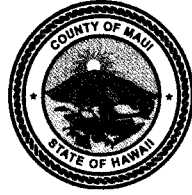


ALAN M. ARAKAWA  
Mayor



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OFFICE OF THE MAYOR

DANILO F. AGSALOG  
Director

MARK R. WALKER  
Deputy Director

COUNTY OF MAUI  
**DEPARTMENT OF FINANCE**  
200 S. HIGH STREET  
WAILUKU, MAUI, HAWAII 96793

August 14, 2017

Honorable Alan M. Arakawa  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Riki Hokama, Chair  
Budget and Finance Committee  
200 South High Street  
Wailuku, Hawaii 96793

Dear Chair Hokama,

**SUBJECT: PLAN OF AUDITS (FISCAL YEAR 2016) (AUDIT OF COUNTY  
PROCUREMENTS (pCARD)) (BF-98(3))**

We are in receipt of your letter dated August 3, 2017 requesting additional information regarding the County of Maui PCard program. Please find our responses to your requests below.

1. Provide a list of employees, by Department, authorized to use a County pCard. Include each employee's title, credit limit, number of transactions and total amount charged for Fiscal Year 2017. Further indicate whether the employee requires authorization before using the pCard and identify the position providing the authorization.

*Response: See attached list (Exh. "A") that identifies the employees, by Department, authorized to use a County pCard, including the employee's title, credit limit, number of transactions and total amount charged for Fiscal Year 2017. The pCard program is a delegation of procurement authority and the Finance Department pCard Policy and Procedures do not require authorization before using the pCard. Departments may or may not require authorization before pCards are used depending upon their operational needs. Please note that the State of Hawaii also does not require authorization before using the pCard in their Policy and Procedure document.*

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COUNTY COUNCIL

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2. Describe the circumstances when is it appropriate to use a pCard instead of a purchase order. Does the County have a preferred method of payment when making a purchase order? Please explain.

*Response: Attached to this response please find two documents related to pCards and purchase orders. One is a summary of a benchmark survey study from the National Institute of Government Procurement (Exh. "B"), and the other is a Best Practice from the Government Finance Officers Association (Exh. "C"). Each of these organizations recommends the use of a pCard as a preferable method of payment instead of a purchase order for the reasons given in their documents. The NIGP study calculated an average savings of \$71.00 per transaction and a reduction in the procurement cycle time by approximately twelve days using pCards instead of purchase orders. The County of Maui has adopted these recommendations, and so the County of Maui Finance Department prefers pCards over purchase orders within defined procurement thresholds. Our current threshold is \$500.00 per transaction with exceptions for mainland travel, situations where we can't find a vendor who will accept a purchase order, and for price lists where the price or vendor discount is already contractually established.*

3. Explain the procedure of issuing a purchase order. Indicate who is authorized to initiate a purchase order, and provide the level of authorization required such as supervisor, division head, etc.

*Response: A purchase order is the end product of a procurement process that begins with the identification of a need. The next step is documentation of that need on a requisition form, either paper or electronic. If the procurement exceeds \$1,000.00, three quotes are generally required with lots of exceptions based on market availability. Audit standards require at least one additional signature or approval on requisition forms. Please note that this standard of one additional approval or two approvals in total applies not only to requisitions and purchase orders, but to pCard transactions, cutting checks, etc. Two signatures is apparently considered to be the most effective balance between efficiency and accountability. The Department Directors, by approval of a Finance Department signature authorization form, determine who is authorized to approve requisitions. Generally, the larger the department or division, a person lower in the chain of command is delegated the authorization to approve requisitions. Please note that there is a separate process for pCard approval authority, but similar to purchase orders it is also delegated by the Department Director based on operational needs.*

*Honorable G. Riki Hokoma, Chair  
and Members of Budget and Finance Committee  
August 14, 2017  
Page 3*

Should you require any additional information please feel free to contact me at extension 7475. Thank you.

Sincerely,



*for* **DANILO F. AGSALOG**  
**DIRECTOR OF FINANCE**

c: Greg King, Purchasing Division

## EXHIBIT "A"

**County of Maui pCard list August 11, 2017**

Name	Title	Credit Limit	Transactions FY17	Total Amount Charged FY17	Notes
<b>COUNTY AUDITOR</b>					
CAMILLE SAKAMOTO	Administrative Officer	5000	41	\$7,599.92	
<b>CORP COUNSEL</b>					
BRIDGET NAKAMA	Ins./Claims Assitant II	1000	13	\$1,743.33	
TANYA QUITAZOL	Law Technician II	35000	332	\$79,100.82	
<b>COUNCIL</b>					
WENDY KANE	Council Services Clerk	10000	126	\$16,603.49	
MORRIS HAOLE JR	Council Executive Asst.	1000	0	\$0.00	
DIDI AZCUETA	Council Executive Asst.	1000	2	\$188.20	
SUSANNE MATAYOSHI	Council Executive Asst.	1000	37	\$1,457.93	
TROY HASHIMOTO	Council Executive Asst.	1000	10	\$676.72	
CHRISTINE THOMPSON	Council Executive Asst.	5000	96	\$6,386.37	
SARAH DYAL FREISTAT	Council Executive Asst.	1000	2	\$181.31	
CLARICE YOKOUCHI	Council Executive Asst.	1000	4	\$254.10	
ADRIENNE NALETTE	Council Executive Asst.	2500	2	\$173.02	Canceled
BRIAN BARDELLINI	Council Executive Asst.	5000	4	\$439.10	
SUSAN FOLEY	Council Executive Asst.	1000	4	\$491.50	
TAMMY FRIAS	Supervising Committee Sec.	10000	8	\$2,200.30	
NICOLE KAHINU	Council Services Clerk	10000	44	\$9,252.43	
<b>COUNTY CLERK</b>					
JOYCE MURASHIGE	Clerk to the County Council	5000	56	\$10,140.88	
<b>ENVRNMNTL MNGMNT</b>					
MICHELLE MAKII	Private Secretary	10000	57	\$17,866.15	Canceled
MIKE RATTE	Solid Waste Div. Chief	2500	7	\$1,133.05	
CRAIG CHAVES	Landfill Equip. Operator II	10000	280	\$45,090.41	
MICHAEL KEHANO	Asst. Solid Waste Div. Chief	2500	3	\$642.19	
SUSAN RICARDOS	Office Operations Asst. II	10000	182	\$21,749.08	
GWEN BALALA	Admin Services Asst. II	2500	33	\$5,325.99	
JENNIFER RIVERA	Secretary II	2500	27	\$5,751.39	
HARRY KAHUNANUI	Landfill Worksite Supervisor	2500	11	\$1,433.09	
KOLO PUPUNU	Landfill Worksite Supervisor	5000	150	\$20,204.58	
GEORGE CORREIA	Solid Waste Collection Super	1000	10	\$1,903.85	
ALLYSON HIGA	Admin Services Asst. II	1000	12	\$1,330.86	

TAMARA FARNSWORTH	Recycling Speciliast IV	2500	46	\$7,112.39	
CLAUDE SARSONA		1000	8	\$2,780.16	Canceled
VIRGIL VIERNES	Environmental Compliance Specialist	5000	79	\$12,528.51	
NADINE ORIKASA	Private Secretary	5000	95	\$26,507.70	
FRANCIS ASIU	Wastewater Ops Superintendent	5000	42	\$6,932.44	
PAUL BOTEILHO	Sewer Maintenance Repairer II	5000	68	\$7,022.34	
MICHAEL FREITAS	Sewer Maintenance Supervisor II	5000	28	\$4,867.95	
DONALD POEPOE	Sewer Maintenance Repairer II	5000	42	\$6,154.80	
ALFONSO TAIMANAO	Sewer Maintenance Repairer II	5000	10	\$2,283.73	
JOHN SOUZA		5000	64	\$10,826.18	Canceled
JOHN SOUZA		1000	48	\$1,027.10	Canceled
GUY JOAO	Wastewater Treatment Plant Operator	2500	4	\$219.90	
ABIGAIL BUSH	Asst. WWTP Operator	2500	2	\$31.41	
REGINALD BALIDOY	WWTP Maintenance Mechanic II	2500	66	\$11,312.17	
ISAAC BLANCHARD	Electronic Technician II	5000	78	\$18,216.81	
NICOLAS ESTABILLO	WWTP Ops & Maintenance Super IV	5000	47	\$10,242.24	
CALVIN FLORES	Asst. WWTP Operator	1000	2	\$197.23	
LESLIE HONDO		1000	6	\$854.14	Canceled
MARTIN JENSON	WWTP Maintenance Mechanic II	5000	35	\$7,736.77	
MATTHEW MANO	WWTP Operator	5000	33	\$4,062.54	
LENA MENDEZ	Account Clerk II	2500	27	\$6,059.53	
WENDELL MOLINA	WWTP Maintenance Mechanic II	10000	130	\$25,207.18	
WILFREDO SAVELLA	Supervising WWTP Maint. Mechanic	2500	43	\$7,466.81	
MELVIN TAVARES	WWTP Truck Driver Supervisor	5000	84	\$10,182.11	
WALTER URBAN	Asst. WWTP Plant Ops & Maint. Sup	10000	122	\$20,569.29	
JASON WARD		5000	8	\$746.09	Canceled
ROMEO YANOS	Wastewater Plant Operations Manager	20000	193	\$42,668.36	
THEODORE LEONG	Wastewater Ops Training Officer	2500	71	\$12,769.17	
CASSANDRA MARTIN	Wastewater Technical Support Eng	1000	13	\$3,902.31	
RANDY DEMEYERS	WWTP Operator IV	5000	89	\$18,595.62	
WILLIAM F. MOLHMAN	WWTP Operator IV	5000	8	\$1,556.68	Canceled
VERNON MEDEIROS	WWTP Maintenance Mechanic I	1000	12	\$2,687.72	Canceled
BENNY YANOS	Wastewater Maintenance Carpenter	10000	49	\$10,620.09	
ERIC HAY	Plant Electrician	10000	172	\$44,043.72	
ADRIAN SAVELLA	Laboratory Technician	1000	34	\$4,309.09	Canceled
ADRIAN SAVELLA	Laboratory Technician	1000	33	\$1,525.36	
THOMAS JOHNSON	WWTP Ops & Maintenance Super IV	1000	7	\$1,111.31	

CHACHLEIGH CLARABAL	Asst. WWTP Operator	1000	31	\$976.04	
STEVEN M BACALSO	Asst. WWTP Operator	2500	37	\$6,123.94	
DAVID TUZON	Painter	2500	71	\$11,519.85	
CHRIS HORNER	WWTP Operator IV	1000	66	\$15,566.05	Canceled
EUGENE CALLNAN	Asst. WWTP Ops & Maint. Super IV	10000	117	\$22,184.88	
MARC VELASQUEZ	Clerk III	1000	36	\$5,781.43	
COLLEEN CHUR	Administrative Services Asst. II	10000	17	\$13,542.22	
KELCIE TAKEHARA	Sanitary Chemist	2500	21	\$2,480.12	
ANNE HILL	Sanitary Chemist	2500	50	\$6,199.97	
AMY MARTIN	Sanitary Chemist	2500	33	\$1,650.40	
PAUL JACOBSON	WWTP Worker	10000	117	\$19,074.24	
PAUL MORIOKA	Wastewater Collections Superintendent	2500	2	\$572.83	
MARK FRANCO	Wastewater Plant Maintenance Manager	1000	4	\$1,013.08	
CHRIS CUSTER	Electronic Technician I	1000	17	\$2,988.95	
PRUDENCIA BUGTONG	Office Operations Asst. II	5000	30	\$10,560.34	
<b>FINANCE</b>					
DEANNA THYSSEN	Private Secretary	10000	99	\$30,462.57	
MAY ANNE ALIBIN	Treasurer	5000	24	\$2,738.61	
RUTH CAMARGO	Secretary I	20000	244	\$37,203.78	
LAURIE KEALIINOHOMOKU	Motor Vehicle Licensing Asst. Admin	2500	1	\$300.00	
SCOTT TERUYA	Real Property Tax Administrator	10000	42	\$10,911.50	
GERY MADRIAGA	Asst. Real Property Tax Administrator	10000	229	\$49,925.37	
ROSEBELLA BACLAAN	Accountant II	2500	57	\$12,998.45	
<b>FIRE</b>					
JEFFREY MURRAY	Fire Chief	1000	2	\$124.48	
ROBERT SHIMADA	Deputy Fire Chief	1000	8	\$2,055.45	Canceled
CHASSERAE KAAWA	Secretary III	10000	50	\$11,014.19	
STEVEN THYNE	Fire Battalion Chief	2500	0	\$0.00	New
LIONEL MONTALVO	Deputy Fire Chief	2500	0	\$0.00	New
MIKE WERNER	Fire Battalion Chief	2500	0	\$0.00	New
ROXANNE PUAA			1	\$442.14	Canceled
ALLEN DUARTE	Fire Battalion Chief	1000	5	\$388.63	
ALLEN DUARTE	Fire Battalion Chief	1000			Canceled
VICTOR FONTANILLA	Lead Fire Equipment Mechanic	20000	384	\$61,905.57	
LYNN VIELA	Office Operations Asst. II	1000	25	\$4,050.05	
JILL PETERSON	Office Operations Asst. II	20000	113	\$37,880.13	
CONRAD FERNANDEZ	Fire Captain	10000	256	\$66,114.56	Industrial

CONRAD FERNANDEZ	Fire Captain	5000	40	\$9,137.04	*meals
PAUL HAAKE	Fire Captain	10000	79	\$26,563.12	
PAUL HAAKE	Fire Captain	1000	7	\$574.37	Canceled
SHAWN KANHAI	Fire Equipment Mechanic	2500	73	\$9,274.17	
A LONOKAILUA-HEWETT	Fire Battalion Chief	1000	6	\$2,219.48	
A LONOKAILUA-HEWETT	Fire Battalion Chief	1000	22	\$3,040.76	Canceled
EDWARD TAOMOTO	Fire Services Officer	10000	162	\$26,864.01	
VALERIANO MARTIN	Assistant Fire Chief	1000	6	\$301.84	
VALERIANO MARTIN	Assistant Fire Chief	1000	0	\$0.00	Canceled
CRYSTAL SAKAI	Private Secretary	20000	168	\$31,371.84	
CRYSTAL SAKAI	Private Secretary	5000	0	\$0.00	Canceled
DAVID THYNE	Assistant Fire Chief	1000	5	\$431.69	
RICHARD KAWASAKI	Fire Battalion Chief	1000	14	\$568.56	
RAY SHIMIZU	Fire Equipment Mechanic	20000	361	\$51,726.82	
COLIN YAMAMOTO	Fire Battalion Chief	2500	44	\$7,565.26	
COLIN YAMAMOTO	Fire Battalion Chief	1000	6	\$214.85	Canceled
WAYNE CAMBRA	Fire Battalion Chief	1000	14	\$1,035.01	
RYLAN YATSUSHIRO	Fire Captain	5000	46	\$11,532.40	Canceled
RYLAN YATSUSHIRO	Fire Captain	10000	172	\$22,186.02	
DUKIE RACADIO	Fire Internal Affairs Officer	1000	19	\$1,017.45	
HENRY LINDO	Fire Captain	1000	0	\$0.00	
BLAINE LOQUE	Fire Equipment Mechanic	10000	153	\$16,512.49	
EDWARD BAUTISTA	Storekeeper	10000	62	\$12,171.99	
KEKAI BROWN	Ocean Safety Officer IV	5000	23	\$5,043.74	
TIMOTHY BROWN	Ocean Safety Officer IV	2500	30	\$2,638.38	
ZACHARY EDLAO	Ocean Safety Officer IV	5000	16	\$1,567.50	
CARY KAYAMA	Ocean Safety Operations Manager	1000	16	\$2,160.41	
JEFF MEADOWS	Ocean Safety Officer IV	2500	35	\$2,847.15	
BRADFORD QUINTO	Ocean Safety Officer IV	2500	61	\$3,678.23	
<b>HOUSING &amp; HC</b>					
DEBORAH STONE-WALLS	County Executive on Aging	5000	14	\$4,080.00	Canceled
VIRGINIA CHAPMAN	Office Operations Asst. II	10000			New
KIMBERLY FERGUSON	Private Secretary	1000	21	\$2,054.52	
VERNA NALANI PODLEWSKI	Secretary III	5000	129	\$22,055.10	
AILINA TAGUPA-LABORTE	Secretary I	20000	413	\$75,561.78	
NANI LEI ANN BUSBY	Grants Management Operations Asst.	2500	50	\$6,694.85	
BLOSSOM PAGDILAO	Secretary I	2500	62	\$8,716.76	

JILL SATO	Office Operations Asst.	5000	125	\$11,749.66	
LYDIA RAYO	Immigrant Services Specialist	5000	56	\$9,412.53	
RUTH GRIFFITH	Senior Services Division Administrator	1000	0	\$0.00	
ROLAND PRIETO	Asst. Senior Services Division Admin	1000	0	\$0.00	
LILLIAN LECHLER	Senior Services Program Asst. III	10000	57	\$13,657.31	
KATHRYN D RAMOS	Senior Services Program Asst. III	2500	26	\$2,969.71	
JERRY TUMACDER	Park Caretaker II	5000	113	\$11,096.50	
LOUISE BATOON	Administrative Assitant II	10000	89	\$19,676.95	Canceled
STACY SHIBAO	Senior Services Program Speciliast II	2500	39	\$5,021.45	
MARIO TUMACDER	Park Caretaker II	2500	60	\$4,994.65	
LORI OKIMOTO	Senior Services Program Asst. III	2500	78	\$4,484.79	
LYNN KAM	Senior Services Program Asst. III	1000	9	\$1,198.66	
DEBRA KATO	Senior Services Program Asst. I	1000	4	\$322.59	
KATHLEEN FONG	Secretary I	5000	18	\$1,844.94	
JUNE ONO			70	\$6,598.34	Canceled
<b>LIQUOR</b>					
SHARON ITO	Private Secretary	10000	22	\$21,440.35	
SANDRA KOBAYASHI	Liquor Control Officer III	5000	34	\$4,950.05	Canceled
TYRON DELLA	Account Clerk III	10000	248	\$26,474.41	
KARILEE YOSHIZAWA	Liquor Control Officer IV	1000	11	\$87.00	
KAYLE MATSUSHIMA	Liquor Control Officer III	1000	3	\$454.26	Canceled
JARRETT KAHOOHANOHANO	Liquor Control Officer III	1000	5	\$317.94	Canceled
BILL PACHECO	Liquor Control Officer IV	5000	1	\$203.13	Canceled
LAYNE SILVA	Liquor Control Officer III	5000	3	\$145.63	
GENE SILVA	Liquor Control Officer III	5000	10	\$651.78	
<b>MAYOR</b>					
JARENE MURAKAMI	Personnel Assistant II	20000	319	\$53,755.79	
HERMAN ANDAYA	Interim Emergency Management Officer	2500	5	\$2,441.75	
DAWN MAHEALANI LINCOLN VIEL	CDBG Program Specialist I	2500	14	\$2,851.25	
ANNA FOUST	Emergency Management Officer	2500	2	\$236.90	Canceled
ANNA FOUST	Emergency Management Officer	50000	0	\$0.00	Canceled
MISTY CORDEIRO	Secretary I	5000	95	\$14,237.09	
MISTY CORDEIRO	Secretary I	50000	0	\$0.00	*meals
JEREMY DELIMA	Information Systems Analyst V	1000	0	\$0.00	
KATHERINE TANAKA	Secretary II	25000	163	\$57,279.67	
RICARDO VILLEGAS	Information Systems Analyst V	1000	4	\$64.75	
KRZYSZTOF JASOWICZ	Information Systems Analyst V	1000	8	\$187.95	



MIMI ESPERANZA	Buyer I	20000	108	\$23,343.88	
NELSON KINA	Information Systems Analyst III	1000	7	\$770.49	
TYLER C ASH	Information Systems Analyst IV	1000	11	\$1,072.86	
LEE AH YEN	Economic Development Specialist II	2500	25	\$6,279.60	
DENA SATO	Administrative Assistant I	10000	166	\$34,662.83	
JENNIFER HAWKINS	Economic Development Specialist II	10000	124	\$14,651.44	
KAREN ARAKAWA	Economic Development Specialist II	1000	47	\$2,853.13	
TRACY BENNETT	Film Commissioner	10000	62	\$22,788.74	
JAMIE PAA	Project Specialist	5000	96	\$24,251.72	
TINA SILVA	Grant Specialist II	2500	0	\$0.00	New
JENNIFER PHILLIPS		2500	27	\$7,402.50	Canceled
<b>PARKS</b>					
LISA SAKUMOTO	Private Secretary	5000	124	\$17,057.35	
PHILIP LINK	Senior Pool Guard	1000	7	\$571.46	Canceled
JAMES MERRILL	Electrical Pump Mechanic	10000	81	\$10,196.11	
DUKE SEVILLA	Pools Operation Supervisor	10000	71	\$12,521.17	
FRANCES YAMAMOTO	Recreation Technician II	1000	32	\$3,070.14	
FRANCES YAMAMOTO	Recreation Technician II	2500	18	\$1,656.24	Canceled
LYNNE TAKIGUCHI	Secretary I	1000	22	\$8,399.84	
ANDRE LACOUR	Electrical Pump Mechanic	5000	181	\$14,645.01	
FRANCISCO BALBERDI		10000	81	\$12,827.04	Canceled
ALAN HIYAKUMOTO	Power Mower Repairer I	5000	62	\$11,399.64	
ADRIAN KAYA	Automatic Sprinkler System Repairer I	2500	8	\$2,386.04	
TODD ALLEN	Golf Course Superintendent	10000	119	\$27,837.11	
KYLE TAKUSHI	Golf Course Maintenance Supervisor	2500	25	\$6,355.03	
LAURA MIZUMOTO	Secretary I	5000	81	\$14,580.91	
KARLA PETERS	Park Maintenance Superintendent	1000	7	\$1,918.53	Canceled
KARLA PETERS	Park Maintenance Superintendent	1000	15	\$6,156.47	
HELIDA ADLER	Accountant II	5000	75	\$12,590.43	
ARTHUR RUIZ	Nursery Worker II	1000	14	\$3,596.99	
DAVID SAKODA	Arborist	1000	9	\$1,662.53	Canceled
DENNIS CORDEN	Automatic Sprinkler System Repairer I	5000	70	\$14,730.05	
LEROY GUSMAN	Automatic Sprinkler System Repairer I	2500	102	\$16,417.33	
JARRAD KALUA	Painter II	5000	35	\$4,216.25	
AGUSTO RACCA	Electrician II	2500	40	\$5,769.68	
GLENN SAKUMOTO	Labor Supervisor I	5000	18	\$2,626.77	
LANCE TOKUSHIMA	Parks Beautification Manager	10000	66	\$25,849.34	

DAVID CABACUNGAN		1000	31	\$3,476.50	Canceled
MICHAEL HOOPER	Building Maintenance Repairer I	5000	150	\$18,244.83	
CHAD HAAKE	Electrician I	2500	98	\$11,416.70	
GENARO VILUAN	Plumber II	5000	82	\$11,926.07	
ELMO KAHALEKAI	Equipment Operator III	1000	18	\$2,954.90	
HERMAN MAMARIL	Carpenter Cabinet Maker II	2,500	26	\$3,683.54	
DEAN HAYASE	Painter	1,000	1	\$333.33	
WADE CHODA-KOWALSKI	Park Maintenance Supervisor	5,000	50	\$6,904.50	
WILLIAM AMORAL JR.	Parks & Recreation District Supervisor III	1000	2	\$97.84	
DAVID PUU	Building Maintenance Repairer II	10000	83	\$12,550.27	
WILLIAM ALLEN		5000	117	\$13,452.32	Canceled
SEAN-PATRICK HAMAI	Automotive Mechanic I	2500	72	\$4,833.36	
TYLER TOKUSHIMA		2500	74	\$9,278.21	Canceled
ALAN FUKUOKA	Automatic Sprinkler System Repairer I	5000	60	\$11,996.72	
ARTHUR LATAYADA	Automotive Mechanic II	10000	215	\$25,719.80	
JOSHUA MEDEIROS	Plumber I	1000	68	\$4,810.72	
MICHAEL AGUINALDO	Automatic Sprinkler System Repairer I	5000	64	\$12,851.63	
NEIL YASHIRO	Golf Course Operations Clerk	1000	9	\$2,062.91	
MELVIN PICO	Building Maintenance Repairer I	2500	113	\$8,320.39	
GREG CROWTON	Building Maintenance Repairer I	1000	68	\$7,397.15	
BRIAN VALDEZ	Automatic Sprinkler System Repairer I	2500	0	\$0.00	New
MICHAEL MENDIOLA	Automatic Sprinkler System Repairer I	2500	0	\$0.00	New
PETER PALE	Parks & Recreation District Supervisor III	1000	33	\$4,743.06	
HELEN SAYLER	Clerk III	5000	99	\$12,736.66	
GUILLERMO DELA CRUZ	Building Maintenance Repairer II	2500	137	\$7,173.46	
MARK KAWANO	Automatic Sprinkler System Repairer I	5000	102	\$7,368.59	
BENITO PIROS	Parks Maintenance Supervisor	5000	83	\$10,752.79	
ZELDA-MAE KAHULA	Recreation Technician I	1000	7	\$1,588.96	
DARLEEN ORNELLAS	Secretary I	2500	25	\$2,799.23	
DOREEN MOKIAO	Secretary II	5000	44	\$8,625.16	
KAE0 AHS AU	Chief of Recreation	1000	13	\$1,927.32	Canceled
KAE0 AHS AU	Chief of Recreation	1000	13	\$989.80	
KAREN FLABETICH	Program Services Assistant	1000	24	\$2,747.07	
TARA SABADO	Recreation Specialist	2500	11	\$708.08	
ROCHELLE GARCIA		1000	3	\$441.29	
DANEFORD WRIGHT	Parks & Recreation District Supervisor III	1000	19	\$3,572.00	
SHERYL SUMERA-CORDEIRO	Park Maintenance Supervisor	5000	52	\$9,959.13	

ROSSMARK SEPTIMO	Park Maintenance Supervisor	10000	166	\$33,712.24	
PAUL MANZANO	Park Maintenance Supervisor	5000	118	\$14,613.90	
FELIPE BULUSAN	Building Maintenance Repairer II	5000	75	\$13,238.86	
JACOB GUSMAN	Recreation Leader III	1000	7	\$444.65	
RAY CATIEL	Park Maintenance Supervisor	5000	44	\$6,941.18	
MARY KIELTY	Parks & Recreation District Supervisor III	2500	41	\$6,964.61	
CHRIS KINZLE	General Construction & Maint. Super II	2500	78	\$12,906.95	
MARSHALL MINDORO	Automatic Sprinkler System Repairer I	5000	65	\$12,659.70	
LINDA VAUGHON	Program Services Assistant	1000	6	\$1,543.96	
EDWARD CURIMAO	Park Maintenance Supervisor	5000	91	\$9,020.35	
DWAYNE KALILIKANE	Building Maintenance Repairer II	10000	127	\$17,132.71	
ROSS MORITA		5000	15	\$738.07	Canceled
ALVIN KAMETANI	Recreation Leader III	5000	46	\$4,792.93	Canceled
NORRAINE PASCUA	Recreation Technician I	5000	29	\$3,551.13	
BENNETT KALAWAIA	Building Maintenance Repairer I	5,000	3	\$52.64	
DANAE MARIN	Parks & Recreation District Supervisor III	1,000	3	\$295.82	
<b>PERSONNEL</b>					
CORINNE MURAOKA	Private Secretary	20000	234	\$36,741.23	Canceled
CYNTHIA SASADA	Private Secretary	10000	111	\$25,050.50	
<b>PLANNING</b>					
AVIS TESHIMA-WONG	Private Secretary	5000	39	\$6,411.07	
JOY PAREDES	Secretary I	20000	197	\$21,992.21	
CHALSEY KWON	Secretary to Boards/Commissions	1000	25	\$3,089.31	
CHARMAINE RODRIGUES	Account Clerk III	2500	86	\$9,882.04	
LINDA KIM	Secretary I	5000	1	\$65.00	
LAURY KANAE	Office Operations Assistant II	5000	11	\$2,899.36	
SUMMER ENFIELD-CARLOS	Secretary I	1000	4	\$964.42	
RACHEL ADAMS	Office Operations Assistant II	1000	5	\$900.39	
NANCY TANJI			4	\$597.76	Canceled
<b>POLICE</b>					
SPRING KOJA	Account Clerk II	5000	33	\$19,133.66	
LESLEY ANN UEMAE	Accountant II	2500	14	\$4,288.17	
ALANA PICO	Office Operations Assistant II	10000	87	\$27,510.62	
CONNIE FUNARI	Private Secretary	10000	105	\$19,966.20	
TERRY JONES	Secretary III	10000	123	\$25,176.47	
RICHARD D. DODS	Police Captain	5000	1	\$168.79	
CLYDE HOLOKAI	Police Captain	5000	28	\$7,200.81	Canceled

CRYSTA-LYN IGE	Office Operations Assistant II	20000	86	\$27,983.77	
MASANORI KAYA	Police Sergeant	5000	71	\$26,820.91	
BARRY KUBO	Police Lieutenant	10000	481	\$28,266.04	
LISA TOMITA	Secretary II	20000	174	\$59,597.71	
AUDRA SELLERS	Police Detective	5000	5	\$404.92	Canceled
MELISSA MAGONIGLE	Business Administrator II	1000	17	\$763.92	
PETER DELIMA	Police Captain	1000	0	\$0.00	
RUTH AGDINAOAY	Office Operations Assistant II	10000	33	\$11,898.45	
TESSIE MORIMOTO	Office Operations Assistant II	1000	183	\$3,846.46	
TESSIE MORIMOTO	Office Operations Assistant II	2500	13	\$2,439.35	
JAMIE WINFREY	Police Lieutenant	10000	195	\$24,742.64	
HOKULANI KM ALCON	Office Operations Assistant II	10000	656	\$56,306.46	
KATHY PAZ	Office Operations Assistant II	10000	73	\$36,146.90	
DAVID CROWELL	Radio technician I	1000	29	\$2,844.35	
WALTER H PACHECO	Communications Coordinator	1000	14	\$1,035.01	
JASON TAKAYAMA	Radio technician II	1000	12	\$1,978.38	
DAVID LEYNES	Radio Technician I	1000	31	\$2,001.24	
WADE MAEDA	Police Lieutenant	5000	53	\$11,660.10	
WILLIAM GANNON	Police Lieutenant	10000	176	\$42,967.67	
WAYNE SMITH	Building Maintenance Repairer I	2500	93	\$6,969.28	
AMY LAU	Police Commission Secretary	10000	61	\$25,153.90	
LACEY KAHOLOKULA	Office Operations Assistant II	5000	11	\$7,108.71	
RAYNETTE BISTA	Office Operations Assistant II	10000	58	\$25,826.51	
TISHA FLORES	Office Operations Assistant II	20,000	99	\$49,736.44	
STACEY KEOMAKA	Office Operations Assistant II	2,500	4	\$1,853.70	
LISA S ROYER			1	\$13.75	Canceled
JAMES FLETCHER			3	\$397.80	Canceled
<b>PROSECUTING ATTY</b>					
WENDY NOBRIGA	Administrative Officer	5000	124	\$29,393.98	
ASHLEY TANG	Account Clerk III	25,000	728	\$208,543.32	
JOLYNNE MOCHIZUKI	Secretary I	10000	70	\$18,892.07	
SHEILA BIO	Law Technician I	2500	13	\$342.01	Canceled
GLEN DURAN	Supervising Law Technician	5000	0	\$0.00	
<b>PUBLIC WORKS</b>					
PRISCILLA ECHALAS	Secretary II	10000	84	\$22,052.23	
JILL ANNE ONO	Private Secretary	2500	70	\$6,598.38	
SHELLEY HONDA	Secretary II	5000	150	\$22,189.32	

GLEN UENO	Development Services Administrator	1000	1	\$371.34	
LANCE NAKAMURA	Asst. Development Services Administrator	1000	0	\$0.00	
CORA HONDA	Secretary II	2500	61	\$9,700.73	
RODRIGO RABARA	Civil Engineer VI	2500	30	\$2,883.69	
MELVIN YAGIN	Civil Engineer III	1000	30	\$5,370.19	
CALVIN PICO	County Building & Grounds Maint. Super	2500	47	\$6,623.32	
JULIANE POKINI	Administrative Services Asst. II	1000	22	\$1,590.95	
JAMES S OLIVEIRA	Automotive Mechanic I	1000	1	\$12.49	
RODNEY M ABREU	Automotive Repair Supervisor I	10000	266	\$43,675.36	
KUKUIOKALANI KALALAU	Construction Equipment Mechanic I	1000	0	\$0.00	
CLAUDIA KALAOLA		1000	1	\$105.06	Canceled
ROCKY-RUSSEL HOOPAI	Public Works District Supervisor I	1000	13	\$3,204.10	
DAVID-MICHAEL SHAMBLIN	Highway Construction & Maintenance Super	5000	0	\$0.00	New
DOREEN BUENCONSEJO	Administrative Services Assistant I	1000	14	\$1,716.15	
TODD RICKARD	Equipment Operator IV	5000	70	\$12,783.49	Canceled
EUGENE TIHADA	Public Works District Supervisor I	2500	40	\$8,382.13	
HANK HAUPU	Highway Construction & Maintenance Super	5000	20	\$3,805.42	
STEVE LONEY	Construction Equipment Mechanic I	10000	351	\$34,645.10	
ROXANNE CATIEL	Clerk III	1000	51	\$4,342.21	
ROXANNE CATIEL	Clerk III	1000	10	\$2,610.84	Canceled
DOUGLAS JENSEN	Construction Equipment Mechanic I	10000	99	\$14,380.36	
JOHN MENDES	Construction Equipment Mechanic I	5000	195	\$38,334.05	
TERENCE YOGI	Automotive Mechanic I	10000	91	\$13,483.53	
RON BRITTAIN	Automotive Mechanic I	5000	219	\$31,358.90	
LAUREEN PERREIRA	Administrative Services Assistant I	1000	26	\$4,625.06	
CONNIE PARRIS	Clerk III	1000	30	\$3,042.43	
PATRICK MEDEIROS	Public Works District Supervisor II	5000	90	\$12,942.80	
MICHAEL KINORES	Public Works Highway Utility Worker	2500	4	\$1,201.13	
JEFFREY DEREGO		5000	112	\$15,197.26	Canceled
WILFRED ALBIAR	Highway Construction & Maintenance Super	2500	13	\$2,329.88	
BEVERLY VANCIL	Administrative Services Assistant I	1000	33	\$5,295.57	
SCOTT TENGAN	Traffic Marker Sign Painter II	5000	84	\$13,466.78	
GERALD TOMOOKA	Traffic Signs/Markings Supervisor II	2500	38	\$7,725.80	
MYLES PADRON	Electronic Technician II	10000	136	\$15,813.65	
ROMEO GUZMAN	Electronic Technician I	5000	26	\$3,481.65	
KEVIN KOCHI	Highway Construction & Maintenance Super	5000	105	\$20,555.29	
IRVIN YONEDA	Public Works Highway Utility Worker	2500	106	\$13,654.63	

SCOTT MATSUMOTO	Highway Construction & Maintenance Super	2500	54	\$6,409.51	
GARY AMBROSE	Public Works District Supervisor II	2500	12	\$2,619.15	
TROY KAHALEKAI	Highway Construction & Maintenance Super	2500	38	\$7,044.90	
EMERSON FAYLOGNA	Construction Equipment Mechanic II	20000	216	\$40,380.98	
MIKE FERNANDEZ	Automotive Services Coordinator	5000	3	\$913.40	
MARK FILLAZAR	Construction Equipment Mechanic I	2500	86	\$11,872.16	
GLEN GUZMAN	Body and Fender Repairer	5000	88	\$17,089.00	
TEDYNNE SOKUGAWA	Clerk III	1000	22	\$2,736.52	
JAMES TAMAYOSE	Construction Equipment Mechanic I	20000	197	\$33,731.19	
SHERWIN VILLON	Construction Equipment Mechanic I	5000	157	\$22,226.18	
LEE YONAMINE	Automotive Repair Supervisor II	20000	306	\$64,665.93	
GLEN CABATINGAN	Heavy Equipment and Construction Welder	2500	60	\$9,925.20	
KRISTOPHER TOM	Automotive Service Attendant	5000	286	\$17,712.68	
LEE YOKOTE	Construction Equipment Mechanic I	2500	60	\$8,272.63	
ERIC SAITO	Construction Equipment Mechanic I	10000	196	\$41,171.81	
DAMIEN TACLA	Automotive Mechanic I	5000	213	\$34,766.35	
SEAN MARLONG	Tire Repairer	5000	261	\$46,511.02	
ROGER SAPLA	Automotive Mechanic I	10000	25	\$4,290.67	
FRANK KIMO RODRIGUES JR	Tire Repairer	10000	61	\$9,328.03	
ISAAC KAN-HAI	Public Works District Supervisor	2500	44	\$5,364.38	
JOHN BORDEN	Highway Construction & Maintenance Super	2500	114	\$9,973.24	
CLINT REYES	Equipment Operator IV	1000	78	\$3,987.25	
JASON MATAYOSHI	Automotive Mechanic I	2500	65	\$5,073.60	
ROGER APUNA	Automotive Repair Supervisor I	2500	54	\$5,212.84	
JEREMIE DAVIS	Construction Equipment Mechanic I	5000	93	\$11,411.25	
CRAIG ARINOKI	Automotive Mechanic I	5000	124	\$15,302.23	
<b>TRANSPORTATION</b>					
DONALD MEDEIROS	Director of Transportation	1000	5	\$360.70	Canceled
DIANE YOGI	Transportation Grants Admin Officer	5000	20	\$4,715.34	
KAREN TAMAKI	MPO Administrative Officer	2500	0	\$0.00	New
<b>WATER</b>					
HERB CHANG	Engineering Program Manager	5000	20	\$1,986.44	Canceled
WENDY TAOMOTO	Engineering Program Manager	5000	0	\$0.00	
CHARLENE SAKAMOTO	Water Service Clerk Dispatcher	5000	59	\$17,959.29	
CARI SUMABAT	Water Microbiologist IV	5000	147	\$16,275.86	
EVA BLUMENSTEIN	Planning Program Manager	5000	7	\$1,868.59	
ROCHELLE AMADEO	Purchasing technician	5000	55	\$7,588.20	

HOLLY HO	Waterworks Fiscal Officer	5000	0	\$0.00	New
AGNES NOLAN	Private Secretary	5000	1	\$599.00	
JOHN ANTHONY LINDER	Water Treatment Plants Division Chief	5000	2	\$188.20	
Total Transactions    Total Amount			25319	\$4,304,449.59	

\* meals - There are currently two cards in the County that can be used to purchase meals. Conrad Fernandez has a card that can be used when the Mayor declares a local emergency for fires, and Misty Cordeiro has a card that can be used when the Governor declares an emergency. With restaurant access, it is technically possible to use these cards in establishments that serve alcohol.

## **An NIGP Summary of the 2010 Purchasing Card Benchmark Survey Results**

Richard Palmer and Mahendra Gupta, RPMG Research Corporation

### **Survey Overview**

The 2010 Purchasing Card Benchmark Survey Results (the "Report") provide a comprehensive analysis of the purchasing card market including trends, benchmark data, and variables that factor into program success.

### **Survey Respondents**

The Report is based on over 1,900 responses from purchasing card end-users representing public and private corporations, state and federal government, city and county government, public and private universities and colleges, school districts, and more. All market sizes are represented in the Report. The age of respondents' card programs vary from less than one year old to 15 or more years.

### **Purchasing Card Spend in North America**

Between 2007 (the previous RPMG Research report year) and 2009, purchasing card spending in North America grew from \$137 billion to \$161 billion. Corporate purchasing card spending growth in the past two years (14.9%) was lower than the Government and Not-for-Profit segment (20.5%). Among Government and Not-for-Profit entities, purchasing card spending growth over the past two years was lowest among Federal Government agencies (at 7.0%) and State agencies (10.3%), but notably higher among Cities and Counties (22.9%), Universities (20.2%), School Districts (26.7%), and Not-for-Profit organizations (24.7%).

Between 2007 and 2009, organizational purchasing card spending increases were driven primarily by increased card distribution throughout the organization, increase in the amount spent per transaction, and the increased use of electronic Accounts Payable card accounts (non-plastic card accounts used to pay for invoiced goods and services). Key growth categories for purchasing card usage include: transportation and delivery services, media and advertising services, print and duplicating services, and telecommunication services. In addition, the traditional spend categories of office equipment, computer hardware, software and peripherals, and MRO goods continue to be common targets of purchasing spending.

Going forward, the predicted purchasing card growth is 9.1% for through 2010 and a 12% per year average over the next five years. Annual purchasing card spending is expected to increase to \$176 billion in 2010, \$213 billion by 2012, and \$255 billion by 2014. In contrast to the past two years, Corporate respondents project an annual average purchasing card spending growth rate over the next five years (13.6%) that is higher than that projected by Government and Not-for-Profit respondents (10.6%).



## **New Insights**

As in five previous studies since 1998, this edition of the RPMG Purchasing Card Benchmark Survey Results examines best practices of "high performance" purchasing card programs and sheds light on continuing market trends, including card program management and control practices. The 2010 edition provides unique and fresh insight into emerging topics such as the use and spending patterns associated with both "ghost" and Electronic Accounts Payable card accounts, the use of purchasing cards outside of North America, the impact of integrating purchasing data into organizational databases, the use of card program assessment and optimization techniques, and supplier relationship issues. Finally, the Report offers many innovative suggestions from end-users on topics ranging from program management to technology.

## **Organizational Impact**

Purchasing cards generated administrative cost savings of about \$71 per transaction when compared to traditional PO payment methods. This translates into a transactional cost savings of more than \$38 billion within North America on an annual basis.

Further, in comparison to a traditional PO process, purchasing cards reduce the procurement cycle time by approximately 12 days, reduce the number of suppliers managed in Accounts Payable (AP) databases by an average of 16%, and generally result in a reduction or redeployment of staff in AP and Procurement functions. Twenty-six percent of all organizations report the use of purchasing card data to obtain a higher discount for goods or services. In terms of supplier relations, 49% of all organizations indicate that, over the past five years, suppliers who accept purchasing cards have increased their share of business with their organization above that of suppliers not accepting purchasing cards.

## **Selected Benchmark Averages**

A variety of analyses and benchmark data points associated with Government and Not-for-Profit entities are provided in the 2010 Purchasing Card Benchmark Survey Results (including Federal and State agencies, cities and counties, school districts, universities, and other not-for-profit entities).

Some sample figures from State agencies and Cities and Counties are as follows:

State agencies. A variety of key purchasing card program performance statistics are provided for State Agencies, broken down by large (agencies with more than 30,000 employees), medium-size (agencies with between 3,000 and 30,000 employees), and small State agencies (agencies with less than 3,000 employees). For example, large, medium-size, and small State agencies report average monthly purchasing card spending of \$17.6 million, \$2.1 million, and \$177,710, respectively. The spending is driven by broad purchasing card distribution across the employee base (17.4%, 16.5%, and 20.8% of employees are provided cards at large, medium-size, and small State agencies, respectively). Average monthly spending per card is \$1,604, \$1,123, and \$899 at large, medium-size, and small State agencies, respectively.

Cities and Counties. A variety of key purchasing card program performance statistics are provided for Cities and Counties, broken down by large (more than 1,000 employees) and small (less than 1,000 employees) cities and counties. For example, large and small Cities and Counties report average monthly purchasing card spending of \$545,023 and \$151,023, respectively. Small

Cities and Counties provide a significantly higher percentage of their employees with purchasing cards (31.3%) than large Cities and Counties (10.9%). However, monthly spending per purchasing card is higher at large Cities and Counties (\$1,324) than smaller counterparts (\$1,016).

**Report Availability**

A complete hardcopy of the Report is provided without charge to participants in the study. Those interested in obtaining a copy that did not respond to the survey should visit [www.rpmgresearch.net](http://www.rpmgresearch.net).



## GFOA Best Practice

### Purchasing Card Programs

**Background.** The purpose of a purchasing card (also known as a procurement card or P-Card) program is to provide an efficient, cost-effective method of purchasing and paying for small-dollar as well as high-volume purchases. This type of program is used as an alternative to the traditional purchasing process and can result in a significant reduction in the volume of purchase orders, invoices, and checks processed. Purchasing cards can be used whenever a purchase order, check request, or petty cash would have been processed and with any vendor that accepts credit cards.

There are numerous benefits to a purchasing card program. Benefits to the cardholder can include:

1. convenience of purchasing without a purchase order,
2. expedited delivery of goods,
3. better pricing on goods,
4. expanded list of merchants from whom purchases can be made, and
5. reduced paperwork.

Benefits to the government can include:

1. simplified purchasing and payment process,
2. lower overall transaction processing costs per purchase,
3. increased management information on purchasing histories,
4. reduced paperwork,
5. decentralized procurement function,
6. the ability to set and control purchasing dollar limits,
7. the ability to control purchases to specific merchant categories and vendors, and
8. receipt of rebates from the bank based upon dollar volume of total purchases.

Benefits to the vendor include:

1. expedited payments,
2. reduced paperwork, and
3. lowered risk of nonpayment.

Purchasing cards may be issued in a designated individual's name and/or the government's name clearly indicated on the card as the buyer of goods and services.

The purchasing card and any transactions made with the card may become a liability of the governmental entity. For this reason, it is important that governments be aware of the risks related to the use of purchasing cards and establish controls to address those risks.

Disadvantages of purchasing cards include:

1. the potential for duplicate payments to vendors, unless payments are recorded by individual vendor within the accounting system,
2. the perception in the public about issuing "credit cards" to employees may be negative, and
3. the potential for abuse despite the controls available with purchasing cards.

**Recommendation.** GFOA recommends that governments explore the use of purchasing cards to improve the efficiency of their purchasing procedures. A competitive process should be used to select a purchasing card provider.

Consideration should be given to vendors who can provide:

- automated approval and reconciliation software. This software should provide for the ability to integrate to the entity's accounting records in a timely fashion;
- a program that is simple and easy to use;
- comprehensive control restrictions for single transactions, the number and amounts authorized per day and per cycle; and restrictions on the types of vendors and merchant category codes with which the card may be used;
- provisions for handling questioned items and chargebacks;
- a broad selection of reports or ad hoc reporting ability;
- training materials;
- customer support; and
- program rebates.

Governments need to maintain appropriate controls, in accordance with their purchasing policy, to ensure the ongoing success of a purchasing card program. These controls should include: written agreements with banks, which include fee schedules, processing procedures, and security requirements;

1. written policies and procedures for internal staff, including:
  - a. instructions on employee responsibility and written acknowledgments signed by the employee
  - b. ongoing training of cardholders and supervisors
  - c. spending and transaction limits for each cardholder both per transaction and on a monthly basis
  - d. written requests for higher spending limits
  - e. recordkeeping requirements, including review and approval processes

- f. clear guidelines on the appropriate uses of purchasing cards, including approved and unapproved Merchant Category Codes (MCC)
  - g. guidelines for making purchases by telephone and fax or over the Internet
  - h. periodic audits for card activity and retention of sales receipts and documentation of purchases
  - i. timely reconciliation by cardholders and supervisors
  - j. procedures for handling disputes and unauthorized purchases
  - k. procedures for card issuance and cancellation, lost or stolen cards, and employee termination
  - l. segregation of duties for payment approvals, accounting, and reconciliations
  - m. regular review of spending per vendor and merchant category codes
2. systems to ensure compliance with IRS 1099 reporting regulations.

**References.**

*Banking Services: A Guide for Governments*, Nicholas Greifer, GFOA, 2004.

*An Elected Official's Guide to Procurement*, GFOA, 1995.

*Approved by the GFOA's Executive Board, February, 2011.*