	1,609	\$514,137
■ Municipality & Not-for-Profit	\$27,593,630	\$151,451	2,291		\$26,104,516	\$145,126	2,059	\$408,427
■ Total spend for calendar year	\$94,633,561	\$385,391	5,744		\$89,686,299	\$369,536	5,068	\$1,434,953

- State Agencies: Executive Branch
- State University Programs (including Uconn Health Center & 2 add. Uconn programs)
- Municipality & Not-for-Profit
- Total spend for calendar year

Fuel Card Program



Procurement Program Revenue Goals (increase by 10% each year)



EMPLOYEE HOUSING PROGRAM – RENTALS TO STATE EMPLOYEES

