

## FY2017 Performance Accountability Report

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

## Mission

OCP's mission is to procure quality goods 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 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.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p><b>COMMUNUCATION and ENGAGEMENT: INDUSTRY ENGAGEMENT</b></p> <p>In FY17, OCP executed a cadre of signature outreach events and provided ongoing support to the business community through: DC Buys, OCP in the Wards, training and workshops and the OCP Customer Contact Center. The goal with our industry engagement is to continue to demystify the District's procurement process and attract industry to do business with the District, ultimately increasing competition in the procurement process and achieving best value for District taxpayer dollars. OCP's 2017 outreach program reached over 1,500 members of the business community through a series of events. These events are primarily represented as DC Buys, an annual reverse trade fair, monthly general vendor and DC Supply Schedule workshops, the OCP town hall series-OCP in the Wards, CPO special engagements and responding to over 2000 Customer Contact calls.</p>	<p>OCP will continue to build upon its outreach efforts to the industry community. Knowledgeable vendors help create a procurement environment which maximizes resources and contributes to efficient procurement processes.</p>	<p>The Industry Engagement efforts allow attendees to engage with the Chief Procurement Officer and procurement managers. This allows vendors who want to do business with DC government the opportunity to participate in informal and informational sessions about contracting and the procurement process. These opportunities, which increase the knowledge base of the industry community, help ensure quality procurements are designed for the benefit of the DC residents receiving services.</p>
<p><b>ACQUISITION PLANNING</b></p> <p>OCP has initiated procedural and system enhancements which have resulted in timely and manageable procurement forecasting.</p>	<p>OCP's acquisition planning efforts have resulted in the establishment of a robust platform from which more reliable information can be extracted. Data detail has been expanded such that new</p>	<p>The process continues to help ensure that there are sufficient procurement timelines to successfully implement programs and provide services</p>

One hundred percent ( 100% ) of OCP customer agencies submitted acquisition plans on schedule. Procurement spend for FY18 is projected to be \$5.6 billion.	requirements can be isolated from those continuing. This allows the agency the ability to adequately resource for all requirements; to provide the business community forecasting opportunities; and to foster advanced competition in the solicitation of business process.	supporting the needs of residents in the areas of: Education, Government Operations, Health and Human Services, Infrastructure and Environment, Jobs and Housing and Public Safety.
LEARNING and DEVELOPMENT: The PROCUREMENT TRAINING INSTITUTE (PTI) Contract Administration is a key element to procurement delivery success. In FY17, the PTI delivered external procurement instruction to 1,368 participants involving 2207.5 classroom hours. Contract Administration was part of the instruction and was the most requested off-site training conducted. Specialized training was requested by several agencies, including the Department of General Services which realized training for 117 managers. There were 46 off-site procurement training sessions with 512 participants completing each course.	In FY17, divisions within OCP, PTI, Procurement, and HR, meaningfully collaborated in a campaign to incentivize personnel to attend training. Because of that campaign, the Procurement Foundations course realized a 100% passing rate for procurement and non-procurement personnel. Of all procurement personnel who were hired before FY17 (personnel are given 12 months to fulfill their Tier-level requirements), 90.8% have completed Tier 1; 68% have completed Tier 2; and 100% have completed Tier 3. This degree of training is ensuring a uniform and efficient means of delivering quality procurements.	A competent and knowledgeable procurement workforce utilizes skills which maximizes procurement resources, minimizes risks and ensures effective and efficient procurement practices. This increases the quality of contracting for the benefit of DC residents.

## 2017 Strategic Objectives

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

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - Improve procurement service delivery to gain quality and cost efficiency of procured goods and services. (8 Measures)</b>									
Percent of Comprehensive Annual Financial Report (CAFR) deficiencies remediated within a year	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming		

of the audit period										
Percent of audited contracting officers with a scorecard rating of at least 80%	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	62.5%	Unmet	The Scorecard Rating methodology was developed and applied on a pilot basis for a limited sample of Contracting Officers to test its utility and practicality. The trial only included a sample of 8 of the total 59 contracting officers who were then evaluated according to the pilot rating methodology. Therefore, 5 of those eight (62.5%), received a "passing" score.	
Percent of Single Audit Act deficiencies remediated within a year of the audit period	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents			
Amount of revenue generated from surplus property (in millions)	Semi-Annually	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	Met		
Amount of cost avoidance realized through re-utilization of surplus (in millions)	Quarterly	5	No data available	2.6	No data available	2.5	5.1	Met		
Percent of IT support issues resolved for all customers within eight (8) business hours	Quarterly	95%	100%	71.7%	59.9%	64.9%	77.5%	Unmet	The OCP Information Technology (IT) unit had a leadership transition immediately prior to FY17 Q4, filling the vacant Chief Information Officer position. At that time, all open IT-support issues were reviewed, and additional issues were discovered and are now documented and being tracked in the support ticketing system. At the same time, the IT unit's workload greatly increased due to (1) a more comprehensive scope of activities and (2) a three-fold increase in the creation of IT-support tickets. The sudden, unexpected increase in workload made it difficult to achieve the 8-hour goal. In	

									response to the additional workload, OCP expanded and cross trained its IT unit. As a direct result of these efforts, OCP is already experiencing a dramatic improvement in the speed at which IT issues are resolved.
Percent of vendor maintenance records approved within twenty-four (24) business hours	Quarterly	90%	100%	95.8%	40%	45%	64%	Unmet	Remedy ticket requests exploded from 44 in May to 753 in August. The OCP Information Technology unit experienced a major staffing crisis that was only partially ameliorated by hiring a contractor. Unfortunately, the contractor was not permitted proper access to the Active Directory in PASS, a service that maps the names of network resources to their respective network addresses. This lack of access resulted in the contractor being prevented from assisting fully with certain IT support issues.
Percent of procurements greater than \$1 million utilizing proper milestone planning	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

**2 - Improve planning and forecasting to support strategic business decisions in procurement. (2 Measures)**

Percent of accurate and timely annual agency acquisition planning reports completed by OCP and the program agencies	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Neutral Measure	
Percent of milestone plans developed for procurements greater than \$1 million	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

**3 - Manage procurement training to sustain a highly competent workforce. (2 Measures)**

Percent of OCP	Quarterly	100%	No data	100%	No data	100%	100%	Met	
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procurement professionals completing the "Foundations" course within 90 days of on-boarding			available		available				
Percent of OCP procurement professionals achieving appropriate contracting tier level certification	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.7%	Unmet	Although Tiers I and III have 91% and 100% compliance rates, Tier II typically falls somewhat below that; this is primarily due to the length of the class, which is six weeks. Considering the volume and magnitude of contracting personnel duties, the required time necessary for the class often means that some cannot complete the course, therefore bringing down the overall compliance rate.

**4 - Improve transparency in contracting decisions and actions to provide reliable information to all stakeholders. (2 Measures)**

Percent of awarded contracts publicly posted	Quarterly	90%	95.6%	88.8%	86.1%	79.8%	90.4%	Met	
Percent of FOIA requests responded to within the statutory timeframe (15 business days)	Quarterly	90%	73.2%	46.8%	53.5%	23.7%	44.1%	Unmet	OCP received a significantly higher volume of FOIA requests in Q4 2017 and its ability to process and respond to these requests within the statutory timeframe was hindered by reduced staffing levels. Additionally, OCP received numerous FOIA appeals during this time period which diverted resources from processing and responding to the FOIA requests.

**5 - Expand industry engagement to ensure that the procurement process is understood and transparent to the vendor community. (1 Measure)**

Number of vendor engagement forums hosted by and in participation with OCP	Quarterly	33	No data available	13	No data available	8	21	Neutral Measure	
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We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Purchase Order Processing (3 Measures)</b>						
Total value of purchase orders awarded to CBE contractors ( in millions)	Quarterly	418	97	151.5	201.1	867.6
Total dollar value of contracts awarded (in millions)	Quarterly	2302	365.6	522.5	1057.3	4247.4
Total number of contracts awarded	Quarterly	263	161	137	188	749

## 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>CONTRACTING AND PROCUREMENT (3 Strategic initiatives)</b>				
Contract awards posted on OCP website	To demonstrate transparency in contracting, OCP is required to maintain a copy of executed contracts in excess of \$100,000 on the Internet, in a searchable format. In FY17, additional delineation of OCP's contract award phase close-out process along with procedures publishing the executed contracts will enable contracting specialists to systematically upload all procurement transactions and executed contract documents into Procurement Automated Support System (PASS). Procedures will establish a schedule for publishing and then posting contracts on the OCP website for the public's easy access.	Complete	Contract Award documents as well as the Notice of Contract Awards (NOCA's) are steadily being posted onto the OCP website. The Procurement team is continuing to ensure that contract awards are made available to the public.	
Annual acquisition planning policy and procedures	Building on FY16 upgrades to the annual acquisition planning tool and database, OCP will convert procurement opportunities into forecast summaries, for posting to the agency website. Forecast details will be organized by key categories including commodity, NIGP code, buying agency, and procurement timeline; and, it will be searchable, to give vendors easy access to reliable information. Published forecasting also supports contracting transparency objectives.	Complete	This initiative was fulfilled	
Optimize P-Card use across District procurement operations	In FY16, OCP performed a preliminary assessment of the current Procurement Card program to identify and recommend opportunities and efficiency measures to improve the rebate and better leverage the existing contract. Among the key findings, greater efficiency can be achieved when the P-Card program is utilized to pay fixed assets such as electric, gas, water, sewer, etc. The FY17 priority is to obtain buy-in from the Office of Resource Management within the Office of the Chief Financial Officer as a payment vehicle, with the added value of consolidating spend and earning a higher rebate.	25-49%	This still remains a priority and the necessary commitments have been agreed upon.	OCP has only recently obtained the commitment needed from the OCFO's Office of the Financial Resource Management.
<b>CUSTOMER SERVICE AND COMMUNICATIONS (1 Strategic Initiative)</b>				
Vendor engagement and outreach	Vendor engagement is a core objective. OCP implements an annual strategy encompassing a mix of vehicles that help build greater understanding of the District's procurement processes and practices. Another focus is to promote open lines of	Complete	OCP executed the first OCP in the Wards event, DDOT Buys on 9/26. The event focused on Doing Business	

	<p>communication that reinforce transparency. FY17 vendor outreach will include OCP's signature DC Buys Reverse Vendor Trade Fair; OCP in the Wards; and DC Supply Schedule workshops. The combination of outreach will help build confidence in the District procurement process.</p>		<p>with DDOT and included presentations from DDOT's Chief Contracting Officer, Chief Information Officer, among others. The event also featured a small exhibit hall with representatives from DCRA, DSLBD, DC PTAC, HSEMA, OTR, and others. The remaining three OCP in the Wards for calendar year 2017, will take place in November and December.</p>	
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**HUMAN RESOURCE MANAGEMENT (2 Strategic initiatives)**

<p>Standardized HR policies and procedures</p>	<p>OCP will develop comprehensive administrative procedures, organized in a HR manual, to guide personnel management (including supervision, evaluation and grievances), career development, and employee-labor relation issues. The agency procedures will be aligned with DCHR standards and the District Procurement Manual. Administrative procedures will be distributed to staff and managers; and, it will be maintained on the Intranet. With procurement personnel based in OCP Headquarters, as well as, client agency worksites, delineated HR requirements will help achieve consistent management and administration of personnel.</p>	<p>75-99%</p>	<p>Several administrative policies and procedures are under review and consideration: Training and Travel, OCP Wellness, Awards and Recognition and a Rotational Program. Performance &amp; Merit Increase guidance is being developed.</p>	<p>This is not a static initiative; it is constantly evolving. Each development becomes part of an on-going record.</p>
<p>Management training</p>	<p>OCP's Resource Management division oversees required management training for managers, in cooperation with DCHR Center for Learning. Ongoing manager development reinforces OCP leadership and code of ethics standards. OCP will implement a targeted manager capacity-building program to support improved project management, service-delivery performance monitoring and staff supervision. The overall goal is to help division and team managers be effective leaders.</p>	<p>0-24%</p>	<p>The OCP office is currently in the planning phase for a Management, Leadership Training event.</p>	<p>Certain training components, such as EEO, will no longer be an agency responsibility; they instead will be handled by the DC Office of Human Resources.</p>

**INFORMATION TECHNOLOGY (3 Strategic initiatives)**

<p>Technology support</p>	<p>OCP manages procurement services with Ariba technology. Through a recent assessment of Ariba functionality, OCP identified additional capacity that can help improve procurement operation efficiency. For 2017, OCP will implement a system enhancement plan to help optimize ARIBA system functionality to support procurement service delivery. The intended outcomes will help to promote faster receipt of goods and services, faster execution of specific contracting activities, more accurate solicitation driven data. A very important new data element that will be available involves the ability to track spend against the contracts rather than purchase order spend. These enhancements will improve the</p>	<p>0-24%</p>	<p>The data integrity improvements have not been made.</p>	<p>OCP negotiated consulting specifications for system optimization with SAP Ariba, the software and information technology services group</p>
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	day-to-day procurement business processes.			which owns the platform for the Procurement Automated Support System (PASS). System optimization requires approvals from the Office of the Chief Technology Officer (OCTO) ; however, that approval was denied with the conclusion by OCTO that District resources could be used to achieve the goal.
Technology support	In the latter phase of FY 2016, OCP began to analyze and review the total feasibility of incorporating and electronic signature system. This is deemed to be a strategic effort to improve efficiency in various stages of the procurement process. For FY 2017, OCP perform a comprehensive feasibility assessment to define the requirements for an electronic signature system that is compatible with OCP infrastructure and business processes. Electronic signature will improve the process flow, increase productivity and ensure effective transfer of documentation between OCP, vendors and other stakeholders. This effort will be coordinated with the DC Office of the Secretary and the OCP General Counsel to ensure that the solution is legally acceptable and binding.	25-49%	System demonstrations have been performed by various vendors and a pilot project will begin during quarter one (1) of FY18.	Budget limitations affected the ability to implement the project.
Automated Data	In FY17, OCP will begin to utilize a new performance dashboard to synthesize various data elements from its reporting units. The information gleaned will allow the agency to have immediate performance status data thereby enhancing management's analytical capabilities. Although this is a significant improvement for OCP's performance management function; a systematic mechanism or tool still needs to be developed to bring uniformity in the actual data collection process and to eliminate the bulk of the manual data feeding procedures which can be time consuming and error prone. OCP, in cooperation with the Office of the Chief Technology Officer, will develop an automated data feed process which will contribute to the overall efficiency of the Performance Dashboard thus providing a complete collection and reporting effort.	75-99%	OCP has been able to synthesize data for several aspects of the Performance Dashboard which includes: Contract Awards ( contracts published to the Internet), Contract Status, Procurement Certification, staffing and vacancies and planned and unplanned procurements. However, the automated data feed process is still in the formative stages.	OCP must work in tandem with OCTO in order to realize certain system improvements. A lack of OCTO dedicated manpower to OCP projects and a lack of access to reports which cannot be



				generated in-house(OCP) has presented a myriad of challenges.
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**LEARNING AND DEVELOPMENT (1 Strategic Initiative)**

Certification and procurement foundation training	OCP has developed a comprehensive certification program to build competency for three tiers/levels of contracting specialist classification. FY16 encompassed curriculum testing and refinement;; and training kick-off (with the new curriculum). OCP will implement a full year of certification training in FY 17. Certification curriculum is designed for a range of OCP procurement personnel -- entry level contract specialists, supervisory contracting officers and chief contracting officers. OCP will develop a training plan for delivering each certification series (i.e., Tier I, Tier II and Tier III).	Complete	The initiative was successfully completed and the program is focusing upon ensuring that appropriate Tier levels are achieved by the procurement professionals.	
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**LEGAL (2 Strategic initiatives)**

Active policies updated with current provisions and guidance	During FY 2016, OCP performed an extensive review of resources maintained in the internal policies and procedures portal, which provides contracting specialists with access to procurement guidance and processing documents. In FY17, all active policies will be updated to improve content clarity and accuracy, including compliance with any applicable laws. The initial priority is to develop/revise polices that affect day-to-day procurement service delivery efficiency and effectiveness. OCP will communicate the revised policy to employees, which may encompass additional training to help staff apply the new guidance. Electronic versions will be maintained on the OCP intranet site.	0-24%	The Office of the General Counsel is continuing to review active policies and procedures which may require rescinding and or re-writing.	Policy updates require intensive review and coordination with the objectives and initiatives of the agency. There are over forty (40) active policies remaining in the update process.
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Contract Compliance	OCP will focus upon ensuring that the procurement regulations that are being developed are not only within the law but are also translated into training tools incorporated to sustain a competent professional procurement environment.	Complete	A configuration management tracker was completed August 2017. All laws and regulations are referenced and tracked for all courses to help determine training resource requirements.	
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**OPERATIONS MANAGEMENT AND SUPPORT (1 Strategic Initiative)**

Integrate audit findings into improvement plans	Recently established, the OCP Audit Committee will begin a full year of operation in FY17. With a specific focus of bridging audit findings with management action, the Audit Committee will discuss, develop and adopt practices for its examination of audit findings, consider recommendations , and implement active remediation plans, (e.g. additional policies, targeted training and intensified supervision). The Audit Committee will ensure the appropriate monitoring, by designated managers, to ensure the successful implementation of remediation and improvement plans (e.g., additional policies, targeted training, and intensified	Complete	As of 09/30/17, the OCP Audit Committee met twice, with the 3rd meeting scheduled for November, 2017. This will be 3 meetings during 2017- consistent with the Audit Committee Charter.	
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	supervision). Focused attention to short and long-term deficiency correction will help achieve sustained, and ultimately institutionalized, compliance with laws, regulations, policies and procedures; and improve the quality of OCP's operations. The Audit Committee meets quarterly.			
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**PROCUREMENT INTEGRITY AND COMPLIANCE (2 Strategic initiatives)**

Risk-based internal auditing	OCP's Office of Procurement Integrity and Compliance (OPIC), provides a platform for on-going appraisal of agency operations through implementation of its annual audit plan. This plan aligns with OCP's known and potential procurement risk factors. The objective of OPIC's audit program is to assess the extent to which contracting personnel adhere to the District's established internal controls, laws and policies that govern the procurement process. OPIC's audit plan also allows for an indeterminate number of directed or special audits or analyses to address emergent compliance or programmatic risks.	Complete	During the 4th quarter, OPIC continued to execute its audit plan. The office continued to work closely with its process partners in the OIG and ODCA on their projects, to include facilitating OCP's participation in the FY17 CAFR Audit process and a Program Review of OCP's DCSS program.	
Compliance monitoring scorecard	OCP is continuously working to elevate its performance monitoring capacity. In FY17, OCP's OPIC group will design, develop and implement a "Compliance Scorecard" to help measure and assess the health and quality of procurement services and the performance of contract officers. The scorecard is a mechanism for evaluating how contracting officers execute their duties in accordance with applicable laws, regulations and established policies and procedures. OCP will be able to examine equivalent functions, skills, and experience. With the identified patterns, training gaps, and other indicators to guide operational improvements, OCP will strengthen procurement management.	Complete	A compliance scorecard was developed and introduced to evaluate contracting officer performance strictly as related to compliance with applicable procurement law and OCP policies and procedures. The effort was a trial applied to a small sample of OCP's contracting officers. The approach may be considered for FY18.	

**PROCUREMENT MANAGEMENT & SUPPORT (2 Strategic initiatives)**

Milestone Plan Management	Contracting Officers with agency procurement managers are required to prepare a valid milestone plan to delineate the life-cycle processing requirements and timeline, for all eligible procurements. While individual milestone plans are used to guide the development and implementation of core pre- and post-award activities, OCP will devise a reporting and tracking mechanism to consolidate all milestone plans into a key performance management tool that can support the on-going assessment of progress on milestones, benchmarks, and other key indicator; evaluation of workload distribution; and identification of potential challenges that require troubleshooting to reduce risk and achieve service-delivery requirements and schedule.	Complete	The milestone plans are now a part of a reporting and tracking mechanism and continue to be submitted. Plans are recognized as dynamic documents that can change as actions during the procurement cycle change.	
Monitor procurement planning, coordination, and processing for awards	OCP designed a dashboard, in FY16, to track procurements through the processing life cycle for acquisitions equal to or greater than \$1M. The dashboard includes mission critical procurements encompassing complex requirements and conditions. In FY17, OCP is establishing an analysis and reporting function to support procurement monitoring. Systematic data review and evaluation will ensure progress and constraints are	75-99%	Acquisitions are currently being tracked the use of the annual Acquisition plan for the projections and through the "Contracts to Council Summary Tracker. The OCP IT team as well as the	The automation process could not be completed during FY17.

equal to or greater than \$1M	reported to senior managers for activation of timely solutions or corrections. Gaps will be more readily identified and remedies can be escalated. Management analysis reports will help measure operational execution and efficiency.		Procurement Business team are still engaged in automating this report. The newest projection is that this automation will be done in Q2 of FY18	
<b>RESOURCE MANAGEMENT (1 Strategic Initiative)</b>				
Records Compliance	In FY17, all physical contract files of the agencies under the auspices of the Chief Procurement Officer will be fully integrated into the Radio Frequency Identification (RFID) system, Systematic Asset Management (SAM). This system provides total control for coding, identification and tracking as well as providing a centralized database with reporting capabilities. The OCP Records Management Team will initiate visits to the field offices for a thorough review of practices to ensure full compliance with policies and procedures. And, OCP will offer refresher training as necessary, to ensure appropriate classification, storage, security, retrieval, tracking, preservation and disposal of records throughout the lifecycles.	Complete	DBH has been fully integrated into the Systematic Asset Management (SAM) system.	
<b>SURPLUS PROPERTY (1 Strategic Initiative)</b>				
Surplus property utilization and cost avoidance	The DC Surplus Property Program, under the auspices of OCP, has averaged \$4 million annually for the last two fiscal years in revenue generation and property re-utilization. The introduction of an expanded on-line auction platform has contributed to its increased success. In 2017, OCP will perform a review of the program to understand how agencies are using surplus property to meet acquisition needs. This will involve identifying the utilization pattern and mix of acquisitions made by agencies and organizations currently using the program. The assessment will include a review of processing timelines – from surplus property acquisition by the District to the re-utilization or sale. Identification of under-utilization in agencies will also be a key focus. The overall objective is to continue to grow the surplus property program, as a resource for all District agencies.	Complete	The Surplus Property Division continued to evaluate and analyze the disposal programs. The team was able to partner with OCTO, OCFO and GSA to provide 4th quarter agency property officer training. This outreach effort allowed a collaboration of representatives from District Accounting and Finance, Agency Property Officers, Federal Property Officers and District Capital Budget Team. The program now has access to the database of District Office of Capital Budget and Finance focusing on capital assets.	