



FY 2013 PERFORMANCE PLAN
Office of Contracting and Procurement

MISSION

OCP's 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 that ensures all purchasing actions are conducted fairly and impartially.

SUMMARY OF SERVICES

OCP purchases an average of \$1.1 billion in goods and services per year on behalf of over 52 different District agencies and programs. OCP buying teams include goods, services, transportation and specialty equipment and information technology. The agency provides oversight and monitoring of agencies with delegated contracting authority, contract administration support and manages the District's Purchase Card Program. OCP also provides surplus property management for all District agencies.

PERFORMANCE PLAN DIVISIONS

- Procurement Division
- Administration and Support Division
- Procurement Technology Division
- Procurement Integrity and Compliance Division

AGENCY WORKLOAD MEASURES

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD**
Total # of POs Processed through OCP*	8,384	7,301	7,396
Total \$ Amount Purchased by OCP (in millions)	1,090	1,421	1,270

* Adjusted: In June of 2011 the Department of Real Estate Services (DRES) and the Office of Public Education Facilities Modernization (OPEFM) merged to become the Department of General Services. OCP's workload measures, for all years shown, have been adjusted to reflect this.

** Figures have been updated for FY 2012 to date



Procurement Division

SUMMARY OF SERVICES

The Procurement Division for OCP acquires goods and services on behalf of District government agencies under the authority of the Chief Procurement Officer, in accordance with the Procurement Practices Reform Act, District Code, and the 27DCMR. OCP practices are guided by industry best practices, the highest level of customer service, and the efficient, effective and economical expenditure of public funds.

OBJECTIVE 1: Reduce Procurement Cycle Time; reduce the number of days needed to process all procurements from small purchase to complex Request for Proposals (RFPs).

INITIATIVE 1.1: All procurements done by OCP Agencies will be done through E-Sourcing tool in Procurement Automated Support System (PASS).

In FY 12, OCP began full utilization of the E-Sourcing tool, which effectively automates each step of the procurement process from solicitation to award. Using E-Sourcing provides vital tracking information and ensures that all the required steps in the procurement process are followed and documented. Use of E-Sourcing reduces cycle time by giving online access to vendors for OCP solicitations and allowing them to respond to solicitations electronically, resulting in greater process efficiency and reduced cycle times. E-Sourcing also provides a central repository for documents and correspondence associated with procurements. **Completion Date – June 30, 2013**

INITIATIVE 1.2: Develop online access for existing and new Term Contracts.

In FY 13 OCP will work towards increasing the utilization of 6 term contracts for goods and services that are purchased in high volume and repeatedly purchased. The use of term contracts is a procurement best practice. OCP will work on building catalogs in the PASS system for each term contract. This will streamline the procurement process for the affected goods and services ensuring greater efficiency. The creation of the catalogs will provide accountability and will provide accurate spend data. **Completion Date – September 30, 2013**

OBJECTIVE 2: OCP will support the Mayor's priority of Fiscal Stability by increasing revenue generated and collected.

INITIATIVE 2.1: Increase the revenue generated by the District of Columbia Supply Schedule (DCSS) for the FY13.

In FY 13 OCP will migrate all DCSS contracts to E-Sourcing. This will ensure that key data and other information is captured and tracked. OCP will utilize this data to develop a system of billing for DCSS vendors required to pay a 1% fee on all awarded purchase orders. Better tracking of DCSS purchases will lead to increase revenue collections. **Completion Date – Sept 30, 2013**



KEY PERFORMANCE INDICATORS – *Procurement Division*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
\$ Amount of Central Purchasing Office Purchases per FTE ¹ (in millions)	\$22.9	\$19.3	\$27.0	\$30.0	\$35.0	\$37.5
Total % of Solicitations processed through e-Sourcing ²	N/A	N/A	N/A	100%	100%	100%
Increase the # of Term Contracts	2	2	5	8	10	11
Procurement \$ using Term Contracts ³	\$2.3M	N/A	\$10.6M	\$11.0M	\$12.0M	\$12.5M
% of DCSS contracts migrated to E-Sourcing ⁴	N/A	N/A	N/A	100%	100%	100%

¹ This is an industry standard. According to the FY10 ICMA Center for Performance Measurement the average Dollar Amount of Central Purchasing Office Purchases per FTE was \$15.71 million based on responses from 38 jurisdictions

² This is a new performance measure for FY 2013. Historical data for prior years is not available, as E-Sourcing was not fully implemented until FY 2012.

³ This is a new performance measure. OCP did not have a target in FY 2012.

⁴ Same as footnote #2 above.



Administration and Support Division

Summary of Services

The Administration and Support Division (ASD) provides the foundation for the Office of Contracting and Procurement (OCP). ASD provides operational and administrative support to all the programs in OCP. Programs under this division include: Support Services, Surplus Property Division (SPD), Customer Service and Communications, Resource Management, and Procurement Training.

OBJECTIVE 1: Support Agency Initiative to reduce procurement cycle times.

INITIATIVE 1.1: Continued development of Customer Service Center.

In FY12, OCP launched a full service customer service unit. This unit has responded to public and agency inquiries and correspondence, interacts with vendors, and works closely with the OCP Public Information Officer. The Customer Service Center contributes to the reduction of procurement cycle time by shifting call volume from contract specialists and officers, thus providing them more time to focus on execution of procurements. In FY 13, OCP will continue to focus on strengthening this unit. The focus of the Customer Service Center will be: 1.) to increase Customer Service Center visibility so agencies utilize this unit for information on their procurements, 2.) to increase vendor registrations thereby increasing competition and bringing in more local businesses to do business with the District and 3.) work with the procurement team to continue hosting the OCP “Procurement Clinics”.

Completion Date – September 30, 2013

OBJECTIVE 2: Support Agency Initiative to further develop the Procurement Institute.

INITIATIVE 2.1: Develop and deliver a formal, standardized procurement training curriculum through OCP’s training center, the Knowledge Plus Institute (KPI), to train and certify OCP staff to execute District procurement. OCP will continue our partnership with University of the District of Columbia (UDC) and DCHR to deliver portions of the advanced procurement curriculum in the certification program.

In FY 12, OCP Established the Knowledge Plus Institute (KPI) in order to address the need for formal, standardized procurement training for executing procurements in the District, and to satisfy the requirement outlined in the Procurement Practices Reform Act of 2010 (PPRA): “The CPO shall establish and administer a procurement training institute to facilitate a system of training, continuing education, and certification for District contracting personnel”. OCP is continuing to work with UDC to develop select courses in the advance curriculum, and to participate in the on-going education of our procurement professionals, as part of the recertification process. **Completion Date – September 30, 2013**

OBJECTIVE 3: Support Agency Initiative to increase revenue back to the District.

INITIATIVE 3.1: Increase the quality and value of surplus services by maximizing the use of the equipment re-utilization program.

Continue to expand the equipment re-utilization program. The Surplus Property Division will expand the re-utilization program by 20% through a marketing program, in-person



training for agency property officers, and expanded outreach to our certified participants.
Completion Date – September 30, 2013

INITIATIVE 3.2: Expand Purchase Card program to Ghost Card use for fixed costs

The Purchase Card program has yielded significant revenues for the District by way of rebates. The District receives 1% cash back for all PCard purchases. For costs like fixed costs for electricity, telephony, and natural gas, the District could potentially receive millions in rebate dollars by using the Purchase Card to pay these bills. OCP will work with the Office of Finance and Revenue Management to institute use of our “ghost” card to pay for fixed cost expenses. **Completion Date – September 30, 2013**

KEY PERFORMANCE INDICATORS — Administration and Support Division

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Increase Revenue by 20% for Surplus Property	0.00%	20%	239%	20%	20%	20%
Increase certified non-profits using SPD program	0.00	34	65	25	25	25
Number of newly active vendors in Sourcing Module ⁵	1628	172	750	150	150	150
Increase the number of vendors in the “Ghost” P-Card Program ⁶	N/A	3	4	4	4	4
% of Customer Service quality and speed criteria achieved for all calls ⁷	N/A	Baseline	N/A	95%	95%	95%

⁵ This is an industry standard. According to the FY10 ICMA Center for Performance Measurement the median rate of Purchase Card utilization (for jurisdictions with a population exceeding 100,000) is 2.56%

⁶ This is a new performance measure for FY 2013. No historical data is available.

⁷ Same as footnote # 5 above. The OCP Customer Contact Center was not established until April of 2012.



Technology Division

Summary of Services

The PASS/IT Support Services team is responsible for overseeing the proper elements and commitments provided by OCTO's PASS Support Services are consistent with IT service support and delivery to the OCP. The team is also responsible for communicating any PASS/IT needs of the OCP staff, vendors, and agencies to OCTO with any enhancements, testing, maintenance, help desk support, as well as training related to PASS. The team provides as a single source for OCP's senior management team's vision of implementing latest technologies and support services to achieve best results and provide transparency in contracting and procurement throughout the District of Columbia. Our team provides technical consultative and support to agencies, vendors and OCP contracting staff, while preserving data integrity and transparencies requirements.

In addition to supporting PASS and Ariba eSourcing applications, we are also responsible for user interface for both internal and external customers, multiple web applications, databases, and both internet and intranet web sites.

OBJECTIVE 1: Communication and Training

INITIATIVE 1.1: Through surveys, forums, and other means, identify to needs of OCP staff, Vendors, and Agencies.

By identifying any or all issues related to the PASS and Ariba eSourcing applications, OCP will utilize the latest technologies that are already in place to create a best in class contracting and procurement process that is efficient and transparent. OCP will identify whether additional support / training is needed for applications, or will make distinctions between business process re-works, data and code change. **Completion Date - September 30, 2013**

OBJECTIVE 2: Information distribution to Internal and External customers via web portals.

INITIATIVE 2.1: Provide effective distribution of regulations, procedures, and processes to OCP staff, Agencies and Vendors via Website enhancements, as well as to support new PPRA regulations.

Information distribution in timely manner is critical to contracting and procurement process both to internal and external customers. With ever changing regulations and procedures, the 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 – Sept 30, 2013**



KEY PERFORMANCE INDICATORS – *PASS/IT Support Team*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of total number of issues resolved from all customers within 8 business hours (HELP DESK) ⁸	N/A	80%	90%	90%	100%	100%
% of total number of intranet and internet updates completed within 24 business hours ⁹	N/A	100%	95%	80%	80%	80%
% of vendor management approvals completed within 24 business hours ¹⁰	N/A	N/A	N/A	90%	90%	90%

⁸ This is an industry standard. According to the FY10 ICMA Center for Performance Measurement the mean performance for this metric is 70.3% (for jurisdictions with populations exceeding 100,000). This data is not available for FY 2011

⁹ This is a new performance measure for FY 2013. The data to develop this metric for FY 2011 and FY2012 was not maintained, and is not available.

¹⁰ Same as number 4 above. We cannot develop the percentage, as we didn't track this metric, or have the capability to do, in prior years. The PASS/IT Support Team processed 649 vendor management approvals in FY 2011 and 601 vendor management approvals in FY2012.



Office of Procurement Integrity & Compliance (OPIC)

SUMMARY OF SERVICES

Established in 2007 and reorganized in September of 2011, the Office of Procurement Integrity and Compliance (OPIC) provides a full complement of Audit and Non-Audit advisory services to agency leadership, staff and affected stakeholders. Non-Audit services primarily consist of administering the agency's Deficiency Remediation and Performance Monitoring programs. Also noteworthy is the expansion of Non-Audit services to include 'real-time' best practices research, market analysis and subject matter expertise in specialized areas such as 'Green Procurement'.

OPIC audit activities are premised on a '3-D' approach (Deterrence, Detection and Disruption) to help reduce risk exposures and strengthen management controls. In collaboration with the agency's training division, Deterrence consists of the preparation of content derived from audit findings for use in annual and year-round training and remedial programs. Detection includes a mix of field inspections, performance and operations audits and compliance reviews. Finally, Disruption encompasses collaboration with applicable District agencies to prevent fraud, waste and abuse in procurement operations.

Following the introduction of a new "process auditing" approach in FY 2012, coupled with the roll-out of the Integrated Risk and Controls Framework (IRCFW) which has been in use since August 2011, OPIC plans to improve the effectiveness and scope of audits and enhance internal audit's value as OCP's compliance arm.

OPIC has six new additions to its existing pool of audit and compliance review activities for FY 2013, these are as follows;

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

INITIATIVE 1.1: Institute periodic E-Val reviews.

These reviews will be conducted to monitor the timely submission of vendor evaluations completed by the contracting officer and contract administrator. In addition, these reviews are purposed to identify specific contracts requiring field audits. **Completion Date – September 30, 2013**

INITIATIVE 1.2: Quarterly Certification of Management (QCM) reviews.

While these reviews were partially implemented during FY 2012, due to resource limitations and identified data inconsistencies, the review program was not fully implemented. However, following the successful completion of the contract file upload initiative undertaken by OCP during the 3rd and 4th quarters of FY 2012, OCP-OPIC will conduct these reviews regularly as these become due, i.e. every 90 days after contract award to identify inconsistencies or non-compliance with specific requirements of large contracts (>\$100k). **Completion Date – September 30, 2013**



INITIATIVE 1.3: Bidder-Offeror certification review.

These reviews will be conducted periodically to verify whether contractors' pre contract award declarations are, for example, consistent with the information available in the District's tax compliance database. **Completion Date – September 30, 2012**

INITIATIVE 1.4: Audits of federally funded procurements.

These audits will be performed using applicable Federal criteria (rules, regulations and specific contract requirements as specified in the grant.). This initiative is based on deficiencies cited in prior independent audit reports. **Completion Date – September 30, 2012**

INITIATIVE 1.5: Efficiency and economy audits/compliance reviews of operational support functions.

These audits/reviews are purposed to report on goal attainment relative to initiatives and Key Performance Indicators (KPIs) detailed in the Performance Accountability Report (PAR) submitted to the City Administrator, Council and Congress. This activity will seek management's input into the individual audit risk assessment process as part of the detailed audit planning for individual engagements. In planning individual audits/reviews, this activity will require management's input in the areas of risk and proposed audit scope. As part of these reviews, OPIC also plans to provide consulting services to help management implement internal controls on the front end of projects to help mitigate the risks associated with project failure. **Completion Date – September 30, 2012**

**INITIATIVE 1.2: Assuring the quality and sustainability of audit operations/
Annual Quality Assurance Reviews of Audit Operations.**

To ensure that OPIC maintains and builds on the satisfactory rating of its audit operations issued by the Association of Local Government Auditors (ALGA) in August of 2011, internal evaluations will be performed to ensure that the quality of audit or compliance review engagements and other non-audit services are performed consistent with the professional governing standards such as the GAGAS¹¹ and internal audit best practices. These reviews will include post-engagement evaluations of audit execution and documentation, external benchmarking of the internal audit processes, and the use of an array of metrics for measuring auditor performance. **Completion Date – September 30, 2012**

OBJECTIVE 2: Systematize enterprise-wide risk assessments and response

INITIATIVE 2.1: Expand use of the Integrated Risk Control Framework (IRCFW) and Control Self-Assessment (CSA) tool to enhance District-wide CAFR and single audit remediation efforts.

Partnering with OCP's Resource Management and IT Divisions OCP- OPIC will deploy the CSA tool as a means to track, educate, and remediate deficiencies cited in OCP-OPIC and Independent Auditor engagements.

Completion Date – September 30, 2012

¹¹ GAGAS stands for Generally Accepted Government Auditing Standards.



KEY PERFORMANCE INDICATORS - ¹²
Office of Procurement Integrity & Compliance (OPIC)

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection¹³	FY 2014 Projection	FY 2015 Projection
# of Compliance Reviews and Audit Reports Issued	16	18	389	225	150	150
Average # of Days to Complete a Compliance Review/Audit	15.00	10.00	8.64	14.0	14.0	14.0
% of Sole Source, Emergency and Million Dollar Contracts Audited ¹⁴	N/A	100%	100%	100%	100%	100%
% of OCP Contracting Officer Operations Reviewed/Audited ¹⁵	N/A	100%	100%	100%	100%	100%
% of Agency Contracting Officer (ACO) Operations Reviewed/Audited	100%	20%	23.8%	20%	20%	20%

¹² All objectives and initiatives adhere to Generally Accepted Government Auditing Standards (GAGAS) established by the Comptroller General of the United States, OPIC's United States Government Accountability Office. These professional standards provide a framework for performing high-quality audit work with competence, integrity, objectivity, and independence

¹³ In FY 2013 OPIC will increase the scope and complexity of some of its audits.

¹⁴ This was a new performance measure, for a new audit program that was initiated in FY 2012. Prior year data is not available.

¹⁵ Same as footnote # 11.