

Definition:

- Shared procurement authority (i.e., central procurement office and agencies) for all goods and services required by state agencies, including IT. Additional exceptions could include federally-funded programs, healthcare-related activities and sometimes construction.
- Central procurement office retains a significant level of oversight, authority and responsibility for the procurement approach used by agencies (e.g., solicitation, sole source, cooperative purchasing, etc.). However, the individual goods and services procured are scoped and process is documented by agency shops where the agencies have a dotted-line relationship with the central procurement office.
- Some agencies (e.g., Transportation, IT) may retain autonomy (typically less than a decentralized/full delegation model) to procure goods and services without specific delegation and approval from the central procurement office. These procurements are secondary to centralized procurements.
- The central procurement office establishes statewide or master contracts for goods and services commonly required among the agencies. Outside of these enterprise-wide agreements, the central procurement office will guide the level of procurement activity that will take place within the individual agencies.
- Central procurement office retains the ability, through their relationship with the agencies, to take advantage of pooling the volume of all agencies.
- Central procurement office responsible for compliance with administrative directives related to procurement, training, maintaining ethical standards, adherence to laws, rules and policies, and pursuing improvement (e.g., statute or policy changes).

BENEFITS	CHALLENGES
<ul style="list-style-type: none"> ⇒ increased cost savings through statewide contracts ⇒ significant level of oversight and authority for procurement approach ⇒ improved spend management and contract management ⇒ consolidating resources and maximizing results 	<ul style="list-style-type: none"> ⇒ measuring success, different metrics for centralized and decentralized functions ⇒ balance between guidance and enforcement ⇒ large number of customers ⇒ inconsistent set of policies at agency level ⇒ competing interests