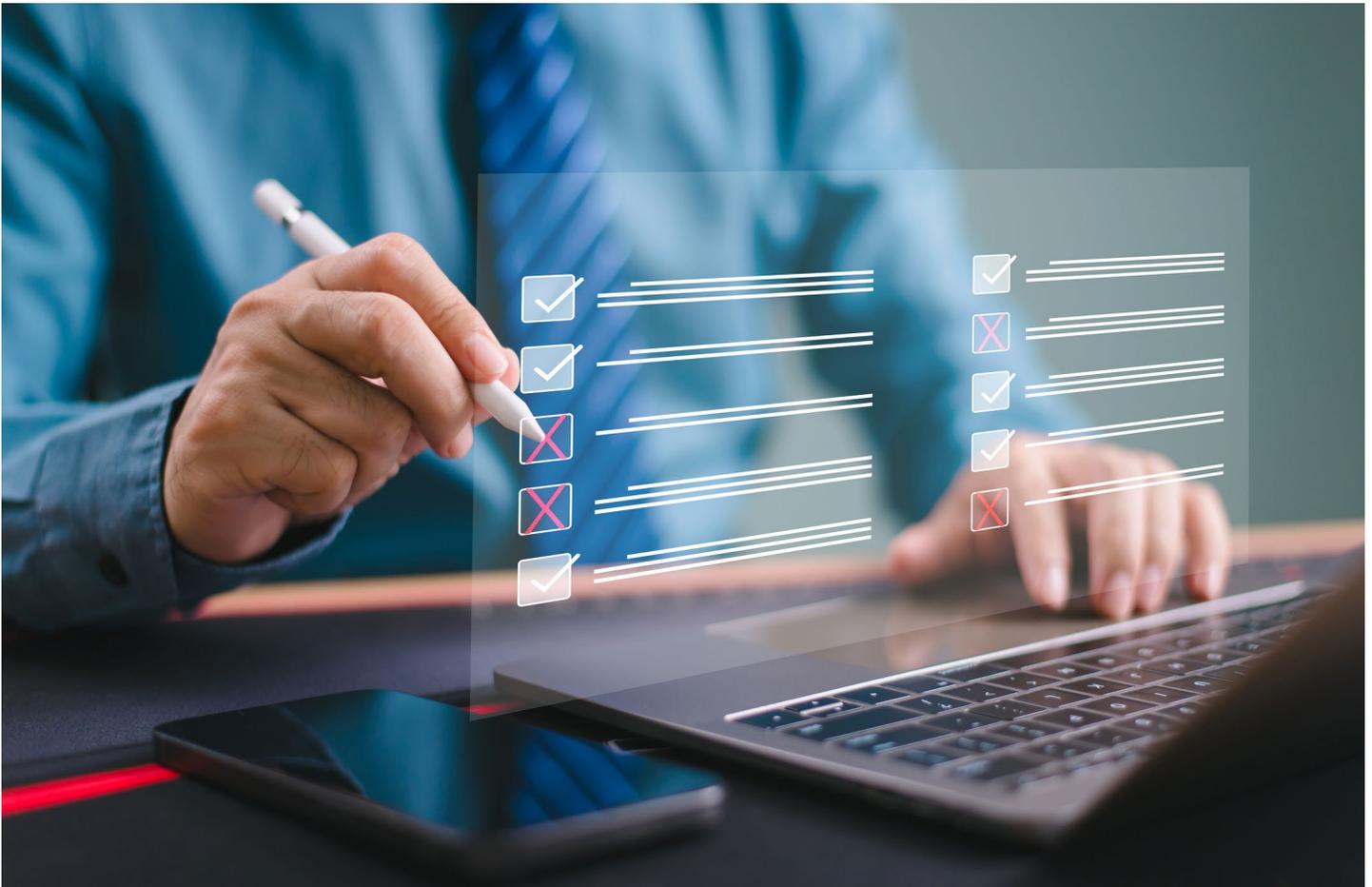


2024 Survey of State Practices Report



ABOUT THE SURVEY

The Survey of State Procurement Practices shares the existing practices and legal requirements for the 50 states, three territories, and the District of Columbia, comprising the National Association of State Procurement Officials (NASPO). This report seeks to be a comprehensive knowledge base for public procurement professionals and those interested in advancing the critical government function.

This year's survey was revised to better capture the most relevant data from the practices of the modern procurement office and reflect engagement with emerging issues and technology. This is intended to provide a baseline of statistical information against which future data can be compared to identify the changes in the roles, responsibilities, and practices of state procurement offices and officials in the years to come.

For the purposes of this report, the term "state" will be used to refer to any responding state, territory, or jurisdiction. Chief Procurement Officials (CPOs) in 45 member states participated in the online survey, and 39 states completed all or nearly all questions, with another six member states offering responses to a portion of questions. Survey findings presented in this report reflect laws, regulations, policies, and practices as collected from July until December of 2024. This report summarizes the responses to the 2024 survey.

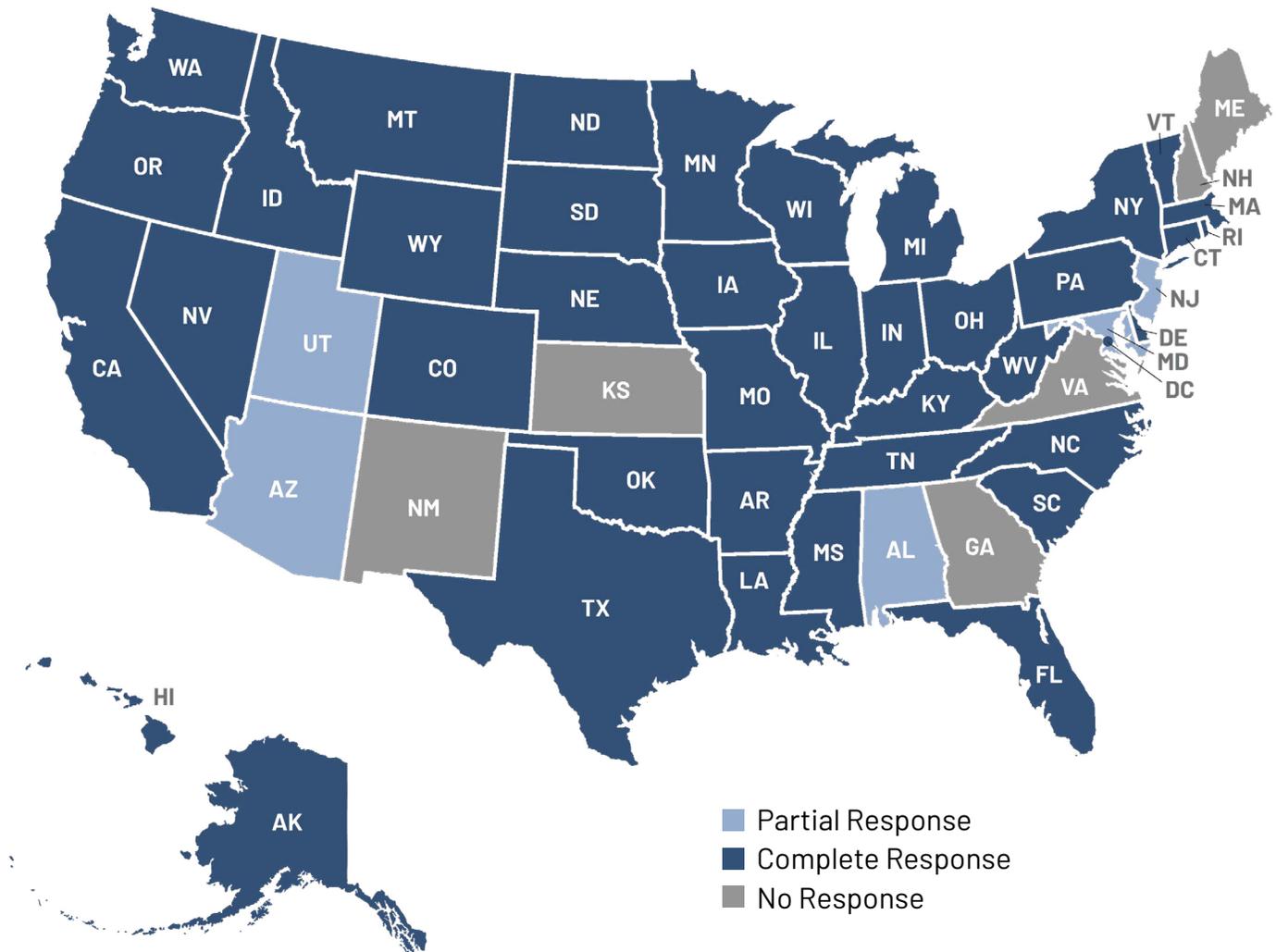
To see a copy of the 2024 survey and all submitted responses in their entirety, or access previous surveys and reports, you can visit the [Survey of State Practices](#) page on the NASPO website. For questions or more details concerning any of the topics covered in this report, please reach out to research@naspo.org.

Procurement plays a critical role by supporting government functions to improve the lives of citizens. Emerging technologies, evolving security threats, and the frequency of natural disasters and other emergencies present critical challenges for our members and immense pressure on their work. With that in mind, NASPO is extremely grateful to those who were able to participate in this survey.

This report provides summarized information and response data from the following topical areas covered by the survey:

- [State Procurement Programs, Policies, and Initiatives \(4\)](#)
- [Procurement Modernization \(6\)](#)
- [Procurement Authority \(10\)](#)
- [Training and Certification \(16\)](#)
- [Chief Procurement Officer \(17\)](#)
- [Funding and Fees \(20\)](#)
- [Cooperative Contracting \(23\)](#)
- [Solicitation and Contracting Practices \(25\)](#)
- [Protests and Claims \(34\)](#)
- [eProcurement \(35\)](#)

PROCUREMENT OFFICE PARTICIPATION



THE REPOSITORY OF STATE PRACTICES

In 2022, NASPO introduced the [Repository of State Practices](#) (RoSP). Originally built of response data from previous Surveys of State Practices, the RoSP is a database of state procurement statutes, regulations, and policies covering 24 topics. Maintaining the RoSP allows NASPO's researchers to reduce the length of this biennial survey and tailor the questions to the more contemporary interests of our membership. Throughout this report, you will also see some data from the RoSP to supplement the survey response data and provide a more robust and comprehensive look at practices among the states.

STATE PROCUREMENT PROGRAMS, POLICIES, & INITIATIVES

SUSTAINABLE PURCHASING

Thirty-two states (71.1% of survey respondents) reported having at least one sustainable purchasing initiative. These results are explained below. For further information on the “other sustainable purchasing initiatives,” see the complete responses in the Appendix (39).

**Has your state implemented any of the following sustainable purchasing programs or initiatives?
(select all that apply)**



Answer	%	Count
Statewide contracts offering green products and services	81.25%	26
Green purchasing policy or program	50.00%	16
Executive Order mandating green purchasing/sustainability initiatives and goals	37.50%	12
Set-asides or price preferences for green products and services	25.00%	8
Other (please describe your green purchasing program or initiative)	25.00%	8

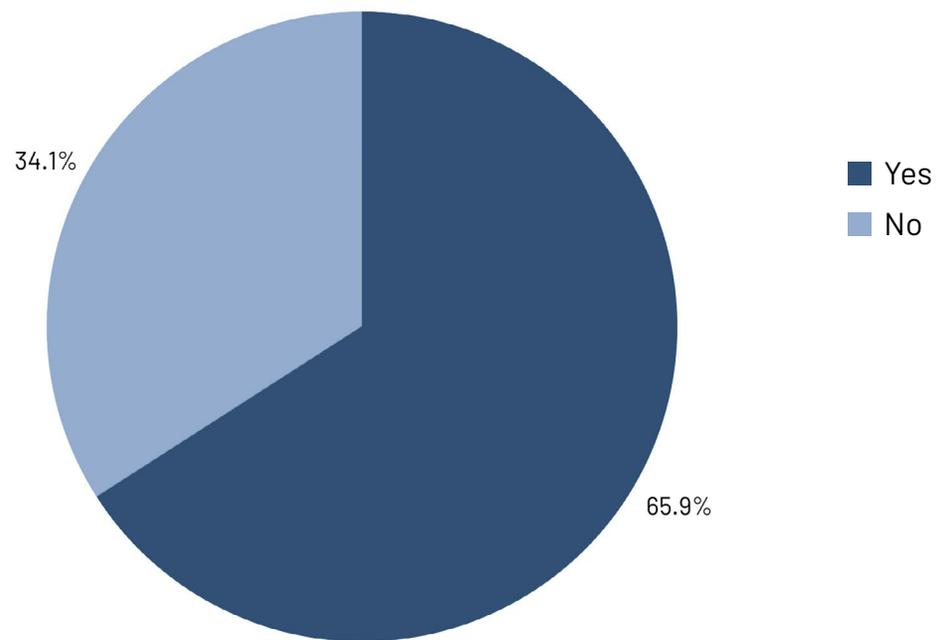
Total Question Respondents

32

SUPPLIER DIVERSITY

Twenty-nine states (65.9% of respondents) reported having a supplier diversity initiative. For more information about the supplier diversity initiatives of respondents, please see the response data in the Appendix (39).

Has your state implemented a supplier diversity initiative?



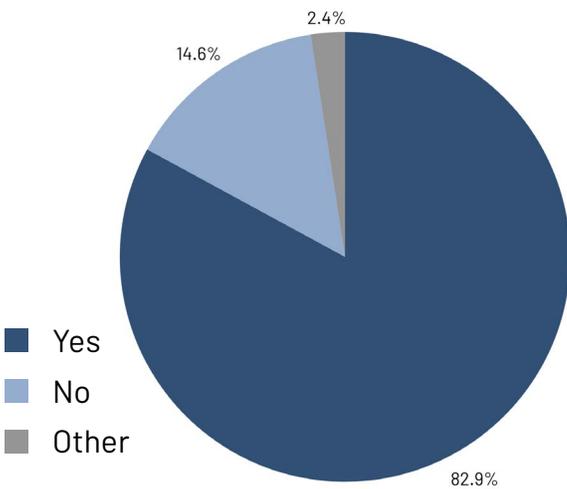
Answer	%	Count
Yes (please describe)	65.90%	29
No	34.10%	15
Total Question Respondents	100%	44

PROCUREMENT MODERNIZATION

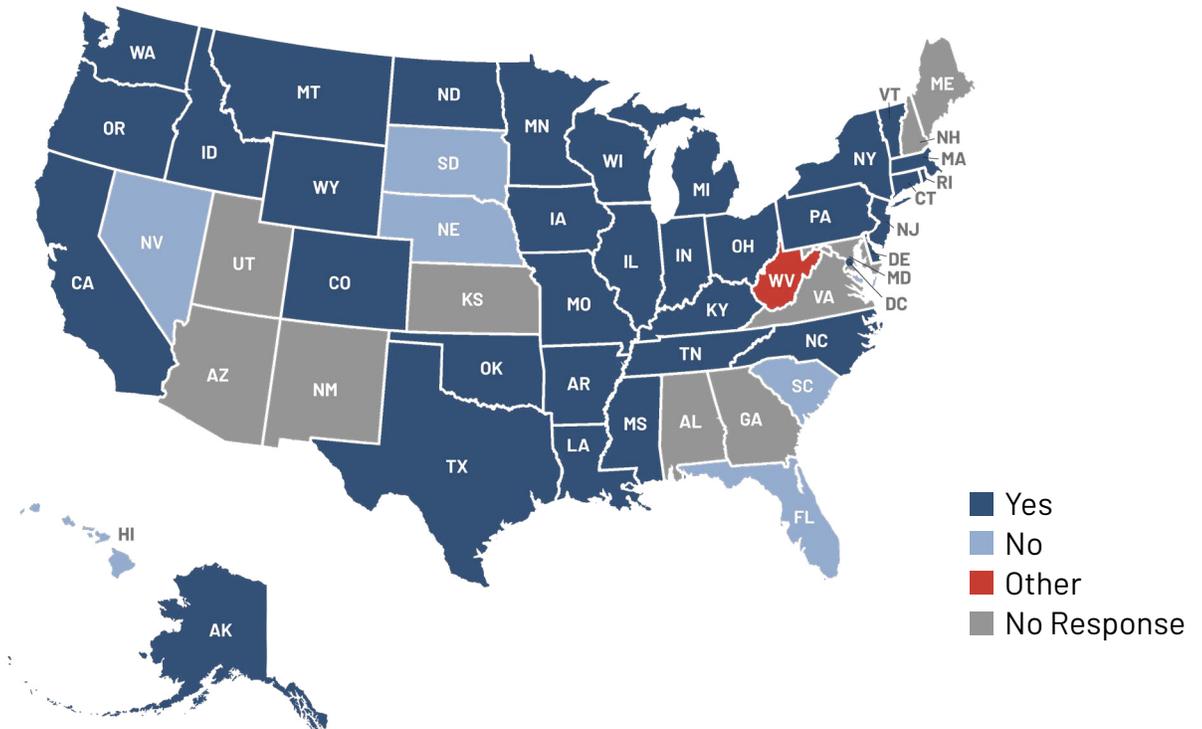
REMOTE/HYBRID WORK

The prevalence of remote work increased during the Covid-19 pandemic. In the aftermath, the adoption of remote work and hybrid remote/in-office policies among public entities has remained popular, though under some scrutiny. In the 2024 survey, 83% of responding state procurement offices reported having an established remote or hybrid work policy. Most respondents described a hybrid or flexible schedule with personnel working remotely 2 or 3 days a week. More response information about these policies can be found in the Appendix (42).

Does your office have a remote or hybrid work policy for some portion of procurement staff?



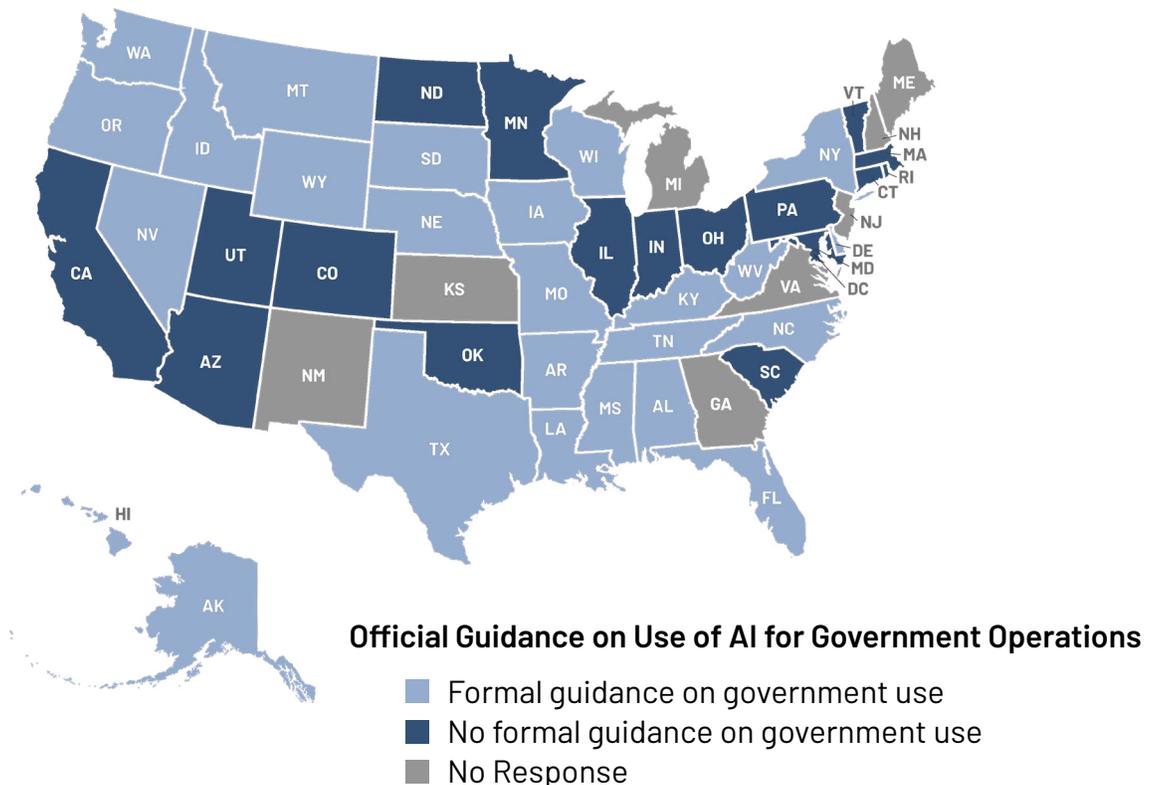
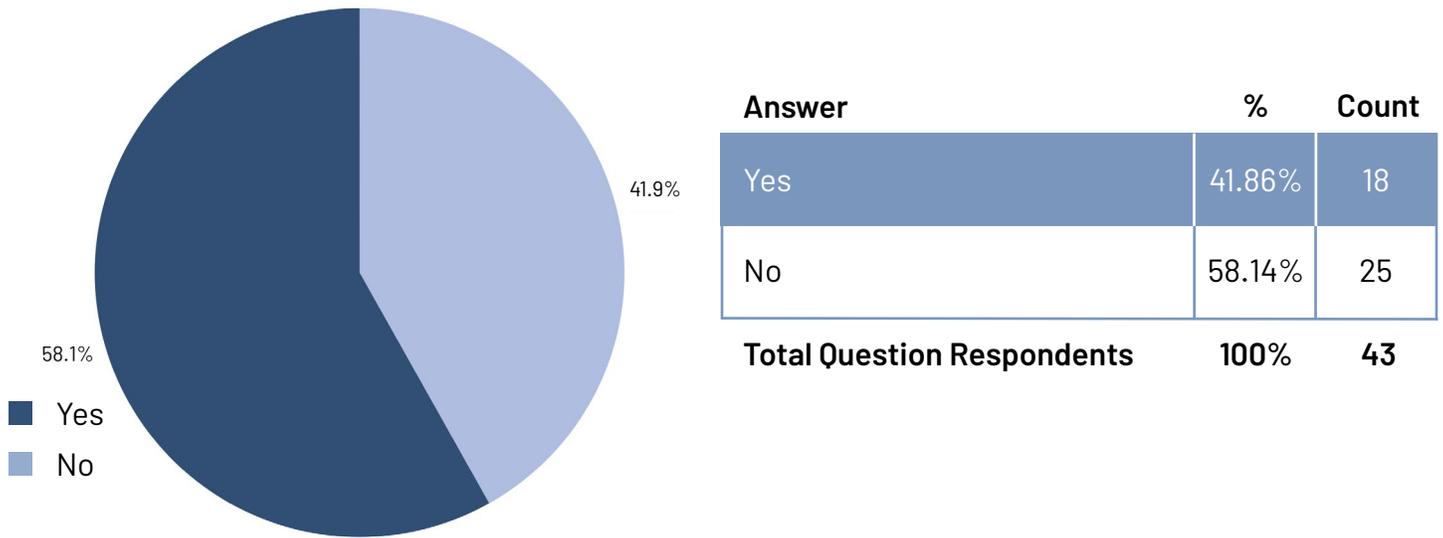
Answer	%	Count
Yes	82.93%	34
No	14.63%	6
Other	2.44%	1
Total Question Respondents	100%	41



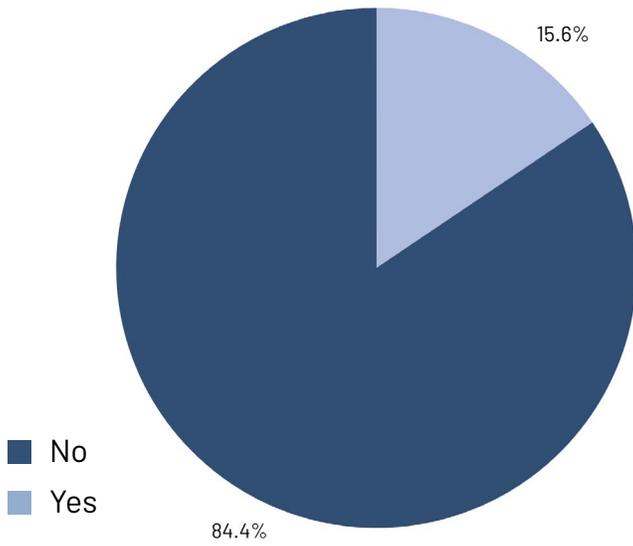
ARTIFICIAL INTELLIGENCE

Artificial intelligence (AI) was a newly included topic in the [2024 Survey of State Procurement Practices](#). NASPO sought to capture the prevalence of official guidance concerning the usage of AI in government and procurement functions. The following graphics reflect survey responses to AI-related prompts. It should be noted that due to the rapidly changing environment around AI adoption and regulation, the response data presented here may not reflect recent changes in policy and usage that went into effect between the completion of the survey and the publishing of this report. For more detailed information concerning state governance and usage of AI in operations, see the additional response data in the Appendix (42).

Has your state enacted an official policy, executive order, statute, or regulation on the use of artificial intelligence (AI) for government operations?

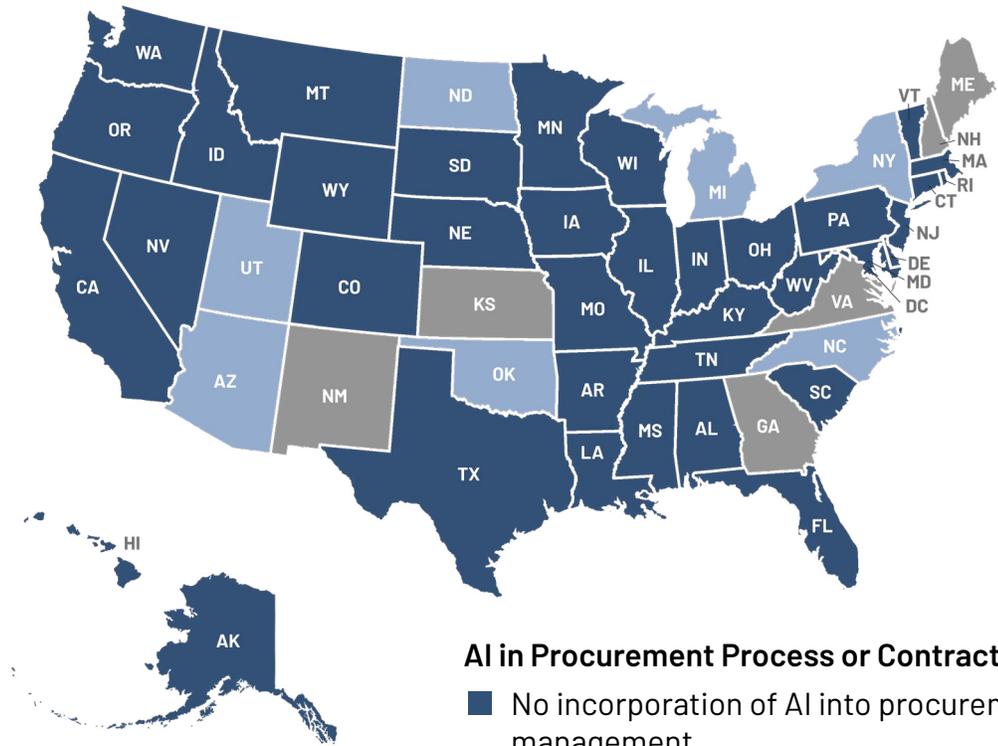


Has your office incorporated any artificial intelligence (AI) technology into your procurement or contract management processes?



Answer	%	Count
Yes	15.56%	7
No	84.44%	38

Total Question Respondents 100% 45



AI in Procurement Process or Contract Management

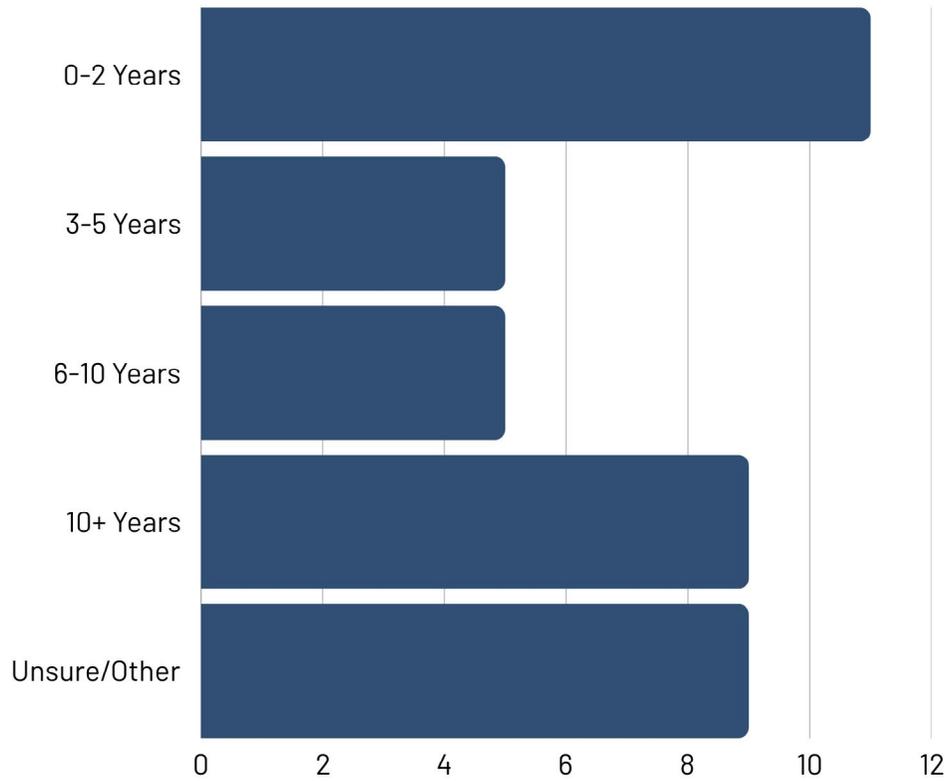
- No incorporation of AI into procurement/contract management
- Incorporation of AI into procurement/contract management
- No Response

According to response data, the incorporation of AI into procurement and contract management practices includes:

- Updated IT contract terms and conditions that govern the use of AI by suppliers
- Machine learning for data analytics
- Fraud detection
- Solicitation and contract drafting

PROCUREMENT CODE UPDATES

How recently has your procurement code been significantly updated, amended, or changed?



Answer	%	Count
0-2 Years	28.20%	11
3-5 Years	12.82%	5
6-10 Years	12.82%	5
10+ Years	23.08%	9
Unsure/Other	23.08%	9
Total Question Respondents	100%	39

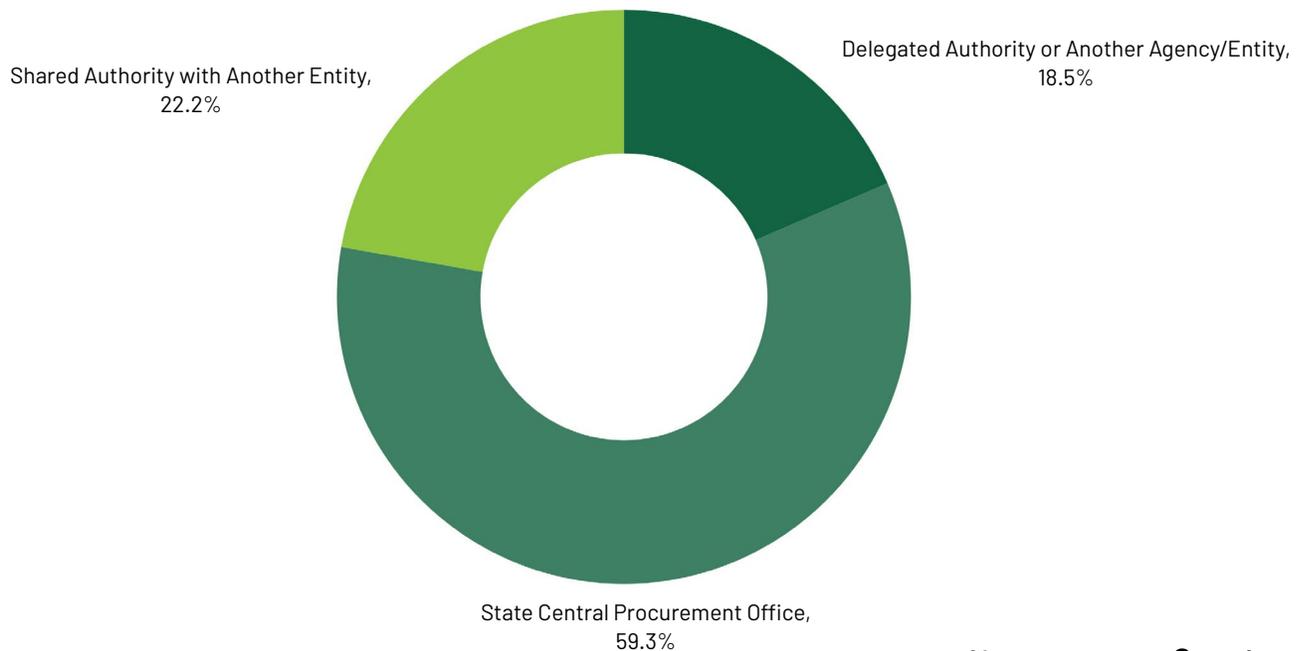
CENTRAL PROCUREMENT OFFICE WITH PURCHASING AUTHORITY

Does your state have a central procurement office with statutory purchasing authority across all areas of procurement within the state?

Answer	%	Count
Yes	76.74%	33
No	23.26%	10
Total Question Respondents	100%	43

According to the data in the [RoSP](#), central procurement offices have oversight of technology purchases in 32 states and territories. In 12 jurisdictions, this authority is shared with another entity. In the remaining 10, another entity has authority over technology purchases, or it has been delegated to other agencies. A Department of Information Technology, Office of the Chief Information Officer, or some other equivalent is the most common entity to share or own the authority over technology procurement in states where it is not wholly the purview of the central procurement office.

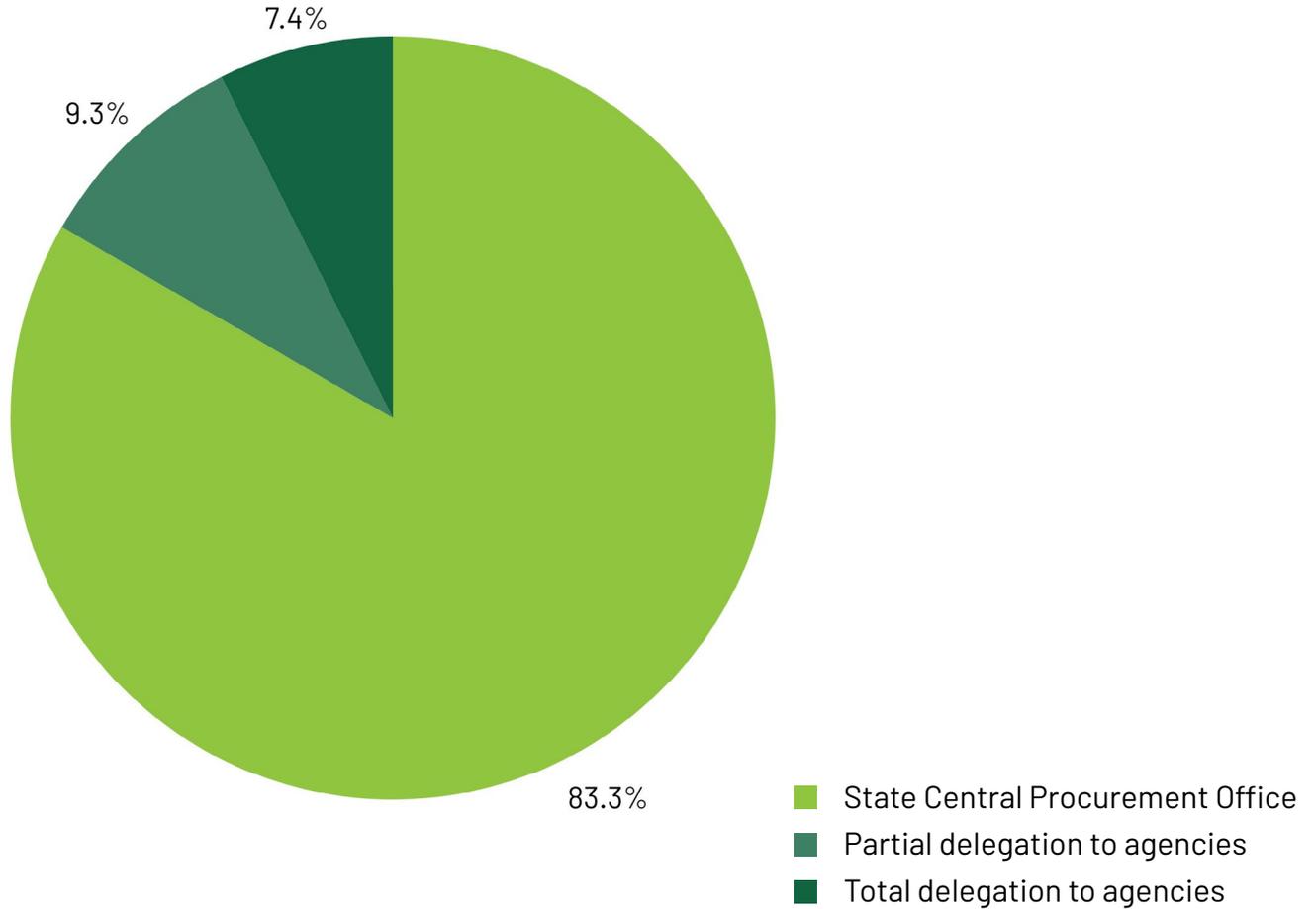
State entity with statutory authority and oversight for the purchasing of technology:



	%	Count
State Central Procurement Office	59.26%	32
Shared Authority with Another Entity	22.22%	12
Delegated Authority or Another Agency/Entity	18.52%	10

According to data in the [RoSP](#), more than 80% of states give authority and oversight for the purchase of non-IT goods and services to the central procurement office.

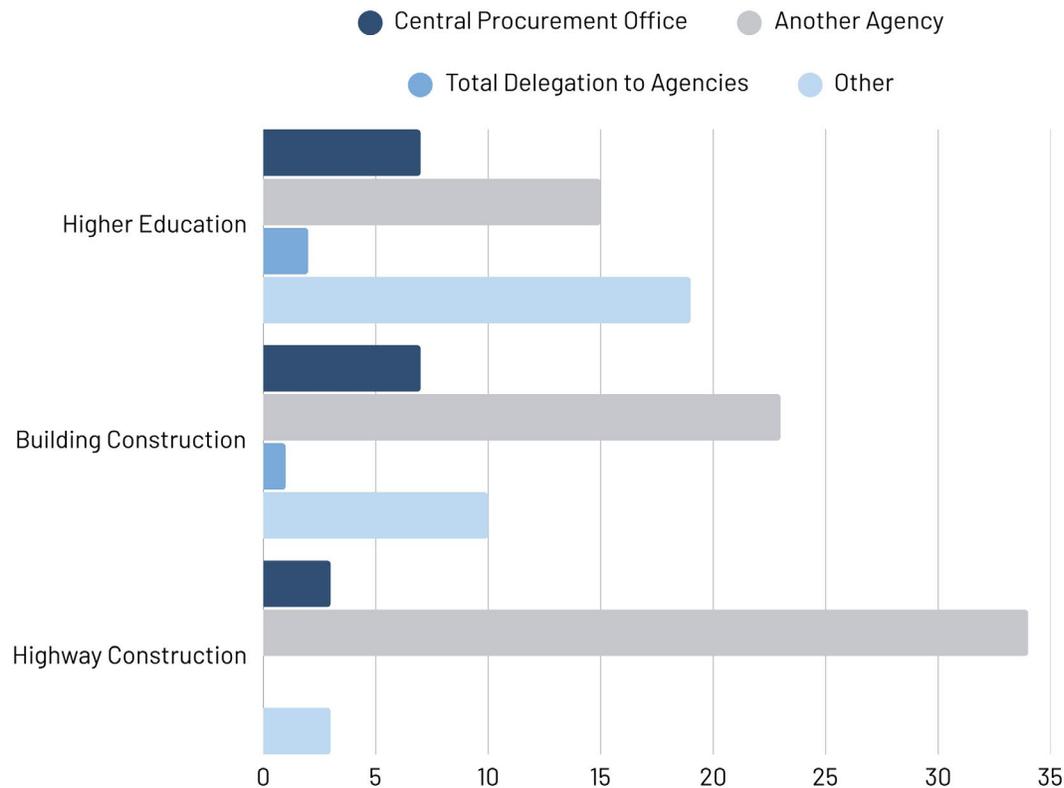
State entity with statutory authority and oversight for the purchasing of goods and services:



	%	Count
State Central Procurement Office	83.33%	45
Partial delegation to agencies	9.26%	5
Total delegation to agencies	7.41%	4

There are several categories of procurements for which state central procurement offices have less authority. The table below shows procurement authority and oversight for state colleges and universities, building construction, and highway construction.

What entity in your state has statutory authority and oversight for purchasing?



Answer	Higher Education		Building Construction		Highway Construction	
	%	Count	%	Count	%	Count
State Central Procurement Office	16.28%	7	17.07%	7	17.50%	3
Another Agency	34.88%	15	56.10%	23	85.00%	34
Total Delegation to Agencies	4.65%	2	2.44%	1	N/A	N/A
Other, please specify	44.19%	19	24.39%	10	7.50%	3
Total Question Respondents	100%	43	100%	41	100%	40

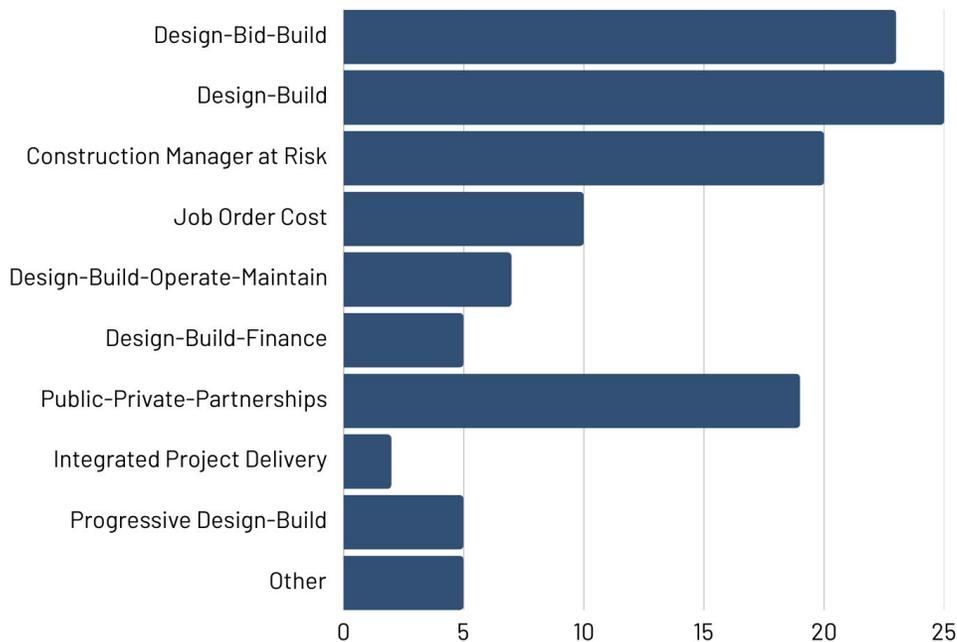
For higher education, the most common responses among the “other” entities were:

- Institutions have their own procurement codes or offices independent of the state central procurement office
- A procurement office for higher education or the state department of education has oversight
- Authority is shared between the central office or department of education and the institutions

For building construction, most responses of “other” entities indicated a dedicated facilities management, capital assets, or building construction office has authority and oversight, typically within the same administrative department as the state procurement office.

For highway construction, nearly all responses among “another agency” and “other” entities indicated that a state department of transportation has authority and oversight.

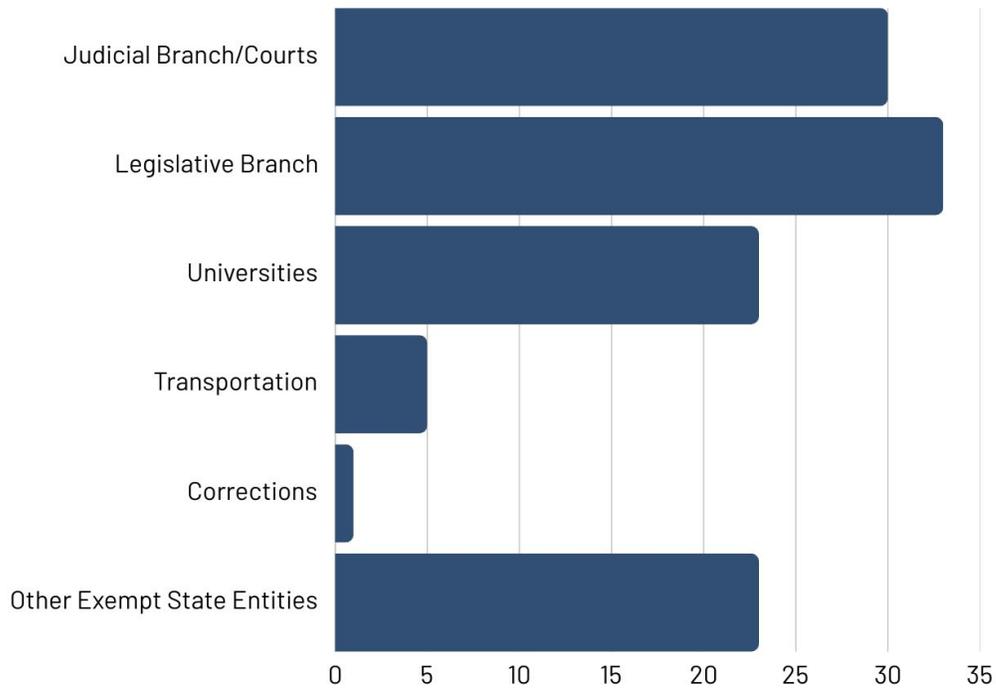
Which construction project delivery methods are authorized by your state law when awarding contracts for construction or renovation of state infrastructure? (select all that apply)



Answer	%	Count
Design-Bid-Build	71.88%	23
Design-Build	78.13%	25
Construction Manager at Risk	62.50%	20
Job Order Cost	31.25%	10
Design-Build-Operate-Maintain	21.88%	7
Design-Build-Finance	15.63%	5
Public-Private-Partnerships	59.38%	19
Integrated Project Delivery	6.25%	2
Progressive Design-Build	15.63%	5
Other, please specify	15.63%	5

Total Question Respondents **32**

**Are the following state entities exempt from central procurement oversight?
(select all that apply)**



Answer	%	Count
Judicial Branch/Courts	85.71%	30
Legislative Branch	94.29%	33
Universities	65.71%	23
Transportation	14.29%	5
Corrections	2.88%	1
Other exempted state entities	65.71%	23

Total Question Respondents

35

The most commonly listed “other” exempt entities include:

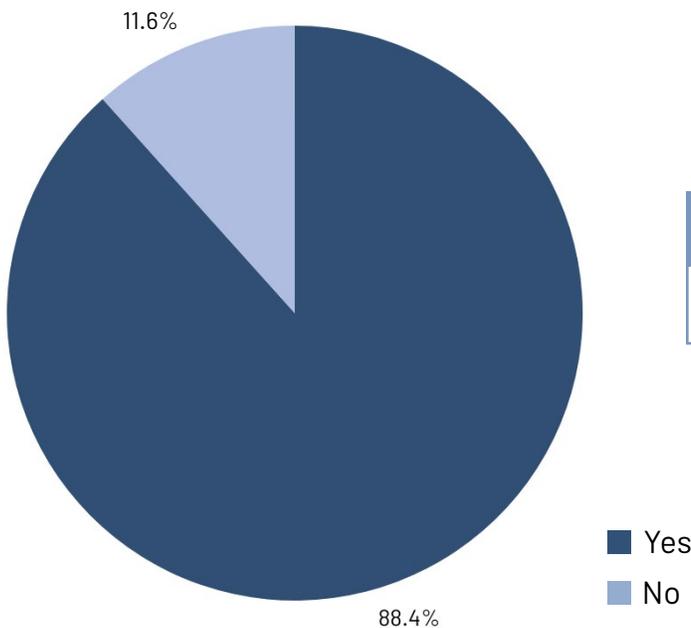
- Elected/Constitutional offices
- Railroad Commission
- Port Authority
- Lottery

DELEGATION OF PROCUREMENT AUTHORITY

Delegation refers to the power of entities to issue solicitations and make awards without direct approval by the central procurement organization. Among the responding states, delegated purchasing authority thresholds for commodities and services present a broad range of practices:

- Delegation threshold low of \$10,000 (Rhode Island and Vermont)
- Delegation threshold high of \$500,000 (Michigan)
- California specifies a \$5 million delegation authority for IT products
- 10 states reported no limit on delegated purchasing authority established in statute or regulation on commodities
- 15 states reported no limit on delegated purchasing authority for services
- 3 states indicated that delegated purchasing authority thresholds are agency or procurement-specific

Does your central procurement organization have authority under statute or regulation to delegate portions of its authority to other state agencies?

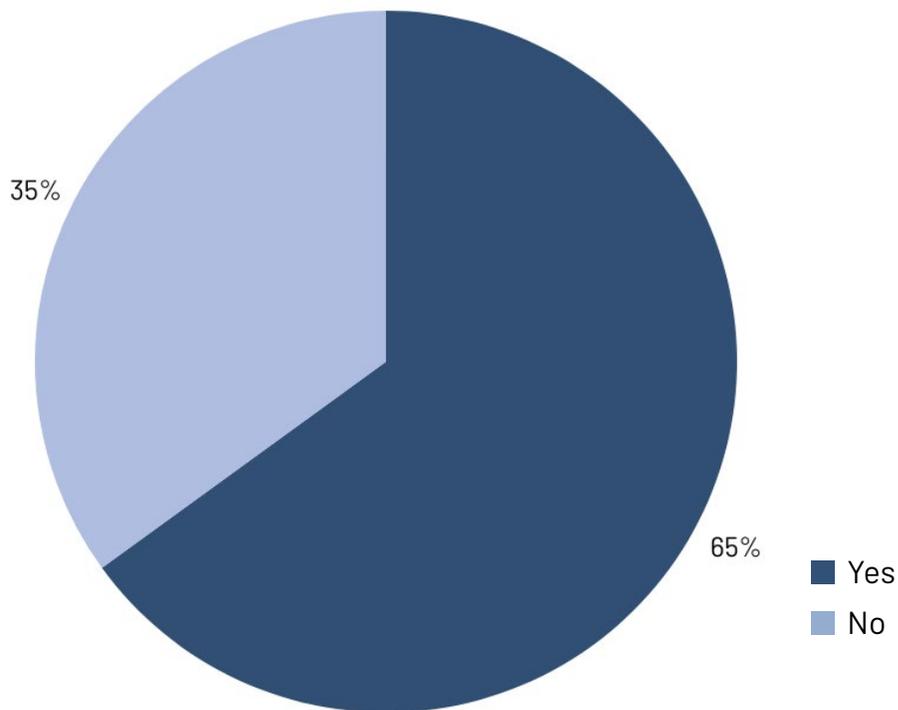


Answer	%	Count
Yes	88.37%	38
No	11.63%	5
Total Question Respondents	100%	43

TRAINING AND CERTIFICATION

According to the survey, all 41 responding states provide procurement training to state agencies. Nearly two-thirds of the represented state central procurement offices operate state-specific procurement certification programs for purchasing officials and staff.

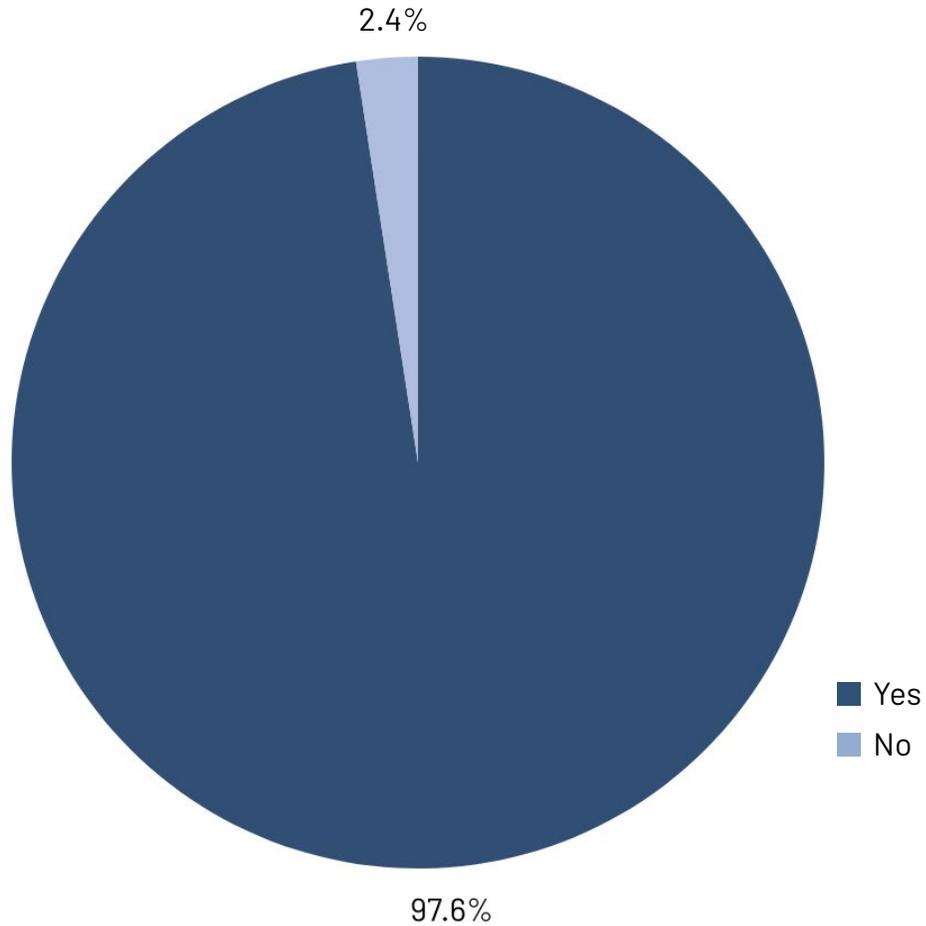
Does your state central procurement office operate a procurement certification program for state agency procurement staff?



Answer	%	Count
Yes	65.00%	26
No	35.00%	14
Total Question Respondents	100%	40

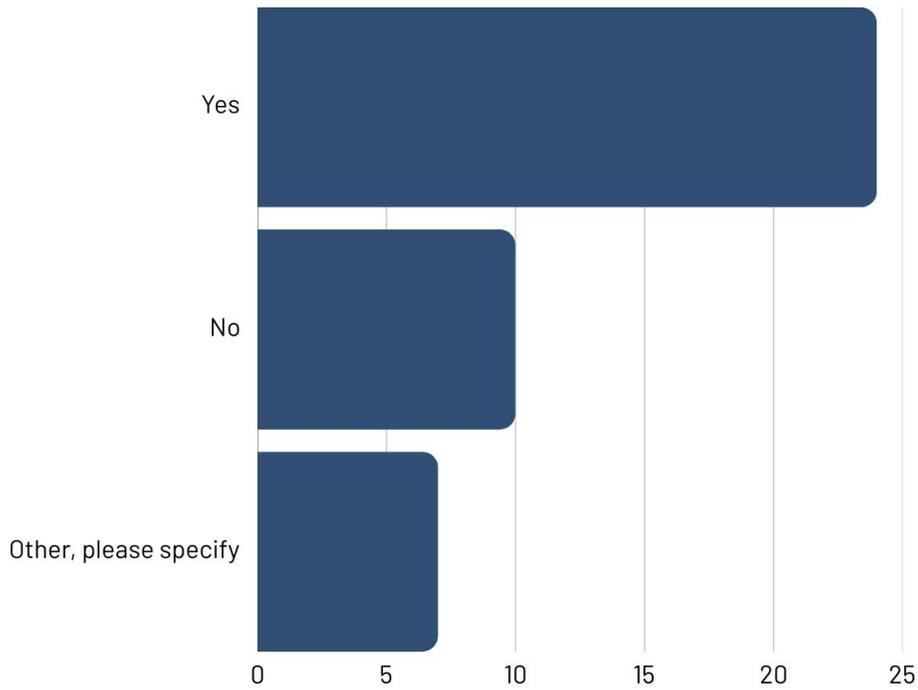
Links to information about respondents' certification programs are included in the response data in the Appendix (45).

Does your state have a single Chief Procurement Officer (CPO)?



Answer	%	Count
Yes	97.56%	40
No	2.44%	1
Total Question Respondents	100%	41

Is the title, role, and authority residing with the single CPO established in statute?



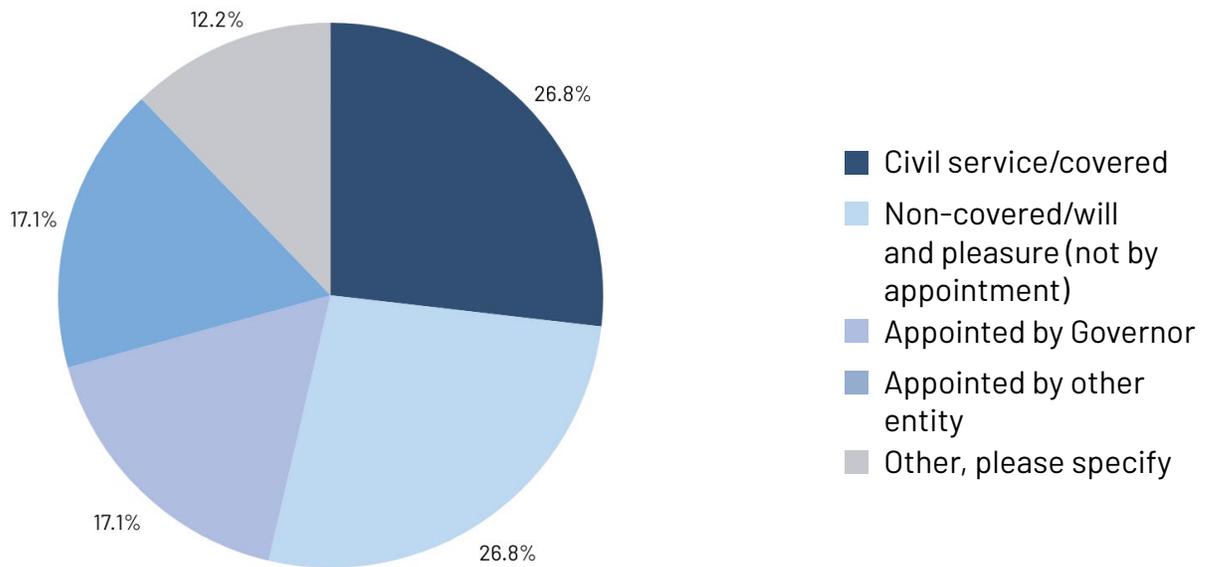
Answer	%	Count
Yes	58.54%	24
No	24.39%	10
Other, please specify	17.07%	7
Total Question Respondents	100%	41

The responses of "other" consist of:

- Authority granted via administrative code or rule
- Authority granted to an executive administrative position that is delegated to the CPO

CPO CLASSIFICATION

Current CPO's position classification as official head of the central procurement office:



Answer	%	Count
Civil service/covered	26.83%	11
Non-covered/will and pleasure (not by appointment)	26.83%	11
Appointed by Governor	17.07%	7
Appointed by other entity	17.07%	7
Other, please specify	12.20%	5
Total Question Respondents	100%	41

OFFICE STRUCTURE

Two survey respondents described structures where CPOs report directly to the governor. CPOs in 19 states (83.7%) report to the executive leader of the Department of Administrative Services, Department of General Services, Department of Finance, or equivalent, who reports to the governor. Eighteen states indicated that the CPO reports to a director/administrator who is supervised by a cabinet-level department executive who reports directly to the Governor. Illinois represents a unique structure with independent CPOs who are confirmed by the Illinois Senate.

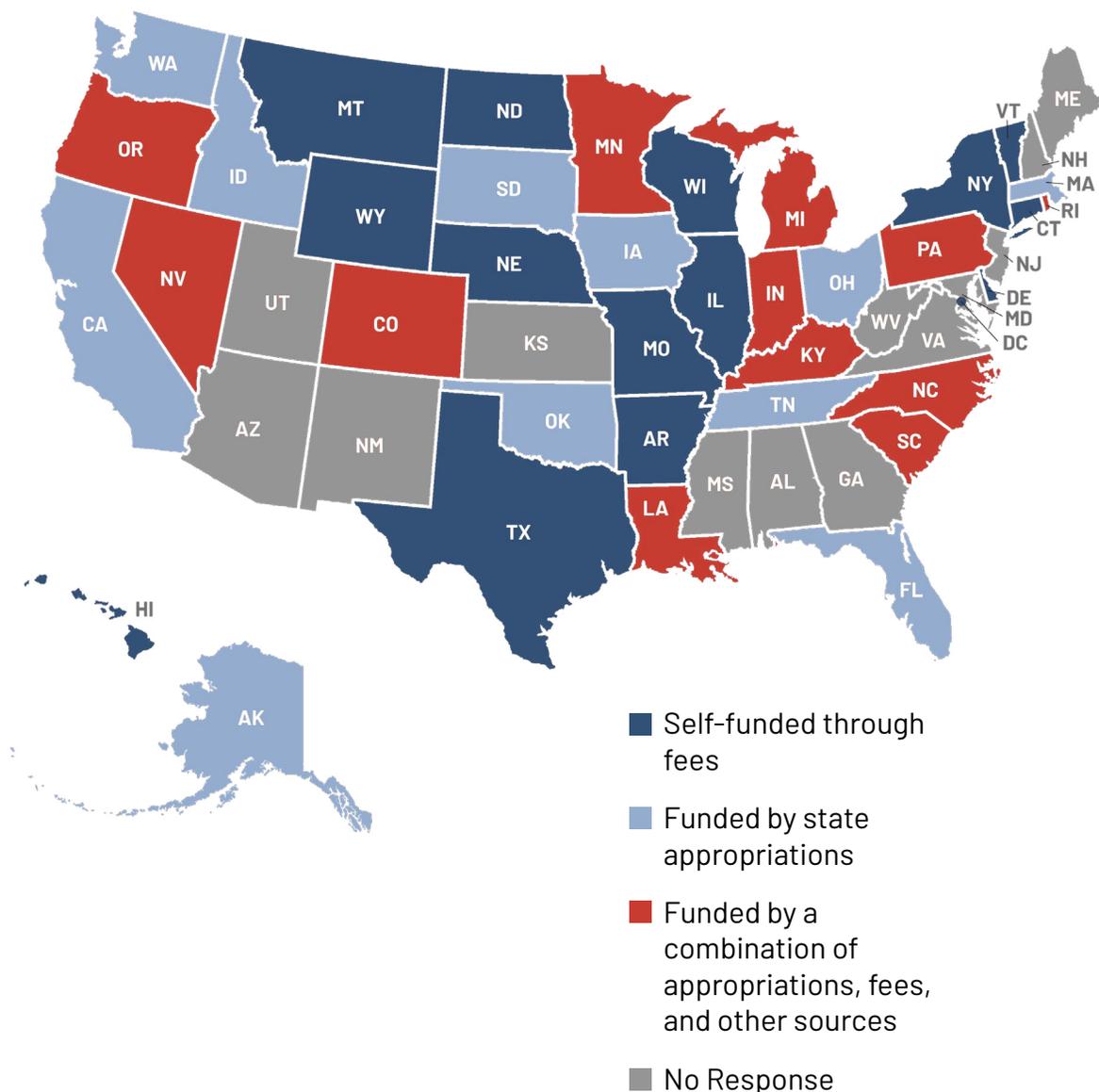
The sizes of state central procurement offices vary greatly and are often dependent on states' sizes and procurement authority structures. Staff sizes reported by survey respondents range between as few as six in Wyoming or nine in Alaska, up to 150 procurement professionals in Massachusetts and 240 in California. Centralization, delegation, and population are all factors impacting the size of state central procurement staff.

More information about procurement office structures can be found in the response data in the Appendix (46).

FUNDING AND FEES

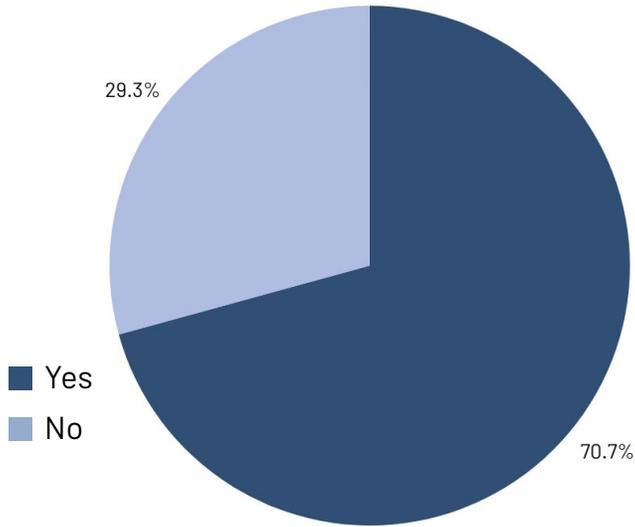
Generally, state central procurement offices are funded by state appropriations or self-funded through the collection of fees. Of the 37 responding states:

- 14 central procurement offices are completely or nearly completely (90% or greater) funded by state appropriations
- 11 are completely or nearly completely self-funded (90% or greater) with administrative and other fees
- 12 are funded through a combination of state appropriations and self-funding fees

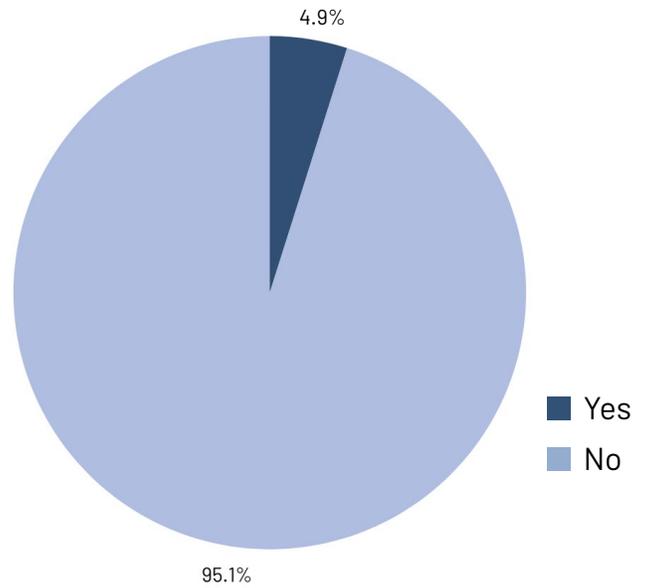


Does your State Central Procurement Office charge the following fees?

Admin Fees for Use of Statewide Contracts

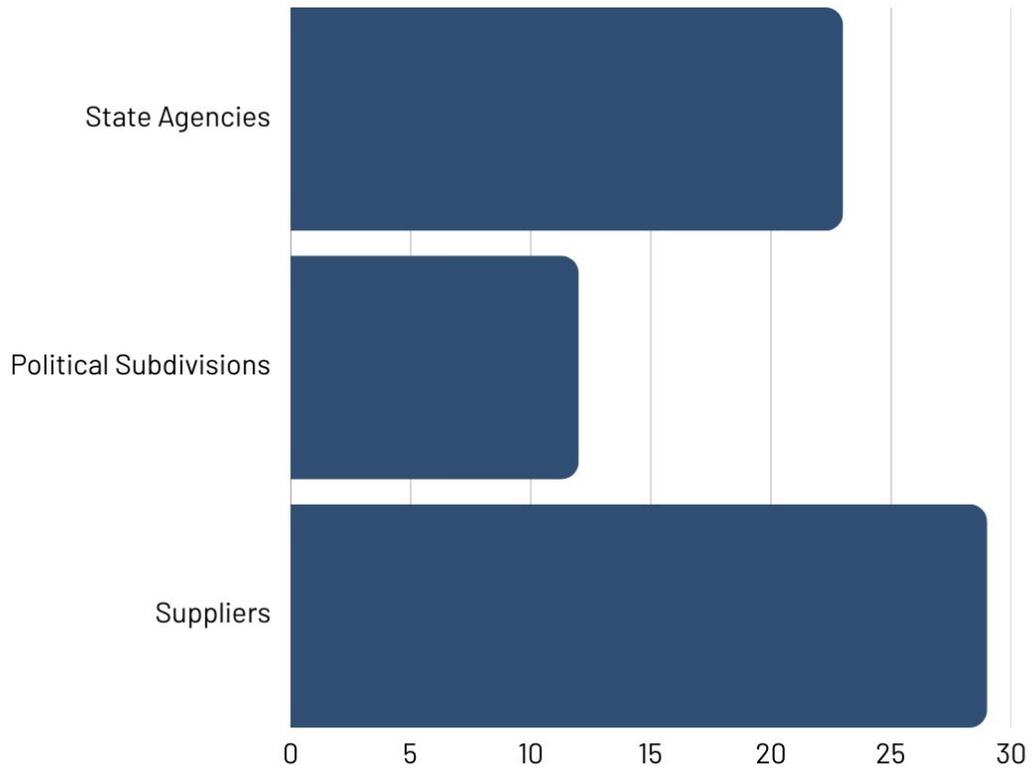


Supplier Registration Fee



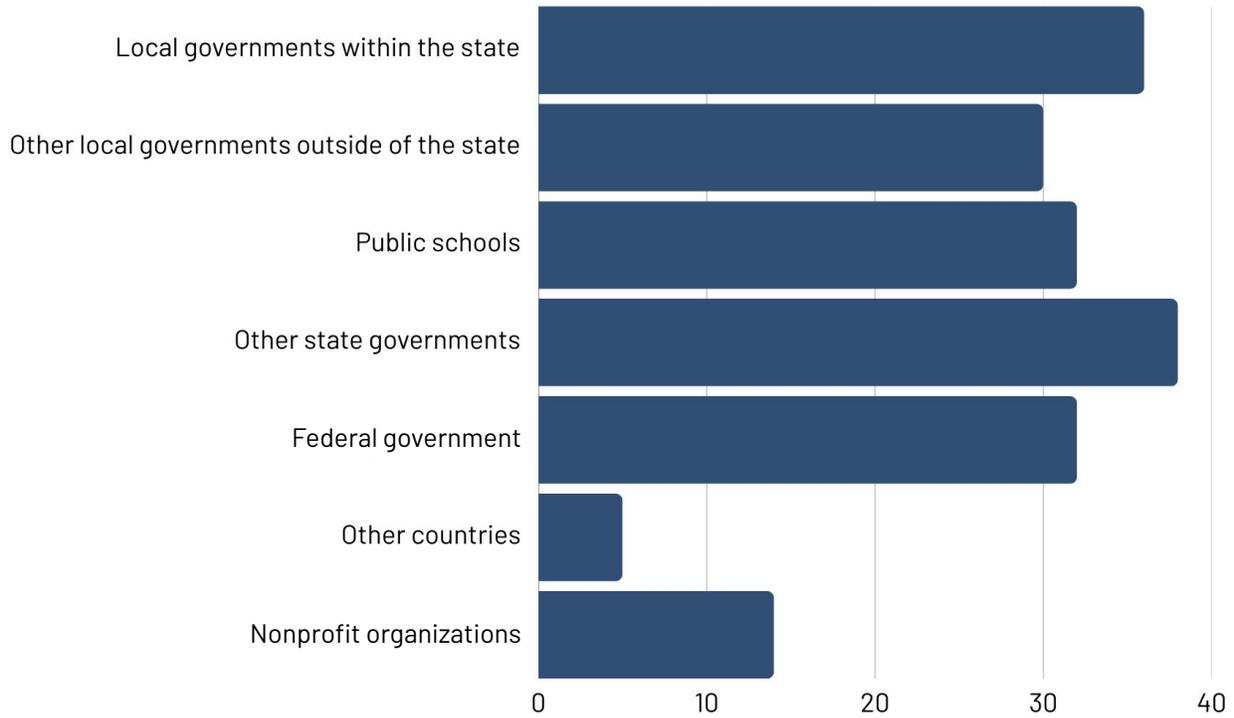
Answer	Admin Fees for Use of Statewide Contracts		Supplier Registration Fee	
	%	Count	%	Count
Yes	70.73%	29	4.88%	2
No	29.27%	12	95.12%	39
Total Question Respondents	100%	41	100%	41

State central procurement offices that charge fees for procurement-related services to the following entities:



Answer	%	Count
State Agencies	69.70%	23
Political Subdivisions	36.36%	12
Suppliers	87.88%	29
Total Question Respondents		33

**Authority to conduct cooperative purchasing with any of the following:
(select all that apply)**

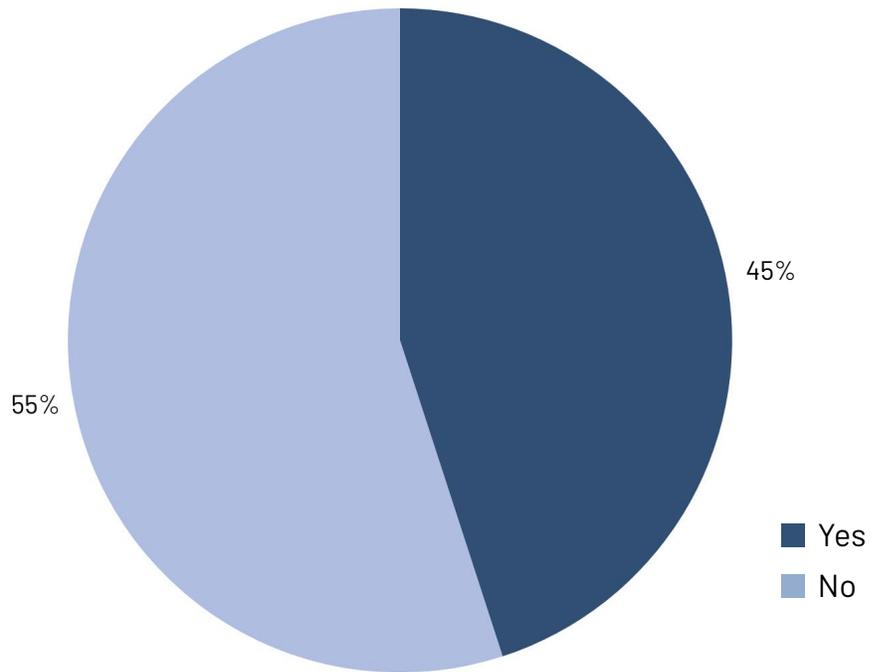


Answer	%	Count
Local governments within the state	92.31%	36
Other local governments outside the state	76.92%	30
Public schools	82.05%	32
Other state governments	97.44%	38
The federal government	82.05%	32
Other countries	12.82%	5
Nonprofit organizations	35.90%	14

Total Question Respondents

39

Does your state allow nonprofit organizations to utilize your statewide contracts?



Answer	%	Count
Yes	45.00%	18
No	55.00%	22
Total Question Respondents	100%	40

All 45 participating states in the 2024 survey reported having either direct or implied authority for cooperative contracting. When asked about the cooperative contracting services used, all 41 question respondents reported purchasing from NASPO ValuePoint cooperative contracts. Other commonly used cooperative contract services included:

- MMCAP (Minnesota Multistate Contracting Alliance for Pharmacy)
- Sourcewell
- GSA (U.S. General Service Administration)
- OMNIA

PROCUREMENT THRESHOLDS

For the purposes of the survey concerning procurement thresholds, “formal competition” requires that all suppliers who are able to supply the commodity, service, or construction that the procurement seeks must be invited to participate in the competitive procurement. Most often, the law applicable to the public entity sets a maximum expected dollar amount below which a contract may be exempt from formal competition. If the expected contract price or cost of the procurement meets or exceeds that dollar amount specified in the law, full—or formal—competition is required. An invitation to participate, or solicitation, must be readily and publicly available.

Of the 40 respondents, at least 11 states have agency or category-specific thresholds, examples of which include different thresholds for commodities versus services procurements, or higher thresholds for IT or construction projects. States’ formal competitive procurement thresholds are explained in greater detail in the [RoSP](#).

From the formal procurement threshold survey response data:

- Thresholds for formal procurement range from \$10,000 (Massachusetts, Pennsylvania, Rhode Island) to \$250,000 (Colorado)
- The average threshold for formal procurement is \$63,684
- The median threshold for formal procurement is \$50,000
- The most common threshold for formal procurement is \$50,000

Respondent data concerning informal/limited competition and small purchase thresholds also shows a wide variety of limits. Of the 38 respondents, at least seven states have agency or category-specific thresholds. Three states have higher thresholds for small purchases from certified targeted businesses (small, veteran-, and minority-owned). This excludes state-defined sole-source and emergency procurements.

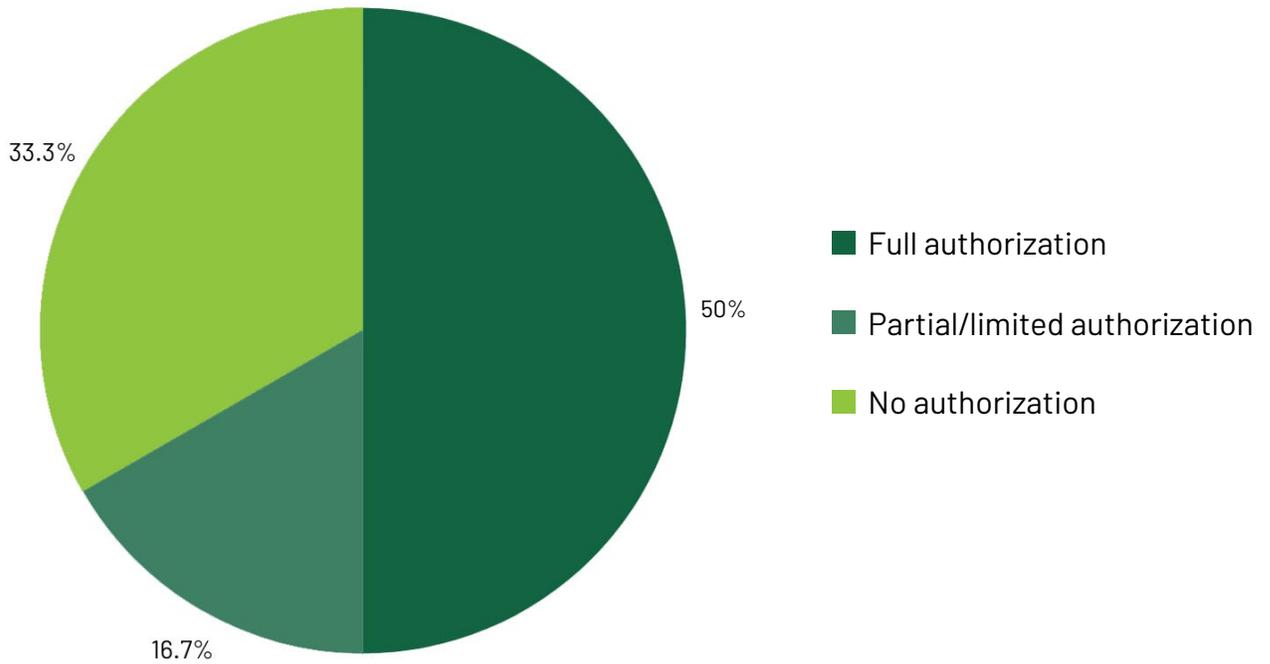
From the informal/non-competitive threshold survey response data:

- Thresholds for informal/limited competition/small purchase procurements range from \$1,500 (Indiana) to \$250,000 (Oregon)
- The average threshold for informal/small purchase procurement is \$42,224
- The median threshold for informal/small purchase procurement is \$20,000
- The most common threshold for informal/small purchase procurement is \$10,000

REVERSE AUCTIONS

According to data in the [RoSP](#), half of all states and territories fully authorize the use of reverse auctions for procurement.

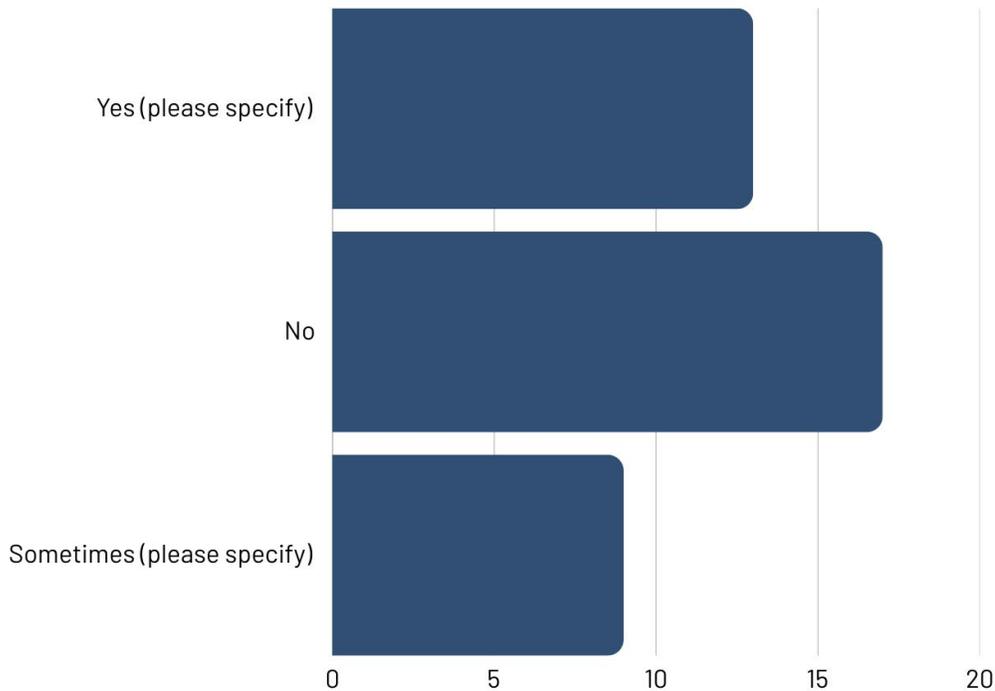
Authorization to conduct reverse auctions:



Authorization	%	Count
Full authorization	50.00%	27
Partial/limited authorization	16.67%	9
No authorization	33.33%	18

PRE-AWARD ANNOUNCEMENT REVIEW

For contracts developed by the state central procurement office, is there a review, approval, or pre-audit step (by someone outside of the state central office) that precedes public announcement of the contract award?



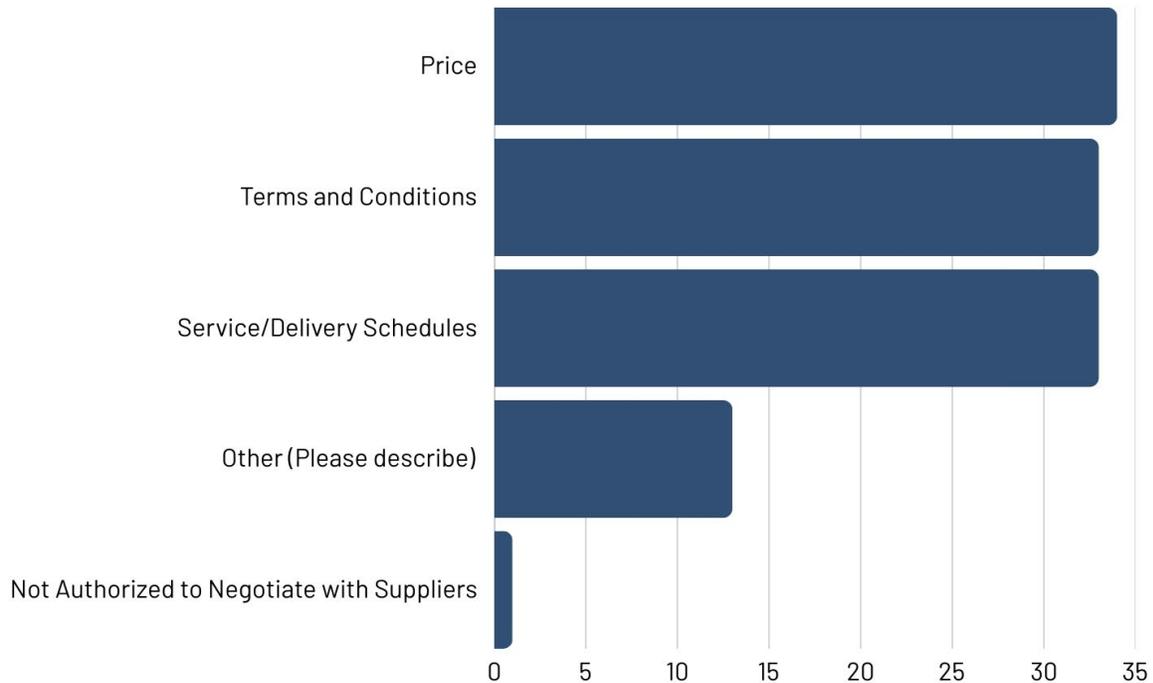
Answer	%	Count
Yes (please specify)	33.33%	13
No	43.59%	17
Sometimes (please specify)	23.08%	9
Total Question Respondents	100%	39

Most common among state responses, pre-award review is conducted by:

- Attorney General, Justice Department entity, or administrative legal counsel
- Customer agencies
- CIO or IT Department entity
- Comptroller, Finance, or Treasury official

NEGOTIATIONS

For which of the following criteria is your office authorized to negotiate with a supplier?
(select all that apply)

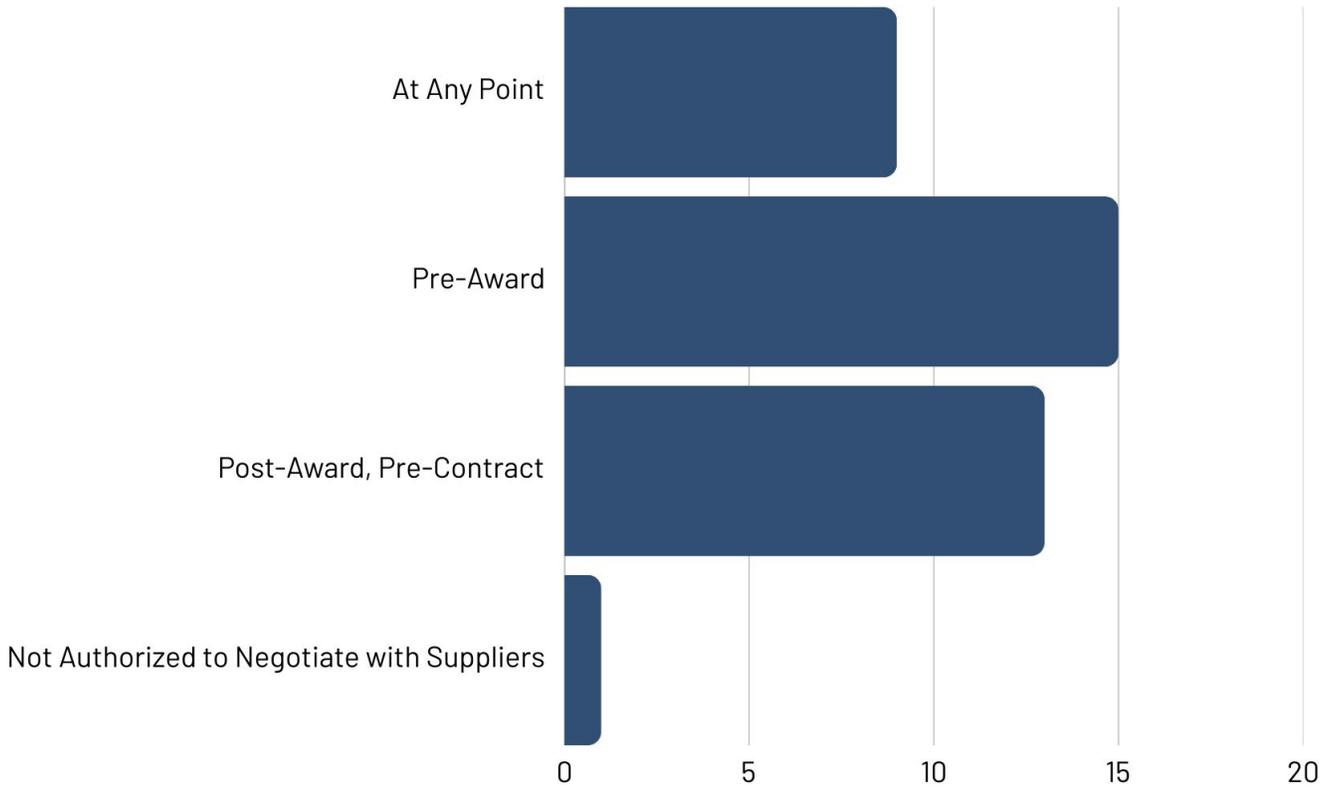


Answer	%	Count
Price	85.00%	34
Terms and Conditions	82.50%	33
Service/Delivery Schedules	82.50%	33
Other (Please describe)	32.50%	13
Not Authorized to Negotiate with Suppliers	2.50%	1
Total Question Respondents		40

The responses of "other" consist of:

- Authority and/or criteria are dependent upon the procurement method used
- Clarification of scope-of-work, performance standards, or terms and conditions
- Immaterial items/details that would not have impacted the offers received

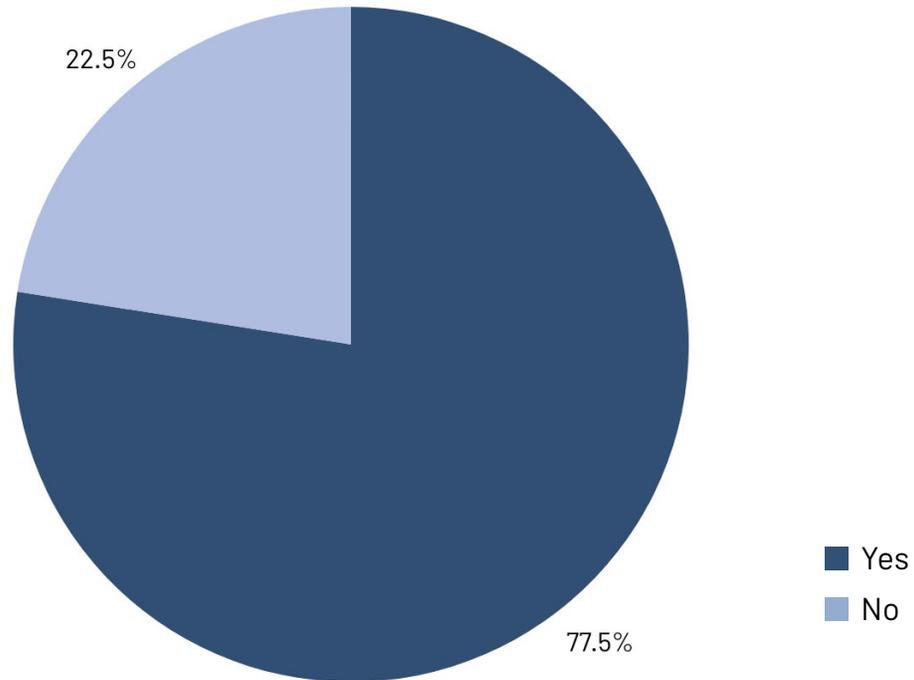
At what point in the procurement process are you authorized to negotiate with a supplier?



Answer	%	Count
At Any Point	23.69%	9
Pre-Award	39.47%	15
Post-Award, Pre-Contract	34.21%	13
Not Authorized to Negotiate with Suppliers	2.63%	1
Total Question Respondents	100%	38

AUDIT AUTHORITY

Does your state's central procurement office have authority to conduct audits of purchases made at the state/agency/division level (not including procurement audits conducted outside of the central procurement office, i.e. by the auditor general's office)?

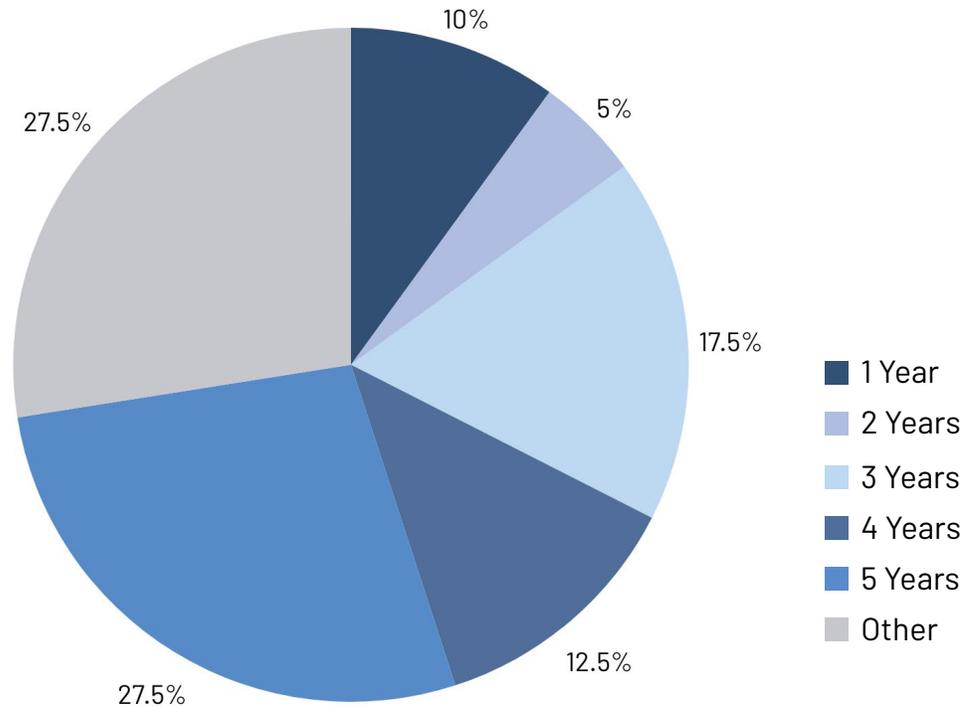


Answer	%	Count
Yes	77.50%	31
No	22.50%	9
Total Question Respondents	100%	40

Most responding states expressing audit authority are authorized to audit purchasing activity by all entities within the central procurement office's oversight or jurisdiction. For many states, these audits are conducted by a team or office within central procurement and are conducted on a regular basis. The response data in the Appendix (49) provides more details about audit authority.

CONTRACT DURATION

On average, what is your state's standard contract length for all contracts?



Answer	%	Count
1 Year	10.00%	4
2 Years	5.00%	2
3 Years	17.50%	7
4 Years	12.50%	5
5 Years	27.50%	11
Other, please specify.	27.50%	11
Total Question Respondents	100%	40

Five states reported not having a standard contract length or that contract length varies depending upon commodity/service category or agency need. Four states have one-year standard lengths for new contracts that can then be renewed multiple times.

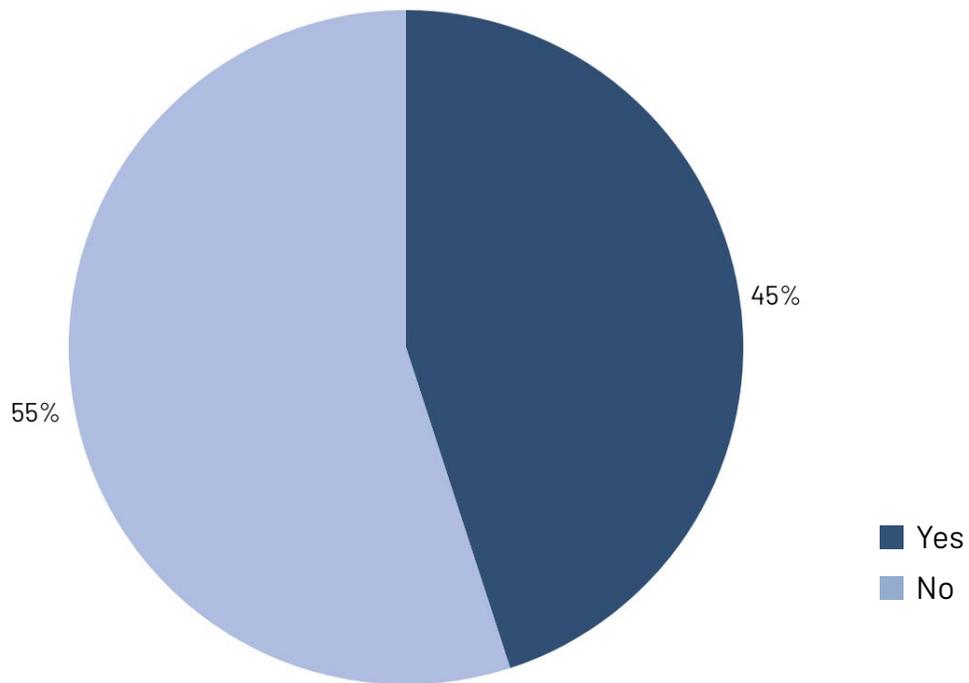
Of the 39 question respondents, six states (15.4%) reported a maximum contract duration of five years, while another six states (15.4%) reported a maximum duration of 10 years. However, 19 states (48.7%) do not have a maximum duration established in rule or statute. Common responses also included:

- Exemptions to maximum duration rules permitting longer periods for some IT/technology contracts
- Varied maximum durations dependent on commodity/service categories and/or business justification
- CPO or other executive authority can authorize contracts longer than the established duration

SUPPLIER PERFORMANCE METRICS

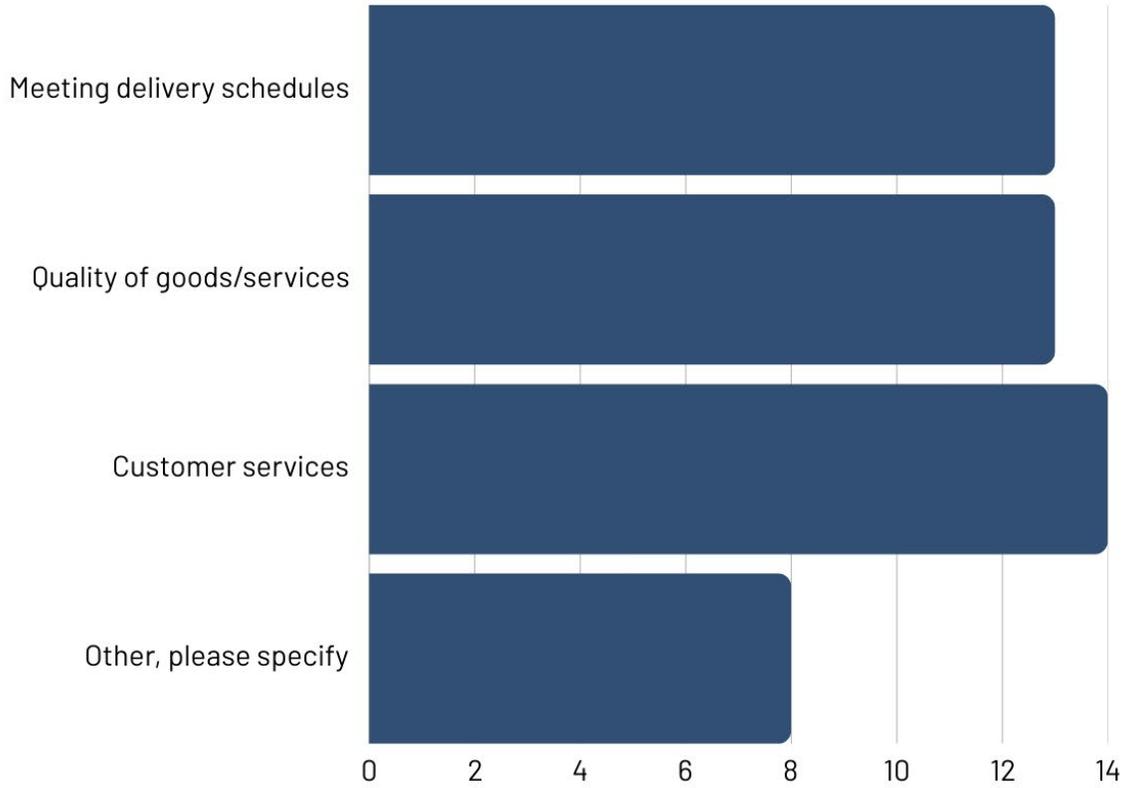
State central procurement offices maintain records of supplier performance in just over one-third of responding states. The following charts illustrate supplier performance recordkeeping at the central procurement level among responding states.

Does your state central procurement office maintain a record of supplier performance?



Answer	%	Count
Yes	45.00%	18
No	55.00%	22
Total Question Respondents	100%	40

**What KPIs for supplier performance does the state central procurement office record?
(select all that apply)**

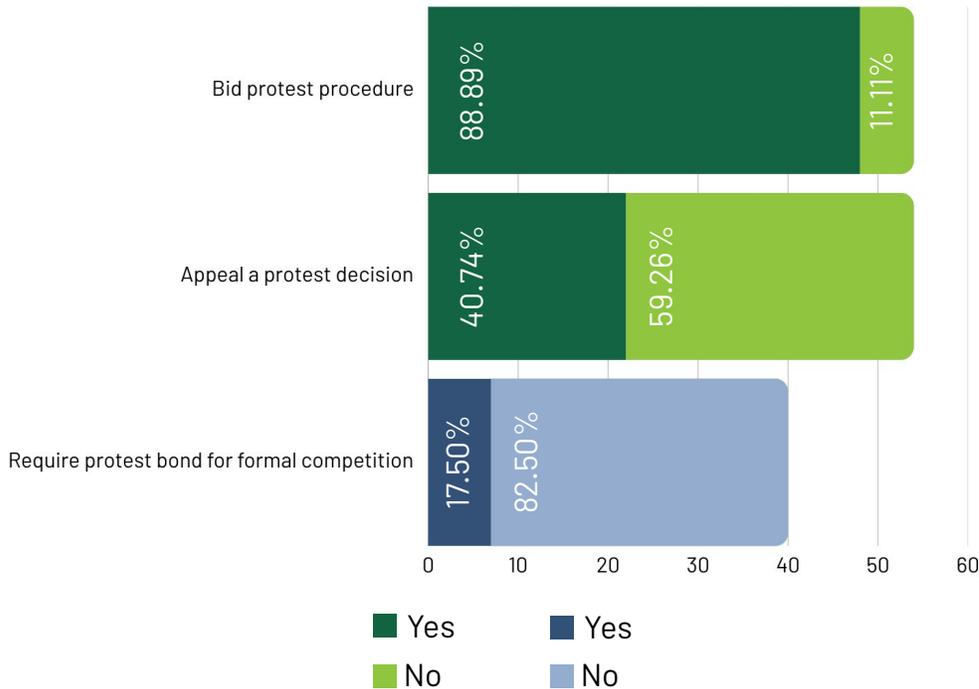


Answer	%	Count
Meeting delivery schedules	72.22%	13
Quality of goods/services	72.22%	13
Customer service	77.78%	14
Other, please specify	44.44%	8
Total Question Respondents	100%	18

PROTESTS AND CLAIMS

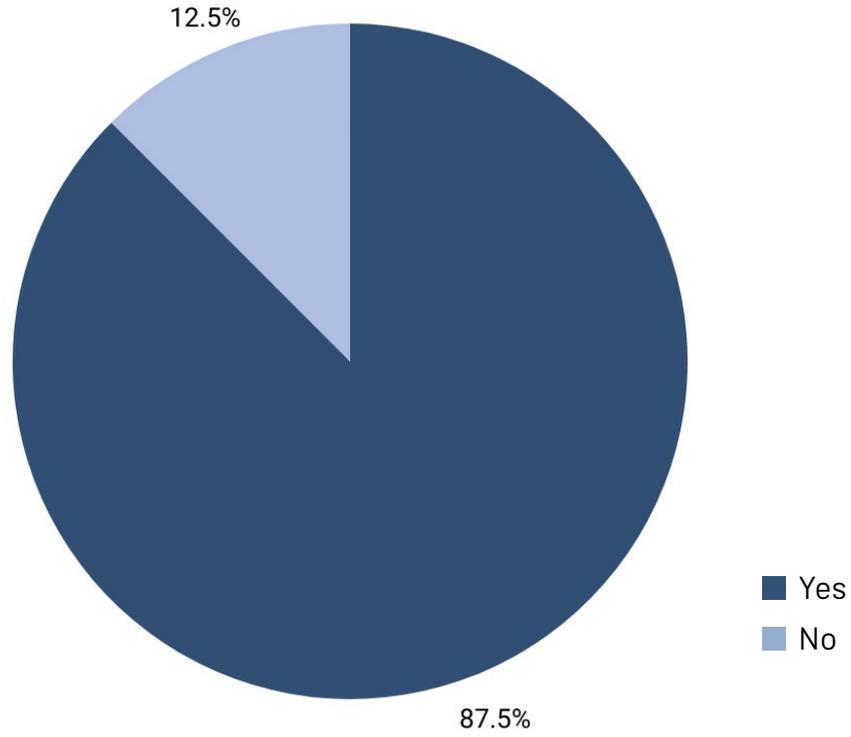
The [RoSP](#) contains the statutes and regulations that outline bid protest and appeal procedures for the states. Approximately 89% of states and territories have a bid protest procedure prescribed in statute, rule, regulation, or policy. Approximately 40% of states allow suppliers to appeal a protest decision. According to the 2024 survey responses, 17.5% of responding states require a protest bond for formal competition.

Protest Claims and Appeals - Does your state authorize/require the following?



Statutory guidance for bid protest	%	Count
Yes	45.00%	48
No	55.00%	6
Statutory guidance for protest decision appeal	%	Count
Yes	40.74%	22
No	59.26%	32
Require protest bond for formal competition	%	Count
Yes	17.50%	7
No	82.50%	33
Total Question Respondents	100%	40

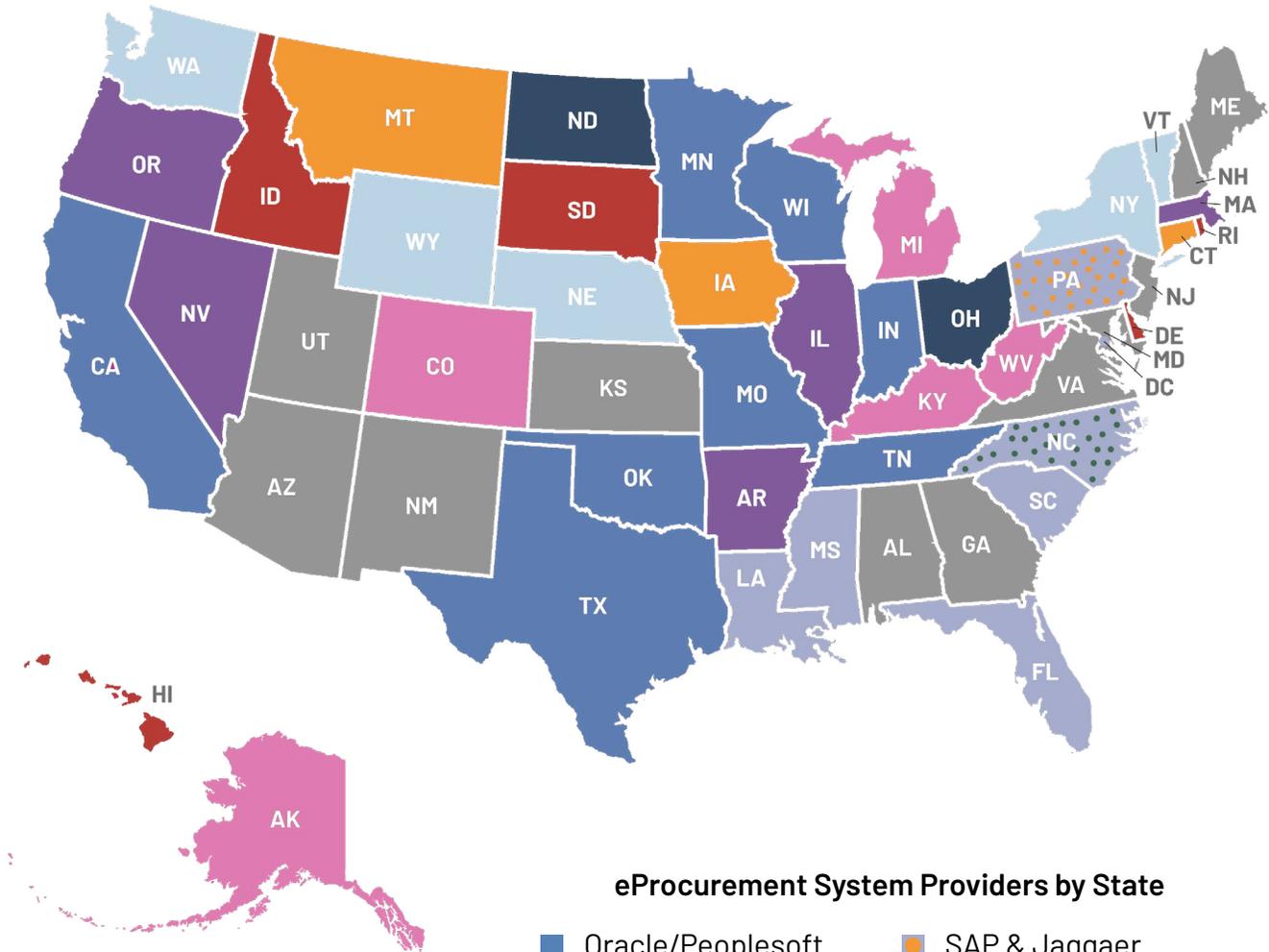
Does your state use an eProcurement system?



Answer	%	Count
Yes	87.50%	35
No	12.50%	5
Total Question Respondents	100%	40

Procurement Solutions by Developer

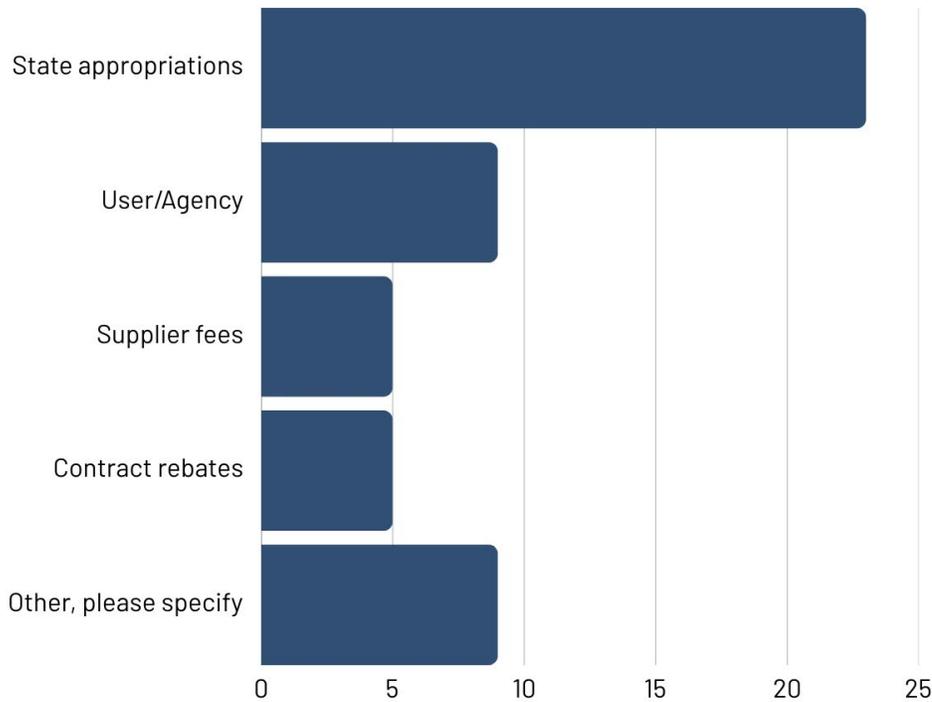
Peoplesoft	8
SAP	7
Sovra/Periscope	5
CGI	5
Jaggaer	3
Ivalua	2
In-house solution	3
Other software	6
Total Question Respondents	39



Additional notes on eProcurement use from the 2024 survey:

- Several states reported using more than one software to cover the full scope of eProcurement functions
- Some states indicated the use of in-house solutions for functions not currently covered by their primary eProcurement system
- 11 states reported that they are currently in the process of upgrading or expanding existing systems or implementing a new eProcurement system at the time of the survey

How is your eProcurement system funded? (select all that apply)

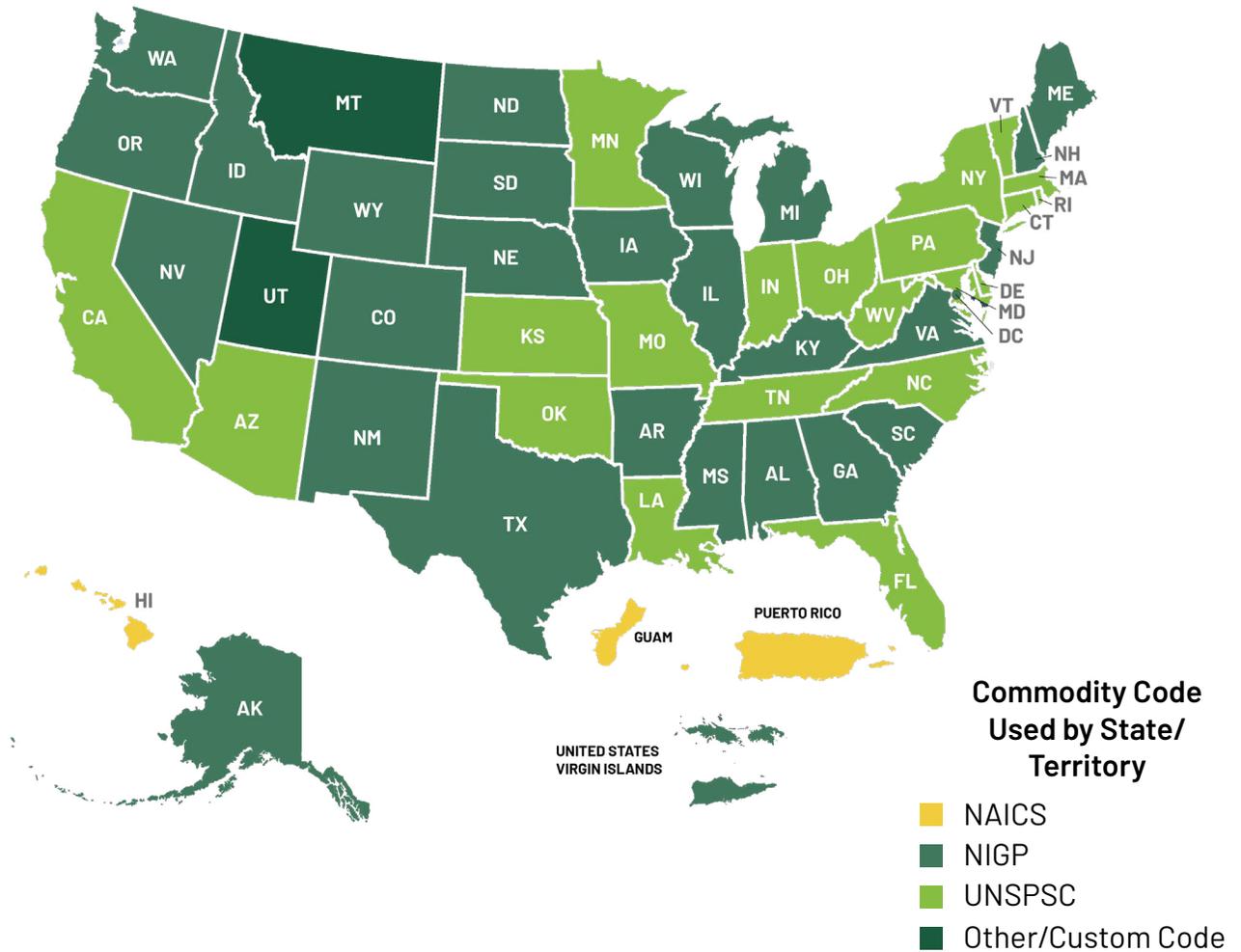


Answer	%	Count
State appropriations	62.16%	23
User/Agency	24.32%	9
Supplier fees	13.51%	5
Contract rebates	13.51%	5
Other, please specify	24.32%	9
Total Question Respondents		37

Responses of "other" consist of a combination of other contract/purchase-based administrative fees and budget appropriations.

COMMODITY CODES

The following graphics show the primary commodity code used by state procurement offices in the states and territories according to the [RoSP](#).



Commodity Code Used by State/Territory	%	Count
NAICS	5.56%	3
NIGP	51.85%	28
UNSPSC	38.89%	21
Other/Custom Code	3.70%	2
Total States/Territories	100%	54

APPENDIX

Has your state implemented any of the following sustainable purchasing programs or initiatives?

	Other (please describe your green purchasing program or initiative) - Text
CA	Recycled Content reporting.
DC	D.C. Law 24-16. Green Food Purchasing Amendment Act of 2021 https://code.dccouncil.gov/us/dc/council/laws/24-16
ID	There is an optional 5% preference for recycled paper, but we don't use it because it has no clear parameters.
MO	Missouri State Recycling Program created by sections 34.031 and 34.032 RSMo. MSRP is staffed by recycling manager and supported by the Missouri Interagency Recycling Committee and a large number of employee volunteers.
ND	https://www.omb.nd.gov/sites/www/files/documents/doing-business-with-the-state/procurement/Guidelines-to-EPP-and-Biobased-Purchasing.pdf
TN	Tennessee CPO had a process improvement team that looked at how we could implement sustainability into our current practices.
UT	Sustainable Purchasing ongoing training.
VT	No set-asides but may spend up to 10% more for comparable products that are made of recycled materials providing the State entities that are to use the product provide consent. Electric vehicles and EVSE contracts that also include station management services.

Has your state implemented a supplier diversity initiative?

	Yes (please describe) - Text
CA	We have a supplier diversity program, however due to CA's Prop 209, we do not have a mandate for supplier diversity.
CO	https://dhr.colorado.gov/statewide-equity-office/supplier-diversity
DE	Our state utilizes a number of different supplier diversity initiatives. By Executive Order, Gov Carney's E.O. #49 promotes the program and provides guidance; including plans by each agency within the state. The Office of Supplier Diversity operates within the Division of Small Business to engage, educate and promote supplier diversity initiatives. The state operates a separate Supplier Diversity Council to make recommendations to the OGOV/Legislature. And, central contracting promotes outreach (not required by DE Code) to engage and promote opportunity for formally procured contracts. Recycling Committee and a large number of employee volunteers.

DC	DSLBD.DC.GOV
FL	https://www.dms.myflorida.com/business_operations/state_purchasing/office_of_supplier_diversity_osd/get_certified
IL	30 ILCS 500/20-5(e); 30 ILCS 575
IN	https://www.in.gov/idoa/mwbe/minority-and-womens-business-enterprises/certified-business-search/
IA	https://www.iowaeda.com/small-business/targeted-small-business/
KY	https://finance.ky.gov/eProcurement/Pages/state-agency-and-local-government-procurement.aspx
LA	https://www.doa.la.gov/dao/osp/vendor-resources/hudson-se-veteran-initiatives/
MA	<p>The Supplier Diversity Program (SDP) encourages the award of state contracts in a way that strengthens and increases business opportunities for Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), Service-Disabled Veteran Business Enterprises (SDVOBEs), Veteran Business Enterprises (VBEs), Lesbian, Gay, Bisexual, and Transgender Business Enterprises (LGBTBEs); and Disability-Owned Business Enterprises (DOBEs). The Massachusetts Supplier Diversity Office (SDO), working with the Governor’s Office of Access, Opportunity, and Community Affairs, sets spending goals for Executive Departments, also called benchmarks, for purchasing from MBE, WBE, DOBE, LGBTBE, and SDVOBE / VBE businesses. Only those businesses certified by the SDO or SDO-recognized third-party certification organizations qualify for the program. For more information, please visit https://www.mass.gov/supplierdiversity-program-sdp</p>
MI	https://www.michigan.gov/dtmb/procurement/contractconnect/programs-and-policiesprograms/misc
MN	Office of Equity and Procurement - https://mn.gov/admin/business/vendor-info/oep/
MO	Missouri Governor’s Executive Order 15-06 is most current EO; Office of Equal Opportunity promotes diversity within the state workforce and works to improve opportunities for minorities and women to access state employment and state contracting opportunities.
NY	https://esd.ny.gov/doing-business-ny/mwbe

OH	Ohio has the Minority Business Development (MBE) program, which requires state agencies to set-aside 15% of competitively made purchases during a fiscal year for competition only by state-certified MBEs. Ohio also has the Encouraging Diversity, Growth, and Equity (EDGE) program, which awards a percentage sets a participation goal for (currently 5%, which is set annually by the Ohio Department of Development) of all state agency contracts/purchases for information technology products, supplies, and or services; construction, architecture and engineering; and professional services to EDGE participants. Ohio also has the Women-owned Business Enterprise (WBE) program, which assists women-owned businesses in obtaining contracts for goods and services, construction, architecture, engineering, information technology and professional services. Ohio’s Veteran friendly Business Enterprise (VBE) program assists veteran-owned businesses to become certified and compete for contracts for products, supplies, and/or services, including construction services.
OK	The Oklahoma State Department of Commerce certifies diverse businesses. We don’t offer preferences, but we do list diverse/women-owned companies on our website for agencies to refer to. We meet all affirmative measures required for grant purposes.
PA	https://www.dgs.pa.gov/Small%20Diverse%20Business%20Program/Pages/default.aspx
RI	https://dedi.ri.gov/
SC	https://smbcc.sc.gov/
TN	https://tn.diversitysoftware.com/?TN=tn
VT	We currently maintain a directory of self-certified Minority and Women owned businesses as part of our central procurement activities, and we are aware of other State agencies’ maintenance of similar and sometimes expansive program specific diversity efforts (sometimes specifically shaped by particular federal funding). We are actively coordinating, both in the design and planned operation of our VTBuys eProcurement system, and in collaboration with the Equity Office of our State leadership (as to, but not limited to, VTBuys), to proactively consider and support diversity.
WA	https://des.wa.gov/about/agency-overview/initiatives/supplier-diversity-state-contracts
WI	https://doa.wi.gov/ProcurementManual/Documents/PRO-606.pdf

Please describe or provide a link to your office's remote/hybrid work policy.

AR	Employees may opt to work remotely two days per week. The days must be the same each week and approved by their supervisor. The full policy is attached.
CA	Not available to provide however the current policy is mandatory in the office a minimum of two days per week.
CO	Staff can choose to work from home 100% of the time, or go into the office to a hoteling space. We also offer flex schedules where staff can work longer daily schedules and take a day off every week or two.
DE	https://dhr.delaware.gov/policies/documents/awa-policy.pdf?ver=0404
DC	https://edpm.dc.gov/issuances/compressed-flexible-and-telework-schedules-jan2024/
ID	Employees may request for telework up to 2 days per week. All telework is on Tues and/or Thursday so that all staff are together in the office 3 days per week.
IL	Remote working permitted 3 working days per week.
IN	https://www.in.gov/spd/files/Flexible-Work-Arrangements-Policy.pdf
IA	After 6 months of employment we may grant hybrid arrangements. 3 days in office/2 remote.
KY	2 days remote and 3 days in the office - mandatory in-office every Wednesday.
LA	Staff below the Supervisory level work from home two days per week.
MA	All employees are required to work in the office a minimum of two days per week, including, but not limited to, each unit's scheduled collaboration day as determined by their supervisor.
MI	Monday/Tuesday/Friday - Work from Home. Wednesday/Thursday - In office.
MN	Attached per document upload at end of survey.
MO	https://distributedteams.mo.gov/
NY	Telecommuting allowed for four days, within a two week period.
NC	We have a hybrid work policy that affords our staff the ability to be in the office 2 days per week, and work remotely 3 days per week, at the discretion of the CPO.
ND	https://www.omb.nd.gov/team-nd-careers/state-hr-policies/new-workplace-teleworking

OH	For the Office of Procurement Services, all managers are in the office every Tuesday. Non-managers report to the office on 2 Tuesdays a month.
OK	Policies vary department to department and require a supervisor's approval.
PA	Commodity teams are assigned to report in-person one day a week.
RI	Remote work policy allows up to two days remote/three days in-office by Administrator of Purchasing Systems and Procurement Specialists; one day remote and four days in-office by Assistant Procurement Specialists; mandatory all-staff in-office days on Mondays and Thursdays.
TN	Employees are currently required to work a minimum of one day per week in the office.
TX	Three days in office, two days telework.
VT	Our department currently allows for a hybrid model in which we are in the office three days a week, and remote two.
WA	https://des.wa.gov/services/small-agency-support/human-resources/employee-toolkit/mobile-work
VA	Staff are required to be in the office at least one day per week.
WV	Flex scheduling.
WY	2 Buyers permanently telework, 1 Buyer teleworks a few days a week, 1 Buyer does not telework, 1 Support staff teleworks 1 day a week. CPO teleworks sporadically (typically 2 days a week).

Has your state enacted an official policy, executive order, statute, or regulation on the use of artificial intelligence (AI) for government operations? - Yes (please describe or provide a link to information)

AZ	https://aset.az.gov/policies-standards-and-procedures
CA	EO 23-19 on Governor's website.
CO	https://leg.colorado.gov/bills Search "artificial intelligence".
DC	https://mayor.dc.gov/release/mayor-bowser-signs-order-defining-dc%E2%80%99s-ai-values-and-ai-strategic-plan ; Mayor's Order 2024-028 Articulating DC's Artificial Intelligence Values and Establishing Artificial Intelligence Strategic Benchmarks.pdf (See Appendix A)
IL	Public Act 103-804

IN	"IC 4-13.1-5-1 "Artificial intelligence" Effective 7-1-2025. Sec. 1. As used in this chapter, "artificial intelligence" means computing technology that is capable of simulating human learning, reasoning, and deduction through processes such as: (1) acquiring and analyzing information for the purpose of improving operational accuracy through improved contextual knowledge; (2) identifying patterns in data; and (3) improving operational outcomes by analyzing the results of a previous operation and using the analysis to modify the operation to achieve an improved result. As added by P.L.108-2024, SEC.3. Policy by state IT is still in draft."
MA	The Executive Office of Technology Services and Security released Guidelines for the Use and Development of Generative Artificial Intelligence on 4/12/24, available at https://www.mass.gov/doc/guidelines-for-the-use-and-development-of-generative-artificial-intelligence/download
MN	https://mn.gov/mnit/government/policies/security/ai-standard/?utm_medium=email&utm_source=govdelivery
ND	https://www.ndit.nd.gov/artificial-intelligence-guidelines#:~:text=Outline%20best%20practices%20for%20secure
OH	https://das.ohio.gov/wps/wcm/connect/gov/de987825-6f6d-41e7-86b9-31c957551975/IT-17.pdf?MOD=AJPERES&CONVERT_TO=url&CACHEID=ROOTWORKSPACE.Z18_K9I401S01H7F400BNJU3S01F56-de987825-6f6d-41e7-86b9-31c957551975-oWr6g0E
OK	https://oklahoma.gov/content/dam/ok/en/omes/documents/AIUsageStandard.pdf
PA	https://www.oa.pa.gov/Policies/eo/Documents/2023-19.pdf
RI	https://governor.ri.gov/executive-orders/executive-order-24-06
SC	https://www.admin.sc.gov/SCAIStrategy
UT	https://dts.utah.gov/what-we-are-doing/our-initiatives/artificial-intelligence/
VT	https://digitalservices.vermont.gov/ai

Has your office incorporated any artificial intelligence (AI) technology into your procurement or contract management processes? - Yes (please describe)

AZ	We have added a generative AI term to our Uniform Terms and Conditions.
MI	We are using machine learning for a variety of tasks related to data analytics. We are in the process of implementing a tool to assist with the contract authoring and negotiation phase on the contract.
NY	Our Procurated Vendor Feedback System.

ND	AI Clause in IT Contract.
OK	Procuring GenAI currently. Utilize Celonis to flag errors, recognize trends, and prevent fraud.
UT	Used to assist in the drafting of some procurement SOWs.

Does your State Central Procurement Office operate a procurement certification program for state agency procurement staff?

	Please provide a link to information about your certification program.
AK	https://oppm.doa.alaska.gov/training/resources/
AR	https://transform.ar.gov/procurement/procurement-resources/training/
CA	https://www.dgs.ca.gov/PD/Services/Page-Content/Procurement-Division-Services-List-Folder/Access-CalPCA-Procurement-and-Contracting-Courses?search=CalPCA
CO	https://osc.colorado.gov/spco/procurement-training
DC	Webpage currently in development.
FL	https://www.dms.myflorida.com/business_operations/state_purchasing/public_procurement_professional_development
IL	https://cpo-general.illinois.gov/training-portal.html
IN	https://www.in.gov/idoa/procurement/procurement-training/delegation-of-purchasing-authority-program/
IA	https://das.iowa.gov/state-employees/procurement/procurement-training
KY	https://finance.ky.gov/eProcurement/Pages/kentucky-procurement-institute-training-and-certificate-program.aspx
MA	https://www.mass.gov/osd-buyer-training
MI	It is internally hosted on Sharepoint.
MN	https://mn.gov/admin/osp/government/training/ - Please see "Authority for Local Purchase (ALP) Certification Program".
MO	https://purch.oa.mo.gov/media/pdf/delegation-authority-and-procedures-departments - see paragraphs C, D, and Verification.

MT	https://spb.mt.gov/Agency-Resources/Procurement-Training
NV	https://purchasing.nv.gov/state_agencies/TrainingOpps/
NC	https://www.doa.nc.gov/divisions/purchase-contract
ND	https://www.omb.nd.gov/doing-business-state/procurement/guidelines-rules-and-laws
OH	https://procure.ohio.gov/about/Ohio_Public_Procurement_Training_Certification
OK	https://oklahoma.gov/omes/divisions/central-purchasing/cpo-certification-and-training/cpo-program-certification.html
OR	https://www.oregon.gov/das/procurement/pages/trainingcertification.aspx
SC	https://procurement.sc.gov/training
TN	Available internally to State procurement professionals through the internal state website.
TX	https://comptroller.texas.gov/purchasing/training/
WV	https://www.state.wv.us/admin/purchase/training/Certification/default.html

Please indicate who the CPO reports to, and to whom the CPO's supervisor reports to: (i.e. the Governor, another official in the Governor's cabinet, the Secretary of Administration, another executive, etc.)

AK	CPO reports to Director of Shared Services who reports to the Commissioner of Administration.
AR	CPO reports to the Secretary of the Department of Transformation and Shared Services (TSS). The Secretary of TSS reports to the Governor.
CA	CPO reports to the Director of the Department of General Services. The Director reports to the Secretary of the Government Operations Agency. The Secretary reports to the Governor.
CO	The CPO reports to the State Controller. The State Controller reports to the Executive Director of the Department of Personnel & Administration, who reports to the Governor.
CT	The CPO reports to the Commissioner of Administrative Services who reports to the Governor.

DE	CPO reports to Director of the Office of Management and Budget, and the Director of OMB is a Cabinet level position that reports to the Governor.
DC	CPO reports to City Administrator who reports to the Mayor.
FL	Secretary of the Department of Management Services, who reports to the Executive Office of the Governor.
HI	The Governor and State Legislators.
ID	CPO reports to Director of Department of Administration, who reports to the Governor.
IL	No reporting - Independent CPOs serve 5 years terms and confirmed by Illinois Senate.
IN	CPO (delegated authority from the Commissioner of IDOA) reports to Commissioner of IDOA. Commissioner of IDOA is appointed by the Governor.
IA	CPO reports to Chief Operating Officer of Central Services who reports to the director of the Department of Administrative Services who is appointed by the Governor.
KY	Office of Procurement Services Executive Director is the designee of the Finance & Administration Cabinet Secretary, who reports to the Governor.
LA	CPO reports to the Assistant Commissioner of Finance, who reports to the Deputy Commissioner, who reports to the Commissioner, who reports to the Governor.
MA	CPO is appointed by the Secretary of the Executive Office for Administration and Finance, who reports to the Governor.
MI	I officially report to the Chief Deputy Director of the Department of Technology Management and Budget who reports to the Department Director, a cabinet level position.
MN	CPO reports to the Commissioner of Administration; Commissioner of Administration reports to the Governor.
MS	Deputy Executive Director - MS DFA.
MO	Director of Purchasing reports to Commissioner of Administration and Commissioner of Administration reports to Governor.
MT	Governor → Department of Administration Director → CPO.
NE	COO and then Governor.
NV	Purchasing Administrator (CPO) reports to the Director of the Department of Administration, who in turn reports to the Governor.

NY	Deputy Commissioner, Shared Services, Office of General Services.
NC	CPO Reports to the Deputy Secretary for Service Operations of NC Department of Administration: Deputy Secretary reports to the Secretary of NCDOA (Cabinet Role); Secretary reports to Governor.
ND	CPO reports to Director of Office of Management and Budget.
OH	CPO reports to the Department of Administrative Services' Assistant Director. The Assistant Director reports to the Director of Administrative Services.
OK	Deputy Director of OMES, who reports to the Director of OMES, who reports to the Governor.
OR	Deputy Director, to the Director, then to the Governor.
PA	CPO reports to Deputy Secretary for Procurement who reports to the Secretary of Department of General Services, who reports to the Governor.
RI	Governor.
SC	CPO reports to the Director of the Division of Procurement Services who reports to the Executive Director of the State Fiscal Accountability Authority. The members of the Authority are the Governor, Treasurer, Comptroller, Chairman of Senate Finance, and Chairman of House Ways and Means.
SD	The Commissioner of the Bureau of Administration.
TN	The Central Procurement Office is administratively attached to the Department of General Services. The Chief Procurement Officer reports to the Commissioner of General Services, a member of the Governor's Cabinet who reports directly to the Governor.
TX	CPO reports to Associate Deputy Comptroller, who reports to the Comptroller.
VT	CPO reports to the Commissioner of Buildings and General Services, under the Agency of Administration.
WA	CPO reports to Director of Department of Enterprise Services; DES Director reports to Governor.
WV	Secretary of Administration.
WI	CPO (Director, State Bureau of Procurement) reports to a Deputy Division Administrator who reports to the Division Administrator.
WY	Administration & Information, General Services Administrator, and Administration & Information Director.

Does your state’s central procurement office have authority to conduct audits of purchases made at the state/agency/division level (not including procurement audits conducted outside of the central procurement office, i.e. by the auditor general’s office)?

	Yes (please specify) - Text.
AK	Even as a decentralized state, CPO office can audit agencies.
CA	Accreditation procedures as well as statutory authority provide DGS with the ability to request an audit.
CO	Our central procurement office has this authority. Also, the Office of the State Auditor is sometimes directed by the legislature to review certain procurements.
CT	Audit - Delegation of Authority.
DE	Audit language exists in every central contract bid, and separately central contracting has maintained a cost recovery contract for ad hoc use. However, the central office has no authority to take punitive action against an agency for improper use.
DC	Section 204 of the PPRA authorizes the CPO to review, monitor, and audit the procurement activities of the District.
FL	The division has oversight for all agencies.
HI	§103D-206 Additional duties of the administrator of the procurement office.
ID	Informal; more common if an agency has delegated authority. These are “reviews” more than “audits.”
IL	30 ILCS 500/10-10
IN	due to DPAP (Delegation of Procurement Authority Program).
MA	OSD conducts random Quality Assurance audits of agency procurement activities to assure compliance with procurement statutes, regulations and policies.
MI	We do this annually unless otherwise necessary.
MN	https://www.revisor.mn.gov/statutes/cite/16C.05
MO	Delegated procurement authority to departments and state agency procurement officers provides for reviews by the state purchasing office of their procurements conducted under that delegated authority.

MT	https://leg.mt.gov/bills/mca/title_0180/chapter_0040/part_0020/section_0210/0180-0040-0020-0210.html
NC	We have a Risk/Compliance review section of our office that conducts compliance reviews on agency procurement departments.
ND	https://ndlegis.gov/information/acdata/pdf/4-12-02.pdf
PA	The department may audit and monitor the implementation of its regulations and the requirements of this part.
RI	All State agencies, programs, higher education institutions.
SC	SC Code 11-35-1230 See Audit Program at https://procurement.sc.gov/audit
TN	TCA 4-56-104 https://advance.lexis.com/documentpage/?pdmfid=1000516&crd=336394bd-ff04-4827-bf7e-c71c63fb0565&config=025054JABIOTJjNmlyNi0wYjl0LTRjZGEtYWE5ZC0zNGFhOWNhMjFINDgKAFBvZENhdGFsb2cDF014bX2GfyBTal9WcPX5&pddocfullpath=%2Fshared%2Fdocument%2Fstatutes-legislation%2Furn%3AcontentItem%3A50J5-HR90-R03K-14GP-00008-00&pdcontentcomponentid=234179&pdteaserkey=sr12&pditab=allpods&ecomp=vss_kkk&earg=sr12&prid=29caebfb-ac06-4460-a523-503a214dd315
TX	The Comptroller's Office (which houses the statewide procurement division) also has authority to audit purchases of statewide procurements by other entities.
VT	Yes. However limited to purchase delegations issued by the Central Procurement Office.
WV	We have an inspection program.
WI	Agency authority to purchase goods and services is delegated to them by the central purchasing office per statute. Central purchasing's ability to audit agency purchases is outlined in their delegation agreement.
WY	We ensure purchases are in the best interest of the State upon receipt.