

COSTARS Connection

The Commonwealth's Cooperative Purchasing Program
Passport to Business Opportunity and Procurement Savings

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Summer 2022



Tom Wolf, Governor
Joseph Lee, Acting Secretary



DEP's Mission and Reinford Farms Composting!

By Jarod Ganci, COSTARS Marketing Manager

The Department of Environmental Protection's (DEP) mission is simple; to protect Pennsylvania's air, land, and water from pollution and to provide for the health and safety of its citizens through a cleaner environment. Along with the plethora of information DEP provides on their website, it is their continuous focus on increased recycling and sustainability efforts that have had a lasting impact on the commonwealth.

In 2019, the commonwealth recycled over 5.25 million tons of resources as well as removed more than 7.38 tons of carbon dioxide emissions from the air. This is the equivalent to over 1.6 million passenger vehicles being taken off the roads for one year. As impressive as these results are, there is still much to do. It will take the efforts of not only state agencies, but also the hard-working people of Pennsylvania to continue to create a sustainable effect on the environment. Let's learn about some of these hard-working people and what they are doing to help.

Recently, I toured Reinford Farms in Mifflintown, PA to see how they turn everyday food waste into renewable energy. Rather than sending food waste to a landfill, they transform it into renewable electricity, heat, and fertilizer. First, they receive packaged food waste in cardboard boxes, cans, bags, plastic, etc. These materials go into a machine called a "depackager," which separates the food waste from the packaging materials. The cardboard is then recycled, and the non-recycled material goes to an incinerator or landfill. Next, the food waste, along with manure from over 800 Reinford Farms cows, are combined in a mixing area, and then pumped into the "digester". The digester has bacteria that breaks down this mixture of organic waste. The methane gas that is produced by the bacteria rises to the top and is pumped into an engine which burns the gas to create heat and electricity for over 100 homes. The liquid manure and food waste can then be used as fertilizer. To learn more about Reinford Farms, visit their website at www.Reinfordfarms.com.

I encourage all COSTARS members and commonwealth suppliers to visit DEP's Grants and Rebates webpage for a list of 40 grant and rebate programs designed to support a range of projects to improve or protect the water, land and air in Pennsylvania. They also provide a webinar recording, DEP Grants 101: Basics for First-Time Applicants Who Want to Make Their Environment Project Happen, which will be a great resource as you prepare your grant application to support your sustainability projects. More information on Pennsylvania's environmental protection efforts can be found by visiting www.dep.pa.gov.

COSTARS members can pair grant funding with product and service purchases from COSTARS contracts to extend the value of their funding. **Don't forget to use COSTARS-exclusive and COSTARS-participating statewide contracts to gain commodity cost estimates prior to submitting your grant applications.** Adding this level of detail to an application helps to provide grant reviewers a wealth of data to show that your plan is well-thought out and worthy of funding award.



Photo provided with permission to use by www.reinfordfarms.com

We Hear You

As part of a continuous goal to provide excellent customer service, the COSTARS program aims to address the challenges that members and suppliers face when utilizing the program. One recurring challenge COSTARS members often experience is verifying COSTARS-authorized suppliers. Possessing a commonwealth vendor ID number does not guarantee a supplier is COSTARS-authorized.

Members should navigate to the member portal located at www.dgs.pa.gov/COSTARS > Member Information > Members Area and use the contract search option to the left of the page. There, members can search participating suppliers.

If you are still unsure of the status of a potential supplier, email COSTARS at GS-PACostars@pa.gov or call 866-768-7827 for help.

Keep in mind that all COSTARS-authorized suppliers should be able to provide their contract number to any member, making the supplier and contract easy to find in the COSTARS contract search area.

DGS Secretary Curt Topper Departs

Each quarter, the Department of General Services (DGS) has gathered virtually for a session called “Conversations with Curt” where the Secretary of DGS can address the 850+ agency employees to provide updates and answer employee questions on various topics. On June 24, 2022, DGS held its last “Conversations with Curt” as Secretary Topper handed off the baton, beginning July 1, 2022, to the new Acting Secretary, Joseph Lee.

Prior to his seven-and-a-half-year stint at DGS, Topper held a leadership role in purchasing, contracts, and accounts payable with Georgetown University. Topper leaves DGS to return to administration at Delaware Valley University. With the election right around the corner, Topper explains “the right opportunity came along at the right time.” He knew, though with a heavy heart, this was his moment to step into a new role. “I’m going to miss this work” says Topper, “and I am so proud of all the agency has achieved.” According to Topper, his leadership approach focuses on being human-centered, empowering his team to be their “whole-selves” in the workplace as he provides support and direction but ultimately “gets out of their way” to provide the team a clear path to success. Topper assured the team that the new Acting Secretary, Joseph Lee, shares these values.

Acting Secretary Joseph Lee had served at the Pennsylvania Department of Labor and Industry since 2019, first as Special Assistant to the Secretary and then as Deputy Secretary for Administration. Lee holds a Master of Public Administration degree from the University of Pennsylvania. “I thank Governor Wolf for allowing me to continue serving the Commonwealth of Pennsylvania at the Department of General Services,” Lee said. “It is an honor. I look forward to working with the DGS staff to continue their great work.”

The COSTARS team wishes the best to Secretary Topper and welcomes Acting Secretary Lee to the agency. Topper left his DGS team with one last message before signing off, “remember to be kind to each other!”

A Surplus of Savings for COSTARS Members

By Felicia Campbell, COSTARS Marketing Manager

COSTARS members are well-versed on the extensive selection of products available through COSTARS-authorized contracts. What COSTARS member organizations may not be as aware of is they can also take advantage of the Federal and/or State Surplus Property Programs offered by the Bureau of Supplies and Surplus Operations (BSSO). Through BSSO, COSTARS members have access to purchasing through the Federal and State Property Surplus Programs, the Law Enforcement Excess and New Property Programs and the Federal Fixed Price Vehicle Program. Information on the surplus offerings can be found by visiting www.dgs.pa.gov/Surplus/State/Pages/default.aspx.

State Surplus Property Program

The State Surplus Property Program offers commonwealth-owned office furniture, equipment, and supplies to state agencies, who are given first right of refusal on the materials. When an item is no longer required by any state agency, it is offered to municipalities and then to the public for purchase at incredibly low prices.

All items are sold at the Harrisburg Distribution Center or through an online auction. Online auctions are managed by www.GovPlanet.com/PA (for heavy equipment) and www.GovDeals.com (for general items including those offered through the TSA Surplus Property Program). (These links direct users to Pennsylvania's auction items).

Through www.GovPlanet.com/PA, the State Surplus Property Program offers off-road equipment, dump trucks and other items to municipalities before being offered to the general public for sale. Municipalities can register with Gov Planet to view property available, receive notices of upcoming municipal sales, and to bid on property currently available. To register, visit www.GovPlanet.com/muni and select “Create free account” in the top right corner of the page. Then send an email to one of GovPlanet’s online auctioneers to gain access to the private site. The email addresses for the auctioneers are listed under Step 2 of the www.GovPlanet.com/muni page. For additional information, or questions about registering your municipality, contact customer service at 844-225-8799 or CustomerService@GovPlanet.com.

The TSA Surplus Property Program makes available property voluntarily abandoned by passengers such as pocketknives, corkscrews, sports items, and tools, as well as lost and found property such as glasses, clothing, canes, etc. These items are available for sale online at www.GovDeals.com.

Federal Surplus Property Program

The Federal Surplus Property Program uses federal guidelines to determine eligibility for participation. Generally, non-profit, tax-exempt organizations qualify; examples of eligible organizations include:

Assistance Providers to the Needy & Low Income	Hospitals	Public Libraries	Shelters and Food Banks
Colleges & Universities	Licensed Day Care Centers	Red Cross	Veterans' Organizations
Councils of Government	Municipalities	Schools	
Fire and Rescue Departments	Museums	Scout Troops	



UniqueSource - Human-Centered Procurement

By Felicia Campbell, COSTARS Marketing Manager

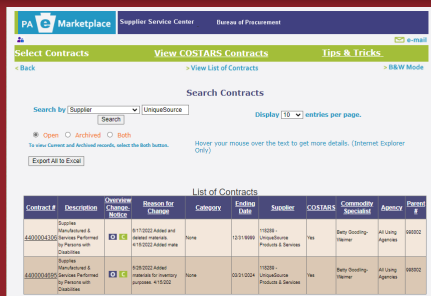
UniqueSource Products & Services holds the state contracts to provide various products and services to state agencies under the commonwealth's statutory requirement that state government must purchase certain available products manufactured and services performed by persons with disabilities. These statewide contracts (4400004306 for products and 4400004695 for services), through the Department of General Services (DGS), are COSTARS-participating.

UniqueSource is a non-profit organization with a network of 56 member agencies that share the mission to bolster the employment opportunities for persons with disabilities. The UniqueSource network of member agencies include Pennsylvania Counties Associations for the Blind, Goodwill Industries, Easter Seal Society of Pennsylvania, ARCs, and Rehabilitation Centers. Their [complete member list](#) is viewable by county.

Because of their relationship with local, like-minded agencies, UniqueSource has the ability to offer a wide variety of product and service lines at fair pricing which provides a win/win for the UniqueSource member network and UniqueSource customers. In actuality, UniqueSource's model provides the trifecta of wins in that it provides employment to over 2,000 individuals each year who may not otherwise be afforded employment opportunities.

DGS must establish fair market prices (FMP) for any and all products and services purchased against the DGS statewide contracts **4400004306** and **4400004695**. The referenced contracts are available to COSTARS members, but only for those products and services that have pre-established fair market prices. Specialty products and services that require fair market determination on a case-by-case basis are not available to COSTARS members through the DGS statewide contracts.

To view the referenced UniqueSource contracts, visit [eMarketplace](#) and search by "Supplier" using "UniqueSource" as the search criteria. To view the contract overview, select the blue square icon with the white "O" in the middle. You can view either contract's overview; the document linked to both overview icons are the same for both contract numbers.



The following are a few examples of available UniqueSource products and services with pre-established fair market prices:

Products (4400004306):

- Bed Linens, Bath Towels, Shower Curtains
- Patient Gowns, Bibs, Sweatshirts and Sweatpants
- Toilet Tissue, Mops, Urinal Screens
- Vehicle Cleaner, Asphalt Release Agent, Road Tar and Grease Cleaner for Equipment
- Safety Road Signs, Delineation Devices, Safety Vests, T-shirts and Sweatshirts
- Hand Tools (Shovels, Rakes, Hammers, Picks, Axes)

Specialty Products and Services (4400004695):

- Window Decor
- Boxed Lunches/Cold Buffets
- Carpet Cleaning Services (in select counties)
- Disinfectant Spray Services
- Document Shredding Services

There is no contract minimum order amount except toilet tissue for which UniqueSource can charge shipping/handling when the order total for each product is less than \$250. Please contact UniqueSource for this shipping quote prior to processing the order.

*UniqueSource offers the following products and services; however, these are **not** available to COSTARS members through the referenced DGS statewide contracts:*

- Office Supplies (pens, remanufactured toner cartridges, scratch and writing pads)
- Call/Contact/Support Center
- Help/Service Desk
- Janitorial/Custodial Services
- Grounds Maintenance Services
- Digital Document and Electronic Content Management
- Assembly
- Packaging/Repackaging

View all UniqueSource offerings at www.uniquesource.com/Shop-for-Products.

Meet the DGS UniqueSource Team

Betty Goodling-Weimer
Program Manager
begoodling@pa.gov



Betty has been a commonwealth employee for 33 years - 11 of those years at the PA Liquor Control Board and 22 years at DGS. Under her management, this contract generated sales of approximately \$71 million in fiscal year 2021. She's proud to manage a contract where, the commonwealth, through procurement, is playing a role in providing employment opportunities for persons with disabilities. Betty enjoys time with family and traveling. She and husband, Colin, have been married 11 years. She has a stepdaughter, Skye, and one cat named Oreo.

Margaret (Peggy) Beckley
Compliance Review Officer
mbeckley@pa.gov



Peggy joined the commonwealth in 2014 as the State Surplus Store/Warehouse Manager.

In 2019, she transferred to DGS' Bureau of Procurement into her current role. She has 4 children and a mutually adoring relationship with 3 grandchildren: Aria (5), Jasper (2), and Shiloh (7 months). She has been a seven-time National Speed Skating Champion and coach! Today, she enjoys raising money for the Shiner's Hospital through the Daughters of the Nile organization, kayaking, beach trips and cooking out with family and friends.



GreenGov Council News

The GreenGov Council has published its [2021 Annual Report](#). This report provides information regarding results of GreenGov efforts across the commonwealth. In this report, the progress on the four primary Executive order goals is outlined. These include a 3.2 percent normalized energy reduction within commonwealth facilities from the previous year with actual cost savings of over \$914,000. Also included are 308,978 MWHs of Renewable Energy Credits (RECs) that were procured for 2021, which offsets 40 percent of the commonwealth's total electricity load for the year. This ranks the commonwealth #49 on the U.S. [EPA's Green Power Partnership National Top 100](#) list. There has also been a reduction in miles traveled by commonwealth agency vehicles, which reduces carbon emissions. In addition to this, there are 16 new EV models available on the state vehicle procurement contract for 2021/2022, along with 55 additional charging plugs to support the transition to vehicle electrification. Fourteen new construction or major renovation facilities projects incorporating the high-performance building criteria have been added to the construction queue this year for a total of 30 to date. Want to learn how you can incorporate sustainable practices in your organization? Visit www.dgs.pa.gov/greengov.

PSFEI and COSTARS

Working Together for Energy Savings!

By Jarod Ganci, COSTARS Marketing Manager

With the recent electric market increases in both the utility default price and members' expiring supply agreements ending in 2023 and 2024, there is still an opportunity to take advantage of reasonably priced electric future pricing in years 2023 through 2027. COSTARS will be conducting a fall 2022 electric procurement event to take advantage of these future electric pricing trends. If you have questions, please reach out to PSFEI's Energy Engineer, Scott Harford, to learn more about the event. Scott also offers a free review of your utility bills to COSTARS members. Since 2018, Scott has conducted free bill reviews and **identified over \$633,000 of REFUNDABLE dollars** to clients! Recently, the COSTARS team had a chance to catch up with Scott to ask him questions about PSFEI and how this program relates to the COSTARS Program.

Q. Can you give a general description of PSFEI and how it relates to COSTARS?

A. Penn State Facilities Engineering Institute, College of Engineering at Penn State University, provides facility management and energy management consultative services to all commonwealth agencies. The agreement also includes the offer of these same services to COSTARS members. The service is provided by a team of energy and procurement professionals using a procurement process to secure a competitive, transparent, auditable price for electric supply from qualified suppliers using the commonwealth's contract which provides greater protection for the client.

Q. Do you have any individual member stories on cost savings?

A. Through participation in the program since 2018, Centre County government has achieved over \$104,000 in avoided electric cost savings. A free bill review identified \$4,000 in potential refunds. In addition to providing procurement and bill review services, PSFEI offered free consultative services to Centre County in the development of a 1.2 Mw Solar Photovoltaic (PV) Array system located at the county's correctional facility. Consultative services included a review of financing options through a Power Purchase agreement, review of options to retire or sell renewable energy credits (RECs), and RECs generated from the Solar Array. PSFEI also provided information on interconnecting requirements, net and virtual metering options with the regulated utility company, and coordination and procurement options for supplemental electric supply purchases when the PV array cannot fulfill the facility's electrical consumption needs.

Q. What are some aspects of PSFEI you wish COSTARS members would take advantage of?

A. I wish more COSTARS members would reach out and request free bill reviews and to learn more about the program and how it could help lower their energy costs. I (*Scott Harford*) can be contacted via 814-863-2090 or srh18@psu.edu.

RESTOC Program Update

In previous COSTARS Connections you learned that the Department of General Services, in collaboration with the Department of Health, was planning to implement the new RESTOC (Replenishment of Emergency Stockpile Through Ongoing Cooperation) Program in July, 2022. The intent of this program was to combine efforts between commonwealth agencies and COSTARS members in the usage and continuous rotation of commonwealth stockpile materials to maintain viable PPE product on a long-term basis.

During our last phase of planning, we realized that ongoing developments relating to the COVID-19 pandemic have created numerous fluctuations in the PPE supply chain; emergency use authorization; and shifting vaccination, testing, masking, and surface sterilization requirements. We have all struggled to maintain pace with this dynamic and lengthy turbulence.

More recently, PPE marketplace availability has steadily increased, while demand has decreased significantly. Due to these factors, we have decided to phase out the RESTOC Program.

We thank you for your understanding and partnership as valued COSTARS members and we will continue to inform you of future opportunities to aid in cost-effective procurement as they arise.

COSTARS in the News



May

The Times-Tribune - Lackawanna County commissioners hired Vortex to design and install a splash pad at McDade Park. Vortex is part of a state government cooperative purchasing program known as COSTARS.

The Daily News - Gary Kuklo, who chairs Mount Union Borough Council's finance committee, recommended committing ARPA funding toward the purchase of the water department's new truck. Council previously voted to purchase the truck through the state's COSTARS program. Kuklo said the borough is facing unanticipated costs created by delays but despite the additional

expense, the borough is still getting a significant cost reduction on the vehicle.

The Times Leader - The Dallas School Board approved the purchase of cafeteria furniture for the Middle School from Corporate Environments made through the state COSTARS system.

Standard Speaker - Hazleton Area School District board agreed to purchase two trucks, a Chevrolet Silverado dump truck with plow and spreader and a Silverado work truck with stake body and liftgate, from Fairway Chevrolet through the state's COSTARS cooperative bidding program.

Standard Speaker - Rice Township. supervisors voted to purchase an LED sign to be erected in front of the municipal building. The 4" x 8" sign will be purchased from Diversified Electrical through the state COSTARS program.

Northern Berks Patriot Item - Kutztown Area School Board approved an agreement with The A.G. Mauro Company, under a COSTARS contract, to replace 97 locks on doors at the high school. "There's a lot of work that goes into identifying the areas of need within the district and a lot of work that goes into finding quality vendors," said Superintendent Chrisian Temchatin. "When money is wasted is when bad work is done. By using vendors that we know, we do know the quality of work that will come from it. That is why we use COSTARS vendors that we've used previously."

June

LPN - South Lebanon Township Supervisors Chairman, Steve Krause said bids for replacing 15 streetlights in South Gate Manor "came in higher than anticipated." Thus, the township chose to go through Pennsylvania's COSTARS cooperative purchasing program to replace the lights.

Butler Eagle - Middlesex Township Supervisors approved a renovation project that would bring pickleball to the Middlesex Township Community Park. The contract approved the work through the COSTARS-authorized supplier, Pave Care.

July

LPN - South Lebanon Township has landed a DEP state grant to fund municipal recycling efforts including leaf waste at the township's yard waste and recycling center at 3 Linden Road. One of those improvements is a compost turner, being purchased from Vermeer North Atlantic under the COSTARS program.

The Citizen's Voice, and The Sunday Voice - In February 2021, the Lake-Lehman School District board approved a design/build contract with Keystone Sports Construction for a sports fields project. The district used the state COSTARS program, a cooperative purchasing program to leverage contracts with pricing established by the state Department of General Services. Work, consisting of field lights, artificial grass, fencing and asphalt surfacing, is nearly complete and fields are expected to be ready for use by Labor Day.

Standard Speaker - The Hazleton City Authority board awarded mechanical and electrical contracts for a project to install a booster pump at HCA's administration building. The authority will buy equipment from a state cooperative purchasing program called COSTARS. The board awarded a contract for mechanical work to Yannuzzi, Inc. and an electrical contract to Hayden Power Group. Both firms were low bidders.

A Surplus of Savings for COSTARS Members (cont.)

For members to purchase the limitless variety of property, this program requires members to [register](#) via an application process. The Federal Surplus [online inventory](#) consists of everything (and I do mean everything) from kitchen equipment, furniture, vehicles, computers, office supplies, tools, electronics, lawncare and snow removal equipment, and hospital equipment and supplies. Looking for atypical products? You may just find things like bingo boards, souvenir stands, strollers, musical instruments, and artwork in your federal surplus search!

If you are interested in the Federal Surplus Program, [request to receive the Federal Surplus quarterly newsletter](#). For questions or additional information, please contact BSSO's Federal Surplus team at RA-GSPAFEDSURPLUS@PA.GOV.

[Fixed Price Vehicle Sales](#)

Pennsylvania government and tax-supported entities including fire departments, police departments, school districts, and emergency management services may request and acquire federally owned, low-mileage, late-model vehicles through the Fixed Price Vehicles Sales Program. This program offers cars, trucks, vans, alternative fuel vehicles, dump trucks, ambulances, and fire trucks.

If you are interested in acquiring a General Service Administration (GSA) fleet vehicle for your organization, please call BSSO's Fixed Price Vehicle team at 800-235-1555. Payment is required prior to obtaining the vehicle and may be made by organization check only. Looking for a specific vehicle? Submit a [WANTS LIST REQUEST](#) or look to COSTARS-authorized contracts for your new vehicle purchase.

[Law Enforcement 1033 Excess Property Program](#)

The 1033 Excess Property Program offers law enforcement equipment directly from the Department of Defense. Equipment available includes body armor, vehicles, computers, weapons, boats, aircraft, night vision equipment and much more. Eligible law enforcement agencies can purchase this previously used equipment at a lower cost. Participants pay an annual fee or incur a minimal service charge to cover the costs of administering the program. Eligible law enforcement agencies include:

Police Departments	Drug Task Forces	County Agencies	Specialty Rescue Teams	Some Campus Police Departments
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Federal law limits eligible participants to law enforcement entities, whose primary function is the enforcement of applicable federal, state, and local law and whose compensated law enforcement officers have the powers of arrest and apprehension.

If interested in purchasing from the Law Enforcement 1033 Excess Property Program, members must [complete an application](#) to utilize the program. To obtain access to the online inventory, contact the Law Enforcement Program Coordinator at 717-787-6197.

[Law Enforcement 1122 New Property Program](#)

The 1122 New Property Program allows eligible entities to leverage federal government contract pricing to acquire new equipment and supplies. This federal cooperative purchasing program provides access to contracts for police and security devices, computers, pursuit vehicles, command centers, communications gear, back-up generators, uniforms and much more.

COSTARS members who perform the any of the following law enforcement or emergency response activities are eligible to utilize this program:

Counterdrug	Emergency Response	Homeland Security	Law Enforcement
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COSTARS members in the realm of emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, preparation, response, and recovery operations are also eligible to utilize this program. The emergency responder community consists not just of fire, law enforcement, and the medical immediate responders to an accident or emergency situation, but also of the infrastructure that supports them and other emergency response organizations.

Much like the COSTARS program model, through the 1122 New Property Program, eligible entities are able to take advantage of the discounted pricing that the federal government receives because of their purchasing power. Federal contracts can be used as a tool of comparison, with the prices serving as a benchmark for comparison with independent bids or negotiating. Federal contracts can save members time and money since they have already been through the bid process.

If interested in purchasing from the Law Enforcement 1122 New Property Program, members must [complete an application](#) to utilize the program. This property may only be obtained through the State Point of Contact at 717-787-6179.



The Importance of a Member Profile

A Real World Example - Blacklisting



In last quarter's COSTARS Connection, we discussed the significance of a member's profile and how it can alter our ability to distribute key information important to our members that may affect their procurement strategies. An outdated member profile can cause challenges and we've recently experienced one that has crucial implications.

Distributed through an email list management platform called List Serve, emails are often sent by the COSTARS team to the membership to provide announcements on upcoming deadlines or important program updates. This software notifies our team when the message is undeliverable to individual recipient addresses. Recently, we sent a message on the topic of vehicle surcharges added after the quoting process. The ListServe recap showed in excess of 500 undeliverable messages and subsequently, COSTARS emails were blacklisted by a third-party Spam and Open-Relay Blocking system, SORBS. If ignored, delivery of future COSTARS member communications, such as road salt contract announcements, new cost-savings opportunities and newsletters, may be at risk.

Our team is actively calling the members on the "undeliverable" list to verify profile content to rectify the problem in the short term. *You can help in this process by visiting your member profile today to ensure all information is correct.* View the "Importance of a Member Profile" article in the [Spring 2022](#) edition of the COSTARS Connection for instructions on updating your profile and associating each contact's credentials with their organization's membership profile.

COSTARS On The Road

COSTARS Marketing Managers make it their mission to spread the message about the COSTARS Program, recruit new members and suppliers and provide training about the program.

Upcoming Events

- August 8: 2022 CCAP Annual Conference and Trade Show
- September 8: American Public Works Association Meeting
- September 19: Aviation Conference
- September 27: COSTARS Webinar: Missing Pieces? Exploring COSTARS-enabled Statewide Contracts

To submit a request for a COSTARS representative to speak or conduct a training session for members or suppliers at an upcoming event, please contact COSTARS Marketing at toll free telephone number 1-866-768-7827 or email to GS-PaCostars@pa.gov. The COSTARS Marketing Team's Calendar of Events is also available on the COSTARS website on the COSTARS Program Resources page.



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COSTARS Connection

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Further information on the COSTARS program is available by phone at 1-866-768-7827 or by visiting the COSTARS website at www.dgs.pa.gov/COSTARS.

At DGS, our mission is to help government operate more efficiently, effectively, and safely - delivering exceptional value for all Pennsylvanians.