

# Procurement Leaders Benchmarking Study

(PLBS)

2019

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What type best describes the agency that you work for?	Error! Bookmark not defined.

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## Executive Summary

Public procurement has become a highly scrutinized sub-field of public service with growing pressures to protect public tax funds, manage risk, and increase transparency. Public Procurement Officers (PPO) are challenged with finding ways to maximize the efficiency of their organizations. Driving this efficiency can be difficult without a baseline of measurement to compare against similar jurisdictions. The Procurement Leaders Benchmarking Study (PLBS) is a yearly study that seeks to develop, maintain and track such baseline measurements in order to assist PPOs in their efforts to improve organizational performance and to simultaneously increase the visibility for public procurement leaders, and the overall professionalization of the field. The PLBS was initiated and supported by Anne Arundel County, Maryland in collaboration with the Institute for Public Procurement (NIGP).

The PLBS provides PPOs and procurement leaders both national and internationally with validated performance benchmarks across key procurement dimensions such as, but not limited to, cycle times, process structure, per full time equivalent outputs, procurement savings, educational/training expectations and other key organizational level indicators. The PLBS also draws and builds on the results of NIGP's 2017 national Benchmark Study. While the 2019 PLBS primarily focuses on county level procurement, the results are applicable to all jurisdictions that are subject to similar structural and legislative expectations and constraints.

The value of this report draws from its multiple uses and potential applications both in terms of internal and external organizational goals. Among others, the data provided here offer the basis for evaluating procurement performance and efficiency (internal performance management ) and identifying areas where learning and improvements are necessary. The data also provide the unified framework for inter-agency and between peer comparisons. Thirdly, the report and its data provide the empirically validated field results to support, inform and drive meaningful procurement policy formulation and implementation. Finally, the PLBS provides the venue and methodology for the much necessary recognition of individual leaders and of public organizations who are trendsetters and lead public procurement by example.

## Goals and Applications of the Study

The 2019 PBLs targeted the following broad goals and hence can be employed by PPOs and other organizational leaders for the following:

- Identify and compare structure of bidding processes (IFB).
- Identify and compare structure of proposal processes (RFP).
- Identify and compare bidding process (IFB) cycle times
- Identify and compare proposal (RFP) cycle times.
- Identify and compare emergency procurement processes and cycle times.
- Identify and compare sole source procurement processes and cycle times.
- Identify the most efficient new procurement practices.
- Identify the most inefficient new procurement practices.
- Identify and compare IT procurement cycle times.
- Identify top professional procurement performers.

## Methodological Approach

The PBLs was conducted from October 2018 through March 2019 over three distinct stages. During the first stage of the study, based on prior experiences and demonstrated leadership, potential benchmark leader participants were contacted and asked to participate in the study. While the study was open to all interested participants the focus was placed on counties. The initial sample was found to be representative of US counties. Those who accepted completed a short survey on the fundamental performance benchmarks. During the second stage of the study, participants from the first stage were invited to participate in two focus groups on benchmarking (January and February, respectively). As a result of the discussions and ensuing collaborations, the final benchmark instrument was developed and validated. In the final stage of the study the instrument developed during the second stage was distributed among study participants. The results presented in this report are based on the knowledge developed over the three stages and was further corroborated with the data from NIGP's 2017 Benchmark Study.



## Public Procurement Benchmark Leaders Participants

The following are the Procurement Benchmark Leaders who have participated at least once during one stage of the study and agreed for their participation being made public (three jurisdictions have indicated their preference to remain anonymous):

Alameda County, CA (John Glann)  
Anne Arundel County, MD (Andrew Hime)  
Augusta University, GA (Gregory Woodlief)  
Baltimore County, MD (Rosetta Butler)  
Baltimore Regional Cooperative Purchasing Committee (BRCPC) (Debbie Groat)  
California State University (David Gee)  
City of Baltimore, MD (Keasha Brown)  
County of Fresno, CA (Gary Cornuelle)  
County of Orange, CA (Georgetta Vlad)  
County of Marin, CA (Dodie Goldberg)  
County of Sacramento, CA (Craig Rader)  
County of San Bernardino, CA (Laurie Rozko)  
County of Santa Barbara, CA (Brandon Davis)  
Harford County, MD (Karen D. Myers)  
Harford County Public Schools, MD (Bobbie Wilkerson)  
Knox County, TN (Matthew Myers)  
Metropolitan Washington Council of Governments, DC (Rick D. Konrad)  
Portage County, WI (Calvin Winters)  
The University of Alabama, AL (Kevin R. Stevens)  
The University of Tennessee, TN (Blake Reagan)  
University of California Riverside, CA (Ellery L. Triche)  
University of California Santa Cruz, CA (Darin Matthews)

## 2019 Top Professionals Awardees

Based on the nominations received, their professional contributions to their organization and their excellent performance, the following individuals have been distinguished as top professional awardees for 2019 (listed in alphabetical order):

Dale Eutsler  
Nancy Nieblas  
Stacy Rappold  
Rob Richardson  
Stacey Sells

## Cycle Times

### Sole Source - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Sole Source – Cycle Time in Business Days (NON IT)	No Answer <sup>1</sup>	1	0	2	3
	5	1	0	0	1
	7	0	1	0	1
	10	0	0	1	1
	20	1	0	0	1
	30	1	1	0	2
	31	0	0	1	1
	40	0	1	0	1
	42	0	0	1	1
Total		4	3	5	12

### Sole Source – Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Sole Source - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	7	0	1	0	1
	10	0	0	1	1
	20	1	0	0	1
	30	1	1	0	2
	31	0	0	1	1
	40	0	1	0	1
	45	0	0	1	1
Total		4	3	5	12

<sup>1</sup> Here and throughout the report “No Answer” indicates that the study respondent did not provide an answer (either because the information was not available, the question was not applicable or another undisclosed reason).

### Small Purchases - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Small purchases - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	2	1	1	0	2
	3	2	0	0	2
	5	0	1	0	1
	10	0	0	1	1
	15	0	0	1	1
	20	0	1	1	2
Total		4	3	5	12

### Small Purchases - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Small purchases - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	2	0	1	0	1
	3	2	0	0	2
	5	0	1	0	1
	10	0	0	1	1
	18	0	0	1	1
	20	0	1	1	2
Total		4	3	5	12

## Small Purchases Cycle Times Comparison to National Benchmarks

POPULATION		Small purchases - Cycle Time in Business Days (NON IT)	Small purchases - Cycle Time in Business Days (IT)
Less than 100,000 Residents - 2019 Sample	Mean	3	3
	Median	3	3
	N <sup>2</sup>	3	2
100,000-500,000 Residents - 2019 Sample	Mean	9	9
	Median	5	5
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	15	16
	Median	15	18
	N	3	3
Total - 2019 Sample	Mean	9	10
	Median	5	8
	N	9	8
		Cycle times for Small purchases (days)	
Less than 100,000 Residents - 2017 Sample	Mean	10	
	Median	7	
	N	21	
100,000-500,000 Residents - 2017 Sample	Mean	9	
	Median	5	
	N	26	
More than 500,000 Residents - 2017 Sample	Mean	12	
	Median	10	
	N	7	
Total - 2017 Sample	Mean	9	
	Median	5	
	N	54	

<sup>2</sup> Here and throughout the report "N" indicates the number of responses for the specific question and/or sub-group/sub-category.

### Emergency Procurement - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	1	2	1	0	3
	2	0	1	1	2
	5	1	0	0	1
	15	0	1	1	2
	19.5	0	0	1	1
Total		4	3	5	12

### Emergency Procurement - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	1	1	1	0	2
	2	0	1	1	2
	5	1	0	0	1
	15	0	1	1	2
	19.5	0	0	1	1
Total		4	3	5	12

### Invitations for Bids (IFB)-Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB)	No Answer	1	0	2	3
	15	0	1	0	1
- Cycle Time	20	1	0	0	1
in Business	40	0	1	1	2
Days (NON IT)	45	1	0	0	1
	66	0	0	1	1
	75	0	1	0	1
	90	1	0	1	2
Total		4	3	5	12

### Invitations for Bids (IFB) - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB)	No Answer	2	0	2	4
	15	0	1	0	1
- Cycle Time	20	1	0	0	1
in Business	40	0	1	1	2
Days (IT)	45	1	0	0	1
	66	0	0	1	1
	75	0	1	0	1
	90	0	0	1	1
Total		4	3	5	12



### Invitation for Bids Cycle Times in Comparison to National Benchmarks

POPULATION		Invitations for Bids (IFB) - Cycle Time in Business Days (NON IT)	Invitations for Bids (IFB) - Cycle Time in Business Days (IT)
Less than 100,000 Residents - 2019 Sample	Mean	52	33
	Median	45	33
	N	3	2
100,000-500,000 Residents - 2019 Sample	Mean	43	43
	Median	40	40
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	65	65
	Median	66	66
	N	3	3
Total - 2019 Sample	Mean	53	49
	Median	45	43
	N	9	8

		Cycle times for Formal bids	
Less than 100,000 Residents - 2017 Sample	Mean	45	
	Median	38	
	N	22	
100,000-500,000 Residents - 2017 Sample	Mean	50	
	Median	40	
	N	29	
More than 500,000 Residents - 2017 Sample	Mean	61	
	Median	53	
	N	8	
Total - 2017 Sample	Mean	50	
	Median	43	
	N	59	

### Emergency Procurement - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	1	2	1	0	3
	2	0	1	1	2
	5	1	0	0	1
	15	0	1	1	2
	19.5	0	0	1	1
Total		4	3	5	12

### Emergency Procurement - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	1	1	1	0	2
	2	0	1	1	2
	5	1	0	0	1
	15	0	1	1	2
	19.5	0	0	1	1
Total		4	3	5	12

### Invitations for Bids (IFB)-Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB) - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	15	0	1	0	1
	20	1	0	0	1
	40	0	1	1	2
	45	1	0	0	1
	66	0	0	1	1
	75	0	1	0	1
	90	1	0	1	2
Total		4	3	5	12

### Invitations for Bids (IFB) - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB) - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	15	0	1	0	1
	20	1	0	0	1
	40	0	1	1	2
	45	1	0	0	1
	66	0	0	1	1
	75	0	1	0	1
	90	0	0	1	1
Total		4	3	5	12

### Requests for Proposals - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Requests for	No Answer	1	0	2	3
Proposals	15	0	1	0	1
(RFP) - Cycle	50	1	0	1	2
Time in	60	1	1	0	2
Business Days	120	1	0	1	2
(NON IT)	137	0	0	1	1
	140	0	1	0	1
Total		4	3	5	12

### Requests for Proposals - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Requests for	No Answer	2	0	2	4
Proposals	15	0	1	0	1
(RFP) - Cycle	50	1	0	1	2
Time in	60	1	1	0	2
Business Days	120	0	0	1	1
(IT)	137	0	0	1	1
	140	0	1	0	1
Total		4	3	5	12

## Requests for Proposals Cycle Times Comparison to National Benchmarks

POPULATION		Requests for Proposals (RFP) - Cycle Time in Business Days (NON IT)	Requests for Proposals (RFP) - Cycle Time in Business Days (IT)
Less than 100,000 Residents - 2019 Sample	Mean	77	55
	Median	60	55
	N	3	2
100,000-500,000 Residents - 2019 Sample	Mean	72	72
	Median	60	60
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	102	102
	Median	120	120
	N	3	3
Total - 2019 Sample	Mean	84	79
	Median	60	60
	N	9	8

Cycle times for Formal requests for proposals

Less than 100,000 Residents - 2017 Sample	Mean	66
	Median	60
	N	21
100,000-500,000 Residents - 2017 Sample	Mean	58
	Median	45
	N	29
More than 500,000 Residents - 2017 Sample	Mean	99
	Median	90
	N	8
Total - 2017 Sample	Mean	67
	Median	60
	N	58

### Construction/Capital Improvements-Cycle Time in Business Days(NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/Capital Improvements (IFB) - Cycle Time in Business Days (NON IT)	No Answer	2	0	3	5
	15	0	1	0	1
	30	1	0	0	1
	50	0	1	0	1
	60	1	0	0	1
	119	0	0	1	1
	120	0	1	0	1
150	0	0	1	1	
Total		4	3	5	12

### Construction/Capital Improvements-Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/Capital Improvements (IFB) - Cycle Time in Business Days (IT)	No Answer	2	0	3	5
	15	0	1	0	1
	30	1	0	0	1
	50	0	1	0	1
	60	1	0	0	1
	119	0	0	1	1
	120	0	1	0	1
150	0	0	1	1	
Total		4	3	5	12

### Construction/Capital Improvements (RFP) - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/ Capital Improvements (RFP) - Cycle Time in Business Days (NON IT)	No Answer	2	0	4	6
	15	0	1	0	1
	35	1	0	0	1
	60	1	0	0	1
	70	0	1	0	1
	140	0	1	0	1
	180	0	0	1	1
Total		4	3	5	12

### Construction/Capital Improvements - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/Capi tal Improvements (RFP) - Cycle Time in Business Days (IT)	No Answer	2	0	4	6
	15	0	1	0	1
	35	1	0	0	1
	60	1	0	0	1
	70	0	1	0	1
	140	0	1	0	1
	180	0	0	1	1
Total		4	3	5	12

### RFP Draft - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
RFP Draft -	No Answer	1	0	2	3
Cycle Time	2	0	1	0	1
in Business	3	1	0	0	1
Days (NON	5	1	0	1	2
IT)	10	0	0	1	1
	12	0	0	1	1
	15	0	1	0	1
	30	1	1	0	2
Total		4	3	5	12

### RFP Draft - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
RFP Draft -	No Answer	2	0	2	4
Cycle Time	2	0	1	0	1
in Business	4	1	0	0	1
Days (IT)	5	1	0	1	2
	10	0	0	1	1
	12	0	0	1	1
	15	0	1	0	1
	30	0	1	0	1
Total		4	3	5	12



### RFP Circulation (for stakeholder input) - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
RFP Circulation (for stakeholder input) - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	3	0	1	0	1
	5	2	0	1	3
	7	0	0	1	1
	10	0	2	1	3
	30	1	0	0	1
Total		4	3	5	12

### RFP Circulation (for stakeholder input) - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
RFP Circulation (for stakeholder input) - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	3	0	1	0	1
	5	2	0	1	3
	7	0	0	1	1
	10	0	2	1	3
Total		4	3	5	12

### Proposal Receipts (RFP "open"/in the field) - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Proposal Receipts	No Answer	1	0	2	3
(RFP "open"/in the field) - Cycle Time in Business Days (NON IT)	3	0	1	0	1
	10	0	1	0	1
	20	0	0	1	1
	21	2	0	0	2
	22	0	0	1	1
	30	1	1	1	3
Total		4	3	5	12

### Proposal Receipts (RFP "open"/in the field) - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Proposal Receipts	No Answer	2	0	2	4
(RFP "open"/in the field) - Cycle Time in Business Days (IT)	3	0	1	0	1
	10	0	1	0	1
	20	0	0	1	1
	21	1	0	0	1
	22	0	0	1	1
	30	1	1	1	3
Total		4	3	5	12

### Proposals Review - Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Proposals	No Answer	1	0	2	3
Review - Cycle	5	0	1	0	1
Time in	10	2	1	1	4
Business Days	30	1	1	0	2
(NON IT)	37	0	0	1	1
	40	0	0	1	1
Total		4	3	5	12

### Proposals Review - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Proposals	No Answer	2	0	2	4
Review -	5	0	1	0	1
Cycle Time in	10	2	1	1	4
Business	30	0	1	0	1
Days (IT)	37	0	0	1	1
	40	0	0	1	1
Total		4	3	5	12

### Negotiation/Award-Cycle Time in Business Days (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Negotiation/Award - Cycle Time in Business Days (NON IT)	No Answer	1	0	2	3
	2	0	1	0	1
	10	1	1	1	3
	20	1	0	0	1
	30	0	1	1	2
	45	0	0	1	1
	60	1	0	0	1
Total		4	3	5	12

### Negotiation/Award - Cycle Time in Business Days (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Negotiation/Award - Cycle Time in Business Days (IT)	No Answer	2	0	2	4
	2	0	1	0	1
	10	1	1	1	3
	20	1	0	0	1
	30	0	1	1	2
	45	0	0	1	1
Total		4	3	5	12

## Number of Steps

### Sole Source - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Sole Source - Number of Steps (NON IT)	No Answer	1	1	2	4
	2	1	0	1	2
	3	2	1	0	3
	5	0	0	1	1
	6	0	0	1	1
	7	0	1	0	1
Total		4	3	5	12

### Sole Source - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Sole Source - Number of Steps (IT)	No Answer	2	1	2	5
	2	0	0	1	1
	3	1	1	0	2
	4	1	0	0	1
	5	0	0	1	1
	7	0	1	1	2
Total		4	3	5	12

### Small Purchases - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Small purchases - Number of Steps (NON IT)	No Answer	1	1	2	4
	1	2	0	0	2
	2	0	1	0	1
	3	1	0	1	2
	4	0	0	1	1
	6	0	0	1	1
	7	0	1	0	1
Total		4	3	5	12

### Small Purchases - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Small purchases - Number of Steps (IT)	No Answer	2	1	2	5
	2	1	1	0	2
	3	1	0	1	2
	4	0	0	1	1
	6	0	0	1	1
	7	0	1	0	1
Total		4	3	5	12

### Emergency Procurement - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement -	No Answer	1	1	2	4
Number of Steps (NON IT)	2	2	0	1	3
	3	1	1	0	2
	4	0	0	1	1
	5	0	0	1	1
	7	0	1	0	1
Total		4	3	5	12

### Emergency Procurement - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Emergency Procurement -	No Answer	2	1	2	5
Number of Steps (IT)	2	1	0	1	2
	3	1	1	0	2
	4	0	0	1	1
	5	0	0	1	1
	7	0	1	0	1
Total		4	3	5	12



### Invitations for Bids (IFB) - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB) - Number of Steps (NON IT)	No Answer	1	0	2	3
	3	0	1	0	1
	4	1	0	0	1
	5	1	0	0	1
	6	1	0	0	1
	7	0	0	1	1
	19	0	0	1	1
	20	0	1	0	1
	22	0	0	1	1
	113	0	1	0	1
Total		4	3	5	12

### Invitations for Bids (IFB) - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Invitations for Bids (IFB) - Number of Steps (IT)	No Answer	2	1	2	5
	3	0	1	0	1
	5	1	0	0	1
	6	1	0	0	1
	7	0	0	1	1
	13	0	1	0	1
	19	0	0	1	1
	22	0	0	1	1
Total		4	3	5	12

### Requests for Proposals (RFP) - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Requests for Proposals (RFP) - Number of Steps (NON IT)	No Answer	1	1	2	4
	3	0	1	0	1
	6	3	0	0	3
	8	0	0	1	1
	13	0	1	0	1
	33	0	0	1	1
	36	0	0	1	1
Total		4	3	5	12

### Requests for Proposals (RFP) - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Requests for Proposals (RFP) - Number of Steps (IT)	No Answer	2	1	2	5
	3	0	1	0	1
	6	1	0	0	1
	7	1	0	0	1
	8	0	0	1	1
	13	0	1	0	1
	33	0	0	1	1
36	0	0	1	1	
Total		4	3	5	12

### Construction/Capital Improvements (IFB) - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/ Capital Improvements (IFB) - Number of Steps (NON IT)	No Answer	3	1	3	7
	3	0	1	0	1
	6	1	0	0	1
	13	0	1	0	1
	33	0	0	1	1
	36	0	0	1	1
Total		4	3	5	12

### Construction/Capital Improvements (IFB) - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/ Capital Improvements (IFB) - Number of Steps (IT)	No Answer	3	1	3	7
	3	0	1	0	1
	7	1	0	0	1
	13	0	1	0	1
	33	0	0	1	1
	36	0	0	1	1
Total		4	3	5	12

### Construction/Capital Improvements (RFP) - Number of Steps (NON IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/ Capital Improvements (RFP) - Number of Steps (NON IT)	No Answer	3	1	2	6
	3	0	1	0	1
	6	1	0	0	1
	13	0	1	0	1
	36	0	0	1	1
	NA	0	0	2	2
	Total		4	3	5

### Construction/Capital Improvements (RFP) - Number of Steps (IT)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Construction/ Capital Improvements (RFP) - Number of Steps (IT)	No Answer	3	1	2	6
	3	0	1	0	1
	7	1	0	0	1
	13	0	1	0	1
	36	0	0	1	1
	NA	0	0	2	2
	Total		4	3	5

## Productivity Measures

### Total Number of Purchase Orders

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of purchase orders	No Answer	1	0	0	1
	400	0	0	1	1
	1,500	0	1	0	1
	1,800	0	0	1	1
	5,875	1	0	0	1
	6,000	0	1	0	1
	9,108	0	0	1	1
	9,600	0	1	0	1
	11,516	0	0	1	1
	25,958	0	0	1	1
	28,000	1	0	0	1
	100,000	1	0	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### Total Number of Request for Proposals

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of request for proposals	No Answer	1	0	0	1
	6	2	0	1	3
	11	0	1	0	1
	15	0	0	1	1
	33	0	0	1	1
	37	0	1	0	1
	40	0	1	0	1
	46	0	0	1	1
	60	0	0	1	1
	75	1	0	0	1
	<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>

### Total Number of Emergency Contracts

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of emergency contracts	No Answer	1	1	0	2
	0	1	0	0	1
	2	0	0	1	1
	7	1	0	0	1
	8	0	0	3	3
	20	1	1	0	2
	22	0	1	0	1
	28	0	0	1	1
Total		4	3	5	12

### Total Number of Sole Source Contracts

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of sole source contracts	No Answer	1	0	0	1
	0	0	0	1	1
	5	0	1	0	1
	6	1	0	0	1
	15	1	0	1	2
	32	1	0	0	1
	51	0	1	0	1
	96	0	0	1	1
	120	0	1	0	1
	131	0	0	1	1
226	0	0	1	1	
Total		4	3	5	12

## Productivity Measures Compared to National Benchmarks

		Total number of purchase orders	Total number of request for proposals	Total number of emergency contracts	Total number of sole source contracts	Total number of invitations for bids
Less than 100,000 Residents - 2019	Mean	44,625	29	9	18	10
	Median	28,000	6	7	15	1
	N	3	3	3	3	3
100,000-500,000 Residents - 2019 Sample	Mean	5,700	29	21	59	56
	Median	6,000	37	21	51	63
	N	3	3	2	3	3
More than 500,000 Residents - 2019	Mean	9,756	32	11	94	116
	Median	9,108	33	8	96	102
	N	5	5	5	5	4
Total - 2019 Sample	Mean	18,160	30	12	63	66
	Median	9,108	33	8	32	52
	N	11	11	10	11	10

		Total number of purchasing orders	Total number of request for proposals	Total number of emergency contracts	Total number of sole source contracts
Less than 100,000 Residents - 2017	Mean	2,652	21	1	14
	Median	1,050	12	-	5
	N	24	23	19	18
100,000-500,000 Residents - 2017 Sample	Mean	4,073	53	8	50
	Median	1,950	30	4	15
	N	33	29	28	27
More than 500,000 Residents - 2017	Mean	6,204	80	22	12
	Median	1,743	16	22	5
	N	9	8	6	7
Total - 2017 Sample	Mean	3,847	44	7	32
	Median	1,696	20	2	8
	N	66	60	53	52



### Total Number of Invitations for Bids

		POPULATION			
		Less than 100,000 Residents	100,000-500, ,000 Residents	More than 500,000 Residents	Total
Total	No Answer	1	0	1	2
number of invitations for bids	0	1	0	0	1
	1	1	0	0	1
	5	0	0	1	1
	28	1	0	0	1
	40	0	1	0	1
	63	0	1	0	1
	66	0	1	0	1
	76	0	0	1	1
	127	0	0	1	1
	255	0	0	1	1
Total		4	3	5	12

### Total Number of Purchase Orders Issued by Other Departments under Delegated Authority

		POPULATION			
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total number of purchase orders issued by other departments under delegated authority	No Answer	1	2	2	5
	0	2	0	1	3
	125	0	0	1	1
	200	0	1	0	1
	5,840	0	0	1	1
	90,000	1	0	0	1
Total		4	3	5	12

### Total Number of Change Orders

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total	No Answer	2	2	1	5
number of change orders	0	0	0	1	1
	6	0	0	1	1
	190	1	0	0	1
	500	0	1	0	1
	720	0	0	1	1
	1,094	0	0	1	1
	25,000	1	0	0	1
	Total		4	3	5

### Total Value of Purchase Orders

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total value of purchase orders	No Answer	1	3	2	6
	\$48,087,060	1	0	0	1
	\$110,000,000	1	0	0	1
	\$137,000,000	0	0	1	1
	\$138,000,000	1	0	0	1
	\$337,203,696	0	0	1	1
	\$489,469,612	0	0	1	1
Total		4	3	5	12

## Productivity (POs & COs) Compared to National Benchmarks

POPULATION		Total number of purchase orders issued by other departments under delegated authority	Total number of change orders	Total value of purchase orders
Less than 100,000 Residents - 2019 Sample	Mean	30,000	12,595	\$ 98,695,687
	Median	-	12,595	\$110,000,000
	N	3	2	3
100,000-500,000 Residents - 2019 Sample	Mean	200	500	
	Median	200	500	
	N	1	1	
More than 500,000 Residents - 2019 Sample	Mean	1,988	455	\$ 321,224,436
	Median	125	363	\$ 337,203,696
	N	3	4	3
Total - 2019 Sample	Mean	13,738	3,930	\$209,960,061
	Median	125	500	\$137,500,000
	N	7	7	6
		Total number of purchasing orders issued by other departments under delegated authority	Total number of change orders	Total value of purchasing orders
Less than 100,000 Residents - 2017 Sample	Mean	1,454	158	\$32,331,713
	Median	-	19	\$15,625,000
	N	21	18	20
100,000-500,000 Residents - 2017 Sample	Mean	211	1,393	\$67,882,759
	Median	-	200	\$27,500,000
	N	24	25	32
More than 500,000 Residents - 2017 Sample	Mean	31	365	\$141,924,510
	Median	-	100	\$12,419,672
	N	7	6	9
Total - 2017 Sample	Mean	689	814	\$67,150,871
	Median	-	40	\$19,559,202
	N	52	49	61

### Total Value of Purchase Orders Issued by Other Departments under Delegated Authority

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total value of purchase orders issued by other departments under delegated authority	No Answer	1	3	1	5
	0	2	0	2	4
	\$210,000	0	0	1	1
	\$34,426,225	0	0	1	1
	\$90,000,000	1	0	0	1
Total		4	3	5	12

### Total Value of Purchasing Completed through a P-card Program

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total value of purchasing undertaken through a p-card program	No Answer	1	2	3	6
	\$1,302,027	1	0	0	1
	\$2,800,000	0	1	0	1
	\$2,923,483	0	0	1	1
	\$6,000,000	1	0	0	1
	\$14,000,000	1	0	0	1
	\$37,037,224	0	0	1	1
Total		4	3	5	12

### Value of POs and P-Card Purchases Compared to National Benchmarks

POPULATION		Total value of purchase orders issued by other departments under delegated authority	Total value of purchasing undertaken through a p-card program	Total procurement spending
Less than 100,000 Residents - 2019 Sample	Mean	\$30,000,000	\$ 7,100,676	\$ 50,501,766
	Median	\$ -	\$ 6,000,000	\$ 7,500,000
	N	3	3	3
100,000-500,000 Residents - 2019 Sample	Mean		\$ 2,800,000	
	Median		\$ 2,800,000	
	N		1	
More than 500,000 Residents - 2019 Sample	Mean	\$ 8,659,056	\$19,980,354	\$ 263,786,256
	Median	\$ 105,000	\$19,980,354	\$ 263,786,256
	N	4	2	2
Total - 2019 Sample	Mean	\$17,805,175	\$10,677,122	\$ 135,815,562
	Median	\$ -	\$ 4,461,742	\$ 7,500,000
	N	7	6	5
		Total value of purchasing orders issued by other departments under delegated authority	Total value of purchasing undertaken through a p-card program	
Less than 100,000 Residents - 2017 Sample	Mean	\$ 2,335,597	\$ 1,912,058	
	Median	\$ -	\$ 839,508	
	N	18	18	
100,000-500,000 Residents - 2017 Sample	Mean	\$ 1,204,897	\$ 1,993,503	
	Median	\$ -	\$ 670,000	
	N	26	29	
More than 500,000 Residents - 2017 Sample	Mean	\$38,842,427	\$ 2,315,746	
	Median	\$ -	\$ 379,978	
	N	8	8	
Total - 2017 Sample	Mean	\$ 7,386,682	\$ 2,013,720	
	Median	\$ -	\$ 670,000	
	N	52	55	

**Total Procurement Spending (specific procurement spending, not overall agency spending)**

		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total procurement spending (specific procurement spending, not overall agency spending):	No Answer	1	3	3	7
	\$5,297	1	0	0	1
	\$1,065,676	0	0	1	1
	\$7,500,000	1	0	0	1
	\$144,000,000	1	0	0	1
	\$526,506,836	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

**Total Number of Letters of Interest to Determine the Field of Suppliers Available and Interested**

		Less than 100,000 Residents	100,000-500,0 00 Residents	More than 500,000 Residents	Total
Total number of letters of interest to determine the field of suppliers available and interested	No Answer	2	3	1	6
	0	2	0	1	3
	1	0	0	1	1
	2	0	0	1	1
	4	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

**Total Number of Letters or Proposals of Qualifications**

		Less than 100,000 Residents	100,000-500,0 00 Residents	More than 500,000 Residents	Total
Total number of letters or proposals of qualifications	No Answer	2	3	1	6
	0	2	0	0	2
	1	0	0	1	1
	4	0	0	1	1
	10	0	0	1	1
	211	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

## Number of LOIs, PoQs, ROQs and Competitive Negotiations Compared to National Benchmarks

POPULATION		Total number of letters of interest to determine the field of suppliers available and interested	Total number of letters or proposals of qualifications	Total number of requests for quotes (vendors submit detailed information, beyond price)	Total number of competitive negotiations (negotiations with several qualified bidders)
Less than 100,000 Residents - 2019 Sample	Mean	0.00	0.00	654.00	19.00
	Median	0.00	0.00	654.00	19.00
	N	2	2	2	2
100,000-500,000 Residents - 2019 Sample	Mean				
	Median				
	N				
More than 500,000 Residents - 2019 Sample	Mean	1.75	56.50	79.25	6.00
	Median	1.50	7.00	85.50	3.00
	N	4	4	4	4
Total - 2019 Sample	Mean	1.17	37.67	270.83	10.33
	Median	0.50	2.50	85.50	5.00
	N	6	6	6	6
		Total number of letters of interest to determine the field of suppliers available and interested	Total number of letters or proposals of qualification used to prequalify suppliers	Total number of requests for quotes	Total number of competitive negotiations
Less than 100,000 Residents 2017 Sample	Mean	1	3	244	8
	Median	-	-	80	2
	N	18	20	18	18
100,000-500,000 Residents - 2017 Sample	Mean	98	19	496	24
	Median	-	1	62	5
	N	25	26	27	25
More than 500,000 Residents - 2017 Sample	Mean	1	13	260	77
	Median	-	12	254	30
	N	5	7	8	8
Total - 2017 Sample	Mean	51	12	374	27
	Median	-	-	96	5
	N	48	53	53	51

Total Number of Requests for Quotes (vendors submit detailed information, beyond price)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
Total number of requests for quotes (vendors submit detailed information, beyond price)	No Answer	2	3	1	6
	8	1	0	0	1
	46	0	0	1	1
	76	0	0	1	1
	95	0	0	1	1
	100	0	0	1	1
	1,300	1	0	0	1
Total		4	3	5	12

Total Number of Competitive Negotiations (negotiations with several qualified bidders)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,00 0 Residents	More than 500,000 Residents	
Total number of competitive negotiations (negotiations with several qualified bidders)	No Answer	2	3	1	6
	0	0	0	2	2
	4	1	0	0	1
	6	0	0	1	1
	18	0	0	1	1
	34	1	0	0	1
Total		4	3	5	12



### Total Value of Emergency Procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total value of emergency procurement	No Answer	2	3	3	8
	0	1	0	0	1
	100,000	0	0	1	1
	1,000,000	0	0	1	1
	2,500,000	1	0	0	1
Total		4	3	5	12

### Total Number of Sole Source Contracts over Formal Threshold

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of sole source contracts over formal threshold	No Answer	2	3	2	7
	0	0	0	2	2
	2	1	0	0	1
	5	0	0	1	1
	19	1	0	0	1
Total		4	3	5	12

### Total Value of Sole-Source Contracts

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total value of sole-source contracts	No Answer	2	3	3	8
	0	0	0	1	1
	\$100,000	1	0	0	1
	\$500,000	0	0	1	1
	\$3,500,000	1	0	0	1
Total		4	3	5	12

## Value of Emergency Procurement and Sole-Source Contracts Compared to National Benchmarks

POPULATION		Total value of emergency procurement	Total number of sole source contracts over formal threshold	Total value of sole-source contracts
Less than 100,000 Residents - 2019 Sample	Mean	\$ 1,250,000	10.50	\$ 1,800,000
	Median	\$ 1,250,000	10.50	\$ 1,800,000
	N	2	2	2
100,000-500,000 Residents - 2019 Sample	Mean			
	Median			
	N			
More than 500,000 Residents - 2019 Sample	Mean	\$ 550,000	1.67	\$ 250,000
	Median	\$ 550,000	0.00	\$ 250,000
	N	2	3	2
Total - 2019 Sample	Mean	\$ 900,000	5.20	\$ 1,025,000
	Median	\$ 550,000	2.00	\$ 300,000
	N	4	5	4
		Total value of emergency procurement	Total number of sole source contracts over formal threshold	Total value of sole-source contracts
Less than 100,000 Residents - 2017 Sample	Mean	15,766	6	\$ 156,651
	Median	1	2	\$ 120,293
	N	16	16	10
100,000-500,000 Residents - 2017 Sample	Mean	77,228	9	\$ 1,983,742
	Median	2	5	\$ 830,760
	N	14	23	24
More than 500,000 Residents - 2017 Sample	Mean	8,333	6	\$ 3,823,643
	Median	-	1	\$ 1,608,372
	N	3	7	6
Total - 2017 Sample	Mean	41,165	8	\$ 1,802,954
	Median	-	3	\$ 412,500
	N	33	46	40

### Total Number of Protests

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of protests	No Answer	2	3	2	7
	0	1	0	0	1
	1	0	0	1	1
	2	1	0	1	2
	5	0	0	1	1
Total		4	3	5	12

### Total Number of Protests Determined in Agency's Favor

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Total number of protests determined in agency's favor	No Answer	2	3	2	7
	0	1	0	0	1
	1	0	0	1	1
	2	1	0	1	2
	5	0	0	1	1
Total		4	3	5	12

## Number of Protests and their Disposition Compared to National Benchmarks

POPULATION		Total number of protests	Total number of protests determined in agency's favor	Total construction/capital improvements spend
Less than 100,000 Residents - 2019 Sample	Mean	1.00	1.00	
	Median	1.00	1.00	
	N	2	2	
100,000-500,000 Residents - 2019 Sample	Mean			
	Median			
	N			
More than 500,000 Residents - 2019 Sample	Mean	2.67	2.67	\$81,000,000
	Median	2.00	2.00	\$81,000,000
	N	3	3	2
Total - 2019 Sample	Mean	2.00	2.00	\$81,000,000
	Median	2.00	2.00	\$81,000,000
	N	5	5	2
		Total number of protests	Total number of protests determined in agency's favor	
Less than 100,000 Residents - 2017 Sample	Mean	0	0	
	Median	-	-	
	N	22	14	
100,000-500,000 Residents - 2017 Sample	Mean	1	1	
	Median	-	-	
	N	31	24	
More than 500,000 Residents - 2017 Sample	Mean	1	1	
	Median	1	1	
	N	8	8	
Total - 2017 Sample	Mean	1	1	
	Median	-	-	
	N	61	46	

## Spend Data and Cooperative Agreements

### Total Construction/Capital Improvements Spend

		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total construction/capital improvements spend	No Answer	4	3	3	10
	0	0	0	1	1
	162000000	0	0	1	1
Total		4	3	5	12

### Percentage of Agency's Procurement Spending: Goods

		Less than 100,000 Residents	100,000-500,00 0 Residents	More than 500,000 Residents	Total
% agency's procurement spending: Goods	.00	1	1	2	4
	20.00	0	0	1	1
	30.00	0	1	1	2
	35.00	1	1	0	2
	40.00	1	0	1	2
	50.00	1	0	0	1
Total		4	3	5	12

### Percentage of Agency's Procurement Spending: Services

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
% agency's procurement spending: Services	.00	1	1	2	4
	35.00	0	1	0	1
	40.00	0	0	1	1
	50.00	1	0	1	2
	55.00	1	0	0	1
	60.00	0	1	0	1
	65.00	1	0	0	1
	80.00	0	0	1	1
Total		4	3	5	12

Percentage of Agency's Procurement Spending: Constructions/ capital Improvements (non-facility maintenance)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
% agency's procurement spending: Constructions/capital Improvements (non facility maintenance)	.00	3	1	3	7
	5.00	1	0	0	1
	10.00	0	1	0	1
	20.00	0	0	2	2
	30.00	0	1	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

Does (can) Your Agency Use Cooperative Purchasing Agreements?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does (can) your agency use Cooperative Purchasing Agreements?	Yes	3	3	5	11
<b>Total</b>		<b>3</b>	<b>3</b>	<b>5</b>	<b>11</b>

### Regional or Local Cooperatives

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Selected Choice	Regional or local cooperatives	3	2	5	10
Total		3	2	5	10

### Cooperative Purchasing Agreements used: Provincial or state-wide cooperatives

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Cooperative Purchasing Agreements used: Provincial or state-wide cooperatives	Provincial or state-wide cooperatives	3	3	4	10
Total		3	3	4	10

### Cooperative Purchasing Agreements used: National cooperatives (e.g., US Communities, Canadian Communities)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Cooperative Purchasing Agreements used: National cooperatives (e.g., US Communities, Canadian Communities)	National cooperatives (e.g., US Communities, Canadian Communities)	3	3	4	10
Total		3	3	4	10



### Cooperative Purchasing Agreements Used: "Piggy-back" Type Contracts

		POPULATION			Total
		Less than 100,000 Residents	100,000- 500,000 Residents	More than 500,000 Residents	
Cooperative Purchasing Agreements used:	"Piggy-back" type contracts	3	3	5	11
Total		3	3	5	11

### Cooperative Purchasing Agreements Used: Healthcare Consortiums

		POPULATION			Total
		Less than 100,000 Residents	100,000- 500,000 Residents	More than 500,000 Residents	
Cooperative Purchasing Agreements used:	Healthcare consortiums	3	1	1	5
Total		3	1	1	5

### Percentage of Completed via Cooperative Purchasing Agreements?

		POPULATION			Total
		Less than 100,000 Residents	100,000- 500,000 Residents	More than 500,000 Residents	
% completed via	No Answer	1	0	0	1
Cooperative Purchasing Agreements?	10	1	1	1	3
	15	0	0	2	2
	20	0	1	1	2
	22	0	1	0	1
	25	2	0	1	3
Total		4	3	5	12

### Does Agency Use Electronic (e-procurement) Systems?

		POPULATION			
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Does Agency use electronic (e-procurement) systems?	Yes	4	2	5	11
	No	0	1	0	1
Total		4	3	5	12

### Does Your Agency Employ Electronic (e-procurement) Systems for Purposes of the Agency's Procurement Function?

	Less than 100,000 Residents	100,000-500, ,000 Residents	More than 500,000 Residents	Total
No Answer	0	2	1	3
Bidsync: Bids, RFPs (posted) vendors registration CAPS+ financial system: all contracts are entered into the financial system - POs, CTs, MAs, etc. (purchase orders, all contracts) e-Commerce: direct ordering -commodities/office supplies OC Expediter - Requisitions and contract management	1	0	0	1
BuySpeed by Periscope	0	0	1	1
Currently implementing Workday; go-live is April 2019.	0	1	0	1
GEP (Global e-Procure) and a custom developed purchasing system	1	0	0	1
Harris' Cayenta, Bentley's Procurement	0	0	1	1
Jaggaer/SciQuest	1	0	0	1
Oracle	0	0	1	1
Tyler Technologies	1	0	0	1
We are in process of adding e-bidding from EEPEX in 2019	0	0	1	1
Total	4	3	5	12

### Percentage of Vendor Registration processed through E-procurement

		POPULATION			
		Less than 100,000	100,000-500,000	More than 500,000	Total
		Residents	Residents	Residents	
% Vendor Registration processed through e-procurement	50.00	0	0	1	1
	80.00	1	0	0	1
	90.00	1	0	0	1
	100.00	1	1	2	4
Total		3	1	3	7

### Percentage of Quotes Processed through E-procurement

		Less than 100,000	100,000-500,000	More than 500,000	Total
		Residents	Residents	Residents	
% Quotes processed through e-procurement	.00	1	0	0	1
	10.00	0	0	1	1
	40.00	1	0	0	1
	50.00	1	0	0	1
	90.00	1	0	0	1
	100.00	0	1	3	4
Total		4	1	4	9

### Percentage of Sealed Bids Processed through E-procurement

		Less than 100,000	100,000-500,000	More than 500,000	Total
		Residents	Residents	Residents	
% Sealed Bids processed through e-procurement	.00	1	1	0	2
	10.00	0	0	1	1
	40.00	0	0	1	1
	80.00	0	0	1	1
	90.00	1	0	0	1
	100.00	1	0	1	2
Total		3	1	4	8

### Percentage of Proposals Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,00 0 Residents	More than 500,000 Residents	
% Proposals processed through e-procurement	.00	1	1	1	3
	60.00	1	0	0	1
	100.00	1	0	2	3
Total		3	1	3	7

### Percentage of Auctions Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,00 0 Residents	More than 500,000 Residents	
% Auctions processed through e-procurement	.00	3	1	3	7
	100.00	1	0	0	1
Total		4	1	3	8

### Percentage of Total Spending Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,00 00 Residents	More than 500,000 Residents	
% Total Spending processed through e-procurement	10.00	0	0	1	1
	20.00	0	0	1	1
	50.00	0	1	0	1
	70.00	1	0	0	1
	80.00	0	0	2	2
	90.00	1	0	0	1
	100.00	1	0	0	1
Total		3	1	4	8

### Percentage of Purchase Orders Dispatching Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
% Purchase Orders	20.00	0	0	1	1
Dispatching processed	80.00	1	0	0	1
through e-procurement	100.00	3	1	1	5
Total		4	1	2	7

### Percentage of Contract Administration Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
% Contract	.00	0	0	1	1
Administration	10.00	1	0	0	1
processed	20.00	1	0	1	2
through	50.00	0	1	0	1
e-procurement	90.00	1	0	0	1
	100.00	1	0	1	2
Total		4	1	3	8

### Percentage of Requisitions Processed through E-procurement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
% Requisitions	50.00	0	1	1	2
processed through	70.00	0	0	1	1
e-procurement	80.00	1	0	0	1
	100.00	3	0	3	6
Total		4	1	5	10

### Percentage of Market Place/E-Commerce Processed through E-procurement

		POPULATION			
		Less than 100,000	100,000-500,000	More than 500,000	
		Residents	Residents	Residents	Total
% Market	10.00	1	0	0	1
Place/E-Commerce	20.00	0	1	0	1
processed through	40.00	0	0	1	1
e-procurement	80.00	1	0	0	1
	100.00	2	0	0	2
<b>Total</b>		4	1	1	6

## Cash Savings

### Total Annual Cash Savings ("hard-cash") Generated through Procurement Activity

		POPULATION			
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total annual cash savings ("hard-cash") generated through procurement activity	No Answer	1	0	3	4
	\$100,000	0	1	0	1
	\$125,000	1	0	0	1
	\$2,000,000	1	0	0	1
	\$2,137,690	0	1	0	1
	\$3,600,000	0	1	0	1
	\$4,500,000	1	0	0	1
	\$5,300,000	0	0	1	1
	\$8,925,567	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### Total Annual Non-cash Savings ("soft-cash") Generated through Procurement Activity

		POPULATION			
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total annual non-cash savings ("soft-cash") generated through procurement activity	No Answer	1	0	3	4
	\$50,000	0	1	0	1
	\$55,239	0	1	0	1
	\$250,000	1	0	0	1
	\$400,000	1	0	0	1
	\$500,000	1	0	0	1
	\$1,500,000	0	0	1	1
	\$2,520,984	0	0	1	1
	\$4,200,000	0	1	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>



Estimated Total Revenue Generated through Procurement Activity during the Most Recently Completed Fiscal Year (e.g., signing bonuses, gross spend incentives).

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Estimated total revenue generated through procurement activity during the most recently completed fiscal year (e.g., signing bonuses, gross spend incentives).	No Answer	1	2	3	6
	\$100,000	1	0	0	1
	\$120,000	0	1	1	2
	\$400,000	1	0	0	1
	\$600,000	0	0	1	1
	\$1,000,000	1	0	0	1
Total		4	3	5	12

Cost-savings Tools/Techniques/Processes/Approaches (optional question):  
Name

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
No Answer		3	3	4	10
Cost-Benefit		1	0	0	1
Cost Savings		0	0	1	1
Total		4	3	5	12

Cost-savings tools/techniques/processes/approaches (optional question): Size

		POPULATION		Total
		Less than 100,000 Residents	More than 500,000 Residents	
\$61,892		0	1	1
\$333,538		1	0	1
Total		1	1	2

## Thresholds

### \$ Threshold for Small Purchases - Non-IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold	No Answer	0	0	1	1
for Small	\$1,000	1	0	0	1
purchases -	\$2,500	0	1	0	1
Non-IT	\$3,500	0	1	0	1
	\$5,000	2	0	1	3
	\$10,000	1	1	0	2
	\$25,000	0	0	3	3
Total		4	3	5	12

### \$ Threshold for Small Purchases - IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold	No Answer	1	0	1	2
for Small	\$1,000	1	0	0	1
purchases -	\$2,500	0	1	0	1
IT	\$3,500	0	1	0	1
	\$5,000	1	0	1	2
	\$10,000	1	1	0	2
	\$25,000	0	0	3	3
Total		4	3	5	12

## Thresholds for Small Purchases Compared to National Benchmarks

POPULATION		\$ Threshold for Small purchases - Non-IT	\$ Threshold for Small purchases - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$ 5,250	\$ 5,333
	Median	\$ 5,000	\$ 5,000
	N	4	3
100,000-500,000 Residents - 2019 Sample	Mean	\$ 5,333	\$ 5,333
	Median	\$ 3,500	\$ 3,500
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$20,000	\$20,000
	Median	\$25,000	\$25,000
	N	4	4
Total - 2019 Sample	Mean	\$10,636	\$11,200
	Median	\$ 5,000	\$ 7,500
	N	11	10

		Dollar thresholds for Small purchases - \$
Less than 100,000 Residents - 2017 Sample	Mean	\$ 7,875
	Median	\$ 5,000
	N	20
100,000-500,000 Residents - 2017 Sample	Mean	\$ 8,300
	Median	\$ 5,000
	N	31
More than 500,000 Residents - 2017 Sample	Mean	\$45,714
	Median	\$25,000
	N	7
Total - 2017 Sample	Mean	\$12,669
	Median	\$ 5,000
	N	58

### \$ Threshold for Requiring formal competition - Non-IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for	No Answer	0	0	1	1
Requiring formal	\$25,000	1	3	2	6
competition -	\$25,001	0	0	1	1
Non-IT	\$50,000	1	0	1	2
	\$100,000	2	0	0	2
Total		4	3	5	12

### \$ Threshold for Requiring Formal Competition - IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for	No Answer	1	0	1	2
Requiring	\$25,000	1	3	2	6
formal	\$25,001	0	0	1	1
competition - IT	\$50,000	0	0	1	1
	\$100,000	2	0	0	2
Total		4	3	5	12

## Thresholds for Required Formal Competition Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring formal competition - Non-IT	\$ Threshold for Requiring formal competition - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$68,750	\$75,000
	Median	\$75,000	\$ 100,000
	N	4	3
100,000-500,000 Residents - 2019 Sample	Mean	\$25,000	\$25,000
	Median	\$25,000	\$25,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$31,250	\$31,250
	Median	\$25,001	\$25,001
	N	4	4
Total - 2019 Sample	Mean	\$43,182	\$42,500
	Median	\$25,000	\$25,000
	N	11	10
		Dollar thresholds for Requiring formal competition - \$	
Less than 100,000 Residents - 2017 Sample	Mean	\$24,375	
	Median	\$25,000	
	N	24	
100,000-500,000 Residents - 2017 Sample	Mean	\$47,377	
	Median	\$37,501	
	N	30	
More than 500,000 Residents - 2017 Sample	Mean	\$47,084	
	Median	\$37,501	
	N	6	
Total - 2017 Sample	Mean	\$38,147	
	Median	\$25,000	
	N	60	

### \$ Threshold for Requiring Written Quotes - Non-IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for	No Answer	0	0	1	1
Requiring written	0	0	0	1	1
quotes - Non-IT	\$1,000	1	0	0	1
	\$2,500	0	1	1	2
	\$3,000	0	1	0	1
	\$5,000	1	0	1	2
	\$10,000	1	0	1	2
	\$25,000	0	1	0	1
	\$50,000	1	0	0	1
Total		4	3	5	12

### \$ Threshold for Requiring Written Quotes - IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold	No Answer	1	0	1	2
for Requiring	0	0	0	1	1
written quotes	\$1,000	1	0	0	1
- IT	\$2,500	0	1	1	2
	\$3,000	0	1	0	1
	\$5,000	1	0	1	2
	\$10,000	1	0	1	2
	\$25,000	0	1	0	1
Total		4	3	5	12

## Thresholds for Requiring Written Quotes Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring written quotes - Non-IT	\$ Threshold for Requiring written quotes - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$16,500	\$ 5,333
	Median	\$ 7,500	\$ 5,000
	N	4	3
100,000-500,000 Residents - 2019 Sample	Mean	\$10,167	\$10,167
	Median	\$ 3,000	\$ 3,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$ 4,375	\$ 4,375
	Median	\$ 3,750	\$ 3,750
	N	4	4
Total - 2019 Sample	Mean	\$10,364	\$ 6,400
	Median	\$ 5,000	\$ 4,000
	N	11	10
		Dollar thresholds for Requiring written quotes - \$	
Less than 100,000 Residents - 2017 Sample	Mean	\$15,160	
	Median	\$ 5,000	
	N	20	
100,000-500,000 Residents - 2017 Sample	Mean	\$16,073	
	Median	\$10,000	
	N	30	
More than 500,000 Residents - 2017 Sample	Mean	\$12,500	
	Median	\$10,001	
	N	6	
Total - 2017 Sample	Mean	\$15,364	
	Median	\$ 8,750	
	N	56	



### \$ Threshold for Requiring at Least Three Quotes - Non-IT

		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
\$ Threshold for	No Answer	1	0	1	2
Requiring at	\$2,500	0	1	0	1
least three	\$3,000	0	1	0	1
quotes -	\$5,000	2	0	3	5
Non-IT	\$10,000	1	0	1	2
	\$25,000	0	1	0	1
Total		4	3	5	12

### \$ Threshold for Requiring at Least Three Quotes - IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
\$ Threshold for	No Answer	1	0	1	2
Requiring at	\$2,500	0	1	0	1
least three	\$3,000	0	1	0	1
quotes - IT	\$5,000	2	0	3	5
	\$10,000	1	0	1	2
	\$25,000	0	1	0	1
Total		4	3	5	12

### Thresholds for Requiring at Least Three Quotes Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring at least three quotes - Non-IT	\$ Threshold for Requiring at least three quotes - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$ 6,667	\$ 6,667
	Median	\$ 5,000	\$ 5,000
	N	3	3
100,000-500,000 Residents - 2019 Sample	Mean	\$10,167	\$10,167
	Median	\$ 3,000	\$ 3,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$ 6,250	\$ 6,250
	Median	\$ 5,000	\$ 5,000
	N	4	4
Total - 2019 Sample	Mean	\$ 7,550	\$ 7,550
	Median	\$ 5,000	\$ 5,000
	N	10	10
		Dollar thresholds for Requiring at least three quotes - \$	
Less than 100,000 Residents - 2017 Sample	Mean	\$13,786	
	Median	\$ 5,000	
	N	21	
100,000-500,000 Residents - 2017 Sample	Mean	\$12,523	
	Median	\$ 5,000	
	N	31	
More than 500,000 Residents - 2017 Sample	Mean	\$ 258,334	
	Median	\$10,001	
	N	6	
Total - 2017 Sample	Mean	\$38,409	
	Median	\$ 5,000	
	N	58	

### \$ Threshold for Requiring Formal Governing or "Special" Approval - Non-IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for Requiring formal governing or "special" approval - Non-IT	No Answer	3	0	2	5
	\$5,000	0	0	1	1
	\$25,000	0	1	0	1
	\$50,000	0	1	1	2
	\$100,000	1	1	1	3
Total		4	3	5	12

### \$ Threshold for Requiring Formal Governing or "Special" Approval-IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for Requiring formal governing or "special" approval - IT	No Answer	3	0	2	5
	\$5,000	0	0	1	1
	\$25,000	0	1	0	1
	\$50,000	0	1	1	2
	\$100,000	1	1	1	3
Total		4	3	5	12

## Thresholds for Requiring Special Approval Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring formal governing or "special" approval - Non-IT	\$ Threshold for Requiring formal governing or "special" approval - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$ 100,000	\$ 100,000
	Median	\$ 100,000	\$ 100,000
	N	1	1
100,000-500,000 Residents - 2019 Sample	Mean	\$58,333	\$58,333
	Median	\$50,000	\$50,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$51,667	\$51,667
	Median	\$50,000	\$50,000
	N	3	3
Total - 2019 Sample	Mean	\$61,429	\$61,429
	Median	\$50,000	\$50,000
	N	7	7

		Dollar thresholds for Requiring formal governing or "special" approval - \$
Less than 100,000 Residents - 2017 Sample	Mean	\$34,067
	Median	\$25,000
	N	15
100,000-500,000 Residents - 2017 Sample	Mean	\$ 107,692
	Median	\$50,000
	N	26
More than 500,000 Residents - 2017 Sample	Mean	\$ 130,200
	Median	\$ 100,001
	N	5
Total - 2017 Sample	Mean	\$86,130
	Median	\$45,000
	N	46

**\$ Threshold for Requiring Formal Sealed Bids (non-construction) - Non-IT**

		POPULATION			
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
\$ Threshold for	No Answer	0	0	3	3
Requiring formal	0	1	0	0	1
sealed bids	\$25,000	1	2	1	4
(non-construction) -	\$50,000	1	0	1	2
Non-IT	\$100,000	1	1	0	2
Total		4	3	5	12

**\$ Threshold for Requiring Formal Sealed Bids (non-construction) - IT**

		POPULATION			
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
\$ Threshold for	No Answer	1	0	3	4
Requiring formal	0	1	0	0	1
sealed bids	\$25,000	1	2	1	4
(non-construction) -	\$50,000	0	0	1	1
IT	\$100,000	1	1	0	2
Total		4	3	5	12

**\$ Threshold for Requiring Formal Sealed Bids (construction) - Non-IT**

		POPULATION			
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
\$ Threshold for	No Answer	3	0	3	6
Requiring formal	\$25,000	1	1	1	3
sealed bids	\$50,000	0	0	1	1
(construction) -	\$60,000	0	1	0	1
Non-IT	\$300,000	0	1	0	1
Total		4	3	5	12

## Thresholds for Requiring Formal Sealed Bids (non-construction) Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring formal sealed bids (non-construction) - Non-IT	\$ Threshold for Requiring formal sealed bids (non-construction) - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$43,750	\$41,667
	Median	\$37,500	\$25,000
	N	4	3
100,000-500,000 Residents - 2019 Sample	Mean	\$50,000	\$50,000
	Median	\$25,000	\$25,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$37,500	\$37,500
	Median	\$37,500	\$37,500
	N	2	2
Total - 2019 Sample	Mean	\$44,444	\$43,750
	Median	\$25,000	\$25,000
	N	9	8
		Dollar thresholds for Requiring formal sealed bids (non-construction) - \$	
Less than 100,000 Residents - 2017 Sample	Mean	\$32,870	
	Median	\$25,000	
	N	23	
100,000-500,000 Residents - 2017 Sample	Mean	\$51,497	
	Median	\$30,000	
	N	33	
More than 500,000 Residents - 2017 Sample	Mean	\$ 104,333	
	Median	\$ 100,000	
	N	6	
Total - 2017 Sample	Mean	\$49,700	
	Median	\$27,500	
	N	62	

## Thresholds for Requiring Formal Sealed Bids (Construction) Compared to National Benchmarks

POPULATION		\$ Threshold for Requiring formal sealed bids (construction) - Non-IT	\$ Threshold for Requiring formal sealed bids (construction) - IT
Less than 100,000 Residents - 2019 Sample	Mean	\$25,000	\$25,000
	Median	\$25,000	\$25,000
	N	1	1
100,000-500,000 Residents - 2019 Sample	Mean	\$ 128,333	\$ 128,333
	Median	\$60,000	\$60,000
	N	3	3
More than 500,000 Residents - 2019 Sample	Mean	\$37,500	\$37,500
	Median	\$37,500	\$37,500
	N	2	2
Total - 2019 Sample	Mean	\$80,833	\$80,833
	Median	\$37,500	\$37,500
	N	6	6
		Dollar thresholds for Requiring formal sealed bids (construction) - \$	
Less than 100,000 Residents - 2017 Sample	Mean	\$33,381	
	Median	\$25,000	
	N	21	
100,000-500,000 Residents - 2017 Sample	Mean	\$63,368	
	Median	\$35,000	
	N	31	
More than 500,000 Residents - 2017 Sample	Mean	\$ 100,250	
	Median	\$ 100,000	
	N	4	
Total - 2017 Sample	Mean	\$54,757	
	Median	\$27,500	
	N	56	

### \$ Threshold for Requiring formal Sealed Bids (construction) - IT

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
\$ Threshold for	No Answer	3	0	3	6
Requiring formal	\$25,000	1	1	1	3
sealed bids	\$50,000	0	0	1	1
(construction) - IT	\$60,000	0	1	0	1
	\$300,000	0	1	0	1
Total		4	3	5	12

### Who Does the Head of Procurement "Report" to in Your Agency?

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
CEO/city manager/y administrators/other highest ranked administrator	0	1	1	2
CFO/director of finance/controller/other highest ranked finance staff	3	2	3	8
Elected official/city council/other elected board	1	0	0	1
CSO/director of central services/other highest ranked central services staff	0	0	1	1
Total	4	3	5	12



## Contract Terms

For Long-Term Contracts: Length of Initial Contract (in months) - General

		POPULATION			
		Less than 100,000 Residents	100,000-500, ,000 Residents	More than 500,000 Residents	Total
For long-term contracts, Length of	No Answer	0	0	1	1
initial contract (in months) -	12	1	3	3	7
General	36	3	0	1	4
Total		4	3	5	12

For Long-Term Contracts: Length of Initial Contract (in months) - IT specific

		POPULATION			
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
For long-term	No Answer	0	0	1	1
contracts, Length of	12	1	3	2	6
initial contract (in	18	0	0	1	1
months) - IT specific	24	1	0	0	1
	36	2	0	0	2
	60	0	0	1	1
Total		4	3	5	12

For Long-Term Contracts: Length of Initial Contract (in months) - Construction

		POPULATION			
		Less than 100,000 Residents	100,000-500, ,000 Residents	More than 500,000 Residents	Total
For long-term contracts, Length	No Answer	3	2	5	10
of initial contract (in months) -	12	1	1	0	2
Construction					
Total		4	3	5	12

### Length of Initial Contracts (Long-Term Contracts) Compared to National Benchmarks

POPULATION		For long-term contracts, Length of initial contract (in months) - General	For long-term contracts, Length of initial contract (in months) - IT specific	For long-term contracts, Length of initial contract (in months) - Construction
Less than 100,000 Residents - 2019 Sample	Mean	30	27	12
	Median	36	30	12
	N	4	4	1
100,000-500,000 Residents - 2019 Sample	Mean	12	12	12
	Median	12	12	12
	N	3	3	1
More than 500,000 Residents - 2019 Sample	Mean	18	26	
	Median	12	15	
	N	4	4	
Total - 2019 Sample	Mean	21	22	12
	Median	12	12	12
	N	11	11	2

		For long-term contracts - Length of initial contract (in months) - #
Less than 100,000 Residents - 2017 Sample	Mean	22
	Median	24
	N	23
100,000-500,000 Residents - 2017 Sample	Mean	21
	Median	12
	N	30
More than 500,000 Residents - 2017 Sample	Mean	36
	Median	36
	N	7
Total - 2017 Sample	Mean	23
	Median	18
	N	60

### For Long-Term Contracts: Length of the Extension (in months) - General

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Length of the extension (in months) - General	No Answer	0	0	1	1
	12	4	1	4	9
	18	0	1	0	1
	36	0	1	0	1
Total		4	3	5	12

### For Long-Term Contracts: Length of the Extension (in months) - IT specific

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Length of the extension (in months) - IT specific	No Answer	0	0	1	1
	12	4	1	4	9
	18	0	1	0	1
	36	0	1	0	1
Total		4	3	5	12

### For Long-Term Contracts: Length of the Extension (in months) - Construction

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Length of the extension (in months) - Construction	No Answer	3	2	3	8
	12 months	1	0	0	1
	N/A	0	0	1	1
	Project Specific	0	1	1	2
Total		4	3	5	12

### Length of Extension for Long-Term Contracts Compared to National Benchmarks

POPULATION		For long-term contracts, Length of the extension (in months) - General	For long-term contracts, Length of the extension (in months) - IT specific	For long-term contracts, Length of the extension (in months) - Construction
Less than 100,000 Residents - 2019 Sample	Mean	12	12	12
	Median	12	12	12
	N	4	4	1
100,000-500,000 Residents - 2019 Sample	Mean	22	22	
	Median	18	18	
	N	3	3	
More than 500,000 Residents - 2019 Sample	Mean	12	12	
	Median	12	12	
	N	4	4	
Total - 2019 Sample	Mean	15	15	12
	Median	12	12	12
	N	11	11	1

		For long-term contracts - Length of the extension (in months) - #
Less than 100,000 Residents - 2017 Sample	Mean	13
	Median	12
	N	22
100,000-500,000 Residents - 2017 Sample	Mean	21
	Median	12
	N	29
More than 500,000 Residents - 2017 Sample	Mean	15
	Median	12
	N	8
Total - 2017 Sample	Mean	17
	Median	12
	N	59

For Long-Term Contracts: Number of Extensions Allowed - General

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Number of extensions allowed - General	No Answer	0	1	1	2
	2	1	1	1	3
	3	0	1	2	3
	4	1	0	1	2
	5	2	0	0	2
Total		4	3	5	12

For Long-Term Contracts: Number of Extensions Allowed - IT specific

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Number of extensions allowed - IT specific	No Answer	0	1	1	2
	2	1	1	0	2
	3	0	1	2	3
	4	1	0	0	1
	5	2	0	1	3
	9	0	0	1	1
Total		4	3	5	12

For Long-Term Contracts: Number of Extensions Allowed - Construction

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
For long-term contracts, Number of extensions allowed - Construction	No Answer	3	3	5	11
	4	1	0	0	1
Total		4	3	5	12

### Number of Extensions for Long-Term Contracts Compared to National Benchmarks

POPULATION		For long-term contracts, Number of extensions allowed - General	For long-term contracts, Number of extensions allowed - IT specific	For long-term contracts, Number of extensions allowed - Construction
Less than 100,000 Residents - 2019 Sample	Mean	4	4	4
	Median	5	5	4
	N	4	4	1
100,000-500,000 Residents - 2019 Sample	Mean	3	3	
	Median	3	3	
	N	2	2	
More than 500,000 Residents - 2019 Sample	Mean	3	5	
	Median	3	4	
	N	4	4	
Total - 2019 Sample	Mean	3	4	4
	Median	3	4	4
	N	10	10	1

		For long-term contracts - Number of extensions allowed - #
Less than 100,000 Residents - 2017 Sample	Mean	3
	Median	3
	N	21
100,000-500,000 Residents - 2017 Sample	Mean	3
	Median	3
	N	24
More than 500,000 Residents - 2017 Sample	Mean	3
	Median	2
	N	7
Total - 2017 Sample	Mean	3
	Median	3
	N	52

## Does Your Agency Have an Emergency Vendor List?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,0 00 Residents	More than 500,000 Residents	
Does your agency have an emergency vendor list?	Yes	2	3	4	9
	No	2	0	1	3
Total		4	3	5	12



## Signature Authority

Highest Contract Award (signature authority) Authority for Departments with Delegated Authority - \$

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Highest contract award (signature authority) authority for Departments with delegated authority - \$	No Answer	1	0	3	4
	0	0	1	0	1
	\$2,500	0	0	1	1
	\$3,000	0	1	0	1
	\$3,500	0	1	0	1
	\$5,000	1	0	1	2
	\$100,000	2	0	0	2
Total		4	3	5	12

Highest Contract Award (signature authority) Authority for Procurement Director/Chief Procurement Officer/Manager - \$

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Highest contract award (signature authority) authority for Procurement director/chief procurement officer/manager - \$	No Answer	0	0	2	2
	\$25,000	0	0	1	1
	\$50,000	0	1	0	1
	\$100,000	1	1	0	2
	\$200,000	0	1	0	1
	\$250,000	0	0	2	2
	\$500,000	1	0	0	1
	\$100,000,000	2	0	0	2
Total		4	3	5	12

Highest Contract Award (signature authority) Authority for Chief Executive Officer - \$

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Highest contract award (signature authority) for Chief executive officer - \$	No Answer	1	0	1	2
	0	0	0	1	1
	\$3,500	0	1	0	1
	\$50,000	0	1	0	1
	\$250,000	0	0	1	1
	\$300,000	0	1	0	1
	\$100,000,000	3	0	1	4
	Any	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

Highest Contract Award (signature authority) Authority for Chief Operation Officer - \$

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Highest contract award (signature authority) for Chief operation officer - \$	No Answer	2	0	2	4
	\$0	0	0	1	1
	\$3,500	0	1	0	1
	\$50,000	0	1	0	1
	\$300,000	0	1	0	1
	\$100,000,000	2	0	0	2
	Any	0	0	1	1
	N/A	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

Number of Procurement Specialists (FTEs) Hold Appropriate (in your judgment) Procurement Certification for Their Current Duties?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
# procurement specialists (FTEs) hold appropriate (in your judgment) procurement certification for their current duties? - #	0	1	2	0	3
	1	0	1	1	2
	3	0	0	1	1
	4	0	0	1	1
	5	2	0	1	3
	7	0	0	1	1
	100	1	0	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

How Many Procurement Specialists (FTEs) Are Actively Pursuing an Appropriate (in your judgment) Procurement Certification? - #

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
How many procurement specialists (FTEs) Are actively pursuing an appropriate (in your judgment) procurement certification? - #	0	1	0	1	2
	1	0	3	0	3
	2	0	0	1	1
	3	1	0	2	3
	4	1	0	0	1
	5	0	0	1	1
	30	1	0	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

## Personnel

Certification Required?

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Yes (within six months or other time period) - please, specify:	2	0	1	3
No	2	3	4	9
Total	4	3	5	12

Certification Required? Yes (within six months or other time period) - please, specify:

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Certification Required? Yes (within six months or other time period) - please, specify: - Text	No Answer	3	3	4	10
	1.5 years	0	0	1	1
	Deputy Purchasing Agent - required for procurement staff	1	0	0	1
Total		4	3	5	12

Certification Required? Other (please specify) - Text

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Certification Required? Other (please specify) - Text	4	3	5	12
Total	4	3	5	12

Different Types of Procurement Specific Certifications or Education Credentials that Are Accepted by Your Agency:

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
No Answer	1	1	1	3
All	0	1	0	1
All Certifications are accepted but specifically focused on these CPSM, CPPB, CPPO, CPM, CPM, CPSM, B.A., M.A., MBA, CPPB, CPPO, CPM encouraged /not required	0	0	1	1
CPM, CPSM, B.A., M.A., MBA, CPPB, CPPO, CPM encouraged /not required	1	0	0	1
CPPB, CPPO, CPM encouraged /not required	1	0	0	1
CPPB, CPPO, CTPS; Associate's degree, Bachelor's, Master's	0	1	0	1
CPPO CPPB CPM	0	0	1	1
CPPO, CPPB	0	0	1	1
CPPO, CPPB, CPM, CPSM, others as requested	0	0	1	1
CPPO, CPPB, CPSM, C.P.M.	1	0	0	1
Total	4	3	5	12

Total Hours Procurement Spent on Internal Training for its Professional Staff?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
How many total hours did procurement spend on internal training for its professional staff?	No Answer	0	1	2	3
	10	2	0	0	2
	18	0	1	0	1
	20	0	0	2	2
	60	0	0	1	1
	100	1	0	0	1
	120	1	0	0	1
	200	0	1	0	1
Total		4	3	5	12

### Average Cost (salary + benefits) for a Procurement Professional

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
What is the average cost (salary + benefits) for a procurement professional for your agency?		0	0	2	2
	\$50,000	0	1	0	1
	\$60,000	1	0	0	1
	\$70,700	0	0	1	1
	\$73,000	0	1	0	1
	\$75,000	0	0	1	1
	\$80,000	1	0	0	1
	\$85,000	2	0	0	2
	\$88,000	0	1	0	1
	\$95,000	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### Minimum Educational Requirement (cannot be hired otherwise) for Full-Time Procurement Entry Level Positions

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Yes (high school diploma)	3	2	1	6
Yes (undergraduate university degree)	1	1	4	6
<b>Total</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>



Does Your Agency Provide Any of the Following Incentives or Services: - Bonus Pay

		POPULATION			
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	Total
Does your agency provide any of the following incentives or services: - Bonus pay	Yes	1	0	1	2
	No	3	3	4	10
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: - Performance Pay

		POPULATION			
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	Total
Does your agency provide any of the following incentives or services: - Performance pay	Yes	1	0	2	3
	No	3	3	3	9
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: Certification Pay

		POPULATION			
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	Total
Does your agency provide any of the following incentives or services: - Certification pay	Yes	1	1	1	3
	No	3	2	4	9
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: - Education Reimbursement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does your agency provide any of the following incentives or services: - Education reimbursement	Yes	4	2	5	11
	No	0	1	0	1
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: - Conference Reimbursement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does your agency provide any of the following incentives or services: - Conference reimbursement	Yes	4	2	4	10
	No	0	1	1	2
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: - Training Reimbursement

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does your agency provide any of the following incentives or services: - Training reimbursement	Yes	3	2	4	9
	No	1	1	1	3
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: - Cost of Living Adjustments (COLA)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does your agency provide any of the following incentives or services: - Cost of living adjustments (COLA)	Yes	3	1	4	8
	No	1	2	1	4
Total		4	3	5	12

Does Your Agency Provide Any of the Following Incentives or Services: -Cellphone Plans

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Does your agency provide any of the following incentives or services: - Cellphone plans	Yes	1	1	0	2
	No	2	2	5	9
Total		3	3	5	11

## Population Served by Your Agency

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
What is the population (e.g. student body for universities) served by your agency?	18,000	2	0	0	2
	25,000	1	0	0	1
	72,000	1	0	0	1
	200,000	0	1	0	1
	255,000	0	1	0	1
	487,000	0	1	0	1
	520,890	0	0	1	1
	573,235	0	0	1	1
	600,000	0	0	1	1
	750,000	0	0	1	1
	6,300,000	0	0	1	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

## Does Your Agency Have a Warehouse or Receiving Area?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
Does your agency have a warehouse or receiving area?	Yes	4	1	2	7
	No	0	2	3	5
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### How Many Directors Does Your Agency Have?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
How many Directors does your agency have?	0	1	0	2	3
	1	3	3	2	8
	2	0	0	1	1
Total		4	3	5	12

### How Many Managers/Supervisors?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
How many Managers/Supervisors?	0	2	1	0	3
	1	1	0	2	3
	2	0	1	1	2
	3	0	1	1	2
	4	1	0	0	1
	7	0	0	1	1
Total		4	3	5	12

### How Many Procurement Professionals? Text

		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	Total
		How many Procurement Professionals?	0	1	
	1	1	0	0	1
	2	0	1	1	2
	4	0	0	1	1
	5	0	1	0	1
	6	1	0	0	1
	9	1	0	0	1
	10	0	0	1	1
	12	0	1	1	2
	24	0	0	1	1
Total		4	3	5	12

### How Many Clerical?

		Less than 100,000 Residents	100,000-500, ,000 Residents	More than 500,000 Residents	Total
How many Clerical?	0	3	1	0	4
	1	1	1	2	4
	7	0	0	2	2
	8	0	1	1	2
Total		4	3	5	12

### How Many Other Procurement Staff?

		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
How many Other procurement staff? Text	0	3	2	4	9
	1	0	1	0	1
	5	0	0	1	1
	280	1	0	0	1
Total		4	3	5	12

### Total Procurement Staff

		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	Total
Total Procurement Staff	0	1	0	0	1
	3	1	0	0	1
	4	0	0	1	1
	5	0	1	0	1
	6	0	0	1	1
	7	0	1	0	1
	8	1	0	0	1
	14	1	0	0	1
	20	0	0	1	1
	24	0	1	1	2
	40	0	0	1	1
Total		4	3	5	12

Which Organizational Structure Listed below BEST Describes Your Purchasing Function?

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Decentralized (almost all procurement is performed by departments autonomously)	1	0	0	1

Does the Procurement Function within Your Agency Process (handle) Construction and Public Works Bids?

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Public works only	0	0	1	1
Both construction/capital improvement and public works	1	3	3	7
Neither construction nor public works	3	0	1	4
Total	4	3	5	12

Decentralized with central review (almost all procurement is performed by departments, but is subject to review by central procurement)	1	0	0	1
Centralized with delegated authority (most procurement is performed through a central procurement function, with some procurement delegated to departments)	1	3	2	6
Centralized (almost all procurement is performed through a central procurement function)	1	0	2	3
Other (please, specify)	0	0	1	1
Total	4	3	5	12



### Which Organizational Structure Listed below BEST Describes Your Purchasing Function?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
Which organizational structure listed below BEST describes your purchasing function? - Other (please, specify) - Text	No Answer	4	3	4	11
	Centralized with the exception of construction/professional services	0	0	1	1
Total		4	3	5	12

### Does Your Agency Have a P-Card Program?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
Does your agency have a P-Card program?	Yes	4	3	5	12
Total		4	3	5	12

### Have You Conducted an Internal Procurement Customer Satisfaction Survey During the Most Recently Completed Fiscal Year?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
Have you conducted an internal procurement customer satisfaction survey during the most recently completed fiscal year?	Yes (if yes, please indicate your average overall customer satisfaction score/rating)	2	1	1	4
	No	0	2	4	6
	I am not sure	1	0	0	1
Total		3	3	5	11

Have You Conducted an Internal Procurement Customer Satisfaction Survey during the Most Recently Completed Fiscal Year? - Yes

	POPULATION			Total
	Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
No Answer	2	2	4	8
80	0	1	0	1
86	1	0	0	1
90	1	0	1	2
Total	4	3	5	12

Is the Procurement Function Involved (allowed to engage) in Negotiations?

N		POPULATION			Total
		Less than 100,000 Residents	100,000-500,000 Residents	More than 500,000 Residents	
Is the procurement function involved (allowed to engage) in negotiations?	Very little involvement	0	0	2	2
	Some involvement	2	3	2	7
	High involvement	2	0	1	3
Total		4	3	5	12

### Is the Procurement Function Perceived as "Strategic" within the Context of Your Agency?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
Is the procurement function perceived as "strategic" within the context of your agency?	Definitely not	0	0	1	1
	Probably not	1	1	2	4
	Might or might not	0	1	0	1
	Probably yes	2	1	2	5
	Definitely yes	1	0	0	1
Total		4	3	5	12

### Degree of Oversight Engaged in by Elected Officials of the Procurement Function of Your Agency?

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
Degree of oversight engaged in by elected officials of the procurement function of your agency?	15.00	1	0	0	1
	20.00	2	0	0	2
	25.00	0	1	0	1
	30.00	0	1	1	2
	40.00	0	0	1	1
	50.00	0	1	1	2
Total		3	3	3	9

### How Complex would You Say Is Your Procurement Process? - Degree of "Oversight" (1-100)

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
How complex would you say is your procurement process? - Degree of "oversight" (1-100)	.00	1	0	0	1
	20.00	1	0	1	2
	30.00	1	1	2	4
	65.00	0	0	1	1
	70.00	0	1	0	1
	75.00	1	0	0	1
	84.00	0	0	1	1
	85.00	0	1	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### What Percentage of Your Full-Time Procurement Personnel Are Women

		POPULATION			Total
		Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
What percentage of your full-time procurement personnel are Women	.00	1	0	0	1
	20.00	0	1	0	1
	50.00	0	0	1	1
	60.00	2	0	0	2
	66.00	1	0	0	1
	72.00	0	0	1	1
	77.00	0	0	1	1
	80.00	0	1	1	2
	90.00	0	0	1	1
	100.00	0	1	0	1
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>

### What Percentage of Your Full-Time Procurement Personnel Are Minorities

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
What percentage of your full-time procurement personnel are Minorities	.00	1	0	0	1
	9.00	0	1	0	1
	20.00	0	0	1	1
	30.00	1	0	0	1
	46.00	0	0	1	1
	48.00	0	0	1	1
	70.00	1	1	0	2
	75.00	0	0	1	1
	90.00	0	0	1	1
	<b>Total</b>		<b>3</b>	<b>2</b>	<b>5</b>

### What Percentage of Your Full-Time Procurement Personnel Are under 30 Years Old

		POPULATION			Total
		Less than 100,000 Residents	100,000-500, 000 Residents	More than 500,000 Residents	
What percentage of your full-time procurement personnel are Under 30 years old	.00	1	1	0	2
	2.00	0	0	1	1
	9.00	0	1	0	1
	10.00	0	0	1	1
	11.00	0	0	1	1
	25.00	0	0	1	1
	33.00	1	0	0	1
	40.00	1	0	0	1
	<b>Total</b>		<b>3</b>	<b>2</b>	<b>4</b>

Top Three Procurement Practices that Are INEFFECTIVE and Should Be CHANGED:

	POPULATION			Total
	Less than 100,000 Residents	100,000-500 ,000 Residents	More than 500,000 Residents	
	3	2	2	7
-Overuse of professional consultants	1	0	0	1
-Total spend for executive recruitment services				
-Use of third part printing suppliers				
Dollar amounts/limits	0	1	0	1
No multi-year contracts				
Insurance requirements				
Electronic submission not permitted for formal bids/proposals. Buyer's currently assigned to using agencies vs commodities/services/IT. Electronic signatures not wholly implemented or accepted.	0	0	1	1
Keeping administrative processes that are outdated, avoiding negotiation of terms and conditions, decentralizing education of buyers (learn on your own approach)	0	0	1	1
Newspaper ads for solicitations	0	0	1	1
Hard copy bid submissions				
<b>Total</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>12</b>