Office of State Procurement
Division of Administration

Strategic Plan
FY 21 to FY 25

Table of Contents

VISION STATEMENT

Equip state agencies with the goods and services needed to effectively serve the people of Louisiana.

MISSION STATEMENT

The Office of State Procurement serves as the centralized purchasing and contracting agency of the State of Louisiana, establishing competitive, cost-effective contracts for goods and services in full compliance with the law, and facilitating access to those contracts by State agencies and political subdivisions, equipping them to effectively serve the needs of the people of Louisiana.

PHILOSOPHY

There is always room for improvement: excellence is a process. OSP will diligently strive to deliver excellent customer service, terms and conditions, and pricing in all procurements, and will work to uphold public confidence in the impartial integrity of the State's procurement efforts.

SUMMARY

The Office of State Procurement (OSP) is responsible for procuring goods and services required by state executive branch agencies. OSP issues contracts covering the majority of items required by agencies and authorized cooperative purchasing entities, and is responsible for the regulation of RFPs and contracts for professional and complex services. OSP also processes bids and other requisitions for commodities, goods and services not covered by annual contracts.

OSP enables the State to control and reduce costs by standardizing specifications of needed goods and services and by realizing economies of scale, ensuring that small and large agencies alike get the best pricing available. The Office assists the State in aligning procurement and budget policies to strategically source goods and services in accordance with State budgetary policy and resources.

The Office also serves an information and education function through its sponsorship and participation in educational seminars designed to assist agencies in understanding and utilizing the procurement code, procurement policy and the steps necessary to efficiently acquire the goods and services necessary to carry out an agency's core functions.

PRINCIPAL CLIENTS AND USERS

Principal clients consist of all executive branch departments, including higher education, political subdivisions and boards and commissions.

EXTERNAL FACTORS

Potential external factors beyond the control of the agency which could have a significant impact on its success in attaining its goals and objectives include lack of funding, policy- or budget-based reductions in purchasing and contracting, and lack of personnel to support new programs.

DUPLICATION OF EFFORT

Louisiana Revised Statutes Title 39, Chapter 17, establishes the Office of State Procurement as the central purchasing agency of supplies, operating services, and major repairs.

OSP is designated as the chief regulatory agency over all purchasing activities, as well as professional, personal, consulting and social services (PPCS) contracts.

GOAL I: To standardize the procurement of quality goods and services, ensuring that all contracts for such services are solicited, awarded and maintained in a legal, uniform and equitable manner.

Goal Authorizations: Louisiana Revised Statutes 39:1551 et seq.

PROGRAM ACTIVITY: **STATE PROCUREMENT**

The Office of State Procurement (OSP) is responsible for procuring goods and services required by state executive branch agencies. OSP issues contracts covering the majority of items required by agencies and authorized cooperative purchasing entities, and is responsible for the regulation of RFPs and contracts for professional and complex services. OSP also processes bids and other requisitions for commodities, goods and services not covered by annual contracts.

STATE PROCUREMENT MISSION:
- To develop and implement sound procurement practices statewide in order to provide quality goods and timely services to agencies.

STATE PROCUREMENT GOAL:
- The Office of State Procurement will implement sound procurement practices in accordance with executive policy and legislative mandates, and provide quality and timely services to the agency and vendor communities.

OBJECTIVE I.1:
OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Note: The outcome of this objective will support continued success of the centralized procurement staff and improve customer service to agencies.

STRATEGY I.1: Utilize team performance metrics to ensure OSP's standards are maintained or exceeded regarding both meeting the needs of our customer agencies and making purchases and contracts in full compliance with law, rules, and policy.

PERFORMANCE INDICATOR:

Key:
1. Efficiency: Percentage of Professional Contracts Team transactions completed within 21 days.
2. Efficiency: Percentage of Bid Team purchases of $25,000 or less completed within 30 days.
3. Efficiency: Percentage of Commodity Team transactions completed within 45 days.
4. Efficiency: Percentage of total RFP administration completed within 232 days.
5. Efficiency: Percentage of RFPs published within 120 days.
6. Efficiency: Percentage of RFP award concurrences decided within 21 days.
7. Efficiency: Percentage of contracts resulting from RFP process approved within 21 days.

General:
1. Output: Average cycle time in days for Professional Contracts Team transactions
2. Output: Average cycle time in days for Bid Team transactions
3. Output: Average cycle time in days for Commodity Team transactions
4. Output: Average cycle time in days for the complete RFP process

OBJECTIVE I.2:
OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Note: The outcome of this objective will support continued success of the centralized procurement staff and improve customer service to agencies.

STRATEGY I.2: Continue to develop and implement policies and procedures that ensure RFPs and Contracts managed and/or awarded through OSP are in full compliance with law, rules, and policy.

PERFORMANCE INDICATOR:

Key:
1. Outcome: Percentage of contracts maintained without need for emergency extension beyond contract maximum to avoid contract lapse.
2. Outcome: Percentage of protest decisions appealed to the Commissioner of Administration upheld.
3. Output: Percentage of OSP statutorily mandated reports submitted by deadline.

General:
1. Input: Number of OSP emergency extension contracts
2. Input: Number of protests submitted to the Office of State Procurement.
3. Input: Number of OSP statutorily mandated reports submitted by deadline.

OBJECTIVE I.3:
OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.

Note: We use various means to gauge customer satisfaction and learning opportunities for both internal and external stakeholders, including surveys, focus groups, and internal review. The rationale being the better the product received by OSP from our procurement partners, the faster processing times will be.

Strategy 1.3.1 Hire qualified OSP employees and provide ongoing training to keep them abreast of best practices in procurement, changing legal requirements, and evolving industry dynamics.

Strategy 1.3.2 Provide training to agency personnel in the best practices in procurement, changing legal requirements, and evolving industry dynamics.

PERFORMANCE INDICATOR:

Key:
1. Quality: Average rating from course attendee response survey from OSP-provided training courses (on a 5 point scale)
2. Outcome: Percentage of OSP employees who have completed the CPPB/CPPO/SCM certificate.

General:
1. Output: Number of OSP-provided trainings to internal stakeholders
2. Output: Number of OSP-provided trainings to external stakeholders

STATE OF LOUISIANA

OFFICE OF STATE PROCUREMENT

Performance Indicator Matrix					
Program: State Procurement					Date: July 2019
Goal: The Office of State Procurement (OSP) will implement sound procurement practices in accordance with executive policy and legislative mandates, and provide quality and timely services to the agency and vendor communities.					
Objectives	Inputs	Outputs	Outcomes	Efficiency	Quality
Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time detailed in the related performance indicators listed below.		Average cycle time for Professional Contracts Team transactions Average cycle time for Bid Teams transactions Average cycle time for Commodity Team transactions Average cycle time for the complete RFP process		Percentage of Professional Contracts Team transactions completed within 21 days. Percentage of Bid Team purchases of $25,000 or less completed within 30 days. Percentage of Commodity Team transactions completed within 45 days. Percentage of total RFP administration completed within 232 days. Percentage of RFPs published within 120 days. Percentage of RFP award concurrences decided within 21 days. Percentage of contracts resulting from RFP process approved within 21 days.	
Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.	Number of OSP emergency extension contracts Number of protests submitted to OSP. Number of OSP statutorily mandated reports submitted by deadline.	Percent of OSP statutorily mandated reports submitted by deadline.	Percent of contracts maintained without need for emergency extension beyond contract maximum to avoid contract lapse. Percent of protest decisions appealed to the Commissioner of Administration that are upheld.		
Objective 3: OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.		Number of OSP-provided trainings to internal stakeholders Number of OSP-provided trainings to external stakeholders	Percent of OSP employees who have completed the CPPB/CPPO/SCM certificate.		Average rating from course attendee response survey from OSP-provided training courses (on a 5 point scale)

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of Professional Contracts Team transactions completed within 21 days.

Indicator LaPAS PI Code: 112

1. Type and Level:
> This performance indicator is a key, efficiency indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight and approval authority over non-competitive professional, personal, consulting, and social services contracts. It is crucial to agencies to have professional, personal, consulting, and social services contracts reviewed and approved in a timely manner.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - All approved ProAct and/or LaGov related transactions
> Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
> Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
> Count of transactions whose cycle time is ≤ 21 days, divided by total transaction count.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of Bid Team purchases of $25,000 or less completed within 30 days.

Indicator LaPAS PI Code: 26007

1. Type and Level:
This performance indicator is a key, efficiency indicator.
2. Rationale, Relevance, Reliability:
To better control product selection, need and match, most agency-initiated purchases were brought in-house as a result of the centralization of agency procurement staff. Bid Teams were created to quickly and efficiently issue ITBs and contracts for agencies.
3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
Data Source - All approved ProAct and/or LaGov related transactions
Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.
6. Calculation Methodology:
Count of transactions whose cycle time is ≤ 30 days, divided by total transaction count.
7. Scope:
This performance indicator is disaggregated.
8. Caveats:
None.
9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.
10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of Commodity Team transactions completed within 45 days.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, efficiency indicator.
2. Rationale, Relevance, Reliability:
To better control product selection, need and match, most agency-initiated purchases were brought in-house as a result of the centralization of agency procurement staff. Commodity Teams were created to quickly and efficiently issue statewide, agency term, and emergency – contingent contracts.
3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
Data Source - All approved ProAct and/or LaGov related transactions
Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.
6. Calculation Methodology:
Count of transactions whose cycle time is ≤ 45 days, divided by total transaction count.
7. Scope:
This performance indicator is disaggregated.
8. Caveats:
None.
9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.
10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of total RFP administration completed within 232 days.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a key, efficiency indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight authority over the development and use of the RFP process and resulting contracts. It is crucial to agencies to have RFPs and resulting contracts reviewed and approved in a timely manner.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - RFP tracking spreadsheet
> Collection - RFP Manager
> Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
> Count of transactions[*] whose cycle time is ≤ 232 days, divided by total transaction count.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> [*]This count will not include RFPs whose award was protested.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Manager's RFP Tracker and activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of RFPs published within 120 days.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a key, efficiency indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight authority over the development and use of the RFP process and resulting contracts. It is crucial to agencies to have RFPs and resulting contracts reviewed and approved in a timely manner.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - RFP tracking spreadsheet
> Collection - RFP Manager
> Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
> Count of transactions whose cycle time is $\leq$ 120 days, divided by total transaction count.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Manager's RFP Tracker and activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of RFP award concurrences decided within 21 days.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, efficiency indicator.

2. Rationale, Relevance, Reliability:
OSP exercises oversight authority over the development and use of the RFP process and resulting contracts. It is crucial to agencies to have RFPs and resulting contracts reviewed and approved in a timely manner.

3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
Data Source - RFP tracking spreadsheet
Collection - RFP Manager
Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
Count of transactions whose cycle time is ≤ 21 days, divided by total transaction count.

7. Scope:
This performance indicator is disaggregated.

8. Caveats:
None.

9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Manager's RFP Tracker and activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Percentage of contracts resulting from RFP process approved within 21 days

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, efficiency indicator.
2. Rationale, Relevance, Reliability:
OSP exercises oversight authority over the development and use of the RFP process and resulting contracts. It is crucial to agencies to have RFPs and resulting contracts reviewed and approved in a timely manner.
3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
Data Source - RFP tracking spreadsheet
Collection - RFP Manager
Reporting - Quarterly, on a cumulative fiscal-year-to-date basis.
6. Calculation Methodology:
Count of transactions whose cycle time is ≤ 21 days, divided by total transaction count.
7. Scope:
This performance indicator is disaggregated.
8. Caveats:
None.
9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Manager's RFP Tracker and activity data from ProAct and/or LaGov will be maintained.
10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Average cycle time in days for Professional Contracts Team transactions.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a general, output indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight and approval authority over non-competitive professional, personal, consulting, and social services contracts. It is crucial to agencies to have professional, personal, consulting, and social services contracts reviewed and approved in a timely manner.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - All approved ProAct and/or LaGov related transactions
> Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
> Reporting – General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
> Average number of transactions.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Average cycle time in days for Bid Team transactions.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a general, output indicator.

2. Rationale, Relevance, Reliability:
> To better control product selection, need and match, most agency-initiated purchases were brought in-house as a result of the centralization of agency procurement staff. Bid Teams were created to quickly and efficiently issue ITBs and contracts for agencies. Successful centralization depends on the efficiency of the Bid Teams.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - All approved ProAct and/or LaGov related transactions
> Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
> Reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
> Average number of transactions.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Average cycle time in days for Commodity Team transactions.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a general, output indicator.
2. Rationale, Relevance, Reliability:
To better control product selection, need and match, most agency-initiated purchases were brought in-house as a result of the centralization of agency procurement staff. Commodity Teams were created to quickly and efficiently issue statewide, agency term, and emergency – contingent contracts.
3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
Data Source - All approved ProAct and/or LaGov related transactions
Collection - LaGov Approval Status Cockpit report and ProAct data file from OTS
Reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.
6. Calculation Methodology:
Average number of transactions.
7. Scope:
This performance indicator is disaggregated.
8. Caveats:
None.
9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.
10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 1: OSP will provide the necessary resources to quickly and efficiently procure professional contracts, RFPs, one-time purchases, long term purchase orders, statewide and agency-term contracts to ensure 80% or more are completed within each target cycle time.

Indicator Name: Average cycle time in days for the complete RFP process.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a general, output indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight authority over the development and use of the RFP process and resulting contracts. It is crucial to agencies to have RFPs and resulting contracts reviewed and approved in a timely manner.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - RFP tracking spreadsheet
> Collection - RFP Manager
> Reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
> Average number of transactions.[*]

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> [*]This count will not include RFPs whose award was protested.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Manager's RFP Tracker and activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Percentage of contracts maintained without need for emergency extension beyond contract maximum to avoid contract lapse.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a key, outcome indicator.

2. Rationale, Relevance, Reliability:
> OSP exercises oversight authority over most state procurements. Upholding fair and open competition requires that contracts be kept to their original durations wherever possible. Contract extensions beyond the maximum should only occur in emergency situations. To achieve best value for the State of Louisiana, it is crucial to select, award, and base contracts on the merits of best practices of procurement.

3. Use:
> This indicator will be used to measure success in best practices in the procurement realm and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - Tracking by OSP Management as well as the total contract renewal counts provided by LaGov
> Collection - Deviations from 100% performance will be documented by OSP Management
> Reporting - OSP Management provides counts to Analytics. Calculated and reported quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
> Count of contracts that are extended solely to avoid contract lapse, divided by total count of contract renewals.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> OSP reserves the ability to exclude situations where the Chief Procurement Officer has determined that the delay is solely due to external agency contract mismanagement or cases where the inability to award a replacement contract timely are due to factors beyond the control of the State.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Percentage of protest decisions appealed to the Commissioner of Administration upheld.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, outcome indicator.

2. Rationale, Relevance, Reliability:
OSP exercises oversight authority over most state procurements. Upholding fair and open competition requires that procurement specifications, award recommendations, and protest decisions by OSP be ethical, legal, and in the best interest of the State. OSP will strive to ensure that its protest decisions are defensible and its conclusions are beyond reproach.

3. Use:
This indicator will be used to measure success in best practices in the procurement realm and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
Data Source - Tracking number of protests and number of overturned decisions
Collection - Deviations from 100% performance will be maintained by OSP Management and provided to Analytics Team
Reporting - OSP Management provides counts to Analytics. Calculated and reported quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
Count of protests appealed to the Commissioner of Administration which are overturned divided by the total number of protests appealed to the Commissioner of Administration.

7. Scope:
This performance indicator is disaggregated.

8. Caveats:
This reporting will reflect the timeframe of the decisions of the Commissioner of Administration, but will not necessarily reflect the fiscal quarter or year the procurement was initiated and concluded.

9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from tracking will be maintained.

10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Percentage of OSP statutorily mandated reports submitted by deadline.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, output indicator.

2. Rationale, Relevance, Reliability:
Measuring the timeliness of submission of statutorily mandated reports demonstrates a commitment to transparency for OSP's stakeholders and compliance with the Legislature.

3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
Data Source - Documented by OSP Management and/or Analytics Team through external notification or internal tracking
Collection - Analytics Team will track and record instances where reports required by statute were not reported timely.
Reporting - Analytics team will provide the required reporting. Calculated and reported quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
The number of OSP statutorily submitted reports submitted divided by the total number of mandated reports.

7. Scope:
This performance indicator is disaggregated.

8. Caveats:
None.

9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data will be maintained including public posting to the Louisiana Checkbook.

10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Number of OSP emergency extension contracts.

Indicator LaPAS PI Code: New

1. Type and Level:
 This performance indicator is a general, input indicator.
2. Rationale, Relevance, Reliability:
 OSP exercises oversight authority over most state procurements. Upholding fair and open competition requires that contracts be kept to their original durations wherever possible. Contract extensions beyond the maximum should only occur in emergency situations. To achieve best value for the State of Louisiana, it is crucial to select, award, and base contracts on the merits of best practices of procurement.
3. Use:
 This indicator will be used to measure success in best practices in the procurement realm and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
 This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
 Data Source - Tracking by OSP Management as well as the total contract renewal counts provided by LaGov.
 Collection - Count will be maintained by OSP Management
 Reporting - OSP Management provides counts to Analytics – General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.
6. Calculation Methodology:
 Count of contracts that are extended solely to avoid contract lapse.
7. Scope:
 This performance indicator is disaggregated.
8. Caveats:
 OSP reserves the ability not to include in the reporting data situations where the delay is solely due to agency contract management and/or delay if the Chief Procurement Officer concurs with the procurement manager about this assessment.
9. Accuracy, Maintenance, Support:
 The performance indicator and data have not been audited. Activity data from ProAct and/or LaGov will be maintained.
10. Responsible Person:
 Garret DeBate, Assistant Director

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Number of protests submitted to the Office of State Procurement.

Indicator LaPAS PI Code: New

1. Type and Level:
>   This performance indicator is a general, input indicator.

2. Rationale, Relevance, Reliability:
>   Protests by aggrieved parties are costly, effort intensive, and potentially indicative of defects in the State's procurement processes. Measuring the extent of protests received overtime is useful for showing trends in workload and procurement quality.

3. Use:
>   This indicator will be used to measure the comprehensive quality and compliance of procurements, or the extent of vendor contentiousness, and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
>   This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
>   Data Source - Tracking number of protests
>   Collection - Count will be maintained by OSP Management
>   Reporting - OSP Management provides counts to Analytics - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
>   Count of protests submitted to the Office of State Procurement.

7. Scope:
>   This performance indicator is aggregated.

8. Caveats:
>   This reporting will reflect the timeframe of protests, but will not necessarily reflect the fiscal quarter or year the procurement was initiated or concluded.

9. Accuracy, Maintenance, Support:
>   The performance indicator and data have not been audited. Activity data from tracking will be maintained.

10. Responsible Person:
>   Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 2: OSP will provide the necessary resources to ensure legal and timely solutions to agency procurement needs.

Indicator Name: Number of OSP statutorily mandated reports submitted by deadline.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a general, input indicator.

2. Rationale, Relevance, Reliability:
> Measuring the timeliness of submission of statutorily mandated reports demonstrates a commitment to transparency for OSP's stakeholders and compliance with State law.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - Documented by OSP Management and/or Analytics Team through external notification or internal tracking
>
> Collection - Analytics Team will track and record instances where reports required by statute were not reported.
>
> Reporting - Analytics team will provide the required reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
> Count of OSP statutorily mandated reports submitted timely.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data will be maintained including public posting to the Louisiana Checkbook.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 3: OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.

Indicator Name: Average rating from course attendee response survey from OSP-provided training courses (on a 5 point scale)

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a key, quality indicator.

2. Rationale, Relevance, Reliability:
> It is crucial for agencies, both internal and external stakeholders, and the public to have useful and required information to guide procurement related decision-making as it relates to the Procurement Code and Office of State Procurement rules, policies, procedures, and requirements.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - Compiled training course surveys completed by participants online
> Collection - The Analytics Team compiles exported results from course surveys
> Reporting - Calculated and reported quarterly, on a cumulative fiscal-year-to-date basis.

6. Calculation Methodology:
> The Analytics Team calculates ongoing number of stars received.

7. Scope:
> This performance indicator is disaggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from course survey program will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 3: OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.

Indicator Name: Percentage of OSP employees who have completed the CPPB/CPPO/SCM certificate.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a key, outcome indicator.
2. Rationale, Relevance, Reliability:
Consistent attainment of fundamental procurement knowledge, skills, and abilities is best demonstrated through awarded certifications and degrees. Measuring these awarded certifications and degrees will reflect OSP's commitment to professionalization.
3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.
4. Clarity:
This indicator clearly identifies what is being measured.
5. Data Source, Collection and Reporting:
Data Source - Employee self-reporting and tracking by Executive Staff Officer and Analytics Team
Collection - Tracking by Executive Staff Officer and Analytics Team
Reporting - Calculated and reported quarterly, on a cumulative basis.
6. Calculation Methodology:
The Analytics Team and Executive Staff Officer will compile training records and staff profiles in Excel.
7. Scope:
This performance indicator is aggregated.
8. Caveats:
None.
9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from course certification programs will be maintained.
10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 3: OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.

Indicator Name: Number of OSP-provided trainings to internal stakeholders.

Indicator LaPAS PI Code: New

1. Type and Level:
This performance indicator is a general, output indicator.

2. Rationale, Relevance, Reliability:
It is crucial for agencies, both internal and external stakeholders, and the public to have useful and required information to guide procurement related decision-making as it relates to the Procurement Code and Office of State Procurement rules, policies, procedures, and requirements.

3. Use:
This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
Data Source - Compiled training records
Collection - The Analytics Team compiles records from historical information
Reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
Count of OSP-provided trainings to internal stakeholders.

7. Scope:
This performance indicator is aggregated.

8. Caveats:
None.

9. Accuracy, Maintenance, Support:
The performance indicator and data have not been audited. Activity data from course survey program will be maintained.

10. Responsible Person:
Garret DeBate, Assistant Director

OFFICE OF STATE PROCUREMENT

PERFORMANCE INDICATOR DOCUMENTATION

Activity: State Procurement

Objective 3: OSP will provide quality information and training to internal and external procurement stakeholders throughout each fiscal year.

Indicator Name: Number of OSP-provided trainings to external stakeholders.

Indicator LaPAS PI Code: New

1. Type and Level:
> This performance indicator is a general, output indicator.

2. Rationale, Relevance, Reliability:
> It is crucial for agencies, both internal and external stakeholders, and the public to have useful and required information to guide procurement related decision-making as it relates to the Procurement Code and Office of State Procurement rules, policies, procedures, and requirements.

3. Use:
> This indicator will be used to measure customer service success in relation to stated targets and to identify cases in which personnel or other resources should be added or re-allocated.

4. Clarity:
> This indicator clearly identifies what is being measured.

5. Data Source, Collection and Reporting:
> Data Source - Compiled training records
> Collection - The Analytics Team compiles records from historical information
> Reporting - General Indicators are reported at second quarter (prior year actual) and fourth quarter (yearend actual) progress reports.

6. Calculation Methodology:
> Count of OSP-provided trainings to external stakeholders.

7. Scope:
> This performance indicator is aggregated.

8. Caveats:
> None.

9. Accuracy, Maintenance, Support:
> The performance indicator and data have not been audited. Activity data from course survey program will be maintained.

10. Responsible Person:
> Garret DeBate, Assistant Director

STRATEGY I.1:

Utilize team performance metrics to ensure OSP's standards are maintained or exceeded regarding both meeting the needs of our customer agencies and making purchases and contracts in full compliance with law, rules, and policy.

STRATEGIC PLANNING CHECKLIST

✓___ **Planning Process**
  __✓__ General description of process implementation included in plan process documentation
  _____ Consultant used
        If so, identify: _____
  __✓__ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
  __✓__ Incorporated statewide strategic initiatives
  __✓__ Incorporated organization internal workforce plans and information technology plans

✓___ **Analysis Tools Used**
  __✓__ SWOT analysis
  __✓__ Cost/benefit analysis
  _____ Financial audit(s)
  _____ Performance audit(s)
  __✓__ Program evaluation(s)
  __✓__ Benchmarking for best management practices
  __✓__ Benchmarking for best measurement practices
  _____ Stakeholder or customer surveys
  _____ Undersecretary management report (Act 160 Report) used
  _____ Other analysis or evaluation tools used

✓___ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

  _____ Involved in planning process
  __✓__ Discussion of stakeholders included in plan process documentation

✓___ **Authorization for goals**

  __✓__ Authorization exists
  _____ Authorization needed
  __✓__ Authorization included in plan process documentation

✓___ **External Operating Environment**

  __✓__ Factors identified and assessed
  __✓__ Description of how external factors may affect plan included in plan process documentation

✓___ **Formulation of Objectives**

  __✓__ Variables (target group; program & policy variables; and external variables) assessed
  __✓__ Objectives are SMART

✓___ **Building Strategies**

  __✓__ Organizational capacity analyzed
  __✓__ Needed organizational structural or procedural changes identified
  __✓__ Resource needs identified
  __✓__ Strategies developed to implement needed changes or address resource needs
  _____ Action plans developed; timelines confirmed; and responsibilities assigned

✓___ **Building in Accountability**

  __✓__ Balanced sets of performance indicators developed for each objective
  __✓__ Documentation Sheets completed for each performance indicator
  __✓__ Internal accountability process or system implemented to measure progress
  __✓__ Data preservation and maintenance plan developed and implemented

✓___ **Fiscal Impact of Plan**

  __✓__ Impact on operating budget
  _____ Impact on capital outlay budget
  __✓__ Means of finance identified for budget change
  __✓__ Return on investment determined to be favorable

STRATEGY I.2:

Continue to develop and implement policies and procedures that ensure RFPs and Contracts managed and/or awarded through OSP are in full compliance with law, rules, and policy.

STRATEGIC PLANNING CHECKLIST

✓__ **Planning Process**
  __✓__ General description of process implementation included in plan process documentation
  _____ Consultant used
          If so, identify: _____
  __✓__ Department/agency explanation of how duplication of program operations will be avoided
          included in plan process documentation
  __✓__ Incorporated statewide strategic initiatives
  __✓__ Incorporated organization internal workforce plans and information technology plans

✓__ **Analysis Tools Used**
  __✓__ SWOT analysis
  __✓__ Cost/benefit analysis
  _____ Financial audit(s)
  _____ Performance audit(s)
  _____ Program evaluation(s)
  __✓__ Benchmarking for best management practices
  __✓__ Benchmarking for best measurement practices
  _____ Stakeholder or customer surveys
  _____ Undersecretary management report (Act 160 Report) used
  _____ Other analysis or evaluation tools used

✓__ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

  _____ Involved in planning process
  __✓__ Discussion of stakeholders included in plan process documentation

✓__ **Authorization for goals**

  __✓__ Authorization exists
  _____ Authorization needed
  __✓__ Authorization included in plan process documentation

✓__ **External Operating Environment**

  __✓__ Factors identified and assessed
  __✓__ Description of how external factors may affect plan included in plan process documentation

✓__ **Formulation of Objectives**

  __✓__ Variables (target group; program & policy variables; and external variables) assessed
  __✓__ Objectives are SMART

✓__ **Building Strategies**

  __✓__ Organizational capacity analyzed
  __✓__ Needed organizational structural or procedural changes identified
  __✓__ Resource needs identified
  __✓__ Strategies developed to implement needed changes or address resource needs
  _____ Action plans developed; timelines confirmed; and responsibilities assigned

✓__ **Building in Accountability**

  __✓__ Balanced sets of performance indicators developed for each objective
  __✓__ Documentation Sheets completed for each performance indicator
  __✓__ Internal accountability process or system implemented to measure progress
  __✓__ Data preservation and maintenance plan developed and implemented

✓__ **Fiscal Impact of Plan**

  __✓__ Impact on operating budget
  _____ Impact on capital outlay budget
  __✓__ Means of finance identified for budget change
  __✓__ Return on investment determined to be favorable

Strategy 1.3.1
Hire qualified OSP employees and provide ongoing training to keep them abreast of best practices
in procurement, changing legal requirements, and evolving industry dynamics.

STRATEGIC PLANNING CHECKLIST

✓__ **Planning Process**
  __✓__ General description of process implementation included in plan process documentation
  _____ Consultant used
  If so, identify: _____
  __✓__ Department/agency explanation of how duplication of program operations will be avoided
  included in plan process documentation
  __✓__ Incorporated statewide strategic initiatives
  __✓__ Incorporated organization internal workforce plans and information technology plans

✓___ **Analysis Tools Used**
  __✓__ SWOT analysis
  __✓__ Cost/benefit analysis
  _____ Financial audit(s)
  _____ Performance audit(s)
  __✓__ Program evaluation(s)
  __✓__ Benchmarking for best management practices
  __✓__ Benchmarking for best measurement practices
  _____ Stakeholder or customer surveys
  _____ Undersecretary management report (Act 160 Report) used
  _____ Other analysis or evaluation tools used

✓___ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

  _____ Involved in planning process
  __✓__ Discussion of stakeholders included in plan process documentation

✓____ **Authorization for goals**

  __✓__ Authorization exists
  _____ Authorization needed
  __✓__ Authorization included in plan process documentation

✓____ **External Operating Environment**

  __✓__ Factors identified and assessed
  __✓__ Description of how external factors may affect plan included in plan process documentation

✓____ **Formulation of Objectives**

  __✓__ Variables (target group; program & policy variables; and external variables) assessed
  __✓__ Objectives are SMART

✓____ **Building Strategies**

  __✓__ Organizational capacity analyzed
  __✓__ Needed organizational structural or procedural changes identified
  __✓__ Resource needs identified
  __✓__ Strategies developed to implement needed changes or address resource needs
  _____ Action plans developed; timelines confirmed; and responsibilities assigned

✓____ **Building in Accountability**

  __✓__ Balanced sets of performance indicators developed for each objective
  __✓__ Documentation Sheets completed for each performance indicator
  __✓__ Internal accountability process or system implemented to measure progress
  __✓__ Data preservation and maintenance plan developed and implemented

✓____ **Fiscal Impact of Plan**

  __✓__ Impact on operating budget
  _____ Impact on capital outlay budget
  __✓__ Means of finance identified for budget change
  __✓__ Return on investment determined to be favorable

Strategy 1.3.2
Provide training to agency personnel in the best practices in procurement, changing legal requirements, and evolving industry dynamics.

STRATEGIC PLANNING CHECKLIST

✓__ **Planning Process**
  _✓_ General description of process implementation included in plan process documentation
  _____ Consultant used
  If so, identify: _____
  _✓_ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
  _✓_ Incorporated statewide strategic initiatives
  _✓_ Incorporated organization internal workforce plans and information technology plans

✓___ **Analysis Tools Used**
  _✓_ SWOT analysis
  _✓_ Cost/benefit analysis
  _____ Financial audit(s)
  _____ Performance audit(s)
  _✓_ Program evaluation(s)
  _✓_ Benchmarking for best management practices
  _✓_ Benchmarking for best measurement practices
  _✓_ Stakeholder or customer surveys
  _____ Undersecretary management report (Act 160 Report) used
  _____ Other analysis or evaluation tools used

✓___ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
  _____ Involved in planning process
  _✓_ Discussion of stakeholders included in plan process documentation

✓____ **Authorization for goals**
  _✓_ Authorization exists
  _____ Authorization needed
  _✓_ Authorization included in plan process documentation

✓____ **External Operating Environment**
  _✓_ Factors identified and assessed
  _✓_ Description of how external factors may affect plan included in plan process documentation

✓____ **Formulation of Objectives**
  _✓_ Variables (target group; program & policy variables; and external variables) assessed
  _✓_ Objectives are SMART

✓____ **Building Strategies**
  _✓_ Organizational capacity analyzed
  _✓_ Needed organizational structural or procedural changes identified
  _✓_ Resource needs identified
  _✓_ Strategies developed to implement needed changes or address resource needs
  _____ Action plans developed; timelines confirmed; and responsibilities assigned

✓____ **Building in Accountability**
  _✓_ Balanced sets of performance indicators developed for each objective
  _✓_ Documentation Sheets completed for each performance indicator
  _✓_ Internal accountability process or system implemented to measure progress
  _✓_ Data preservation and maintenance plan developed and implemented

✓____ **Fiscal Impact of Plan**
  _✓_ Impact on operating budget
  _____ Impact on capital outlay budget
  _✓_ Means of finance identified for budget change
  _✓_ Return on investment determined to be favorable

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