FY 2015 Performance Accountability Report
Office of Contracting and Procurement

INTRODUCTION

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' progress and key performance indicators (KPIs).

MISSION

The Office of Contracting and Procurement's (OCP) mission is to procure quality goods and services 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 purchases an average of $1.4 billion in goods, services, transportation, specialty equipment and information technology per year on behalf of over 70 different District agencies and programs. The agency provides oversight and monitoring of agencies with Delegated Procurement Authority (DPA), contract administration support, and manages the District's Purchase Card (P-Card) program. OCP also manages and operates the District's surplus property program.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of OCP performance in FY 2015 by listing OCP's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

The top three accomplishments of OCP in FY 2015 are as follows:

- ✓ **Delegated Procurement Authority (DPA) Operating Structure**

  OCP completed the second and final phase of conversion to the Delegated Procurement Authority (DPA) operating structure. With the full implementation of this procurement reform initiative, all District procurement personnel operating under the authority of the Chief Procurement Officer are now OCP employees. Consolidating the District's contracting workforce under the leadership and authority of OCP supports the objective of consistent and standardized management of procurement services. Operating efficiency is further improved because the work of procurement staff is more effectively integrated with the program, budget, and legal functions in performing pre- and post-award requirements.
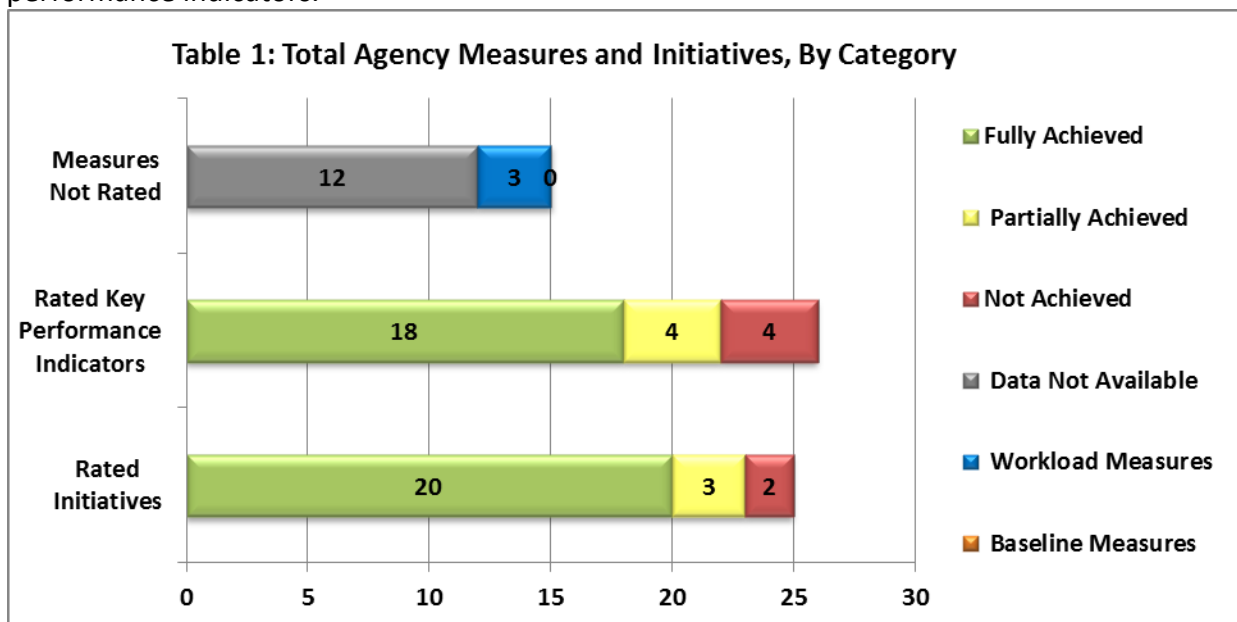
- ✓ **Acquisition Plan Development**

A key FY 2015 objective has been to improve the credibility of annual acquisition plans, as a management tool. OCP established a management team to revise projections and forecasting guidance (to enhance the reliability of agency acquisition plans); monitor processing performance for procurements valued over $1 million and/or mission critical; and align workload and resource management to help optimize performance. In addition to working with agencies to refine procurement needs and priorities, OCP has restructured its reporting to the Executive Office of the Mayor and DC Council to present a synthesis for each agency -- producing a more useful product. The milestone plan for these procurements is the roadmap for proper coordination and timely acquisition of goods, services, and construction on the District.
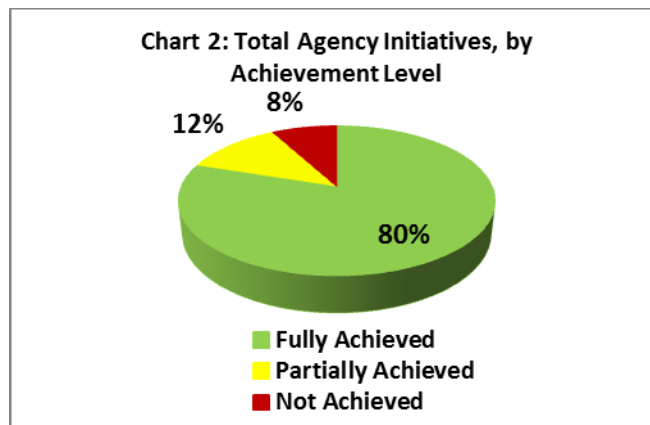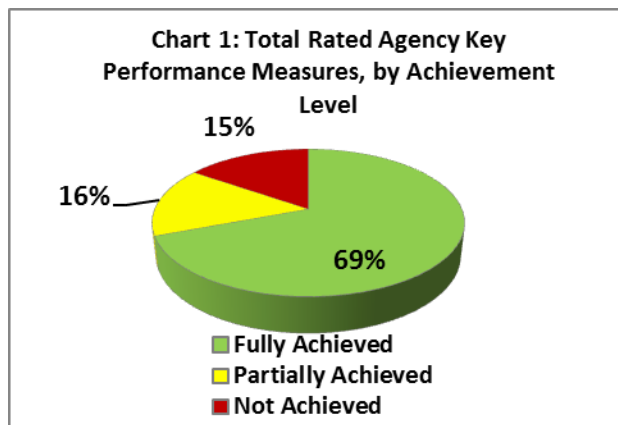
✓ **Procurement Accountability and Review Board**

In response to the Mayor's First Term Priorities, the Procurement Accountability and Review Board (PARB) was established in June 2015. The purpose of the Board is to improve the quality, efficiency, and integrity of the contracting and procurement process within the District government. Chaired by the Mayor, the PARB examines contracting-related processes and procedures, specific contracting-related actions (e.g., retroactive contracts, contract appeals, and contractor claims), and identified conditions and operations within a specific agency that negatively impact the effectiveness of a procurement or the contracting process. A key outcome is strategic guidance to ensure that procurement operations remain responsive to the District's needs for goods and services, with adherence to applicable laws, regulations, processes, and procedures.

SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS
Table 1 (see below) shows the overall progress OCP made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.

Table 1: Total Agency Measures and Initiatives, By Category

Chart 1: Total Rated Agency Key Performance Measures, by Achievement Level

Fully Achieved: 69%
Partially Achieved: 16%
Not Achieved: 15%

Chart 2: Total Agency Initiatives, by Achievement Level

Fully Achieved: 80%
Partially Achieved: 12%
Not Achieved: 8%

In FY 2015, OCP fully achieved 80 percent of its initiatives and more than 65 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics OCP uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved, or not achieved. **Chart 1** displays the overall progress being made on achieving OCP objectives, as measured by their rated key performance indicators. Please note that Chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures, or baseline measures. **Chart 2** displays the overall progress OCP made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for OCP in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Procurement Division

OBJECTIVE 1: Complete all procurements, from small purchases to complex Requests for Proposals (RFPs), as efficiently as possible.

INITIATIVE 1.1: Reduce unplanned procurements.
In FY 2014 OCP continued efforts to execute upon Directive 1100.00 which stipulates that every agency must submit an acquisition plan for the approaching fiscal year using the Procurement Automated Support System (PASS) OCP Acquisition Planning Tool (OAPT). In accordance with the Acquisition Planning Directive, agencies are required to participate in a Procurement Review Meeting with OCP staff and then enter planned procurements into the OAPT. This process allows OCP to gather basic information such as the commodities that agencies intend to purchase, the approximate quantity of products or services to be purchased, and other basic facts such as whether the product is environmentally preferable and when the purchase is likely to take place.

The required use of the OAPT tool will help agencies to better prepare solicitation documents in a timely fashion, while giving OCP the ability to allocate procurement resources more

strategically. Because OAPT submissions can now be tracked in PASS, in FY 2015 OCP intends to track how many procurement actions were submitted in accordance with established procurement plans, and the number of procurements that were initiated and executed outside of the planning process. FY 2015 will serve as a baseline for future procurement planning data. It is OCP's belief that the mandatory use of the OAPT and the presence of deployed procurement staff within agencies will help to reduce unplanned procurements thereby allowing for more efficient use of resources and fewer delays in the procurement process. **Completion Date: September 30, 2015.**

⬤ **Performance Assessment Key: Fully Achieved.**
OCP, in coordination with all of the customer agencies and with enhanced technological improvements, was able to identify its unplanned procurements. This was achieved by implementing mandatory use of OAPT. The baseline projection of unplanned procurements was 5%; however, the actual year end result was only 2.4% (over 200% achievement rate). OCP is now in a more aggressive position to assist our customer agencies in the procurement planning process.

INITIATIVE 1.2: Increase the utilization of term contracts.
In FY 2015, OCP will continue a multi-year initiative to increase the use of term contracts. Term contracts are an efficient and cost-effective method for buying goods and services where there is a frequent or widespread need coupled with unpredictable yet considerable volume. The establishment and use of term contracts is a procurement best practice consistent with 27 DCMR §2416.1. OCP defines term contracts to include all Requirements and Indefinite Quantity Indefinite Delivery contracts. This definition encompasses District of Columbia Supply Schedule (DCSS) contracts. DCSS contracts provide even greater benefits because they reflect the pricing used by the General Services Administration (GSA). As a result, DCSS contracts reduce costs, while simultaneously engaging the small and local business community. **Completion Date: September 30, 2015.**

⬤ **Performance Assessment Key: Fully Achieved.**
OCP maintained an average of 188.5 term contracts across FY 2015. Efforts to maintain a robust array of DCSS contracts and consistent utilization of a core group of requirements contracts utilized by multiple agencies speak to District efforts to utilize superior pricing for basic commodities, and efficient processing of procurements.

OBJECTIVE 2: Improve post-award accountability of key procurement stakeholders including procurement staff, contract administrators and District contractors.

INITIATIVE 2.1: Increase utilization of the Contracts Module.
OCP will fully utilize the capabilities of the Contracts Module, which is the repository for awarded contracts in PASS. After award, procurement staff populates and publishes a contract in the PASS Contracts Module. Once a contract is published, the designated Contract Administrators (CAs) receive automated e-mails that link them directly to the corresponding electronic performance evaluations (e-Vals). Similarly, a published contract creates automatic

reminders for designated procurement staff to exercise option years, and maintain other critical and time-sensitive requirements of the contract.

In FY 2013, OCP issued several directives requiring that all contracts be loaded into the Contracts Module, and in FY 2014 OCP worked with staff to ensure that needed training was provided to ensure proper usage of the system. Though tremendous progress was made in FY 2014 to indoctrinate staff in the use of the Contracts Module, OCP views the existence of even one unpublished contract as unacceptable. In FY 2015, OCP will regularly review all contracts in the Contracts Module to ensure the contract status is accurate and that automated procedures linked to the Contracts module are working properly, with a goal of achieving 90% compliance within the fiscal year. **Completion Date: September 30, 2015.**

Performance Assessment Key: Not Achieved.
OCP, through the usage of the PASS system was able to successfully post 63.78% of all new contract awards to the OCP website. The 90% posting rate target was not achieved due to some contract amendment challenges. New awards that are ready for public viewing in the PASS system are at times removed due to material adjustments such as amendments that occur during the active contract. This technical action removes the contract from the queue to be posted to the website and results in a non-published status. OCP is re-instituting internal policy and procedures to have all contract workspaces properly allocated and posted online.

INITIATIVE 2.2: Improve the number of contracts that receive automated e-Vals by virtue of being properly "published" in the Contracts Module and improve the rate at which Contract Administrators (CA) complete contract evaluations received from the automated e-Val system.

Post-award oversight of contractors is of vital importance to District operations, and does much to preserve the trust between government employees and the tax payer. Therefore, it is imperative that all awarded contracts receive consistent and rigorous reviews of contractor performance. The District's ability to regularly evaluate contracts via the automated e-Val system is directly connected to the District's ability to accurately and consistently utilize the Contracts Module. Contracts only receive automated e-Vals if they are tied to a fully "published" contract. Therefore, initiative 2.2 is directly tied to initiative 2.1. OCP's efforts to ensure 90% of its contracts are published, influences how many contracts will receive an automated e-Val. While published contracts are a prerequisite to ensuring post-award oversight of contracts, it is equally important that Contract Administrators (CA) who receive e-Vals complete them in a timely fashion. In FY 2015, OCP will report on the rate at which CAs complete automated e-Vals for contracts under their purview. In light of the relatively recent roll out of the Contracts Module, and its direct connection to CA completion of e-Vals, this will be the first year that these numbers are included in OCP's Key Performance Indicators. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.

The Contract Administrator e-Val completion rate for FY 2015 was 95%. Furthermore, the number of e-Vals being issued, which is a direct correlation for an increased number of published contracts, demonstrated dramatic year-over-year improvement. The number of e-Vals completed, accounted for within 30-60-90-180- day intervals and final evaluation for each published contract, jumped from a total of 866 in FY 2014 to 1,227 in FY 2015. Though OCP recognizes that there is a great deal of additional work to do to increase the number of e-Val occurrences that take place via an increase in published contracts, the continued improvement is proof of substantial momentum in this area.

OBJECTIVE 3: Increase revenue generated and collected by the District.

INITIATIVE 3.1: Increase revenue generated by the District of Columbia Supply Schedule (DCSS) – 1% discount fee.
Any vendor who resides on the DCSS must pay the District a "discount fee" equal to 1% of total dollars spent against the contract on a monthly basis. In FY 2014, OCP redoubled efforts to track and pursue vendors who fail to make a monthly payment. A dedicated OCP employee now aggregates invoice spend against the DCSS and issues warnings and delinquency notices to any vendor who fails to make its payment. In FY 2015 OCP will continue to dedicate resources to this task. Vendor awareness of new enforcement mechanisms should bolster efforts and result in stronger collections in FY 2015. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.
OCP invested in the recruitment and development of employees with finance and accounting backgrounds along with lean six sigma process improvement experience. This expertise helped to properly reconcile, track productivity, and establish changes in the policy to the vendor's 1 % fee collection process. Once fully engaged, OCP exceeded the target by 82% in FY 2015. The procurement team continues to be more proactive in reaching out to vendors in the CBE and DCSS community by having various training events on the DC Supply Schedule program and its requirements.
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OBJECTIVE 4: Use the District government's purchasing power to support sustainability objectives and serve as a model to other large institutions in the District (Sustainable DC Plan Actions Food 3.6, Jobs and the Economy 1.3, and Waste 2.1).

INITIATIVE 4.1: Increase government and institutional procurement of local foods (Sustainable DC Plan Action FD3.6).
In FY 2015, OCP will continue to work with the Office of Planning (OP), the Sustainable DC initiative, and other agency partners to research best practices and the feasibility of implementing a District local purchase program. OCP will continue to work with District programs that purchase large amounts of food to research sustainable and local best practices and opportunities. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.

OCP has created food service guidance, posted on the Sustainable Purchasing Program (SPP) webpage and is working to ensure that District agencies are aware of resources and are integrating the guidance into their procurements.

INITIATIVE 4.2: Use anchor institutions to create local markets for sustainable enterprises (Sustainable DC Plan Action Jobs and the Economy 1.3, and Waste 2.1).
Over the next year, OCP will participate in local and national networks to better understand its influence on local markets for sustainable enterprises. OCP will create a strategy for leveraging the District's spending power as a sustainable model for other institutions in the city and as well research best practices and the feasibility of implementing a District product stewardship program as a part of the Sustainable DC Plan. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.
The SPP was featured as a prominent resource for the "Smarter DC Business Challenge," and in multiple webinars, where District-developed strategies and resources were shared with hundreds of local and national institutions trying to pursue sustainable purchasing programs

INITIATIVE 4.3: Fully implement the District's Sustainable Purchasing Program (Sustainable DC Plan Actions Food 3.6, Jobs and the Economy 1.3, Waste 2.1, Governance 1.3, and Energy 1.1).
In FY 2015 OCP will roll out a best-practice Sustainable Purchasing Program which will feature the execution of the following tasks:
- Execution of a new Environmentally Preferable Purchasing (EPP) policy;
- The unveiling of sustainable specifications for 12 broad product categories, and the creation of additional sustainable specifications for high-value commodities;
- Programmatic outreach in the form of sustainable purchasing trainings and ad hoc consultations;
- Vendor outreach in the form of Sustainability Roundtables for the CBE community and a sustainable product vendor fair; and
- DC involvement in regional and national efforts to make sustainable purchasing more accessible to institutional purchasers.

OCP efforts align with the Sustainable DC mission to make the District the healthiest, greenest, and most livable city in the nation. This will be an ongoing effort. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.
To highlight substantive achievements, OCP:
- Executed the Sustainable Purchasing Program Policy on January 1, 2015;
- Unveiled 14 product categories that encompass more than 100 unique products and created additional sustainable specifications for high-value commodities;

- Trained 313 procurement stakeholders including 110 contracting specialists and contracting officers;
- Expanded its vendor outreach through participation in the Council of Governments "Green Purchasing Vendor Fair" and the OCP Reverse Vendor Fair.

INITIATIVE 4.4: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3).
Within 120 days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, OCP shall use the criteria to evaluate the sustainability of its respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to the Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment. **Completion Date: April 30, 2015.**

⬤ **Performance Assessment Key: Fully Achieved.**
OCP completed the sustainable purchasing survey.

KEY PERFORMANCE INDICATORS– *Procurement Division*

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
🟢	1.2	Number of Term Contracts	163	165	Not Applicable	188.5	114.2%	Procurement
🟡	1.3	Dollar amount of procurements using Term Contracts (in millions)	$122	$155	$155	$133.14	85.9%	Procurement
🟢	1.4	Percent of dollars awarded to CBE firms (operating)	18%	18%	Not Applicable	19.75%	113.25%	Procurement
🔴	1.5	Percent of contracts awarded to CBE firms (operating)	30%	50%	Not Applicable	28.62%	57.25%	Procurement
🟢	1.1	Percent of unplanned procurements	Not Applicable	5%	Not Applicable	4.16%	120.15%	Procurement
🔴	2.1	Percent of active contracts	Not Applicable	90%	Not Applicable	57.48%	63.87%	Procurement

		"Published" in PASS					
🟢	**2.2**	Percentage of completed e-Vals	Not Applicable	90%	Not Applicable	94.77%	105.30%	Procurement
🟢	**3.1**	Invoiced spend against DCSS	$115,549	$118,000	Not Applicable	$215,000	182.50%	Procurement
🟢	**3.2**	DCSS 1% Discount Fee collections	$213,305	$118,000	Not Applicable	$215,000	182.50%	Procurement

OPERATIONS

OBJECTIVE 1: Increase compliance with District procurement laws and regulations by implementing targeted expansions to the Audit and Compliance Program.

INITIATIVE 1.1: Assess and report on goal attainment relative to initiatives and Key Performance Indicators (KPIs) detailed in the Performance Accountability Report (PAR) submitted to the Office of the City Administrator, Council and Congress.
The Office of Procurement Integrity and Compliance (OPIC) is OCP's performance reporting liaison to the Office of the City Administrator (OCA). In this capacity, the office has several responsibilities: to help the other divisions of OCP to develop targeted and relevant performance plans and metrics, and to collect, compile and report quarterly results to the OCA. **Completion Date: September 30, 2015.**

🟢 **Performance Assessment Key: Fully Achieved.**
OCP's performance plan, Performance Accountability Report and all associated activity such as developing cost drivers for certain organizational functions was expanded and enhanced to reflect the impact of the responsibility associated with the Delegated Procurement Authority conversion. This also included direction from leadership to ensure that OCP developed its goals around the mission of efficient and effective contracting. As such, all performance reporting requirements were met.

INITIATIVE 1.2: Assure the quality and sustainability of audit operations.
Sustainability of audit operations is assured through the planning, design and timely execution of a comprehensive audit plan that aligns with known and potential procurement risk factors and serves the needs of management. OPIC's FY 2015 audit plan will include periodic audits of all sole source and emergency contracts as well as, exempt from competition and DC Supply Schedule procurements. In addition, OPIC will audit the compliance of every Contracting Officer that reports to the CPO. OPIC is OCP's liaison to the CAFR, Single, OIG and other external auditors. In this capacity, OPIC works hand-in-hand with external auditors to facilitate

their efforts, researching issues, collecting and analyzing audit data. The benefits of this are improved audit outcomes and reduced impact on procurement operations staff.

The quality of audit operations is assured through rigorous adherence to Generally-Accepted Government Auditing Standards (GAGAS), combined with the hiring, retention and ongoing professional training of qualified audit staff. OPIC supervisors review all audits to ensure compliance with GAGAS prior to release.

In addition, OPIC requires that all its audit staff obtain professional audit certification as a Certified Government Audit Professional (CGAP), Certified Internal Auditor (CIA) or Certified Public Accountant (CPA) within one year of their appointment, and retain their certification, via ongoing continuing professional education, throughout their tenure in OPIC. **Completion Date: September 30, 2015.**

○ **Performance Assessment Key: Fully Achieved.**
OPIC exceeded its FY 2015 target, which was 150 audits. Despite a reduction in audit staff, 178 audits were performed. We have and will continue to audit all sole source and emergency procurements and the compliance of individual contracting officers. Our role as external auditor liaison has continued to be a success, benefiting the external auditors and audit process, as well as OCP contracting operations. We will continue to adhere to GAGAS in the majority of our audits. As of September 30, five of six OPIC Audit staff had earned CGAP certification.

INITIATIVE 1.3: Implement and execute a pre-award Quality Assurance program to identify compliance deficiencies and ensure remediation prior to contract award.
FY 2015 will mark the initiation of OPIC's Quality Assurance (QA) program. During the summer of 2014, OPIC hired four new quality assurance analysts and a manager to staff this effort. QA will differ from OPIC's traditional audit program in that QA focuses on pre-award compliance and procurement quality throughout the procurement lifecycle; while traditional audits test compliance and other audit objectives post-award. QA analysts will also support the procurement process by offering analytic support, such as cost price analysis, if requested by contracting personnel. **Completion Date: September 30, 2015.**

○ **Performance Assessment Key: Partially Achieved**.
The QA program was partially successful in identifying opportunities to remediate contract deficiencies before contract award. Though some QA activities were consistently executed ultimate success of the initiative. This included changes in OCP leadership in January 2015, and subsequent redeployment of staff to other units. OCP believes the initiative short comings were more than compensated through the launch of several new oversight initiatives such as improved IT oversight tools, increased scrutiny of contracts and improved training of staff.

OBJECTIVE 2: Increase P-Card revenue by using the P-Card as a payment vehicle as well as a procurement vehicle.

INITIATIVE 2.1: Develop related policy and procedures for P-card program expansion. After considerable research, a policy will be drafted to establish a P-Card program which will include purchases not affected by the limits of delegated authority. Creating this capacity in the program can substantially increase revenue. **Completion Date: December 31, 2014.**

◯ **Performance Assessment Key: No Data Reported.**
OCP anticipated moving forward to allow agencies the use of the government credit card as a payment vehicle. However, the Office of Finance and Review and Management (OFRM), an entity of the Office of the Chief Financial Officer, needed to first approve the use of the government credit cards – ghost accounts – to pay for fixed costs, gas, electricity, etc. That approval and process did not occur and is still under consideration by OFRM. Once this process is established, OCP can then move forward.

INITIATIVE 2.2: Establish a cradle-to-grave roll-out of the policy.
This phase will involve training, Payment-Net integration, account establishment, agency selection sampling and evaluation of the initial processes. Within six months of program implementation, an assessment of program progress will be conducted. **Completion Date: June 30, 2015.**

◯ **Performance Assessment Key: No Data Reported.**
Because the use of the government credit card as a payment vehicle process was not established and approved by OFRM, no policy was developed.

OBJECTIVE 3: Determine levels of employee and customer satisfaction with the Delegated Procurement Authority (DPA) model.

INITIATIVE 3.1: Distribute four surveys to the target audience.
OCP will survey employees and customer agencies biannually to determine their satisfaction with the support and services provided from the central office. The transition to the DPA model requires opportunities for deployed staff and the customer agencies we serve to provide feedback to the central office. The survey will ask respondents to evaluate the effectiveness and efficiency of the OCP IT, support services, OPIC, Customer Contact Center, agency-wide communications, and provide suggestions to better support the needs of the target audience. The Customer Contact Center staff will facilitate the survey process to include: driving participation; providing logistical support; assembling the team; and gathering resources from across the agency and the District to develop the survey and analyze the results. **Completion Date: September 30, 2015.**

◯ **Performance Assessment Key: No Data Reported.**
OCP was enveloped in re-organization and re-structuring processes during FY 2015. This initiative was not identified as a priority; therefore, personnel and resources were not committed to it.

OBJECTIVE 4: Enhance or establish an efficient lifecycle contract records management system within OCP and DPA agencies, for the control, receipt, maintenance, use, storage, retrieval, retention and disposition of contract files.

INITIATIVE 4.1:   Streamline or refine access controls for greater accessibility and ease of use.
In order to maintain control of physical files, it was necessary for OCP to create a process for contracting personnel to retrieve files that were no longer kept at their desks and are now in the OCP Records Management file room. Currently, OCP uses a Radio Frequency Identification (RFID) system to check-in and check-out all hard copy file requests. With the recent roll-out to the DPA agencies, it will be necessary to meet the challenge of gathering information within a reasonable time. It is critical to the business of the agency, that at any given time, records can be accessed internally and externally within a controlled systematic framework; therefore, a replicable process must be established for all DPA agencies. **Completion Date: September 30, 2015.**

🟢 **Performance Assessment Key: Fully Achieved.**
In order to house active contract files, OCP has created six databases in the Systematic Asset Management Radio Frequency Identification System (SAM) for DPA agencies with the largest number of contract files. 17 deployed agencies that have fewer than 100 contract files received a radio frequency tag and their contract files have been entered into OCP's SAM. Legacy files, which are hard copy files awaiting disposal, have been transferred to the file room at OCP headquarters. All OCP employees now have access to see files created by other agencies, which enables staff to utilize information from previous contracts to gain historical perspective and to prepare new contacts.

INITIATIVE 4.2: Utilize electronic discovery as a primary monitoring tool.
An essential aspect of file maintenance includes assurance that files are complete. In collaboration with OPIC's Quality Assurance team, the OCP Records Management office will be responsible for monitoring the Contract Workspace within PASS to assess utilization of that module and to determine if each contract file contains necessary documentation. The contract file checklists will be used to ascertain compliance and the agencies will be sampled through PASS by the Records Management Specialist. **Completion Date: September 30, 2015.**

🔴 **Performance Assessment Key: Not Achieved.**
Key to the successful implementation of this initiative included the collaboration of the Quality Assurance (QA) program and the adoption of a contract checklist. The QA program was terminated and the Contract Workspace checklist which would have provided a definitive list of required documentation for file maintenance was not adopted. OCP plans to develop a formal and comprehensive monitoring system and provide procedural guidance in FY 2016.

INITIATIVE 4.3: Establish an annual records disposal program for all agencies.
The Records Management office will initiate an advisory and policy for OCP relative to

contract file disposition requirements. This will be monitored on a quarterly basis to establish adherence and effectiveness. **Completion Date: February 28, 2015.**

⬤ **Performance Assessment Key: Fully Achieved.** OCP began a records disposal program in FY 2013, with disposal of over 6,000 pounds of paper which contained contracts dating back to 1984. Currently we are rolling this program out to our DPA Agencies. We rolled this program out to our DPA agencies and are following the OCP, Office of the Secretary, and Office of Public Records retention schedules for our disposal program policy.

KEY PERFORMANCE INDICATORS— *Operations*

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
⬤	1.1	Number of Procurement Integrity and Compliance reviews and audit reports	121	165	150	178	No YE rating	Operations
⬤	1.2	Percent of Contracting Officers with Delegated Authority Audited	100%	100%	Not Applicable	100%	No YE rating	Operations
⬤	1.3	Percent of identified deficiencies corrected prior to external audit[i]	NA	75%	Not Applicable	32%	No YE rating	Operations
🔴	1.5	Percent of CAFR and Single Audit Act deficiencies remediated within a year of the audit period	Not Applicable	100%	Not Applicable	58.54%	58.54%	Operations
⬤	1.4	Number of DPA agencies assessed for compliance	Not Applicable	22	Not Applicable	40	No YE rating	Operations
🟡	3.1	Percent of Customer Service quality and speed criteria achieved for all calls	95%	95%	Not Applicable	93.97%	98.91%	Operations

⦾	4.1	Percent of requested Contract files found in Records Management	Not Applicable	100%	Not Applicable	100%	No YE rating	Operations
⦾	3.2	Number of customer satisfaction surveys sent	Not Applicable	4	Not Applicable	0	No YE rating	Operations
⦾	3.3	The annual average employee and customer satisfaction ratings based on a 5 point scale.	Not Applicable	4	Not Applicable	0	No YE rating	Operations
⦾	3.4	Percent of Public Information Officer stories pitched resulting in media coverage	Not Applicable	50%	Not Applicable	0	No YE rating	Operations
⦾	3.5	Number of media releases created and distributed to the appropriate media outlets	Not Applicable	3	0	0	No YE rating	Operations

Business Resources and Support Services

OBJECTIVE 1: Expand the revenue generating capacity of the Personal Property and Surplus program.

INITIATIVE 1.1: Increase the quality and value of surplus services by maximizing the use of the online auction platform and expanding the equipment re-utilization activities of the Personal Property and Surplus program.

For the past several years, OCP has been working to increase the quality and value of surplus services. In FY 2015, OCP will continue to expand the surplus property program by increasing revenue through an e-commerce marketing program, expanded in-person training for agency property officers and targeted outreach efforts to the non-profit community. This is an ongoing initiative. **Completion Date: September 30, 2015.**

⦿ **Performance Assessment Key: Fully Achieved.**
The GovDeals auction platform allows DC to sell surplus assets in a transparent manner to a larger audience, generating more bidders and more revenue. For this program, contract pricing terms were re-negotiated resulting in a decrease of the buyer's premium rate from

10% to 5%. This expanded the District-wide auction demand for surplus products and contributed to Surplus Property's second highest revenue generating year, only falling short of the all-time high in FY 2013 by 2.12%

INITIATIVE 1.2: **Train agency property officers on the Federal reutilization website, GSAXCESS.gov.**

OCP has collaborated with its federal partners to give District agencies access to the federal surplus property system called GSAXCESS.GOV. This web based system gives District agencies access to federal surplus property. OCP will train 40 agency property officers on the federal surplus property program and will continue its efforts to leverage federal resources that provide District agencies with less costly acquisition solutions. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.

The purpose of the training was to advertise the availability of the Surplus Property services District-wide and to raise awareness about the reutilization program called Acquisition Avoidance. The training included hands-on tutorials on navigating through the GSAXCESS.gov web based application, introduction to other programs that are responsive to OCP customer agencies and a question and answer segment to find out what other ways that Surplus Property could be more effective. The agency property officer training helped to advance the Acquisition Avoidance program wherein this year alone, productivity was more than doubled by circulating over $8.9 million in refurbished surplus goods District-wide. Another program was also started, the Trade-In Value Program where the Surplus Property Division teams up with the Procurement Division and agency program staff to work with the vendor community to trade-in and exchange like items and equipment thus facilitating lower acquisition costs.

INITIATIVE 1.3: **Realize cost avoidance through re-utilization of surplus.**

OCP's Surplus Property program helped non-profits, public schools, and federal and local agencies throughout the District avoid costs by providing these entities with over $2 million of refurbished assets in FY 2014. Through these sustainability efforts, over 3,000 surplus items have been re-distributed in the District. In FY 2015 the Surplus Property program has been aggressively working with the federal agencies to increase the quality of refurbished products to be utilized by local agencies, non-profits and DC public schools.

Performance Assessment Key: Fully Achieved.

In FY 2015, the Surplus Property program circulated over $9.5 million in refurbished goods; this exceeded the target by almost 300% and lowered District-wide acquisition costs. The newly formed sub-program called the Trade-In Value program which involved teaming up the procurement division and agency program staff working with the vendor community, also contributed to the re-utilization efforts.

KEY PERFORMANCE INDICATORS - *Business Resources and Support Services*

KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
1.1	Amount of revenue generated from surplus property (millions)	$3.8M	$3.9M	Not Applicable	$4.2M	107.69%	Business Resources and Support
1.2	Number of certified non-profits using SPD program	85	80	Not Applicable	85	No YE rating	Business Resources and Support
1.3	Number of agency property officers trained on the federal reutilization website; GSAXCESS.gov	31	40	Not Applicable	40	100%	Business Resources and Support
1.4	Amount of cost avoidance realized through re-utilization of Surplus. (millions)	$4M	$3M	Not Applicable	$9.35 M	No YE rating	Business Resources and Support

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Procurement Technology Division

OBJECTIVE 1: Use technology and process enhancements to support the Procurement Reform Initiative.

> **INITIATIVE 1.1: Through forums, and other means, identify enhancements and new technologies to support OCP staff, Vendors and Agencies.**
> In FY 2014, OCP implemented significant improvements in technology to better support procurement planning; electronic sourcing, electronic vendor responses, the Procurement Automated Support System (PASS) contracts module and contract administration. In FY 2015, OCP will continue to identify, and where feasible, implement enhancements that facilitate more efficient use of the PASS and related applications. OCP will leverage technology to create a best–in-class contracting and procurement process that is efficient and transparent. OCP will identify whether additional support or training is needed for the effective use of

applications, and where necessary update its business processes, data collection and coding. **Completion Date: Ongoing.**

○ **Performance Assessment Key: Fully Achieved.**
OCP identified multiple enhancements to PASS to improve the Acquisition Planning process. This has helped agencies better plan and manage their procurements. OCP also modified the OCP Project Initiation Form (O-PIF) which now allows OCP procurement personnel the ability to distinguish between procurements initially established in the annual Acquisition Plan and those that were not.

OBJECTIVE 2: Provide better transparency and compliance with governing laws and policies by making required documents available in a timely manner via the website.

INITITATIVE 2.1: Provide the tools and resources to distribute regulations, procedures, and processes to OCP staff, agencies and vendors via website enhancements, as well as to support new Procurement Practices Reform Act regulations.

Information distribution in a timely manner is critical to the contracting and procurement process for both internal and external customers. With ever changing regulations and procedures, information must be made available immediately to all parties via public and private networks. Information related to Procurement Practices Reform Act of 2011, must be posted and shared with the public and vendors in a timely manner. Our team will identify priorities and implement any changes to both Intranet and Internet web sites to achieve this objective. **Completion Date: Ongoing.**

Performance Assessment Key: Fully Achieved.
○ OCP established a business process change in the PASS System to include legal review of the Contract Award Document once the contract is awarded, once legal review is completed, the complete signed contract award document is posted on the OCP Internet site for public. This helped to sustain and promote viability and transparency of OCP contracting.

KEY PERFORMANCE INDICATORS– *Procurement Technology*

KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
1.1	Percent of total number of issues resolved from all customers within 8 business hours (HELP DESK)	95%	95%	Not Applicable	96.37%	101.44%	Procurement Technology
1.2	Percent of total number of intranet and internet updates completed within 24 hours	90%	90%	Not Applicable	97.65%	108.50%	Procurement Technology
1.3	Percent of vendor management approvals completed within 24 business hours	90%	90%	Not Applicable	99.77%	110.86%	Procurement Technology
1.4	Percent of phone/email response to all IT support tickets created within 2 business hours (IT Helpdesk)	Not Applicable	90%	Not Applicable	97.19%	107.99%	Procurement Technology

Learning and Development

OBJECTIVE 1: Ensure that training curriculum accurately reflects current procurement policies and procedures.

INITIATIVE 1.1 Implement systematic process for identifying changes in procurement practices and modifying training curriculum accordingly. The Training Division will work with other OCP units, including the Procurement Division and the Procurement Integrity and Compliance group, to stay abreast of trends developing in procurement, which can be translated into new learning modules or which may require adjustments to existing course offerings. **Completion Date: February 28, 2015.**

Performance Assessment Key: Fully Achieved.
OCP reached 100% of its target to train staff who were preparing for certification exams. Instructors from the Procurement Institute offered classes in addition to the contractor-supplied classes and walked students through materials offering tutoring and additional study material. All of the instructors, six, were trained by the contractor in adult learning methodology and delivery of the procurement courses. Moving forward, OCP has begun to in-source training in hopes of saving money and/or offering certification courses more applicable to how the procurement staff conducts District procurements. New curriculum will provide materials that can be used outside of the classroom as reference guides and job aids.

KEY PERFORMANCE INDICATORS- *Learning and Development*

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
🟢	1.1	Percent of procurement staff trained at each tier in preparation for certification exams.	Not Applicable	90%	22.5%	22.5%	100%	Training
🟢	1.2	Number of training staff certified in adult learning methodology and the delivery of procurement curriculum at all three tiers.	Not Applicable	3	4	6	150%	Training

Resource Management

OBJECTIVE 1: Increase accountability in hiring, retention and employee evaluation process.

INITIATIVE 1.1: Achieve 100% utilization of the DCHR Applicant Tracking System. The District of Columbia will be activating the Applicant Tracking System in FY 2015. OCP will be required to utilize this system which will monitor and track applicants in real time for positions to be approved, posted and filled. **Completion Date: September 30, 2015.**

Performance Assessment Key: Partially Achieved.
Technical issues along with the learning curve associated with the new Applicant Tracking system delayed the requirement for 100% compliance within the established timelines to

close a vacancy. The system appeared to work as more of a bottleneck that deterred the timeliness of onboarding candidates.

INITIATIVE 1.2: **Ensure management training of all hiring managers.** In cooperation with the Center for Learning and Development in DCHR, the Resource Management division will oversee required management training for all OCP hiring managers. Although managers often possess important and relevant credentials, specific training in how to be an effective manager has never been a distinct requirement. OCP plans to create a culture wherein the managers can and do contribute fully to change management, improved and effective communication, creativity and conflict resolution. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.
All Management Supervisory Service employees are required to attend courses to fully develop them on how to be an effective manager (Principles of Management or Introduction to Management) as a part of the MSS Core Management Learning Suite. The MSS Suite is an education series to continuously develop and grow managers and supervisors in the District government. The program is designed to provide managers with the critical knowledge and skills to effectively manage people, as well as execute the various programs in accordance with District policy, regulations, and industry best practices.

INITIATIVE 1.3: Promote the completion of timely employee performance reviews on a quarterly basis.
In FY 2015 the division will monitor the employee performance review process on a quarterly basis. The division will ensure that plans are initiated within six months of new hires and that plans for all employees are completed on schedule. Outlook alerts will be set up to remind all supervisory managers of upcoming reviews within two months prior to required completion. Ensuring that performance evaluations not only occur, but, are also clear and completed on time, will help employees maintain accountability for doing their jobs as well as motivating performance and high morale. **Completion Date: September 30, 2015.**

Performance Assessment Key: Fully Achieved.
As of last reporting quarter for this function, the agency was in full compliance with the requirements to develop performance plans for all agency employees. OCP Human Resources in collaboration with the DCHR Performance Management team, worked to assure 100% compliance agency wide.

KEY PERFORMANCE INDICATORS-*Resource Management*

⬤ ⬤ ⬤ ⬤	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
⬤	1.1	Average time between recruitment and hiring (days)	Not Applicable	60	Not Applicable	72	83.33%	Resource Management
⬤	1.2	Percent of budgeted FTEs currently staffed	80%	85%	Not Applicable	92.03%	108.27%	Resource Management
⬤	1.3	Percent of employee performance reviews completed on schedule	Not Applicable	75%	Not Applicable	71%	94.6%	Resource Management

Office of the General Counsel

OBJECTIVE 1: Provide current regulatory information to OCP procurement personnel.

INITIATIVE 1.1 Update and revise 27 DCMR.
The Office of the General Counsel (OGC) has updated fourteen of the most commonly used or significant chapters of 27 DCMR to comply with the requirements of the Procurement Practices Reform Act of 2010 (PPRA). There are eight remaining chapters that need updating to comply with the latest revisions to the Certified Business Enterprise (CBE) law and to update terminology. **Completion Date: September 30, 2015.**

⬤ **Performance Assessment Key: Fully Achieved.**
The OGC fully met this initiative by updating eight entire chapters and several other provisions of 27 DCMR. This is an ongoing initiative to update OCP's chapters in 27 DCMR in order to address changing programmatic requirements and to comply with the PPRA.

OBJECTIVE 2: Respond to Freedom of Information Act (FOIA) requests in a timely manner.

INITIATIVE: 1.1 Decrease the amount of time to respond to requests for public records. This represents the first time that OCP will begin to track response time for FOIA requests. This will

provide another measure for stakeholders to evaluate OCP's commitment to ensure transparency and delivery of efficient services. **Completion Date: September 30, 2015**

○ **Performance Assessment Key: Partially Achieved.**
There were many challenges to OCP's FOIA section in FY 2015. The original OCP specialist accepted a new position during the year and the new person assigned to this position had no prior FOIA experience. Furthermore, the District introduced a new FOIA software program to handle FOIA requests. Failure to meet our goals during the second and third quarters was largely due to the new Specialist learning the FOIA law and procedures, as well as gaining expertise with the new software program. Results for the fourth quarter were on target with our goal.

KEY PERFORMANCE INDICATORS– *Office of the General Counsel*

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
🟢	1.1	Number of 27 DCMR chapters revised	Not Applicable	8	Not Applicable	8	100%	Office of the General Counsel
🔴	2.1	Percent of FOIA requests handled within the statutory timeframe (15 business days)	Not Applicable	80%	Not Applicable	35.42%	44.27%	Office of the General Counsel

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES 🔵

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Total number of purchase orders processed through OCP	8,279	8,566	8,519	OFFICE OF THE DIRECTOR
Total dollar amount purchased by OCP (in	$1353	$1238	$1415	OFFICE OF THE DIRECTOR

millions)				
Total dollar amount awarded to CBE firms (in millions)	$211	$217	$279.5	OFFICE OF THE DIRECTOR