

South Carolina Department of Transportation

Contract Approval Process for Commodities and Services

Kirwan, Emmett I.
3-18-2024

I. Background

The South Carolina Department of Transportation (SCDOT) conducts its non-construction procurements through three separate offices. These offices are Professional Services Contracting, Commodities and Services, and Project Delivery. Of these three offices, Commodities and Services is the only one where approval prior to solicitation is not required and the approval comes after bids and proposals are opened but prior to awarding a contract. This research project will address the approval process for contracts in Commodities and Services.

As further background, the Commodities and Services section is governed by the South Carolina Consolidated Procurement Code (the Code). Under the Code all state agencies have four distinct thresholds where the process can change. SCDOT's approval process can impact any award under the four distinct thresholds. The four thresholds are as follows:

1. For purchases with a value from \$0 - \$10,000 the purchase needs only be declared fair and reasonable and no competition is required, except for repeat purchases.
2. For purchases with a value from \$10,000.01 to \$25,000 three written, bona fide, responsive and responsible quotes are required.
3. For purchases with a value from \$25,000.01 to \$100,000 a more formal process can be undertaken but advertisement is required. These are still considered small purchases under the Code.

4. The final threshold is for purchases over \$100,000. At this point bids must be sealed, advertisement must take place, and there is a waiting period prior to the contract becoming final.

At SCDOT some purchasing responsibility has been delegated to the local maintenance units and to the offices. SCDOT is one of the few agencies in the state that has done this and we do have the most decentralized purchasing of any state agency. All offices at SCDOT have the authority to make their own non-contract purchases up to \$25,000. All non-contract purchases over \$10,000 do come to the Procurement Director for Commodities and Services for approval to ensure compliance with the Code. The Commodities and Services section carries out all procurements for the agency that are over \$25,000 and as such, each of the seven SCDOT District offices have their own procurement manager to conduct these procurements. Headquarters has its own manager to conduct procurements for the offices within SCDOT headquarters and for offices that are not associated with a specific SCDOT Engineering District, but that are not physically located within the SCDOT headquarters building on Park Street in Columbia.

During the 117th legislative session of 2007-2008 S355 was introduced, passed, and ratified as Act 114. Act 114 addressed several sections of the SC Code of Laws but the majority of the Act was a complete rewrite of Title 57 which is SCDOT's enabling legislation. Within Act 114, 57-1-370 addressed the duties of the SCDOT Commission and included paragraphs L and M. These two paragraphs addressed contracts in excess of five hundred thousand dollars and contracts to entities that already received contracts during the fiscal year that in the aggregate had a value of five hundred

thousand dollars. Specifically 57-1-370(L) stated “The department may not enter into any contract with a value in excess of five hundred thousand dollars without the prior authorization of the commission.” 57-1-370(M) stated “The commission shall give prior approval to any additional contracts the department wishes to be entered into during a fiscal year with an entity that has already received individual contracts during that fiscal year that in the aggregate value are at least five hundred thousand dollars.” Act 114 became effective June 27 2007 and as such, starting with fiscal year 2008 SCDOT had to implement a process to ensure contracts that met either of these thresholds were approved appropriately. The process that was implemented required all paperwork for commission approval to be in the commission office no later than two and a half weeks prior to the commission meeting. While this project does not address the delays in award this process caused, it is not difficult to illustrate how this impacted the ability of the agency to award contracts. For instance we don't know who the low bidder is until bids are opened. If a small dollar procurement was to be awarded to a contractor who had been awarded contracts during the fiscal year totaling \$500,000 then we had to wait until after the commission approval to award the contract. This could cause delays up to 60 days in some instances due to the bid opening after the deadline to get paperwork approved and then having to wait until the next commission meeting. (see Appendix 1) This process was in place until S1258 was passed and ratified as Act 275 during the 2016 legislative session. Act 275 did, among other things, change the responsibilities of the SCDOT Commission and completely rewrote 57-1-370 to exclude the Commission's approval of contracts. When the legislature did this, the Secretary of Transportation

(SOT) decided that approval would be through the three deputy secretaries and that the SOT would be the final approver. The dollar amount did not change.

II. The Approval Process

In the June SCDOT Commission meeting the SOT announced that she took the legislature's removal of most of what was passed in 2007 as devolving those responsibilities to the SOT. While this is not explicit in Act 275, the resulting changes in Title 57 nor in Chapter 63 of the Regulations, the agency has taken this position. This process is also not captured in any Departmental or Engineering Directive. This position did change the approval process for contracts. The previous process that was in place from July 2007 until June 2016 required that contracts get recommended by the area where they were procured, get the appropriate Deputy Secretary to approve, and then get commission approval. As stated above this paperwork had to be in to the commission office no later than two and a half weeks prior to the commission meeting. In July 2016 this process was changed to have the procuring area route the approval through the respective division head, then have all three deputy secretaries approve, and then final approval by the SOT. For Commodities and Services this means that Procurement Director for Commodities and Services reviews the approval request which includes the advertisement. The request then goes to the Chief Procurement Officer (CPO) for the agency. From the CPO the request then goes to the deputy secretaries in the following order:

1. Deputy Secretary for Finance and Administration
2. Deputy Secretary for Intermodal and Planning
3. Deputy Secretary for Engineering

Once the Deputy Secretary for Engineering has signed the approval request it goes to the SOT for final approval. This process is handled entirely via email and on a fillable PDF form. All signatures are digital except for the SOT who prints the form and signs in ink¹. Once the SOT has signed, the SOT hands the approval to the SOT's executive assistant. The SOT's executive assistant then scans the signed approval to her computer and uploads it to a document repository to which only executive level employees of SCDOT have access. The signed paper is then hand carried to the executive assistant for the Deputy Secretary for Finance and Administration (DSFA). The DSFA's executive assistant then puts the signed approvals in the CPOs box in the DSFA's office and emails the CPO that the approval is ready for pickup. The CPO or a member of the CPO's staff will go to the DSFA's office and get the signed paper approval and distribute to the appropriate person. This approval is then scanned and uploaded to the contract file, the contract created in the state's procurement system, and possibly emailed to the procurement officer in the District Office if it is a contract for which they are responsible.

III. GAP Statement

Although the legislature removed the requirement for the SCDOT Commission to approve contract awards equal to or greater than \$500,000, and removed the requirement for the Commission to approve contracts to entities who have been awarded \$500,000 or more in the aggregate, there is still an unwritten policy in place that requires the SOT to approve these awards. To account for this process,

¹ Until the COVID pandemic in March 2020 this process was entirely paper with all signatures in ink.

Commodities and Services consistently leaves at least 10 days from the time bids are opened to the time an award is made to account for the approval process. If any delay occurs, at least five additional business days are added to the time from bid opening to posting the award. The reason for these additional five business days is that the Code requires that a "...notice of revised award posting date must be given by posting the notice for three business days at the location identified in the solicitation and must be sent electronically to all bidders responding to the solicitation on the same day that the notice is posted in accordance with the section." (11-35-1520(10)) The reason that it becomes five is we cannot count the day a notice is posted and it must be posted for three business days prior to posting an award. As an example, if a notice of revised award posting date is posted on a Monday the earliest date that an award can be posted is Friday of that week. The first business day that counts towards the three is Tuesday. The third business day is Thursday. The award can be posted Friday. It cannot be posted on Thursday as the Code requires the notice be posted for three business days prior to posting the award.

In the ideal situation, awards from Commodities and Services would not require higher approval but would be reported out to the SOT and the Deputy Secretaries. If that is not possible, then any that do require approval, an increase the dollar amount required for initiating the approval process and a decrease in the time for approval would be ideal.

IV. Data Collection and Evaluation

The data collected and evaluated was for the three calendar years of 2020, 2021, and 2022. The data was collected from copies of the approvals located in a shared drive

for the years indicated. This data is not tracked or compiled in any other way at the agency. A quick glance at the data showed there was no correlation between contract amount and days in the approval process so that was clearly not a factor. The next thing to look at was to determine if the delays were actual or just perceived by staff. In 2020 there were 59 contracts from Commodities and Services that went through the approval process. Of those 59, 33 or 55.93% were approved within the 10 day time frame. Of the remaining 26 approvals, two took 53 days and one took 132 days. The remaining 23 all were between 11 to 28 days.

In 2021 there were 69 contracts that went through the approval process. The percentage that were approved within the 10 day time frame went down to 50.72%, which correlates to 35 contracts. There was some improvement as no contract took longer than 48 days to get approved and there was only one to be beyond 30 days.

In 2022 there were 86 contracts sent through the approval process. Of those, 57 or 66.28% were approved within the 10 day time frame. There were, again as in 2020, three contracts that took longer than 30 days to get approved.

Over the three years, 125 of 214 contracts sent through the process were approved within the 10 day time frame. This equates to 58.41% of the contracts were approved on time. Of the remaining 89, 62 were approved were approved between 11 and 20 days, and 20 were approved with 21 and 30 days. See Fig 4.1

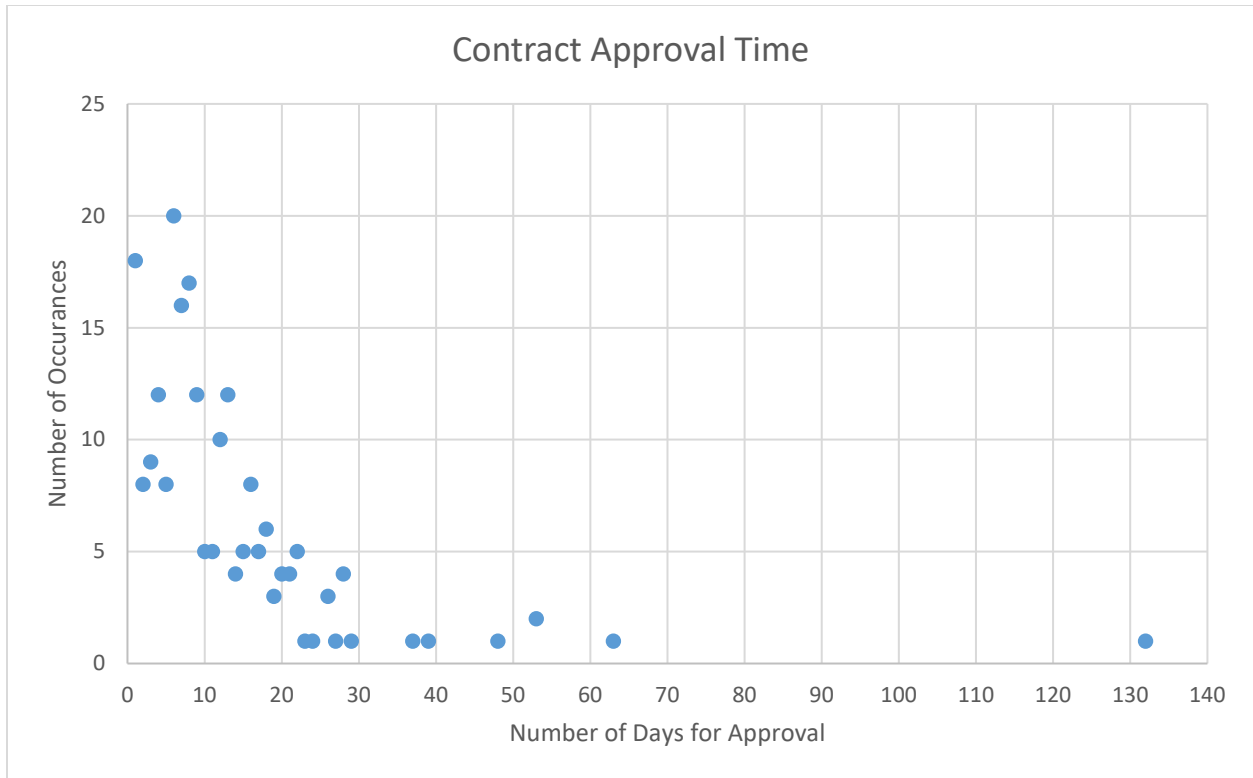


Fig. 4.1

Now that it is clear there were delays at best 34% of the time and at worst almost 50%, were those delays caused by an individual or individuals or is there something else in the process causing the delays.

Looking at the data for each signer, it would appear that the final two signatories are the issue. Their average time from getting an approval to signing was 6 days for each signatory. Even if the first three signed on the same day this means that an additional 12 days in total were needed to get the final two signatures. Rather than making a blanket statement based on the entire data set for all three years, I decided to look at just those approvals that took 11 or more days. When those averages were looked at, the Deputy Secretary for Engineering (DSE) and the SOT were clearly the delays. The DSE took, on average, 12 days to sign the approvals and the SOT nine

days in 2020, 9 days and 5 days respectively in 2021, and 6 days and 11 days in 2022 respectively. Over the three years, the three signatories before getting to the DSE were 0, 1, and 2 days on average to sign once the approval request was on their desk or in their email inbox. See Table 4.1.

Days on Desk Before Signing for Approval of 11 Days or more 2020

	CPO	DSFA	DISP	DSE	SOT	Total Days
Approval 2	0	0	1	3	7	11
Approval 5	0	0	0	46	7	53
Approval 6	0	0	1	3	7	11
Approval 7	0	0	0	46	7	53
Approval 8	0	1	3	19	3	26
Approval 9	0	2	21	3	2	28
Approval 10	0	1	20	0	0	21
Approval 11	0	0	0	8	5	13
Approval 13	0	2	4	0	126	132
Approval 14	0	0	5	2	10	17
Approval 18	0	0	1	24	1	26
Approval 27	0	1	0	10	2	13
Approval 28	0	0	8	8	5	21
Approval 29	0	1	0	8	5	14
Approval 32	0	1	0	24	2	27
Approval 36	0	3	1	13	2	19
Approval 37	0	0	1	8	3	12
Approval 38	0	1	4	1	5	11
Approval 40	0	16	0	0	2	18
Approval 41	0	0	0	13	1	14
Approval 43	0	2	0	7	3	12
Approval 45	0	1	3	18	3	25
Approval 46	0	0	1	15	3	19
Approval 47	0	0	2	2	24	28
Approval 51	0	0	0	8	4	12
Approval 59	0	0	0	17	3	20
Average Days for Approver to Sign	0	1	3	12	9	

Days on Desk Before Signing for Approval of 11 Days or more 2021

	CPO	DSFA	DISP	DSE	SOT	Total Days
Approval 1	0	3	0	0	15	18
Approval 2	0	3	0	0	15	18
Approval 3	0	0	0	3	10	13
Approval 5	0	0	3	16	1	20
Approval 8	0	0	0	15	2	17
Approval 12	0	0	0	3	11	14
Approval 13	0	1	4	0	8	13
Approval 16	0	0	1	26	1	28
Approval 17	0	0	1	14	1	16
Approval 18	0	0	0	12	0	12
Approval 21	0	0	1	14	1	16
Approval 22	0	1	1	10	1	13
Approval 23	0	1	1	12	14	28
Approval 27	0	3	0	24	0	27
Approval 28	0	0	1	10	1	12
Approval 31	0	4	0	7	0	11
Approval 34	0	0	1	14	1	16
Approval 35	0	0	1	0	13	14
Approval 36	0	1	3	1	7	12
Approval 38	0	0	0	15	2	17
Approval 39	0	0	0	13	2	15
Approval 42	0	0	0	14	2	16
Approval 44	0	0	1	13	4	18
Approval 47	0	1	6	4	4	15
Approval 48	0	0	0	15	2	17
Approval 51	0	1	0	7	8	16
Approval 52	0	0	0	12	4	16
Approval 53	0	0	0	12	4	16
Approval 61	0	0	1	10	1	12
Approval 62	0	0	0	7	6	13
Approval 63	0	1	4	6	4	15
Approval 65	0	0	29	0	0	29
Approval 66	0	0	0	6	32	38
Approval 69	0	4	0	6	1	11
Average Days for Approver to Sign	0	1	2	9	5	

Days on Desk Before Signing for Approval of 11 Days or more 2022

	CPO	DSFA	DISP	DSE	SOT	Total Days
Approval 1	0	4	0	14	2	20
Approval 2	0	4	0	14	2	20
Approval 7	0	14	1	0	7	22
Approval 9	0	14	1	0	7	22
Approval 10	0	6	1	8	6	21
Approval 11	0	14	1	6	2	23
Approval 12	0	5	1	6	2	14
Approval 13	0	3	1	6	2	12
Approval 14	0	0	2	10	9	21
Approval 16	0	1	0	3	9	13
Approval 18	0	0	1	10	2	13
Approval 22	0	1	0	3	60	64
Approval 33	0	3	0	7	9	19
Approval 34	0	0	0	15	3	18
Approval 35	0	0	1	10	2	13
Approval 41	0	0	6	8	3	17
Approval 42	0	0	0	0	37	37
Approval 43	0	1	3	8	0	12
Approval 48	0	0	0	13	9	22
Approval 53	0	0	0	0	16	16
Approval 57	0	0	0	0	15	15
Approval 58	0	0	0	0	22	22
Approval 70	0	3	0	7	9	19
Approval 77	0	0	1	10	2	13
Approval 79	0	3	0	7	9	19
Approval 80	0	0	1	10	2	13
Approval 82	0	0	0	0	12	12
Approval 84	0	0	0	0	13	13
Approval 86	0	0	0	0	39	39
Average Days for Approver to Sign	0	3	1	6	11	

Table 4.1

In addition to looking at raw data, the procurement directors at several state DOTs were contacted, as well as looking at their policies and laws online. No responses were received from the directors, however information was able to be gleaned from online searches. South Carolina appears to be unique in that the central procurement office is able to delegate to agencies dollar amounts they can purchase up to and can also delegate procurements on a case by case basis. Other states, such as North Carolina, Virginia, and Tennessee have strict caps on what dollar amount agencies can procure up to and they cannot be granted more. SCDOT is authorized to make procurements for supplies up to \$1,000,000 per solicitation and for services up to \$500,000. This is not the case for most other state DOTs. For this reason, I could not find another state DOT with a similar policy or process in place for contracts to be approved for their Commodities and Services. Either their state's central procurement office carries it out or, in the case of Georgia, they have a pre-solicitation process rather than approval of the award.

V. Recommendation/Implementation

Based on the data and research I have three recommendations.

Recommendation #1 – Formalize the policy/process. As the process is based solely on verbal comments made in a 2016 Commission meeting, my first recommendation would be to formalize the process through the planned update to Departmental Directive #24 which addressed the process when it was a requirement of Title 57. As part of this update I would recommend that there be a default time period for approval such that if an approval is not received within a certain number of business days the award is considered approved.

Recommendation #2 – I would recommend the agency invest in a digital signature or workflow program, such as DocuSign. Programs, such as DocuSign, allow the initiator of the process to see where documents are in the process and set reminders. Today, once a person signs they must save the file and then send it by email to the next person. Digital signature programs also do not generally require another action besides signing as the routing is automatic. In addition, signatures can be applied while on a device such as a smartphone and the document does not have to be open and signed while at computer. Once all signatures are applied the document returns to the person who initiated the process. Today we generally must wait a day to get the signed documents returned as the executive assistant to the Secretary has to scan in the signed approvals in order to upload them to the network location that only certain persons within the agency have access.

While still accomplished via email, this recommendation has the potential to save time as signatories would not have to open a document, sign it, save it, and then send it. Also, the end users would have more insight into where a document is in the process than they do today. Today a call or email to the executive assistant(s) is required to track down where the form is in the process.

Recommendation #3 – As an alternative to recommendations 1 and 2, eliminate the process and replace it with a monthly report of contracts awarded by the Commodities and Services section. The Commodities and Services section can run reports manually or have them scheduled to run which will contain similar information that is on the form today. This recommendation comes after speaking with the Chief Operating Officer who, at the time this project was nearing completion, was recommended to be the next

Secretary of Transportation. From our conversation it became clear that the approval process is about sharing information across the three Deputy Secretaries and to inform the Secretary of larger contracts. The reports that can be run from the state's ERP system, SCEIS, provide much of the same information that is on the form today including award amount, who was awarded, and number of bidders. As the state is in the process of replacing its procurement software with a new eProcurement system, reporting has been a focus. It was my recommendation, along with others who represent the pilot agencies, that there be a report showing not just who bid but what they bid. A report such as this could completely replace the approval process and be sent to upper management on a regular basis. While it would create an additional task for either the Procurement Director or staff, it would completely eliminate the delay in award that can currently be attributed to the approval process.

Implementation of Recommendation #1 would, in my estimation, not take much time. Departmental Directive #24 is currently under revision and it addressed, somewhat, this process in 2015. As there is currently no section of law that requires such process, formalization of the process through a Departmental Directive would be the most effective way to accomplish this. My recommendation would be to outline in the directive that after a certain amount of time contracts are approved by default. This would eliminate the delays altogether.

Implementation of Recommendation #2 would also be relatively easy. Time wise, it would only take the time to execute a purchase order and implement the program. DocuSign® is currently on Statewide Term Contract through the Division of Procurement Services of the State Fiscal Accountability Authority. The cost to the

agency would depend on how many users would need access to DocuSign® and a determination of how many transactions per user would be necessary. Discussion with the agency's IT department and upper management would be required.

Implementation of Recommendation #3 would be the easiest of all as it eliminates the process all together. There is a report in the South Carolina Enterprise Information System (SCEIS) that contains the vendors awarded and the amount awarded. The pieces of information that cannot be extracted from SCEIS are who the unsuccessful bidders were and what their pricing was. This could, however, be extracted manually from the electronic bid tabs for any bids greater than \$500,000 and reported out monthly as well.

VI. Evaluation Method

The evaluation method will depend on the recommendation selected. Evaluation of recommendation 1 is simple. If there is a default time period when contracts are approved, then the Commodities and Services section can implement this default time period into its solicitation process.

The evaluation of recommendation 2 would also be relatively easy. Once a digital signature software system is implemented, the tracking of time for signatures should be a matter of pulling a report from the software.

The evaluation of recommendation 3 is also straight forward. If the process is eliminated then the running of the report and its distribution becomes the only factor.

Appendices

Appendix 1 – Example of Act 275 compliant approval

Appendix 2 – Approval Time

Appendix 1
STATE OF SOUTH CAROLINA
SCDOT PROCUREMENT OFFICE
955 PARK STREET ROOM 101
COLUMBIA SC 29201-3976

Statement of Award

Posting Date: October 24, 2012

Solicitation: 5400004682

Description: Concrete BRIDGE S-28-140-200

Agency: SC Dept of Transportation

The State awards the contract(s) noted below. This document is the final Statement of Award, effective 3:30 PM, October 24, 2012. Unless otherwise provided in the solicitation, the final statement of award serves as acceptance of your offer.

Contractor should not perform work on or incur any costs associated with the contract prior to the effective date of the contract. Contractor should not perform any work prior to the receipt of a purchase order from the using governmental unit. The State assumes no liability for any expenses incurred prior to the effective date of the contract and issuance of a purchase order.

RESIDENT VENDOR PREFERENCE (AS DEFINED IN SECTION 11-35-1524) HAS BEEN APPLIED IN THIS AWARD.

SOUTH CAROLINA / UNITED STATES MADE, MANUFACTURED OR GROWN PREFERENCE (AS DEFINED IN SECTION 11-35-1524) HAS BEEN APPLIED IN THIS AWARD.

This award is governed by section 11-35-1520 – Competetive Sealed Bidding – of the South Carolina Consolidated Procurement Code.

Any actual bidder, offeror, contractor, or subcontractor who is aggrieved in connection with the intended award or award of a contract shall protest within ten days of the date notification of award is posted in accordance with this code. A protest shall be in writing, shall set forth the grounds of the protest and the relief requested with enough particularity to give notice of the issues to be decided, and must be received by the appropriate Chief Procurement Officer within the time provided. [Section 11-35- 4210]

Contract Number: 4400005841

Awarded To: FLORENCE CONCRETE PRODUCTS INC
PO Box 5506
FLORENCE SC 29502

Total Potential Value: \$ 57,754.00

Maximum Contract Period: October 24, 2012 through March 20, 2013

Item	Description	Unit Price	Total
00001	HS20-44-50' PRESTRESSED CONCRETE BRIDGE	\$ 38,155.50	\$ 38,155.50
00002	Balance of item #1	\$ 12,718.50	\$ 12,718.50
00003	precast concrete barrier rail(see attach	\$ 68.80	\$ 5,160.00
00004	Balance of item #3	\$ 68.80	\$ 1,720.00

Procurement Officer
HERMAN CROOKS, CPPB

Herman Crooks

DC

Send	Primary Partner Id.	Partner Id.	Name	Partner Type	Response Type	E-mail Addr.	First Name	Last Name
<input checked="" type="checkbox"/>			FLORENCE CONCRETE PRODUCTS INC	Bidder	Bid Accepted	FCONCRETE@AOL.COM		
<input checked="" type="checkbox"/>	7000042771		FLORENCE CONCRETE PRODUCTS INC	Contact/Bidder	Bid Accepted	SMJONESFCP@AOL.COM	SHERRY	JONES
<input checked="" type="checkbox"/>			TEKNA CORPORATION	Bidder	Bid Submitted	ADMIN@TEKNAPRECAST.COM		
<input checked="" type="checkbox"/>	7000118970		TEKNA CORPORATION	Contact/Bidder	Bid Submitted	JASON.MOORE@TEKNAPRECAST.COM	JASON	MOORE
<input checked="" type="checkbox"/>						gamme@scdot.org		
<input checked="" type="checkbox"/>						medlinjc@scdot.org		

*Award Notice
Sent out -
10/24/12*



SCDOT COMMISSION AGENDA
TRANSMITTAL FORM


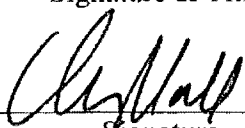
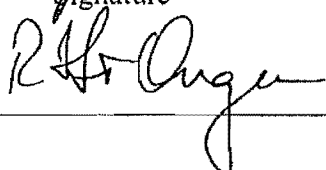
For Commission Meeting of: 10/18/2012

<input type="checkbox"/>	RATIFICATION	Additional Information: Initial Commission approval date: Current STIP/State Plan Page:
<input checked="" type="checkbox"/>	APPROVAL	Project Ranking within Category:
<input type="checkbox"/>	CERTIFICATION	Funding Source: <u>Regular Maintenance Budget</u>
<input type="checkbox"/>	FOR INFORMATION ONLY	
<input type="checkbox"/>	CUFF ITEM FOR APPROVAL	



DETAILED DESCRIPTION:

In accordance with 57-1-370(M) authorization to award a contract in response to solicitation 5400004786 to Florence Concrete Products for precast bridges and hardware locations for Payne Rd, Kershaw County in an amount of \$57,754.00 is requested. The total potential of the contract is \$57,754.00. This request is being made because the vendor has already received individual contracts during this fiscal year that will in aggregate exceed \$500,000 as provided by 57-1-370(M).

Recommended By:	 David Rawl, Interim Dir. of Procurement Signature & Title	<u>9/25/2012</u> Date
Division Director Approval:	 Signature	<u>9-25-12</u> Date
Secretary Approval:	 Signature	<u>9/26/12</u> Date

Scope of Work: Furnish and install precast bridges and hardware location for Payne Rd, Kershaw County.

Funding: Normal Maintenance Budget

Solicitation # 5400004682: The invitation for bids was advertised in the August 2, 2012 edition of the South Carolina Business Opportunities. Offers were received from two contractors.

Bids received	Florence Concrete Products	\$57,754.00
	Tekna Corporation	\$57,232.72

The bidders were deemed to be responsible and responsive and are qualified to supply the required material. ~~Recommend award to Florence Concrete based on SC Resident Vendor and End Product Preference.~~

Vendor previously awarded contracts this FY: \$ 631,720.00

Commission Approval Required: ACT 114 57-1-370 (M)

The commission shall give prior approval to any additional contracts the department wishes to be entered into during a fiscal year with an entity that has already received individual contracts during that fiscal year that in the aggregate value are at least five hundred thousand dollars.

Date of Previous Commission Approval: None

August 2, 2012

9

Volume 32, Issue 62

SUPPLIES

Description: CONCRETE BRIDGE S-40-
2396 CONNIE WRIGHT ROAD /
HOPE'S CREEK

Solicitation Number: 5400004697

Submit Offer By: 8/27/12 – 10:00am

Purchasing Agency: SC Department of
Transportation, 955 Park St.,
Columbia, SC 29201

Buyer: Lane Crooks

Email: crookshl@scedot.org

Phone: 803) 737-1485

Download Solicitation From:

<http://webprod.cio.sc.gov/SCSolicitationWeb/solicitationAttachment.do?solicitationnumber=5400004697>

Description: CONCRETE BRIDGE S-28-
140-200

Solicitation Number: 5400004682

Submit Offer By: 8/27/12 – 10:00am

Purchasing Agency: SC Department of
Transportation, 955 Park St.,
Columbia, SC 29201

Buyer: Lane Crooks

Email: crookshl@scedot.org

Phone: 803) 737-1485

Download Solicitation From:

<http://webprod.cio.sc.gov/SCSolicitationWeb/solicitationAttachment.do?solicitationnumber=5400004682>

Description: ELECTRICAL SUPPLIES

Solicitation Number: 5400004701

Submit Offer By: 8/16/12 – 3:00pm

Purchasing Agency: SC Dept. of Parks &
Recreation Procurement Office,
1205 Pendleton St., Room 517,
Columbia, SC 29201

Description: PORTABLE CLASSROOM

Solicitation Number: P09-82-12

Delivery Point: Elgin, SC

Site Visit: Mandatory, call Catherine Bush,
(803) 462-6977, to schedule

Site: 500 Spears Creek Church Rd.,
Elgin, SC

Submit Offer By: 8/10/12 – 4:00pm

Purchasing Agency: GLEAMNS,
PO Box 1326, Greenwood, SC
29648

Buyer: Charles Vaughn,

cvaughn@gleamnshrc.org

Download Solicitation From:

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PEAT FIREX

INTENT TO SOLE SOURCE

It is the intent of the South Carolina Forestry Commission to purchase Peat FireX a unique non-chemical based product used for fire-suppression from EnviroX Solutions Inc. as a sole source.

Vendors capable of providing this product should contact Melissa Fleming, Procurement Manager, at (803) 896-8836 or m Fleming@forestry.state.sc.us by 11:00am on August 15, 2012.

FOR SALE

Description: SAND HILLS STATE
FOREST IS ACCEPTING
SEALED LUMP SUM BIDS
FOR THE SALE OF 342 ACRES
OF APPROXIMATELY 4,755

chairs, desks, lounge chairs, bookshelves,
etc.

Web Site:

www.clemson.edu/cfo/procurement – Select
"Surplus Property Sale" under "Announcements"

Contact: Mike Evett (864) 656-2092

YORK COUNTY AUCTION

August 18, 2012, 9:00am

Hwy 5, York, SC

(Beside the animal shelter)

VEHICLES

12 Crown Vics, 2 Dump trucks, 1 Motor-grader, 1 Scaper Pan, 1 Loader, 1 Backhoe, 1 Tractor w/side & rear mowers, 10 Pickup Trucks, 1 F250 Cab & Chassis, 1 F250 Service Truck, 1 F350 Crew Cab Service Truck, 1 Tandem Rolloff Truck, 2 F350 Crew Cab W/9' Dump, 1 S-10 Blazer 4x4, 4 Ford vans, 3 Bush Hogs, 1 Plasma-Cutter, 1 Golf Cart, 6 4-wheelers

~All sales final

~Payment of cash or check
on day of the sale

~All items awarded to highest bidder

~Sales tax collected on all items

~State law requires any vehicle purchased
must have a temporary tag before it can be
driven. Cost of tag is \$5.00. Must be pur-
chased separately

before title can be issued.

~Items subject to inspection

two weeks prior to auction beside the Ani-
mal Shelter, Hwy 5

~All items subject to addition
or deletion prior to auction.

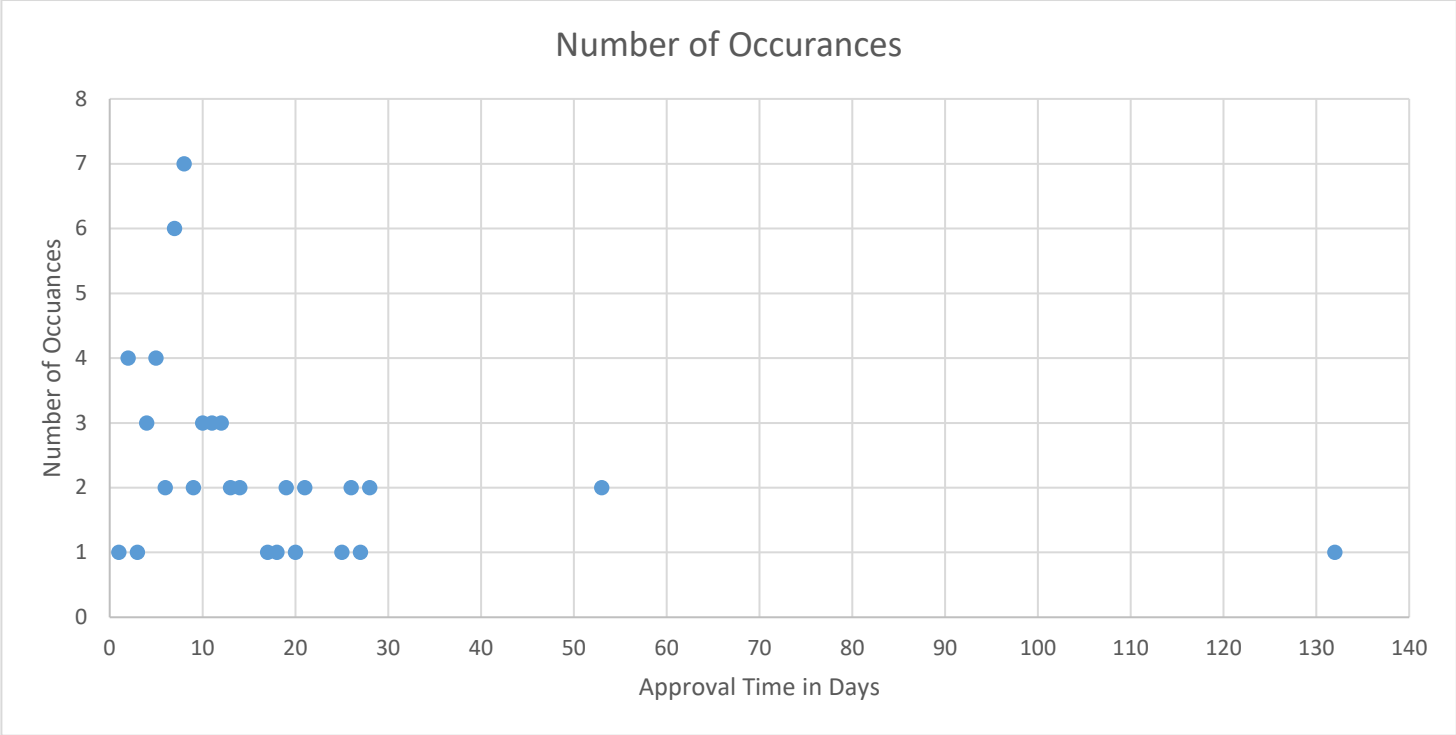
CPO	Chief Procurement Officer
DSFA	Deputy Secretary for Finance and Administration
DSIP	Deputy Secretary for Intermodal Freight and Planning
DSE	Deputy Secretary for Engineering
SOT	Secretary of Transportation

Appendix 2

2020 Approval Time	Approval Time in Days	Contract Amount	Approval Time in Days	Number of Occurrences
	1	\$ 587,437.50	1	1
	2	\$ 644,600.00	2	4
	2	\$ 2,002,500.00	3	1
	2	\$ 3,036,500.00	4	3
	2	\$ 7,600,918.00	5	4
	3	\$ 724,335.00	6	2
	4	\$ 1,695,000.00	7	6
	4	\$ 2,267,878.88	8	7
	4	\$ 7,297,140.00	9	2
	5	\$ 847,010.36	10	3
	5	\$ 1,413,364.00	11	3
	5	\$ 3,245,443.00	12	3
	5	\$ 3,302,600.00	13	2
	6	\$ 800,000.00	14	2
	6	\$ 800,000.49	17	1
	7	\$ 233,900.00	18	1
	7	\$ 841,687.00	19	2
	7	\$ 1,172,495.05	20	1
	7	\$ 1,988,325.00	21	2
	7	\$ 2,415,232.50	25	1
	7	\$ 6,787,501.50	26	2
	8	\$ 1,393,005.00	27	1
	8	\$ 2,091,150.00	28	2
	8	\$ 2,610,000.00	53	2
	8	\$ 3,169,381.00	132	1
	8	\$ 5,256,300.00		
	8	\$ 22,669,474.11		
	8	\$ 23,331,310.68		
	9	\$ 1,720,920.00		
	9	\$ 3,000,000.00		
	10	\$ 589,773.20		
	10	\$ 842,600.00		

2020 Approval Time	Approval Time in Days	Contract Amount
	10	\$ 13,996,708.87
	11	\$ 1,820,350.00
	11	\$ 2,271,484.00
	11	\$ 3,009,267.04
	12	\$ 1,332,775.00
	12	\$ 1,640,328.00
	12	\$ 4,567,131.93
	13	\$ 2,043,001.00
	13	\$ 5,980,250.00
	14	\$ 1,459,656.92
	14	\$ 3,436,353.00
	17	\$ 1,191,415.68
	18	\$ 4,981,169.33
	19	\$ 786,225.00
	19	\$ 45,000,000.00
	20	\$ 2,500,000.00
	21	\$ 4,966,907.94
	21	\$ 26,478,300.00
	25	\$ 8,713,000.00
	26	\$ 1,824,119.60
	26	\$ 40,000,000.00
	27	\$ 2,056,450.00
	28	\$ 820,000.00
	28	\$ 1,244,532.00
	53	\$ 1,459,656.92
	53	\$ 20,000,000.00
	132	\$ 558,800.00

	2020		
Average	15	\$	5,432,468.89
Average w/o the three beyond 30 days.	11		
Median	9	\$	2,056,450.00
Mode	8	\$	1,459,656.92
Number Completed within 10 days	33		55.93%



Appendix 2

	2020	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 1		0	1	0	2	7	10
Approval 2		0	0	1	3	7	11
Approval 3		0	0	1	2	7	10
Approval 4		0	1	0	4	4	9
Approval 5		0	0	0	46	7	53
Approval 6		0	0	1	3	7	11
Approval 7		0	0	0	46	7	53
Approval 8		0	1	3	19	3	26
Approval 9		0	2	21	3	2	28
Approval 10		0	1	20	0	0	21
Approval 11		0	0	0	8	5	13
Approval 12		0	0	3	0	0	3
Approval 13		0	2	4	0	126	132
Approval 14		0	0	5	2	10	17
Approval 15		0	1	1	0	4	6
Approval 16		0	0	0	4	4	8

Appendix 2

	2020	Days on Desk before signing				Total Days	
	CPO	DSFA	DSIP	DSE	SOT		
Approval 17	0	0	0	4	4	8	
Approval 18	0	0	1	24	1	26	
Approval 19	0	1	4	1	1	7	
Approval 20	0	0	0	0	2	2	
Approval 21	0	0	0	2	2	4	
Approval 22	0	1	4	1	1	7	
Approval 23	0	1	4	1	1	7	
Approval 24	0	1	0	1	0	2	
Approval 25	0	0	0	4	4	8	
Approval 26	0	0	0	0	1	1	
Approval 27	0	1	0	10	2	13	
Approval 28	0	0	8	8	5	21	
Approval 29	0	1	0	8	5	14	
Approval 30	0	1	0	1	0	2	
Approval 31	0	0	0	4	4	8	
Approval 32	0	1	0	24	2	27	

Appendix 2

	2020	Days on Desk before signing				Total Days	
	CPO	DSFA	DSIP	DSE	SOT		
Approval 33	0	1	4	1	1	7	
Approval 34	0	0	0	4	4	8	
Approval 35	0	0	0	0	2	2	
Approval 36	0	3	1	13	2	19	
Approval 37	0	0	1	8	3	12	
Approval 38	0	1	4	1	5	11	
Approval 39	0	0	3	1	1	5	
Approval 40	0	16	0	0	2	18	
Approval 41	0	0	0	13	1	14	
Approval 42	0	1	0	0	4	5	
Approval 43	0	2	0	7	3	12	
Approval 44	0	2	1	1	4	8	
Approval 45	0	1	3	18	3	25	
Approval 46	0	0	1	15	3	19	
Approval 47	0	0	2	2	24	28	
Approval 48	0	0	1	0	3	4	

Appendix 2

	2020	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 49		0	3	0	0	1	4
Approval 50		0	1	1	2	5	9
Approval 51		0	0	0	8	4	12
Approval 52		0	1	0	5	2	8
Approval 53		0	2	0	3	1	6
Approval 54		0	0	0	3	4	7
Approval 55		0	1	0	3	1	5
Approval 56		0	1	1	0	3	5
Approval 57		0	1	0	5	4	10
Approval 58		0	0	1	3	3	7
Approval 59		0	0	0	17	3	20
Average Days on Desk			1	2	6	6	

Appendix 2

2020 Approval Over 10 Days	CPO	Days on Desk before signing			Total Days	
		DSFA	DSIP	DSE	SOT	
Approval 2	0	0	1	3	7	11
Approval 5	0	0	0	46	7	53
Approval 6	0	0	1	3	7	11
Approval 7	0	0	0	46	7	53
Approval 8	0	1	3	19	3	26
Approval 9	0	2	21	3	2	28
Approval 10	0	1	20	0	0	21
Approval 11	0	0	0	8	5	13
Approval 13	0	2	4	0	126	132
Approval 14	0	0	5	2	10	17
Approval 18	0	0	1	24	1	26
Approval 27	0	1	0	10	2	13
Approval 28	0	0	8	8	5	21
Approval 29	0	1	0	8	5	14
Approval 32	0	1	0	24	2	27
Approval 36	0	3	1	13	2	19
Approval 37	0	0	1	8	3	12
Approval 38	0	1	4	1	5	11
Approval 40	0	16	0	0	2	18
Approval 41	0	0	0	13	1	14
Approval 43	0	2	0	7	3	12
Approval 45	0	1	3	18	3	25
Approval 46	0	0	1	15	3	19

Appendix 2

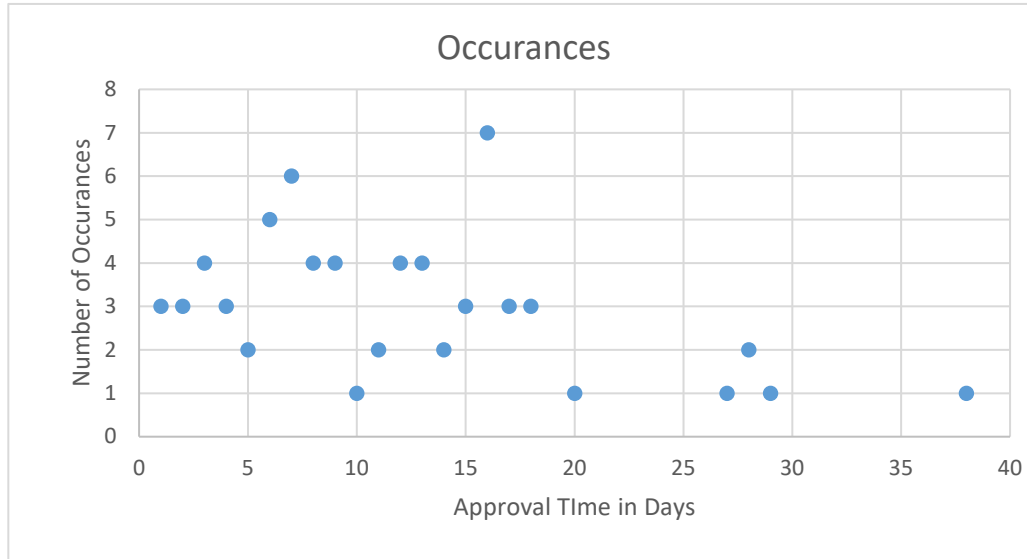
2020 Approval Over 10 Days	CPO	Days on Desk before signing			Total Days	
		DSFA	DSIP	DSE	SOT	
Approval 47	0	0	2	2	24	28
Approval 51	0	0	0	8	4	12
Approval 59	0	0	0	17	3	20
		1.230769	2.923077	11.76923	9.307692	

Appendix 2

2021	Approval Time in Days	Contract Amount	Approval Time in Days	Occurrences	
	1	\$ 518,058.88	1	3	
	1	\$ 1,119,138.55	2	3	
	1	\$ 2,214,100.00	3	4	
	2	\$ 1,523,500.00	4	3	
	2	\$ 2,165,577.86	5	2	
	2	\$ 40,000,000.00	6	5	
	3	\$ 330,685.00	7	6	
	3	\$ 760,300.00	8	4	
	3	\$ 3,701,129.00	9	4	
	3	\$ 4,167,750.00	10	1	35
	4	\$ 166,112.00	11	2	
	4	\$ 1,588,950.00	12	4	
	4	\$ 1,132,460.00	13	4	
	5	\$ 5,000,000.00	14	2	
	5	\$ 7,105,620.00	15	3	
	6	\$ 302,875.00	16	7	
	6	\$ 793,800.00	17	3	
	6	\$ 1,980,500.00	18	3	
	6	\$ 5,120,907.00	20	1	
	7	\$ 11,885,119.76	27	1	
	6	\$ 40,000,000.00	28	2	
	7	\$ 1,317,580.00	29	1	
	7	\$ 2,105,100.00	38	1	
	7	\$ 2,838,372.00			
	7	\$ 3,782,500.00			
	7	\$ 4,999,742.50			
	8	\$ 1,169,928.68			
	8	\$ 1,445,400.00			
	8	\$ 2,166,881.90			
	8	\$ 2,225,380.31			
	9	\$ 924,850.00			
	9	\$ 1,827,459.40			

2021	Approval Time in Days	Contract Amount
	9	\$ 1,949,375.00
	9	\$ 6,247,500.00
	10	\$ 904,382.00
	11	\$ 202,075.00
	11	\$ 1,890,768.93
	12	\$ 1,000,000.00
	12	\$ 1,445,400.00
	12	\$ 2,754,004.86
	12	\$ 7,175,000.00
	13	\$ 97,100.00
	13	\$ 571,095.00
	13	\$ 1,572,951.50
	13	\$ 2,350,403.87
	14	\$ 1,754,753.00
	14	\$ 6,873,748.00
	15	\$ 2,133,505.00
	15	\$ 3,632,000.00
	15	\$ 5,600,614.33
	16	\$ 298,485.72
	16	\$ 766,635.54
	16	\$ 1,169,928.68
	16	\$ 1,187,000.00
	16	\$ 1,412,911.25
	16	\$ 1,438,875.00
	16	\$ 2,063,725.00
	17	\$ 692,250.00
	17	\$ 2,302,500.00
	17	\$ 20,000,000.00
	18	\$ 1,140,000.00
	18	\$ 1,157,184.00
	18	\$ 6,789,780.00
	20	\$ 550,420.00

2021	Approval Time in Days	Contract Amount
	27	\$ 1,056,000.00
	28	\$ 720,560.00
	28	\$ 737,186.25
	29	\$ 3,206,206.00
	38	\$ 1,349,465.00
Average	11	\$ 3,660,486.47
Average w/o the one at 38 days	11	
Median	10	\$ 1,588,950.00
Mode	16	\$ 40,000,000.00
Number of approvals within 10 days	35	50.72%



Appendix 2

	2021	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 1		0	3	0	0	15	18
Approval 2		0	3	0	0	15	18
Approval 3		0	0	0	3	10	13
Approval 4		0	0	0	6	2	8
Approval 5		0	0	3	16	1	20
Approval 6		0	0	1	4	4	9
Approval 7		0	0	0	5	4	9
Approval 8		0	0	0	15	2	17
Approval 9		0	0	1	4	4	9
Approval 10		0	0	1	5	2	8
Approval 11		0	0	1	0	1	2
Approval 12		0	0	0	3	11	14
Approval 13		0	1	4	0	8	13
Approval 14		0	0	0	4	0	4
Approval 15		0	0	0	5	2	7
Approval 16		0	0	1	26	1	28

Appendix 2

	2021	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 17		0	0	1	14	1	16
Approval 18		0	0	0	12	0	12
Approval 19		0	0	3	4	3	10
Approval 20		0	0	5	1	1	7
Approval 21		0	0	1	14	1	16
Approval 22		0	1	1	10	1	13
Approval 23		0	1	1	12	14	28
Approval 24		0	0	0	3	4	7
Approval 25		0	0	1	0	0	1
Approval 26		0	0	3	0	3	6
Approval 27		0	3	0	24	0	27
Approval 28		0	0	1	10	1	12
Approval 29		0	0	5	0	0	5
Approval 30		0	0	1	3	0	4
Approval 31		0	4	0	7	0	11
Approval 32		0	0	0	2	0	2

Appendix 2

	2021	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 33		0	0	1	5	2	8
Approval 34		0	0	1	14	1	16
Approval 35		0	0	1	0	13	14
Approval 36		0	1	3	1	7	12
Approval 37		0	0	1	2	0	3
Approval 38		0	0	0	15	2	17
Approval 39		0	0	0	13	2	15
Approval 40		0	0	0	1	1	2
Approval 41		0	1	0	1	1	3
Approval 42		0	0	0	14	2	16
Approval 43		0	0	1	1	2	4
Approval 44		0	0	1	13	4	18
Approval 45		0	1	4	0	2	7
Approval 46		0	1	0	5	2	8
Approval 47		0	1	6	4	4	15
Approval 48		0	0	0	15	2	17

Appendix 2

	2021	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 49		0	0	3	0	3	6
Approval 50		0	0	5	0	1	6
Approval 51		0	1	0	7	8	16
Approval 52		0	0	0	12	4	16
Approval 53		0	0	0	12	4	16
Approval 54		0	0	1	0	0	1
Approval 55		0	0	0	7	0	7
Approval 56		0	3	1	0	1	5
Approval 57		0	0	1	1	1	3
Approval 58		0	0	0	1	0	1
Approval 59		0	0	4	0	2	6
Approval 60		0	7	0	0	2	9
Approval 61		0	0	1	10	1	12
Approval 62		0	0	0	7	6	13
Approval 63		0	1	4	6	4	15
Approval 64		0	0	0	2	1	3

Appendix 2

	2021	Days on Desk before signing				Total Days	
		CPO	DSFA	DSIP	DSE	SOT	
Approval 65		0	0	29	0	0	29
Approval 66		0	0	0	6	32	38
Approval 67		0	0	6	1	0	7
Approval 68		0	0	5	1	0	6
Approval 69		0	4	0	6	1	11
Average Days on Desk			1	2	6	3	

Appendix 2

2021 Approvals Over 10 Days	CPO	Days on Desk before signing			Total Days	
		DSFA	DSIP	DSE	SOT	
Approval 1	0	3	0	0	15	18
Approval 2	0	3	0	0	15	18
Approval 3	0	0	0	3	10	13
Approval 5	0	0	3	16	1	20
Approval 8	0	0	0	15	2	17
Approval 12	0	0	0	3	11	14
Approval 13	0	1	4	0	8	13
Approval 16	0	0	1	26	1	28
Approval 17	0	0	1	14	1	16
Approval 18	0	0	0	12	0	12
Approval 21	0	0	1	14	1	16
Approval 22	0	1	1	10	1	13
Approval 23	0	1	1	12	14	28
Approval 27	0	3	0	24	0	27
Approval 28	0	0	1	10	1	12
Approval 31	0	4	0	7	0	11

Appendix 2

Approval 34	0	0	1	14	1	16
Approval 35	0	0	1	0	13	14
Approval 36	0	1	3	1	7	12
Approval 38	0	0	0	15	2	17
Approval 39	0	0	0	13	2	15
Approval 42	0	0	0	14	2	16
Approval 44	0	0	1	13	4	18
Approval 47	0	1	6	4	4	15
Approval 48	0	0	0	15	2	17
Approval 51	0	1	0	7	8	16
Approval 52	0	0	0	12	4	16
Approval 53	0	0	0	12	4	16
Approval 61	0	0	1	10	1	12
Approval 62	0	0	0	7	6	13
Approval 63	0	1	4	6	4	15
Approval 65	0	0	29	0	0	29
Approval 66	0	0	0	6	32	38

Appendix 2

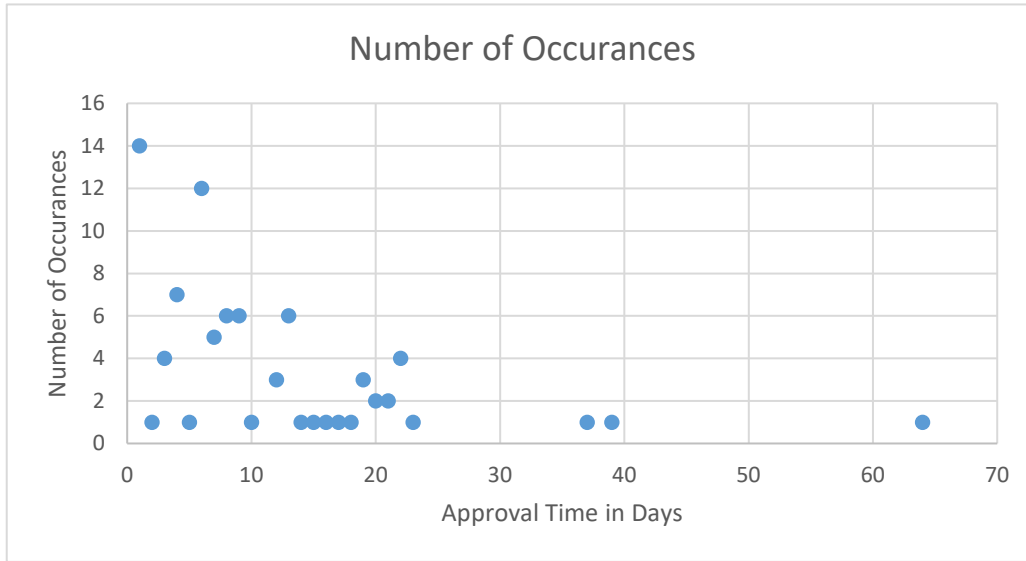
Approval 69	0	4	0	6	1	11
Average Days on Desk	0	1	2	9	5	

Appendix 2

2022	Approval Time in Days	Contract Amount	Approval time in Days	Number of Occurrences
	1	\$ 534,361.98		14
	1	\$ 601,121.52		1
	1	\$ 696,297.88		4
	1	\$ 949,475.73		7
	1	\$ 969,937.40		1
	1	\$ 1,063,815.20		12
	1	\$ 1,104,013.93		5
	1	\$ 1,463,214.00		6
	1	\$ 1,627,434.36		6
	1	\$ 1,657,921.26		1
	1	\$ 1,682,458.84		3
	1	\$ 1,862,027.76		6
	1	\$ 2,180,628.75		1
	1	\$ 3,168,355.66		1
	2	\$ 2,145,135.36		1
	3	\$ 571,334.00		1
	3	\$ 1,395,179.49		1
	3	\$ 1,615,300.00		3
	3	\$ 3,526,085.50		2
	4	\$ 75,335.00		2
	4	\$ 551,250.00		4
	4	\$ 1,224,000.00		1
	4	\$ 1,531,234.25		1
	4	\$ 2,189,421.90		1
	4	\$ 3,085,500.00		1
	4	\$ 19,000,000.00		
	5	\$ 2,242,625.05		86
	6	\$ 48,985.00		
	6	\$ 822,500.00		
	6	\$ 832,795.50		
	6	\$ 1,086,000.00		
	6	\$ 1,215,918.00		

2022	Approval Time in Days	Contract Amount
	6	\$ 1,523,000.00
	6	\$ 1,682,457.60
	6	\$ 1,688,400.32
	6	\$ 2,981,960.40
	6	\$ 3,333,621.50
	6	\$ 3,900,000.00
	6	\$ 20,000,000.00
	7	\$ 502,650.62
	7	\$ 825,900.00
	7	\$ 882,957.00
	7	\$ 1,573,461.18
	7	\$ 5,290,086.00
	8	\$ 74,750.00
	8	\$ 97,100.00
	8	\$ 561,750.00
	8	\$ 1,051,520.88
	8	\$ 1,286,773.05
	8	\$ 20,000,000.00
	9	\$ 52,974.00
	9	\$ 474,000.00
	9	\$ 1,252,100.00
	9	\$ 3,397,500.00
	9	\$ 3,452,220.59
	9	\$ 7,614,480.00
	10	\$ 10,000,000.00
	12	\$ 735,000.00
	12	\$ 1,419,769.80
	12	\$ 10,000,000.00
	13	\$ 823,200.00
	13	\$ 823,200.00
	13	\$ 1,516,948.00
	13	\$ 2,500,000.00

2022	Approval Time in Days	Contract Amount
	13	\$ 2,671,200.00
	13	\$ 20,000,000.00
	14	\$ 2,668,900.00
	15	\$ 5,500,000.00
	16	\$ 1,500,000.00
	17	\$ 224,900.00
	19	\$ 2,576,250.00
	18	\$ 3,092,069.77
	19	\$ 2,996,400.00
	19	\$ 40,000,000.00
	20	\$ 998,174.72
	20	\$ 2,425,603.00
	21	\$ 504,950.00
	21	\$ 19,000,000.00
	22	\$ 1,002,276.00
	22	\$ 1,958,652.00
	22	\$ 10,000,000.00
	22	\$ 23,330,300.00
	23	\$ 20,000,000.00
	37	\$ 252,907.50
	39	\$ 1,779,042.08
	64	\$ 1,057,936.52
Average	10	\$ 3,925,314.02
Median	7	\$ 1,552,347.72
Mode	1	\$ 20,000,000.00
Number of contracts approved within 10 days	57	66.28%



Appendix 2

2022 Approvals	CPO	Days on Desk before signing			SOT	Total Days
		DSFA	DSIP	DSE		
Approval 1	0	4	0	14	2	20
Approval 2	0	4	0	14	2	20
Approval 3	0	0	1	2	6	9
Approval 4	0	0	1	2	6	9
Approval 5	0	0	0	7	1	8
Approval 6	0	1	0	1	7	9
Approval 7	0	14	1	0	7	22
Approval 8	0	1	0	1	7	9
Approval 9	0	14	1	0	7	22
Approval 10	0	6	1	8	6	21
Approval 11	0	14	1	6	2	23
Approval 12	0	5	1	6	2	14
Approval 13	0	3	1	6	2	12
Approval 14	0	0	2	10	9	21
Approval 15	0	1	0	3	2	6
Approval 16	0	1	0	3	9	13

Appendix 2

Approval 17	0	1	0	0	3	4
Approval 18	0	0	1	10	2	13
Approval 19	0	0	0	0	1	1
Approval 20	0	0	0	0	3	3
Approval 21	0	0	0	0	1	1
Approval 22	0	1	0	3	60	64
Approval 23	0	0	0	0	1	1
Approval 24	0	0	0	8	0	8
Approval 25	0	0	5	1	0	6
Approval 26	0	1	0	3	2	6
Approval 27	0	1	3	1	0	5
Approval 28	0	0	0	0	1	1
Approval 29	0	0	0	0	1	1
Approval 30	0	1	0	3	3	7
Approval 31	0	1	1	3	1	6
Approval 32	0	1	1	3	1	6
Approval 33	0	3	0	7	9	19

Appendix 2

Approval 34	0	0	0	15	3	18
Approval 35	0	0	1	10	2	13
Approval 36	0	0	3	0	3	6
Approval 37	0	0	0	0	8	8
Approval 38	0	0	3	0	3	6
Approval 39	0	0	0	0	8	8
Approval 40	0	0	0	0	1	1
Approval 41	0	0	6	8	3	17
Approval 42	0	0	0	0	37	37
Approval 43	0	1	3	8	0	12
Approval 44	0	0	0	0	1	1
Approval 45	0	0	0	0	1	1
Approval 46	0	0	0	0	1	1
Approval 47	0	2	1	0	0	3
Approval 48	0	0	0	13	9	22
Approval 49	0	0	0	0	7	7
Approval 50	0	0	0	0	3	3

Appendix 2

Approval 51	0	0	1	0	3	4
Approval 52	0	0	3	0	1	4
Approval 53	0	0	0	0	16	16
Approval 54	0	0	0	3	1	4
Approval 55	0	1	2	1	3	7
Approval 56	0	0	0	1	8	9
Approval 57	0	0	0	0	15	15
Approval 58	0	0	0	0	22	22
Approval 59	0	1	0	6	2	9
Approval 60	0	0	3	0	1	4
Approval 61	0	0	0	0	1	1
Approval 62	0	0	0	0	2	2
Approval 63	0	0	0	0	1	1
Approval 64	0	0	0	1	6	7
Approval 65	0	0	0	0	1	1
Approval 66	0	0	0	0	1	1
Approval 67	0	0	3	0	3	6

Appendix 2

Approval 68	0	0	0	0	4	4
Approval 69	0	0	3	0	3	6
Approval 70	0	3	0	7	9	19
Approval 71	0	0	0	0	1	1
Approval 72	0	0	0	0	7	7
Approval 73	0	0	0	2	2	4
Approval 74	0	0	0	6	0	6
Approval 75	0	0	1	0	2	3
Approval 76	0	0	1	0	7	8
Approval 77	0	0	1	10	2	13
Approval 78	0	0	0	0	6	6
Approval 79	0	3	0	7	9	19
Approval 80	0	0	1	10	2	13
Approval 81	0	0	0	0	10	10
Approval 82	0	0	0	0	12	12
Approval 83	0	0	0	8	0	8
Approval 84	0	0	0	0	13	13

Appendix 2

Approval 85	0	4	0	0	2	6
Approval 86	0	0	0	0	39	39
Average Days on Desk	0	1	1	3	5	

Appendix 2

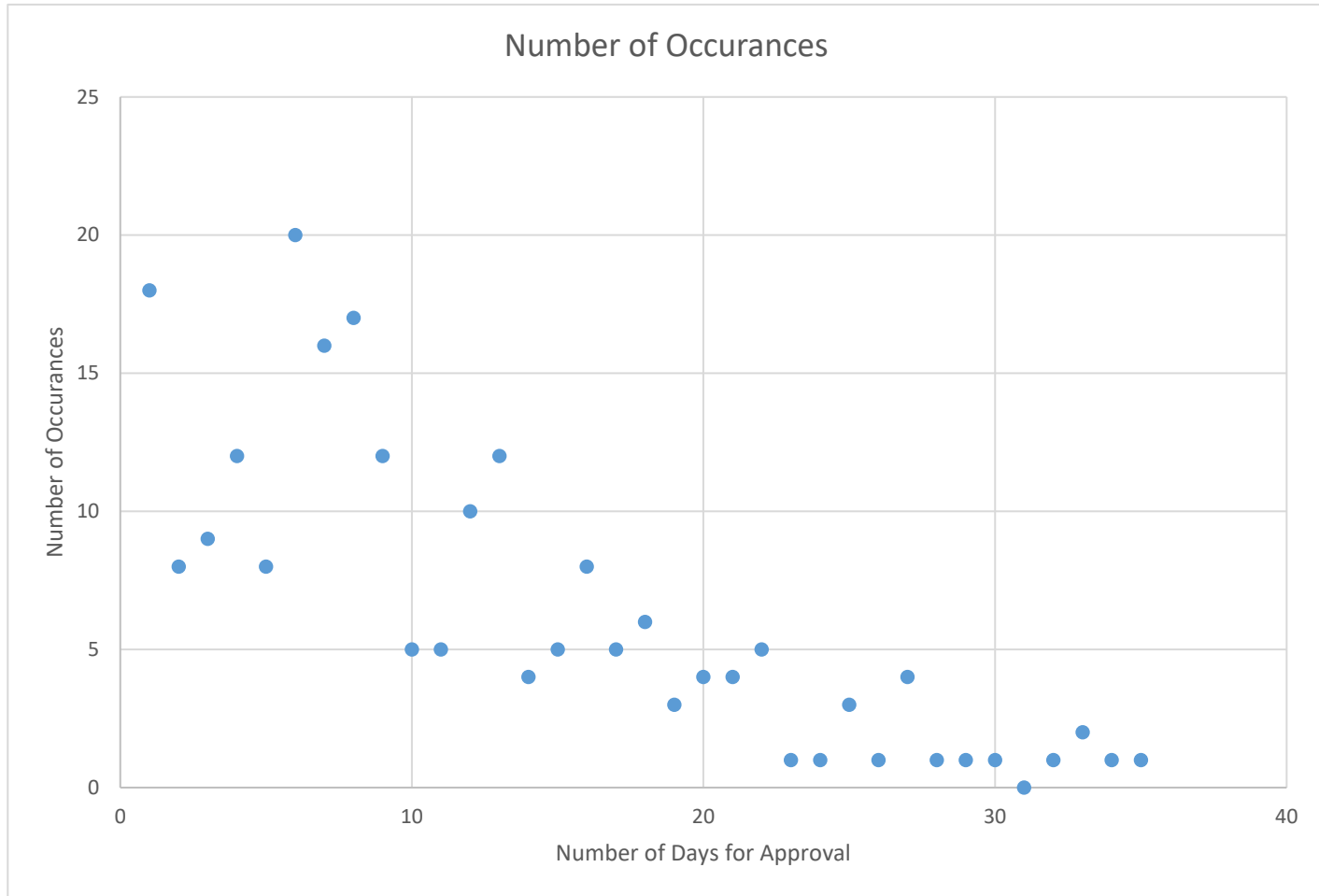
2022 Approvals Over 10 Days	CPO	Days on Desk before signing			Total Days	
		DSFA	DSIP	DSE	SOT	
Approval 1	0	4	0	14	2	20
Approval 2	0	4	0	14	2	20
Approval 7	0	14	1	0	7	22
Approval 9	0	14	1	0	7	22
Approval 10	0	6	1	8	6	21
Approval 11	0	14	1	6	2	23
Approval 12	0	5	1	6	2	14
Approval 13	0	3	1	6	2	12
Approval 14	0	0	2	10	9	21
Approval 16	0	1	0	3	9	13
Approval 18	0	0	1	10	2	13
Approval 22	0	1	0	3	60	64
Approval 33	0	3	0	7	9	19
Approval 34	0	0	0	15	3	18
Approval 35	0	0	1	10	2	13
Approval 41	0	0	6	8	3	17

Appendix 2

2022 Approvals Over 10 Days	CPO	Days on Desk before signing				Total Days	
		DSFA	DSIP	DSE	SOT		
Approval 42	0	0	0	0	37	37	
Approval 43	0	1	3	8	0	12	
Approval 48	0	0	0	13	9	22	
Approval 53	0	0	0	0	16	16	
Approval 57	0	0	0	0	15	15	
Approval 58	0	0	0	0	22	22	
Approval 70	0	3	0	7	9	19	
Approval 77	0	0	1	10	2	13	
Approval 79	0	3	0	7	9	19	
Approval 80	0	0	1	10	2	13	
Approval 82	0	0	0	0	12	12	
Approval 84	0	0	0	0	13	13	
Approval 86	0	0	0	0	39	39	
Average Days on Desk	0	3	1	6	11		

2020-2022 Combined Data	Approval Time in Days	Number of Occurrences
	1	18
	2	8
	3	9
	4	12
	5	8
	6	20
	7	16
	8	17
	9	12
	10	5
	11	5
	12	10
	13	12
	14	4
	15	5
	16	8
	17	5
	18	6
	19	3
	20	4
	21	4
	22	5
	23	1
	24	1
	26	3
	27	1
	28	4
	29	1
	37	1
	39	1

2020-2022 Combined Data	Approval Time in Days	Number of Occurrences		
	48	1		
	53	2		
	63	1		
	132	1		
	Number Approvals within 10 Days	125	58.41%	



Appendix 2

	Days on Desk before signing					Total Days
	CPO	DSFA	DSIP	DSE	SOT	
Approval 2	0	0	1	3	7	11
Approval 5	0	0	0	46	7	53
Approval 6	0	0	1	3	7	11
Approval 7	0	0	0	46	7	53
Approval 8	0	1	3	19	3	26
Approval 9	0	2	21	3	2	28
Approval 10	0	1	20	0	0	21
Approval 11	0	0	0	8	5	13
Approval 13	0	2	4	0	126	132
Approval 14	0	0	5	2	10	17
Approval 18	0	0	1	24	1	26
Approval 27	0	1	0	10	2	13
Approval 28	0	0	8	8	5	21
Approval 29	0	1	0	8	5	14
Approval 32	0	1	0	24	2	27
Approval 36	0	3	1	13	2	19
Approval 37	0	0	1	8	3	12
Approval 38	0	1	4	1	5	11
Approval 40	0	16	0	0	2	18
Approval 41	0	0	0	13	1	14
Approval 43	0	2	0	7	3	12
Approval 45	0	1	3	18	3	25
Approval 46	0	0	1	15	3	19

Appendix 2

Approval 47	0	0	2	2	24	28
Approval 51	0	0	0	8	4	12
Approval 59	0	0	0	17	3	20
Approval 1	0	3	0	0	15	18
Approval 2	0	3	0	0	15	18
Approval 3	0	0	0	3	10	13
Approval 5	0	0	3	16	1	20
Approval 8	0	0	0	15	2	17
Approval 12	0	0	0	3	11	14
Approval 13	0	1	4	0	8	13
Approval 16	0	0	1	26	1	28
Approval 17	0	0	1	14	1	16
Approval 18	0	0	0	12	0	12
Approval 21	0	0	1	14	1	16
Approval 22	0	1	1	10	1	13
Approval 23	0	1	1	12	14	28
Approval 27	0	3	0	24	0	27
Approval 28	0	0	1	10	1	12
Approval 31	0	4	0	7	0	11
Approval 34	0	0	1	14	1	16
Approval 35	0	0	1	0	13	14
Approval 36	0	1	3	1	7	12
Approval 38	0	0	0	15	2	17

Appendix 2

Approval 39	0	0	0	13	2	15
Approval 42	0	0	0	14	2	16
Approval 44	0	0	1	13	4	18
Approval 47	0	1	6	4	4	15
Approval 48	0	0	0	15	2	17
Approval 51	0	1	0	7	8	16
Approval 52	0	0	0	12	4	16
Approval 53	0	0	0	12	4	16
Approval 61	0	0	1	10	1	12
Approval 62	0	0	0	7	6	13
Approval 63	0	1	4	6	4	15
Approval 65	0	0	29	0	0	29
Approval 66	0	0	0	6	32	38
Approval 69	0	4	0	6	1	11
Approval 1	0	4	0	14	2	20
Approval 2	0	4	0	14	2	20
Approval 7	0	14	1	0	7	22
Approval 9	0	14	1	0	7	22
Approval 10	0	6	1	8	6	21
Approval 11	0	14	1	6	2	23
Approval 12	0	5	1	6	2	14
Approval 13	0	3	1	6	2	12
Approval 14	0	0	2	10	9	21
Approval 16	0	1	0	3	9	13

Appendix 2

Approval 18	0	0	1	10	2	13
Approval 22	0	1	0	3	60	64
Approval 33	0	3	0	7	9	19
Approval 34	0	0	0	15	3	18
Approval 35	0	0	1	10	2	13
Approval 41	0	0	6	8	3	17
Approval 42	0	0	0	0	37	37
Approval 43	0	1	3	8	0	12
Approval 48	0	0	0	13	9	22
Approval 53	0	0	0	0	16	16
Approval 57	0	0	0	0	15	15
Approval 58	0	0	0	0	22	22
Approval 70	0	3	0	7	9	19
Approval 77	0	0	1	10	2	13
Approval 79	0	3	0	7	9	19
Approval 80	0	0	1	10	2	13
Approval 82	0	0	0	0	12	12
Approval 84	0	0	0	0	13	13
Approval 86	0	0	0	0	39	39
Average Days on Desk	0	1	2	9	8	