Office of Contracting and Procurement FY2018

▼ FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

▼ Mission

OCP's mission is to procure quality goods, services, and construction through a streamlined procurement process that is transparent and responsive to the needs of government agencies and the public, and ensures all purchases are conducted fairly and impartially.

▼ Summary of Services

OCP manages the purchase of $5.6 billion in goods, services and construction annually, on behalf of over 77 District agencies. In its authority under the Procurement Practices Reform Act of 2010 (PPRA), OCP is responsible for both establishing procurement processing standards that conform to regulations, and monitoring the effectiveness of procurement service delivery. Procurement processing and management is enhanced by OCP specialists who are assigned to agency worksites to directly collaborate with program staff throughout the entire procurement process. OCP core services include the DC Supply Schedule, Purchase card (P-Card) program, and the surplus property disposition and re-utilization program. And, OCP's learning and certification programs support on-going development of staff proficiency and procurement service quality.

▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
PROCUREMENT HEALTH DASHBOARD: OCP has continued to build upon its use of the Procurement Health Dashboard that features seven (7) Key Performance Indicators which can be monitored to show the health of procurement in the District. Using analytic tools such as Tableau and Alteryx, OCP has been able to better shape and visualize procurement data. And, in FY18, all District employees were given access to view OCP's Procurement Health Dashboard which allows them to view data over time providing a summary of the KPIs at the District, Agency and OCP Cluster level.	Advanced analytical tools such as the OCP Procurement Health Dashboard provide better information. This helps to identify critical areas which need improvement and helps to ensure that quality goods, services and construction are procured in a cost efficient, timely and transparent means for District residents	The OCP Procurement Health Dashboard is being used by OCP leadership to uncover barriers to higher performance and to guide performance improvement initiatives. It is supporting procurement monitoring and providing a systematic data-review and evaluation process to assess progress, identify constraints and to find solutions.
AGENCY MANAGEMENT EFFICIENCY and EMPLOYEE ENGAGEMENT: Improving the efficiency and effectiveness of OCP management and staff was a focus in FY18. OCP concentrated on improving the relationship between leadership and staff by engaging in management training, individual coaching and leadership enhancements through the George Washington Center for Excellence in Public Leadership program. Additionally, an extensive survey was developed and performed by Zenger /Folkman to address employee concerns and sentiment to improve overall employee engagement. Subsequently, an Awards and Recognition program was initiated; a strategy was designed to increase employee involvement; and implementation teams are being formed to develop strategies and direction going forward.	When any agency strives for a balance between its management and employees, the planned outcome is to sustain an efficient and effective workplace. OCP has undertaken multiple strategies to improve procurement productivity and outcomes. An improved management base and a more engaged workforce helps to ensure that District residents are confident in OCP as the Gatekeeper of a more finely tuned procurement process delivering District -wide customer satisfaction.	The actions OCP has undertaken with agency leadership programs and employee engagement and involvement are fostering an effective workplace environment. This is helping to drive understanding and integration of the agency's mission, goals and objectives toward a healthy procurement system. Employee satisfaction and a well-rounded management team has helped ensure that decisions and performance are at desired levels.

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
INDUSTRY ENGAGEMENT: : In FY2018, OCP increased the vendor outreach by 73% (2,725 compared to 1,576 in FY2017) and implemented a mix of strategies which increased vendor understanding of the District's procurement processes and practices. These strategies included local industry and District-wide fairs, the fourth annual DC Buys Reverse Vendor Trade Fair, General Vendor Workshops, the DC Supply Schedule Workshop and support for the Ombudsman program.	DC residents have been impacted by having a stronger vendor base to ensure that the services, good and construction programs in the District are competed for and performed by well-informed contractors. Additionally, as a support to the Ombudsman program, the vendor community can rely upon timely resolution of challenges and can obtain the support needed to identify problems and generate needed support for resolving procurement related complaints and issues. Together, the needs of DC residents are met with greater effectiveness.	Increased industry engagement has led to improvements in the District procurement process. A more informed vendor base has helped to produce better solicitations, more competition, better pricing and negotiation, more conflict resolution and a broader band of overall communication and transparency. OCP has established a working rapport which is mutually beneficial.

2018 Strategic Objectives

Objective Number	Strategic Objective
1	Improve the quality and cost efficiency of procured goods, services and construction.
2	Improve planning and forecasting to support strategic business decisions in procurement.
3	Sustain a highly competent workforce.
4	Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders.
5	Promote industry engagement to ensure that the District procurement system is understood and transparent to industry and the residential community.
6	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Improve the quality and cost efficiency of procured goods, services and construction. (1 Measure)									
Percent of timely contractor performance evaluations on currently awarded contracts	Quarterly	New Measure	29.7%	23.5%	18.4%	16.8%	20%	No Target Set	
2 - Improve planning and forecasting to support strategic business decisions in procurement. (4 Measures)									
Percent of planned contracts that are awarded within the fiscal year	Annually	New Measure	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48.4%	No Target Set	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Number of contract ratifications	Quarterly	New Measure	15	9	4	12	40	No Target Set	
Number of retroactive contracts	Quarterly	New Measure	1	0	0	1	2	No Target Set	
Percent of planned contracts that are awarded within the fiscal year	Annually	New Measure	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48.4%	No Target Set	
3 - Sustain a highly competent workforce. (2 Measures)									
Percent of OCP procurement staff positions that are vacant	Quarterly	New Measure	6.5%	5.9%	9.2%	9.9%	7.9%	No Target Set	
Percent of OCP procurement personnel achieving appropriate contracting tier level certification	Quarterly	New Measure	82%	95.3%	96.4%	96.4%	92.5%	No Target Set	
4 - Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (1 Measure)									
Percent of awarded contracts over $100,000 publicly posted	Quarterly	New Measure	44.7%	54.4%	54.9%	50.7%	52.3%	No Target Set	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Property Revenue Generation (1 Measure)						
Amount of revenue generated from surplus property (in millions)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	$4
1 - Purchase Order Processing (3 Measures)						
Total value of purchase orders awarded to CBE contractors (in millions)	Quarterly	495.8	240.2	441.1	573.4	1750.5
Total number of contracts awarded	Quarterly	539	240	137	363	1279
Total dollar value of contracts awarded (in millions)	Quarterly	3778.2	1395	1403	1321	7897.2

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
CONTRACTING AND PROCUREMENT (2 Strategic initiatives)				
Quality-focused Contractor Performance	To ensure that the District is receiving quality goods, services and construction and to protect the DC Government from inadequate contractor performance, OCP will build upon its contractor performance evaluation program to facilitate an expanded evaluation program generating on-time and quality-focused assessments for all contracts in excess of $100K. This will contribute to the information needed during source selection, exercising options, and determining contractor responsibility.	0-24%	A consultant has been identified and should start system development activity during the first quarter of FY2019.	During the planned initiation phase, funding first became an issue which was not resolved until late in the fourth quarter.
Coordinate contract execution with acquisition planning	In FY18, OCP will focus on improving acquisition planning to achieve quality goods, services and construction for the District. Specifically, OCP will continue its effort from FY17 to convert planned procurement opportunities into forecast summaries - details of which are posted on a searchable site on the agency's website. This initiative will help with contracting transparency objectives and will also enhance industry competition.	Complete	This initiative has allowed contract and program staff to properly plan all actions needed for all projected procurements. Acquisition planning has given OCP the ability to better forecast upcoming projects and engage our client agencies.	
CUSTOMER SERVICE AND COMMUNICATIONS (1 Strategic Initiative)				
Industry engagement and outreach	Industry engagement remains a core objective. OCP will implement an engagement strategy encompassing a mix of vehicles that will help build greater understanding of the District's procurement processes and practices. This will include outreach through the OCP Customer Contact Center, industry fairs and ombudsman activities. In FY18, improved practices such as automating application procedures for the DC Supply Schedule and the introduction of e-invoicing will further enhance the engagement strategy.	Complete	The OCP Communications unit has : o hosted the OCP General Vendor Workshop and the DC Supply Schedule Workshop o launched the OCP Intranet Refresh o implemented the OCP Editorial Calendar o launched the OCP Human Resources Web Page o continued to inform vendors on how to work with OCP	
INFORMATION TECHNOLOGY (1 Strategic Initiative)				
Key Business Information	In FY18, OCP will enhance the capabilities of its performance dashboards (e.g., the Large and Mission Critical Dashboard for acquisitions equal to or greater than $1M) to draw data directly from systems and deliver real-time management information to District leadership. Systematic mechanisms or tools will be developed to bring uniformity in the actual data-collection process and to eliminate the bulk of the manual data-	50-74%	This is a continually evolving initiative. Preliminary data collection designs were created last quarter and the following transparency tools were procured and installed to provide data shaping of extracts from PASS: Alteryx for data shaping, cleaning and connection to multiple data sources; Office 365 which allows us to use current versions of Word and Excel;	There are multiple projects running congruently requiring the resources of both OCP and OCTO. An example is the PASS Refresh effort which is extensive; with the related requirements, these projects could not

Title	Description	Complete to Date	Status Update	Explanation
	collection procedures which can be time-consuming and error prone. The objective is to establish analysis and reporting tools to support procurement monitoring, and provide a systematic data-review and evaluation process to assess progress and constraints, and to find solutions.		MicroStrategy which provides a broader visualization of transaction and analytical data and Smart Sheets which allow data sharing for multiple users. The SQL server database server was also upgraded and better secured to prepare for this data. Additionally, OCP performance management further promulgated the use of the Procurement Health Dashboard which on a regular basis, highlights the status of key agency metrics.	be completed within the fiscal year timeframe.

LEARNING AND DEVELOPMENT (1 Strategic Initiative)

Title	Description	Complete to Date	Status Update	Explanation
Certification and Training through Procurement Training Institute (PTI)	In FY18, OCP will continue its comprehensive certification and training program for procurement professionals on the integrated procurement team in a manner that best supports the overall procurement system. PTI is also examining online learning in order to help provide more training opportunities without increasing costs for additional classroom facilities and instructor labor. In FY18, PTI will identify specific gaps in reach and curriculum. The learning objectives of identified courses shall be outlined, staffed and approved by September 30, 2018.	75-99%	During the fourth quarter, the Procurement Training Institute conducted forty two (42) sessions, in eight (8) subjects for four hundred sixty five (465) participants. Currently, over 96% of OCP contracting personnel are appropriately certified in the District Procurement Certification Program.	A limited number of employees have not completed Tier 2 training because of various reasons, including health.

LEGAL (1 Strategic Initiative)

Title	Description	Complete to Date	Status Update	Explanation
Update active policies and procedures	In FY17, all active policies were identified with the goal of updating and improving content clarity and accuracy, including compliance with applicable laws. This involved developing/revising polices and procedures that impact day-to-day procurement service delivery, efficiency and effectiveness. OCP will continue this effort in FY18 and will ensure that procurement legislation, regulations, policies and procedures reflect best practices and promote quality and timely procurement practices.	0-24%	While progress has been made, there are no substantial updates relative to OCP specific policies. However, the Office of the General Counsel has published five (5) final rulemakings in 27 DCMR.	The General Counsel's office was impaired by critical management vacancies which meant the planned workload could not be sustained.

PURCHASE CARD (1 Strategic Initiative)

Title	Description	Complete to Date	Status Update	Explanation
Optimize P-Card use across District procurement operations	In FY17, OCP focused on working with the Office of the Chief Financial Officer/Office of Finance and Resource Management, to promote the use of the P-Card to pay for commodities such as utilities. In FY18, OCP	Complete	In FY 2018 , the OCP P-Card program generated almost $30 million in transactions. The Program conducted numerous WebEx trainings for purchase card participants. A partnership has been	

Title	Description	Complete to Date	Status Update	Explanation
	will expand its utilization assessment to fully understand the scope of P-Card use, including the volume of transactions, types of commodities and spending trends. A business development plan will be created to expand the usage of the P-Card program, which will include business analysis, process review, outreach, training and communication. The ultimate outcome will be greater utilization of the P-Card for expeditious access to goods and services in the micro-procurement arena.		established with the OCP Procurement Training Institute to help create Web-Based on Demand P-Card Training Courses which are still under development; once completed, they will be available to District employees via PeopleSoft. Also, a P-Card Task-Force has been created to analyze P-Card data, spend, compliance and other data point; this is generating shared reporting for trends and other vital information with all agencies fully leveraging the improved functionalities of the P-Card program.	