

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of Contracting and Procurement FY2020

Agency Office of Contracting and Procurement

Agency Code POO

Fiscal Year 2020

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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>CONTRACTOR PERFORMANCE EVALUATION SYSTEM (CPES) Capturing and considering a contractor's past performance is an important part of how contract sourcing decisions are made. However, historically it has been hard to find robust and consistent information on past performance. The Contractor Performance Evaluation System (CPES), launched in FY2019, has made finding this information exponentially easier by centralizing contractor evaluations in one easy-to-use system. In FY2020, OCP initiated new improvements to CPES, which have improved evaluation response rates and have made it easier for the District's industry partners to provide input into the evaluation process. Specifically, OCP has made it easier (1) for contractors to acknowledge receipt of their evaluation ratings and offer rebuttal, (2) for users to track progress toward completion, (3) for Contract Administrators to access the system, and (4) to maintain cleaner, consistent data. In a customer satisfaction survey conducted at the end of FY2020, 70% of contractors who responded said that they were either satisfied or very satisfied with CPES.</p>	<p>Increased evaluation of contractors has improved contract management and provides insight to the members of the integrated procurement team on the performance of contractors in order to make decisions supporting their agency's requirements and programs. Contractor performance across agencies, throughout the District, can be assessed with greater ease and efficiency. Additionally, the system was upgraded to remove manual tasks such as manually uploading contractor rebuttals.</p>	<p>Impact on Residents: CPES continues to ensure to the District public that services, goods and construction are received in accordance with the terms of the contract that the District set. The system also provides new functionality for the contractors themselves, many of those who are District Certified Business Enterprises (CBE), to opine on the program's assessment of their performance.</p>
<p>CBE ENGAGEMENT Under Mayor Bowser's leadership, Small Business Enterprise spending has increased by more than 180 percent, from a goal of \$317 million in FY15, to over \$890 million spent in FY19. In FY20, OCP executed contracts with District CBEs in excess of \$1 billion. This amount reflects only the prime contracts to CBEs and does not include the statutorily required 35% (50% during COVID-19) subcontracting to District CBEs. The number of CBEs receiving contracts has increased, as has both the number of purchase orders and the percentage of total spend that goes to CBEs. This increase is largely due to the focus, expertise, and leadership of the District's contracting professionals and our partners in client agencies, as well as our engagement with the Department of Small and Local Business Development (DSLBD). The usual face-to-face contact with the vendor community was disrupted by the COVID-19 pandemic. Despite this, CBE engagements were conducted virtually and by phone. OCP was able to provide training workshops on doing business with District Government, including the nuances of the DC Supply Schedule. OCP also partnered with DSLBD to provide outreach, education, and certification technical assistance. The OCP Ombudsman regularly participated in small business roundtables to engage with CBEs, hear their concerns, and resolve issues. OCP also established a COVID-19 procurement website to make it easier to engage and partner with industry in the response to the pandemic</p>	<p>OCP contracting professionals, working with their client agencies and DSLBD, continue to gain insights on opportunities to engage with CBEs.</p>	<p>The continued increase of contracts awarded to District CBEs through OCP's focus with our client agencies and DSLBD supports local businesses in providing District services to residents as well as economic development through jobs and financial opportunity.</p>
<p>COVID-19 Response At the onset of the COVID-19 pandemic in 2020, OCP mobilized to address the massive increase in contracting and purchasing requirements resulting in almost 1,000 contract actions for nearly a quarter of a billion dollars. OCP professionally managed these requirements while maintaining the contract management requirements for ongoing District operations. OCP professionals worked closely with client agencies, particularly in emergency management, health, human services, and public safety, to meet the expanding and very fluid requirements of the pandemic. In addition, OCP led an unprecedented expansion in its overall District warehousing and surplus property operations in order to meet the massive supply-chain flow of the pandemic's requirements, to include the supplies and equipment to build a 500 person hospital in the District's Alternate Care Site, as well as the personal protective equipment and sanitizer/cleaning items that were needed throughout the District operations. This functional expansion included increasing OCP's physical warehouse capacity from 20,000 to 250,000 square feet. OCP developed and automated systematic data and reporting mechanisms to provide quick access to information, especially about inventory levels and projected supply needs and costs. BarCloud software was adopted to track inventory throughout the District's warehouses and replaced outdated methods. QuickBase was used to expediently provide supplies and data-driven customer service to health care facilities, District agencies, community and business groups, and other constituents. OCP also established a COVID-19 procurement website to make it easier to engage and partner with industry in the response to the pandemic. Strategic partnerships were also established with agencies such as the Metropolitan Police Department, Fire and Emergency Medical Services, Department of General Services, DC Public Schools, Department of Health, Department of Human Services, and the Board of Elections to ensure that they were adequately supplied with personal protective equipment. Finally OCP, in partnership with the Homeland Security and Emergency Management Agency, worked tirelessly to recoup emergency funds that the District has spent on the pandemic. In FY2020, OCP submitted \$153 million to the Federal Emergency Management Agency for reimbursement, which reflects the full value that was available to be requested for contracts. The Chief Procurement Officer (CPO) also led a weekly national call with the 50 State CPOs, the federal government (to include the FBI and the Office of Federal Procurement Policy), as well as national associations such as the National Governors Association to discuss contemporaneous contracting issues given the fluid nature of the supply and service chains.</p>	<p>OCP's structure utilizing a model of centralized contract management allowed the District to strategically acquire the goods, services, and equipment needed for the District's response to the pandemic. This model drove cost containment, management, and visibility through leadership to enable strategic purchasing decisions. The operational support provided to the District, and the leading of national calls, provided the District with national recognition and a model contracting system for both ongoing operations and emergency support.</p>	<p>OCP's actions supported the continuing functioning of the District, and establishing of programs from the Alternate Care Site to a COVID-19 call center, the PPE that police and fire need to directly support our residents.</p>

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Improve the quality and cost efficiency of procured goods, services and construction. (1 Measure)												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of contractor performance evaluations that are completed	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	58.7%	45.4%	28.6%	71.3%	49.7%	New in 2020	
4 - Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (2 Measures)												
Percent of awarded contracts over \$100,000 publicly posted	Quarterly	New in 2018	52.3%	75.6%	100%	51.2%	57.1%	59%	71.7%	62.1%	Unmet	OCP staff experienced numerous technical difficulties with contract publishing due to its outdated enterprise procurement system (Procurement Automated Support System, or PASS). In FY20 Q2, OCP's PASS Refresh project (i.e., migration to a cloud-based system) was canceled due to funding pressures stemming from the COVID-19 public health emergency. In FY21, OCP will utilize lessons learned from the PASS Refresh project to maximize the functionality of its on premise PASS system.
Percent of client agencies that are satisfied with OCP services	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	60.47%	New in 2020	
5 - Promote industry engagement to ensure that the District procurement system is understood and transparent to industry and the residential community. (1 Measure)												
Percent of industry partners that are satisfied with OCP services	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73.64%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Property Revenue Generation (1 Measure)							
Amount of revenue generated from surplus property (in millions)	\$4	\$4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$1.5
1 - Purchase order processing (3 Measures)							
Total number of contracts awarded	1279	1262	441	252	111	215	1019
Total value of purchase orders awarded to CBE contractors (in millions)	\$1750.5	\$2168.8	\$657	\$188.6	\$163	\$363	\$1371.6
Total dollar value of contracts awarded (in millions)	\$7897.2	\$3476.4	\$1824	\$436	\$175.3	\$1515	\$3950.3

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations

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1 - Improve the quality and cost efficiency of procured goods, services and construction. (16 Activities)			
INFORMATION TECHNOLOGY	Service Request Resolution	Prompt resolution of IT related issues ensures a continuous flow of productivity.	Daily Service
INFORMATION TECHNOLOGY	Vendor Record Maintenance Service	This is a system to track set-up and changes to vendor accounts.	Daily Service
SURPLUS PROPERTY	Re-utilization Cost Avoidance	By avoiding acquisition costs through repurposing and redistribution, the District is able to gain cost savings and cost avoidance.	Daily Service
PROCUREMENT MANAGEMENT & SUPPORT	Implementation Tracking for Large and Mission Critical Procurements	The acquisition process is monitored throughout the procurement life cycle to identify constraints and implement appropriate technical assistance to keep activities on track.	Key Project
PROCUREMENT INTEGRITY AND COMPLIANCE	Contracting Officer Scorecard	This is an audit output identifying the compliance rating for each contracting officer.	Daily Service
CONTRACTING AND PROCUREMENT	Purchase order processing	This represents the number and value of purchase order workload for procurement personnel.	Daily Service
SURPLUS PROPERTY	Property Revenue Generation	The OCP Surplus Property Program is a rigorous e-commerce campaign extended to industry outreach. It is building increased capacity for engaging additional auction bidding which generates revenue.	Daily Service
CONTRACTING AND PROCUREMENT	DC Supply Schedule	The DC Supply Schedule (DCSS) is the city's multiple-award schedule for providing commercial products and services to District government agencies. Competitive contracts are awarded to hundreds of suppliers who can provide thousands of products and services to meet recurring needs of these government agencies. Government acquisition personnel (from DC and other jurisdictions in the region) may place task or delivery orders against the schedule following DCSS procedures.	Daily Service
PROCUREMENT INTEGRITY AND COMPLIANCE	Risk -Based Internal Auditing	The Office of Procurement Integrity and Compliance conducts internal audits and reports its internal audit findings to key stakeholders within the agency; serves as the primary lead for OCP in support of the Comprehensive Annual Financial Report (CAFR) and Single Audit, and performs operational assessments of procurement processes and functions for agencies and teams under the authority of the District's Chief Procurement Officer.	Daily Service
HUMAN RESOURCE MANAGEMENT	Management Training	OCP's Resource Management division oversees required management training for managers, in cooperation with DCHR Center for Learning.	Key Project
PROCUREMENT INTEGRITY AND COMPLIANCE	Audit Deficiency Remediation	Single and CAFR audits are conducted for District agencies. Based on findings from external auditors, OCP notifies agencies under the authority of the CPO and their contracting officers of any deficiencies. OCP devises and monitors corrective action plans.	Key Project
CONTRACTING AND PROCUREMENT	Contractor Performance Evaluation	The focus of this operation is to sustain a well-defined contractor performance evaluation system.	Key Project
PURCHASE CARD	P-Card Program	OCP manages the P-Card program as efficient and quick process for agencies to procure goods. It is an alternative method of procurement that reduces processing costs and delivery time for small purchases.	Daily Service
CONTRACTING AND PROCUREMENT	P-Card Utilization	The District of Columbia leverages the P-Card Program as a fast and effective way for agencies to procure goods and services under \$5,000 for single purchases. The P-Card Program serves as an alternative method of procurement that reduces the processing cost and delivery time for small purchases. Over 75 agencies within the District use the P-Card Program as a vehicle for small purchases.	Daily Service
CONTRACTING AND PROCUREMENT	Small Business Enterprise (SBE) / Certified Business Enterprise (CBE) Subcontracting Compliance	For contracting parity, any contract executed on the behalf of the District that involves District funds, with exceptions, is legally bound to the 35 percent requirement. Federally funded, General Services Administration (GSA), District of Columbia Supply Schedule (DCSS), Cooperative Agreements and CBE prime contractors are excluded.	Daily Service
INFORMATION TECHNOLOGY	Technology Support	The Procurement Technology Team develops and maintains server applications, and multiple SQL databases, updates both Internet and Intranet sites and improves IT functionality.	Key Project
2 - Improve planning and forecasting to support strategic business decisions in procurement. (2 Activities)			
CONTRACTING AND PROCUREMENT	Milestone Planning	Contracting Officers use milestone planning to define key tasks and processing requirements, inter-agency coordination, and deliverables; and, the timelines for performing functions through project completion.	Daily Service
CONTRACTING AND PROCUREMENT	Acquisition Planning Improvement	All agencies under the authority of the Chief Procurement Officer (CPO) are required to submit planned procurements annually prior to the start of each fiscal year. This helps OCP anticipate types of purchases, cycle times and resource allocation requirements.	Key Project
3 - Sustain a highly competent workforce. (1 Activity)			
LEARNING AND DEVELOPMENT	Training and Certification	Core training on District procurement rules, regulations, policies, and procedures is required for all procurement staff operating under authority of the Chief Procurement Officer (CPO).	Key Project
4 - Promote transparency in contracting decisions and actions to provide reliable information to all stakeholders. (8 Activities)			
PROCUREMENT MANAGEMENT & SUPPORT	Workload Management System	This is a planned comprehensive information management tool to provide timely details on workload, resource allocation and productivity.	Key Project
LEGAL	Update Policies	OCP General Counsel Provides oversight for OCP policies and procedures.	Daily Service
OPERATIONS MANAGEMENT AND SUPPORT	Audit Committee	In order to align management decisions with audit functions, a specific audit committee has been formed.	Key Project
INFORMATION TECHNOLOGY	Performance Dashboard	The Dashboard provides a more efficient mechanism for data analysis.	Key Project

Operations Header	Operations Title	Operations Description	Type of Operations
RESOURCE MANAGEMENT	Records Management	OCP maintains an on-going monitoring, oversight and records management training for all umbrella agencies.	Daily Service
PROCUREMENT MANAGEMENT & SUPPORT	Transparent awards	OCP publishes/posts newly awarded and active contracts \$100,000 and above on the OCP web site for public access.	Key Project
LEGAL	Freedom of Information Act (FOIA) Requests	Requests for information are received through several means and generally require contracting personnel to gather documents for the FOIA specialist to package. The business process has been improved to tie performance to compliance and legislation therefore minimizing paperwork, reducing response time and increasing transparency.	Daily Service
HUMAN RESOURCE MANAGEMENT	Standardized Human Resources Policies	The Office of Human Resources (OHR) provides human resource management services that position the Office of Contracting and Procurement to attract, develop and retain a well-qualified and diverse workforce. Establishing and maintaining HR policies and procedures helps maintain the integrity of OCP operations.	Daily Service
5 - Promote industry engagement to ensure that the District procurement system is understood and transparent to industry and the residential community. (1 Activity)			
CUSTOMER SERVICE AND COMMUNICATIONS	Vendor Engagement and Outreach	OCP will continue its series, "OCP in the Wards," which represents business outreach and engagement designed to demystify District procurement practices. DC Buys, a reverse vendor trade fair, monthly vendor workshops and other outreach events will occur.	Key Project

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Acquisition Planning Improvement (1 Strategic Initiative)				
Spend analysis and strategic sourcing	OCP's goal is to evaluate District spend and acquisition plans to uncover critical as well as strategic requirements where procurement can add additional value. OCP will identify and analyze the top-most categories of spend in the District; facilitate interdisciplinary workgroups to elicit creative and strategic sourcing ideas; and develop key, actionable recommendations for increasing future procurement quality and cost savings. Specific implementation steps will include: Develop critical analyses of high-spend commodities Assemble and facilitate workgroups Develop recommendations for increasing quality and cost savings Integrate recommendations into future procurement plans	Complete	OCP reviewed acquisition plans amongst the Chief Contracting Officers for opportunities to improve the quality and expense of requirements. In FY21, OCP will use this analysis to continue strategic sourcing initiatives.	
Purchase order processing (1 Strategic Initiative)				
Reengineer Simplified Acquisitions	OCP's goal is to improve the efficiency of simplified acquisitions within the District. OCP will develop standard policies and procedures for how District contracting personnel should purchase simplified acquisition items, including items from the DC Supply Schedule. In addition, OCP will create catalogs in PASS that will allow District agencies to purchase numerous pre-approved items on their own, without having to interact with a District contracting officer. OCP will also streamline the process in which suppliers apply to be included on the DC Supply Schedule. Specific implementation steps will include: Develop a standard definition for simplified acquisitions in the District Develop standard policies and procedures for simplified acquisitions Streamline the DC Supply Schedule application process Develop catalogs in PASS	Complete	OCP concluded the initial planning phase of this initiative. After the planning phase, OCP combined this initiative into the broader improvements to PASS, being managed by OCP's Systems, Data, and Performance team.	
Technology Support (1 Strategic Initiative)				
Preparation for Ariba Refresh	OCP is preparing for the refresh of the District's Ariba enterprise procurement software, the Procurement Automated Support System (PASS). OCP will engage extensively with suppliers and District agencies to understand their business needs, which will help OCP to improve PASS business process design, reporting, and system integration. OCP will also develop key new features such as automating procurement planning, and digitizing and streamlining the authoring of all contract award types.	Complete	In FY20 Q2, OCP's PASS Refresh project (i.e., migration to a cloud-based system) has been placed on hold due to funding pressures stemming from the COVID-19 public health emergency. OCP concluded the initial planning phase, which included documenting OCP business processes and system requirements. In FY21, OCP will incorporate learning from the PASS Refresh Project.	
Training and Certification (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Results-Driven Training	<p>OCP's goal is to improve the critical competencies of District contracting officers and specialists through expanded and improved training. OCP will develop and validate a standard framework for measuring the impact of its trainings on procurement operations, and OCP will validate a results-driven approach to developing procurement-related coursework. OCP will map out gaps between current business needs/processes and current curricula, recommend changes to curricula, develop measurable pre- and post-assessments of competencies, and develop and track key performance indicators of training effectiveness.</p> <p>Specific implementation steps will include: Develop a gap analysis for the pilot project Implement recommended changes to curricula for the pilot project Develop and validate pre- and post-assessments for the pilot project Develop and validate key performance indicators for the pilot project Develop a standard results-driven training framework white paper</p>	Complete	OCP was successful in hiring its first Chief Human Capital Management Officer (CHCMO). The CHCMO and Chief Learning Officer (CLO) developed a standard framework to manage OCP employees from onboarding through training through operations. The CHCMO and CLO will use this framework going forward to improve upon such management tools as the performance management system.	
Vendor Engagement and Outreach (2 Strategic initiatives)				
Outreach to industry in Wards 7 and 8	<p>OCP's goal is to increase the number of businesses in Wards 7 and 8 that bid on District procurement solicitations. OCP will plan and launch an event series in FY2020 to engage the District's small business community and to gain feedback on how OCP can improve its external outreach. OCP will host several events of this series in Wards 7 and 8, and will promote the events through outlets like The Washington Informer and East of the River News, among other outlets</p>	Complete	Completed. During the 4th quarter of FY2020, even during the heavy operations of the COVID-19 pandemic, OCP continued to hold vendor engagement activities including virtual vendor trainings, DC Supply Schedule trainings, informational sessions with the OCP Ombudsman and Communications Office, and seminars on how to do business with DC Government. In a further goal of specific outreach to CBEs, an OCP COVID-19 contracting and procurement webpage was established to ensure that our businesses in Wards 7 and 8 were apprised of current opportunities.	
Supplier and client agency engagement	<p>OCP's goal is to proactively engage suppliers and client agencies to better understand significant issues that contracting and procurement can solve. OCP will seek out the "voice of the customer" by directly contacting suppliers and client agencies via satisfaction surveys, focus groups, interviews, or other methods of outreach. This feedback will allow OCP to learn about supplier and client agency needs as well as their experience with District procurement processes, which will help OCP to improve customer service, business practices, and the overall procurement experience.</p> <p>Specific implementation steps will include: Develop and deploy targeted surveys and other methods of outreach Develop critical analyses of outreach data Develop and implement business process improvements</p>	Complete	OCP developed and disseminated customer satisfaction surveys to both District client agencies and vendors. Summary results are reflected in OCP's Key Performance Indicators	