THE PRINCE GEORGE'S COUNTY GOVERNMENT
OFFICE OF MANAGEMENT AND BUDGET

Tara H. Jackson
Acting County Executive

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OFFICE of MANAGEMENT & BUDGET

MEMORANDUM

DATE: December 9, 2024

TO: Josh Hamlin
             Director of Budget and Policy Analysis Division

THRU: Stanley A. Earley Director   *SAE*
             Office of Management and Budget

FROM: Pamela Ford Dickerson, Director
             Office of Procurement

RE: End-of-FY 2024 Operating/Programmatic Responses

In an effort to facilitate an efficient and effective budget review and reporting process, we are submitting a separate request for operational and programmatic information. Please respond to the questions and complete any tables with the applicable data. In some cases, we have populated the tables with available known data. In instances where the tables need to be re-sized or modified to accommodate additional information, please feel free to do so. Please note that some of these questions were previously embedded in the overall first-round budget question document. We are working to streamline that process and highlight the agency's operations outside of the routine budget process.

Organization

1. Please provide an organization chart with divisions, names, and positions.

   Please see Attachment A.

2. As of the beginning of this fiscal year, did the Office have any vacant positions? If so, please list the vacant positions and where the Office is in the process of filling these positions.

   The agency's vacant positions and their hiring status are listed below:
   - **Procurement Officer 3G – second interviews completed, pending contingent offers.**
   - **Administrative Specialist 2G (Legislative Policy Advisor) – the position is filled.**
   - **Administrative Specialist 2G (CAP Manager) – the position is filled.**
   - **Human Resources Analyst 4G – reviewing applications, interviewing early December.**
   - **Associate Director-G – the position is filled.**
   - **Director-G – the position is filled.**

3. Please discuss the major program successes and achievements the Office has in FY 2024. What were the areas in which the Office fell short of goals or expectations?

The Office of Procurement (OOP) was created in FY 2025. The agency continues to work on the foundation of this new agency to build a sustainable procurement program for the County and all who touch procurement.

Shifting from the Office of Central Services (OCS), the team worked to transition into a new agency. The team hosted Procurement 101 trainings, started to develop new processes and procedures, and provided the legislation that eventually formed the new office.

4. Please discuss any challenges related to moving the procurement function to its own agency. How has (or will) the agency addressed these challenges?

The agency's biggest challenge is not being able to hire qualified staff at competitive salary ranges, due to an equity issue with the low salaries of current staff. The agency must hire C-level staff who are willing to take the salary which perpetuates our challenge of adding teammates who are competitively capable to grow our procurement team.

The agency's second challenge is a lack of resources to train current procurement staff and all who touch procurement. The agency does not have the manpower to conduct the multitude of trainings that the County needs to streamline the procurement process; therefore, we will gradually conduct trainings as time permits. The Director and other managers will be interim trainers until we have a budget that supports this major County need.

The agency's third challenge is creating a consistency in procurement protocol with procurement staff in customer agencies. This set up necessitates extra training which consumes time and resources. OOP is working with customer agencies with procurement staff to become more involved in the hiring and training process.

5. Please discuss the Office's goals in moving to its own agency. What progress has been made on those goals?

The goal of the new agency is to oversee the procurement of goods, services, and construction in collaboration with all County agencies and branches. The purpose is to make procurement more equitable, transparent, and inclusive to all who are or want to do business with the County.

OOP has achieved some progress within the short time of its existence. The agency has:
- **Redesigned the Prince George's Supply Schedule to make the application process easier for all who want to apply.**
- **Added Industrial Services and Hospitality/Catering Services schedules according to the needs of our agencies.**
- **Published the most competitive solicitations on the agency's portal in recent County procurement history.**
- **Worked closely with OIT to streamline SPEED to make the process more efficient for all who use it.**
- **Created a Procurement Ombudsman role that is an advocate for those who need help in the County with contractual issues.**
- **Shortened the registration process for vendors to become certified to do business with the County.**
- **Distributed newsletters to vendors about upcoming opportunities and shared new vendors to agency buyers.**

6. The FY 2025 Budget for the Office of Procurement included funding for the development of standard operating procedures. Please explain the importance of this. What progress has the agency made with this?

    The development of standard operating procedures is important to create a baseline for the County's procurement activities. All procurement staff should understand and operate with guidelines that allow OOP to negotiate and seek the best value in the purchase of goods and services. This manual is also important because it allows the County to also understand the procurement lifecycle which includes compliance, supplier/diversity/deployment, and procurement. The County has missed aspects of the procurement lifecycle and having a manual which includes a training component will ensure everyone who touches procurement understands their role in this process.

    The manual is 70% complete. We are currently interviewing the branches of the County government to understand how they work with the procurement team.

7. Has the Office recently started employing or is planning to employ any procurement best practices?

    Yes, the agency has started employing procurement best practices, such as:
    - **Created improved procurement policies that will be established through the OOP Procurement Manual.**
    - **Increasing fair and open competition by encouraging the use of request for proposals (RFP) and invitation for bids (IFB) to gain more competitive bids and proposals.**
    - **Initiated a process for evaluating vendor performance.**
    - **Actively establishing a comprehensive process for independent government cost estimates (IGE) and price analysis to create realistic cost estimates, assess bid reasonableness, and apply pricing data to inform decisions.**

- **Training staff to develop and utilize IGEs effectively and conduct thorough price analyses for all bids and proposals.**
- **Conducting trainings and establishing a comprehensive procurement training curriculum to ensure that all County employees engaged in procurement activities receive standardized training.**
- **Streamlining solicitation documents and standardized contract templates to bring uniformity and reduce ambiguity. This homogenization will improve vendor understanding, facilitate smoother bidding processes, minimize disputes, and enhance the overall speed and clarity of contract executions.**
- **Developing a structured contract administration program to strengthen oversight, provide clear guidelines for contract performance management, and ensure compliance.**
- **Defining and implementing key performance indicators (KPI) that align with procurement goals. These KPIs will measure critical aspects of procurement performance, including efficiency, contract quality, and vendor performance.**

8. What technologies does the Office use to facilitate the procurement process? Please explain how these technologies are used and in what way they help the Office in its work. Are there any plans to upgrade these technologies? If so, how will this improve operations?

   To facilitate the procurement process, we utilize the Strategic Purchasing and Efficient Evaluation Domain (SPEED) system which is an SAP Ariba product that offers strategic sourcing and contracting capabilities to enhance the procurement process.

   We also utilize SAP Supplier Relationship Management (SRM) to create purchase orders to facilitate payments to vendors. The office is in the process of revitalizing the system to improve process workflows and efficiency. OOP is preparing to implement new modules within the Ariba product which will improve vendor registration, purchasing, invoicing and the payment process to the vendor.

9. According to the County Code Section 10A-104(a)(8), the Purchasing Agent may "delegate limited procurement authority… as may be deemed necessary for the efficient operation of the County's purchasing program". Which agencies or functions has the Purchasing Agent delegated procurement authority to? Please explain the reasoning for this delegation. How does the Office of Procurement maintain oversight of delegated entities?

   a. Which agencies or functions does the purchasing agent delegate procurement authority to, if any? Please explain the reasoning for this delegation.

   The Department of Public Works and Transportation's (DPWT) Road and Highway division and the Department of the Environment's (DOE) Stormwater Construction division have delegation authority. It was issued prior to the establishment of OOP.

    b. If they exist, how does the Office of Procurement maintain oversight of delegated entities? Have any issues arisen over the delegation of procurement duties to another agency or function? If so, please explain.

    OOP hosts monthly meetings with each agency. Agencies submit monthly updates of procurement activities to the Office of Accountability. Currently, we are working on processes and system improvements to include county-wide task order management processes by streamlining processes that increase engagement and the ability to monitor participation requirements. County-wide task order management will help promote cost efficiencies by tracking all expenditures for each task order and ensuring budget adherence and overspend prevention.

    c. How have technological improvements, such as using SPEED and SAP, impacted these delegations and the need for them?

    Technology improvements have given OOP insight to agency procurement actions. Now that there is a separate agency dedicated to the County's procurement goals, the need for delegated authority is under review.

Metrics

10. What are the most important metrics for success that the Office tracks?

    The most important metric for success that OOP tracks is our return on outreach and engagement with vendors. For each vendor that we register or encounter, are they bidding on opportunities? This is the most important metric this year because it is our goal to grow county businesses and ensure we are doing business with those who want to do business with us.

11. How does the Office track and maintain procurement data? How much of this data is available to the public?

    OOP utilizes the system of record, SAP. OOP is working on developing a transparent portal and revising the layout of the current website. However, until the portal is developed, we currently post active contracts, supply schedule vendors by category, current solicitations, Mentor Protege vendors, and Greenbook Spend by agency for the fiscal year on the Business Highway section of OOP's website.

12. In FY 2024, while under the Office of Central Services (OCS), please provide a breakdown of the number of contracts and amounts the Office awarded for each method of awarding contracts (competitive sealed bidding, unsolicited etc.).how many contractors or suppliers had multiple contracts with the County? What are the top five (5) Contractors with the most contracts, and for how much?

Method of Contract	Contract Value	# of contracts
Determination	$ 58,691,453.23	168
ARC/eARC	$ 58,269,915.14	152
Cooperative Purchase	$ 5,484,514.00	5
Exemption	$ 87,500.00	1
Grant	$ 9,086,001.00	21
IFB	$ 1,054,375,949.62	85
Lease	$ 17,000.00	1
Multistep IFB	$ 88,327,030.25	16
RFP	$ 38,700,000.00	15
Rider	$ 76,850,837.94	65
Supply Schedule	$ 17,500,000.00	9
Written Quote	$ 79,500.00	2

Seventy-one suppliers had multiple (two or more) contracts with the County. The top five are:

Vendor	#	Total Contract Value
Community Crisis Services Inc.	8	$ 3,040,431
LRT Consulting, LLC	7	$ 167,600
RSC Electrical & Mechanical	7	$ 191,481,667
Specialty Construction Management Inc	6	$ 113,857,515
University of Maryland, Baltimore	6	$ 1,274,117

13. Please provide the following information regarding the supply schedule for FY 2024:

    a. How many businesses are active in the supply schedule?

    Thirty-four suppliers have active contracts under the supply schedule.

    b. How many businesses in total did the County utilize from the supply schedule?

    Sixteen vendors have been utilized from the supply schedule. Two vendors that have been used have multiple contracts under the supply schedule.

    c. How much money in total has been spent on goods and services through business utilized from the supply schedule? What percent is this of all procurement spending?

    In FY 2024, $15,730,927.00 has been spent on goods and services through utilizing the Supply Schedule which is 2% of the total spend. The total procurement spend for FY 2024 was $760,177,777.19.

    d. What are the top five categories of goods and services procured through the supply schedule?

    The top five categories of goods and services procured through the supply schedule are temporary services, furniture and furniture management services, promotional items, office supplies and marketing and advertising services.

14. From the FY 2024 procurements, how many of them were with a contractor or supplier that was working with the County for the first time?

    From the FY 2024 procurements, 139 vendors received a purchase order for the first time.

15. What are the specific utilization targets that the County has in place for groups identified as disadvantaged or prioritized (i.e. M/WBEs, SBs, CBBs)?

    OOP follows Section 10A-162 for County-based business utilization targets and Section 10A-161C for minority-based business utilization targets.

    Section 10A-161 states that:

    (a) For any procurement that is greater than one million dollars ($1,000,000) in total value for which a County agency or the County government secures competitive bids or proposals the Purchasing Agent shall require the following:

        (1) At least fifty percent (50%) certified County-based small business, County-based minority business enterprise, and/or Locally-owned and Operated Business participation; provided, that the costs of materials, goods, and supplies shall not be counted towards the fifty percent (50%) participation requirement, unless such materials, goods, and supplies are purchased from County-based small businesses, County-based minority business enterprises, and/or Locally-owned and Operated Businesses

    Section 161C states that

    (2)(C) If the procurement exceeds $250,000 in value and will include subcontracting, the Purchasing Agent or the Purchasing Agent's designee shall include an overall MBE goal and MBE subgoals in accordance with the "Disparity Study Recommended MBE Goals and MBE Subgoals" set forth.

(E) Disparity Study Recommended MBE goals and MBE subgoals. The "Disparity Study Recommended MBE goals and MBE subgoals" are as follows:

(i) for any construction or public works contracts or procurements, the MBE goal is 43%, the African American Business Enterprise (AABE) subgoal is 23%, and the Asian-American and Pacific Islander Business Enterprise (AAPIBE) subgoal is 7%.

(ii) for any architectural and engineering contracts or procurements, the MBE goal is 33% and the AABE subgoal is 16%.

(iii) for any professional services contracts or procurements, the MBE goal is 29%, the AABE goal is 15%, and Latino Business Enterprise (LBE) goal is 5%.

(iv) for any other services contracts or procurements, the MBE goal is 34% and the LBE goal is 6%.

(v) for any goods and supplies contracts or procurements, the MBE goal is 22% and the LBE goal is 4%.

a. Who is responsible for ensuring the County is accountable for achieving targets for disadvantaged or prioritized businesses?

The Purchasing Agent or its designee is responsible for achieving the targets.

b. What were the final utilization rates of these groups for FY 2024?

OOP was established July 1, 2024 and does not have data prior to that date.

Outreach

16. Apart from posting on the County's 'Procurement Opportunities' page, how does the Office advertise procurements?

Procurements are advertised on the OOP website, during outreach events with partner agencies/organizations, and on the newsletter.

a. Does the Office do any targeted outreach to businesses for procurement opportunities?

OOP is working on a strategic sourcing analysis in FY 2025 to begin targeted outreach to businesses for procurement opportunities.

b. Does the Office utilize social media platforms or other mass communication tools for advertising opportunities?

The agency uses Certification and Compliance System (CCS) and Gov Delivery to advertise opportunities.

17. Under OCS, in the past two years, has the Office solicited any feedback from contractors and potential contractors about the Office's outreach and engagement efforts? If so, please describe that process. What were the general conclusions from the feedback? Were any changes made to outreach efforts as a result of that feedback?

    In 2024, OCS surveyed vendors to evaluate our outreach and engagement efforts. The feedback aimed to enhance vendor relations, improve communications, and identify areas for better support in the contracting and certification processes. Below is a summary of the results:
    - **PGC Supply Schedule: Vendors were interested in learning more about the supply schedule process.**
    - **Certification: There was a strong interest from vendors in getting certified with the County (even if it is reciprocal certification for Minority Business Enterprises (MBE)).**
    - **Promoting contracting opportunities: The survey showed that vendors wanted the contracting opportunities promoted more through social media and emails. Vendors were asking for better forecasting and more contracting opportunities.**

18. Please discuss the resources and information that the Office provides for first-time suppliers to assist them in registering, developing, and submitting bids.

    OOP offers vendor-dedicated days to understanding the registration process. There is also one-on-one assistance from staff on the supplier diversity team and with procurement officers. There is also an advocate position dedicated to small businesses to assist with questions and concerns.

19. What training and/or events does the Office of Accountability offer? How often are these trainings and/or events held?

    The Office of Accountability hosts monthly business certification and compliance trainings and monthly partner participation events.

    a. What type of outreach does the Division do to promote these trainings and/or events?

        These events are publicized via e-blasts through Gov Delivery, the CCS system and the OOP newsletter.

Special Projects and Initiatives

20. Please describe if there are any disparities in the County's process and efforts to address them. Please provide a copy of any recent disparity studies conducted.

    The agency continues to utilize the 2019 study that was conducted under OCS. A new study will be conducted within the next two years to address procurement disparities and outline future efforts to address them.

21. Please describe the Business Highway program and how it works. Who has access to this? What has been the impact of this program in the past year? Please discuss any feedback from suppliers on the Business Highway. What improvements and adjustments are planning to be made going forward?

    The Business Highway is a one-stop shop to access all a vendor's business needs, including but not limited to business certifications, accessing the CCS system, registering for vendor days and more. It is available to the public on the OOP website at https://www.princegeorgescountymd.gov/departments-offices/procurement/business-highway.

    Feedback from suppliers on the Business Highway is overall favorable once they understand the purpose of it. OOP is conducting research to determine if the Business Highway is effective for our vendors and what would they like to see as tools on the new site.

22. Is the mentor-protégé program still active? Please provide updates to the program. Include a discussion of how the program has helped develop business enterprises.

    Yes, the mentor-protégé program is still active. OOP is in the process of reassessing the mentor-protégé program to include pre and post assessments, meetings with mentors and protégés and program evaluations to assess the effectiveness of the program and measure the impact on businesses. OOP will be conducting post assessments to measure the impact of the mentor-protégé program and will share results when collected and analyzed.

23. Please describe what the Green Book is and how it works. Has implementing the Green Book corresponded with an increase in County-based small businesses and County-based minority business enterprises? Please provide data for trends over time.

    The purpose of the Green Book is two-fold: (1) to establish goals for agencies and branches of government and (2) to list procurements for the fiscal year. OOP is restructuring the Green Book process in FY 2025 to include refining tracking processes, internal and external training, and agency meetings to discuss the status of their individual goals.

    OOP does not have historical data on the outcomes of the Green Book. We are working on strategies to increase awareness and some sort of measurement to quantify effectiveness/increase to both internal government stakeholders and external stakeholders. However, we would need additional time to report out those data elements.

Attachment A

PRINCE GEORGE'S COUNTY OFFICE OF

PROCUREMENT

CONTRACTING
CERTIFICATIONS
COMPLIANCE

D
Director
(G38)

Office of the Director

AD
Accociate Director
(G36)

DD
Deputy Director
Vacant (G35)

EA
Executive Assistant
(G19)

SA
Special Assistant
(G24)

LL
Legislative Liason
(G31)

IC
IT Coordinator
(G27)

AA
Admin Aide
Vacant (G15)

SA
Statistical Analyst
(G24)

Office of Accountability

Compliance | SD3

C3
Compliance Specialist 3
(G24)

C4
Compliance Specialist 4
(G27)

C4
Compliance Specialist 4
(G27)

AA
Admin Aide
Vancant/ Unfunded
(G15)

C2
Compliance Specialist 2
(G21)

C3
Compliance Specialist 3
(G24)

C2
Compliance Specialist 2
(G21)

C3
Compliance Specialist 3
(G24)

C3
Compliance Specialist 3
Vacant

Office of Administrative Services

AD
Associate Director
(G33)

PA
P-Card Analyst
(G24)

AA
Admin Aide
(G17)

P
PIO
Vacant (G24)

HA
HR Analyst
Vacant (G27)

Business Services

DM
Division Manager
(G31)

CO
Contractual Service Officer
(G27)

CO
Contractual Service Officer
(G27)

CO
Contractual Service Officer
(G29)

P1
Procurement Officer 1/2
(G21)

P3
Procurement Officer 3
(G24)

P3
Procurement Officer 3
(G24)

P1
Procurement Officer 1/2
(G21)

P3
Procurement Officer 3
(G24)

P3
Procurement Officer 3
(G24)

P1
Procurement Officer 1/2
(G21)

P3
Procurement Officer 3
(G24)

P3
Procurement Officer 3
Vacant

P3
Procurement Officer 3
Vacant

P3
Procurement Officer 3
Vacant

P1
Procurement Officer 1/2
Vacant
Unfunded