



Transformational Results

Purchasing & Strategic Sourcing

Bruce D. Collins, Director

Strategic Plan Alignment

VISION BLOCK: HIGH PERFORMING GOVERNMENT

Goal 6. Set the Standard for Sound Governance and Fiscal Management

6.7 Deliver effective and efficient processes to maximize value in obtaining goods and services



Table of Contents



- 1. COVID-19 Support**
- 2. Core Functions and Responsibilities**
- 3. Key Transformative Actions Timeline**
- 4. Purchasing and Supply Chain Management**
- 5. Contract Administration**
- 6. Wage Theft**
- 7. Socioeconomic Programs**
- 8. Outreach/Workshops & Expos**
- 9. Vendor Management**
- 10. Awards & Recognitions**

Purchasing & Strategic Sourcing

COVID-19 - Support



Consulting And Support Services

- Meetings with each portfolio to identify immediate and forecast need of Covid-19 related goods or services
- Developed change orders for additional cleaning services
- Awarding new contracts for additional cleaning services
- Sourcing and procuring Personal Protective Equipment
- Launch Live Streaming of Bid Openings
- Sharing vendor information with El Paso Purchasing Alliance
- "Ask Laura" links to Covid-19 Web pages

Regional – Emergency Operations Center

- Assisted EOC in creating region sourcing strategy
- Coordinate sourcing effort with agencies facing the same challenges and competing for Covid-19 supplies and equipment
 - Standardization of products
 - Sourcing cleaning supplies
 - Sourcing and procuring cleaning and medical equipment
 - Sourcing and procuring preventive equipment
- Monitoring and reporting on Order Fulfillment

Purchasing & Strategic Sourcing

Core Functions and Responsibilities – Then & Now



Purchasing & Supply Chain Management

Consulting and Advanced Procurement Planning Services

Centralized

Capital and non-capital



Outreach, Workshops & Expos

Winning Wednesday

Cooperative Purchasing Expo



Socioeconomic Programs

Vendor Outreach and Workshops

Hire El Paso First - Local Bid Preference Ordinance

City Accelerator: Local Business and Job Growth

City Accelerator: Inclusive Procurement



Vendor Management

Vendor Management & Profile Management

PeopleSoft Purchasing Training and Troubleshooting

Electronic Commerce

EP Marketplace



Ask Laura – Virtual Information Officer



Contract Administration

Wage Theft Ordinance

Training and Technical Assistance

Contract Repository

Vendor Performance Management System

Purchasing & Strategic Sourcing

Key Transformative Actions Timeline



2015

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance

2016

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas

2017

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System

2018

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System
- ★ The Amended and Restated Procurement and Sourcing Policy approved
- ★ City Accelerator: Local Business and Job Growth Grant Awarded
- ★ Ask Laura replicated and deployed in three Departments
- ★ Ask Laura habla español

2019

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System
- ★ The Amended and Restated Procurement and Sourcing Policy approved
- ★ City Accelerator: Local Business and Job Growth Grant Awarded
- ★ Ask Laura replicated and deployed in three Departments
- ★ Ask Laura habla español
- ★ Accelerate EP (cross-functional team branding)
- ★ City Accelerator: Inclusive Procurement Grant Awarded
- ★ Ask Laura replicated as a best practice and has been deployed in six Departments
- ★ Achievement in Excellence in Procurement awarded 5 consecutive years

Purchasing & Strategic Sourcing

Key Transformative Actions Timeline



2015

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance

4

2016

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas

6

2017

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System

12

2018

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System
- ★ The Amended and Restated Procurement and Sourcing Policy approved
- ★ City Accelerator: Local Business and Job Growth Grant Awarded
- ★ Ask Laura replicated and deployed in three Departments
- ★ Ask Laura habla español

16

2019

- ★ Purchasing & Strategic Sourcing centralized
- ★ EP Marketplace Launched
- ★ Delegated authority to exercise options administratively
- ★ Wage Theft Ordinance
- ★ Socioeconomic Compliance Officer position created
- ★ Competitive Sealed Proposal process revised to align with State of Texas
- ★ Contract Administration
- ★ Eliminated cap on cooperative contracts
- ★ Lean Six Sigma on Competitive Sealed Proposal Process
- ★ Ask Laura Launched
- ★ EP Marketplace received Top Innovator from EPIC
- ★ Vendor Performance System
- ★ The Amended and Restated Procurement and Sourcing Policy approved
- ★ City Accelerator: Local Business and Job Growth Grant Awarded
- ★ Ask Laura replicated and deployed in three Departments
- ★ Ask Laura habla español
- ★ Accelerate EP (cross-functional team branding)
- ★ City Accelerator: Inclusive Procurement Grant Awarded
- ★ Ask Laura replicated as a best practice and has been deployed in six Departments
- ★ Achievement in Excellence in Procurement awarded 5 consecutive years

20



Challenges and Opportunities

Decentralized Purchasing and Duplicated Systems

Impacts of Administrative Policies

Improvements, Alignment and Innovation

Centralized Procurements

- ✓ Standardization
- ✓ Clarity within the Business Community

Administrative Approvals

- ✓ Exercising Options to Extend

Challenges and Opportunities

Administrative Policies and Procedures

Timeliness of Contract Awards

Tracking Key Performance Indicators

Improvements, Alignment and Innovation

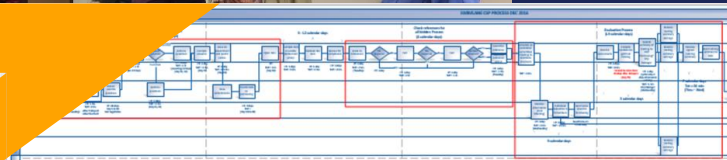
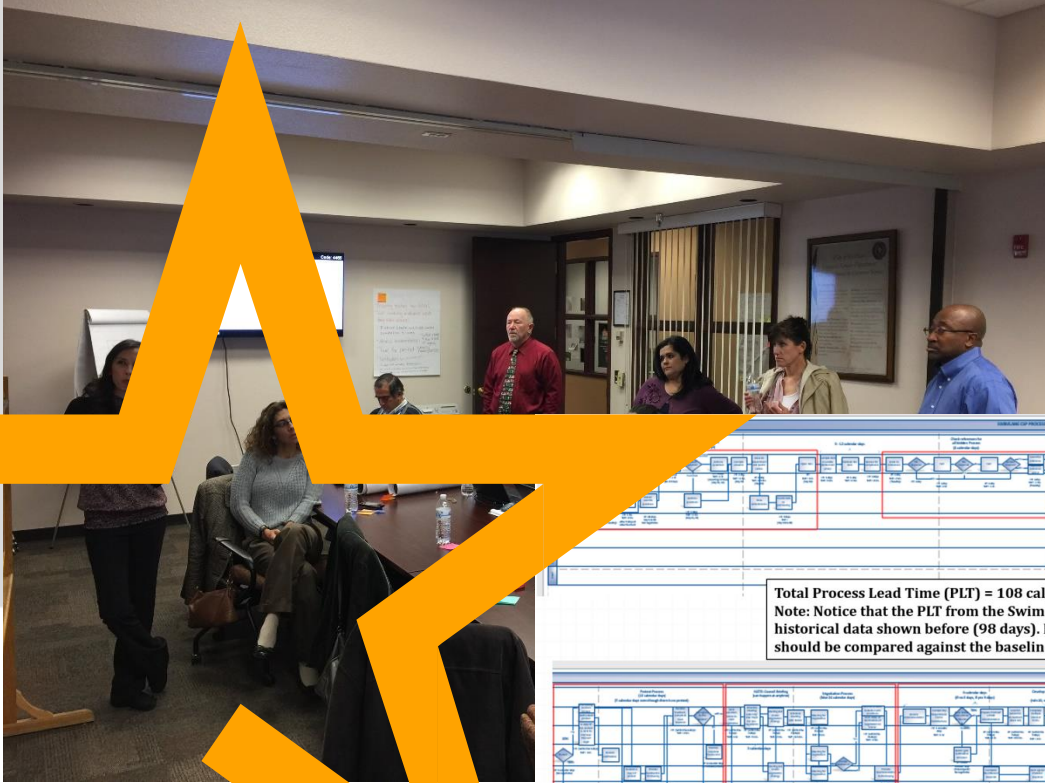
Amended Competitive Sealed Proposal Policy

- ✓ Alignment with the State of Texas best practice

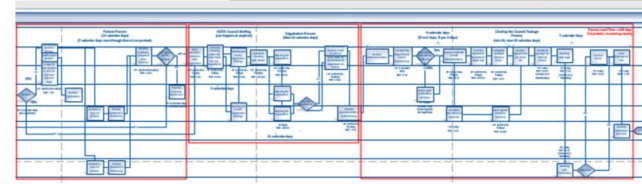
Lean Six Sigma Project – Kaizen Event for CSP

- ✓ Reduction in award time (from 108 to 81 days)
- ✓ 30 CSP's awarded to date totaling \$164,429,899.87
- ✓ Rainbow Report

Kaizen Event



Total Process Lead Time (PLT) = 108 calendar days
Note: Notice that the PLT from the Swim Lane is higher than the average historical data shown before (98 days). However, the new observations should be compared against the baseline of 108 calendar days.



Competitive Sealed Proposal

Solicitation Valid for: 90

Solicitation Name

Expiration Date

Solicitation Number

8/11/2020



CITY OF EL PASO
PURCHASING & STRATEGIC SOURCING

Select One

Select One

Last Update:

Evaluation to be completed no later than:

6/26/2020

Tracking Section

Rev. 2/25/2020	Activity	Concurrent Activity	Allocated Time	Cumulative Time	Day	Target Date	# of Days	Total Time	Day	Completed	Delay Reason
Advertising to Bid Opening Date	Send advertisement to Newspaper	Schedule Evaluation Committee Meeting			Friday	4/10/2020			Friday	4/10/2020	
	1st Advertisement	Post Solicitation Online	1	1	Tuesday	4/14/2020	1	1	Tuesday	4/14/2020	
	2nd Advertisement	Receive questions and issue amendments	7	8	Tuesday	4/21/2020	7	8	Tuesday	4/21/2020	
	Pre-Proposal Conference		1	9	Wednesday	4/22/2020	1	9	Wednesday	4/22/2020	
	Last Day to Submit Questions		7	16	Wednesday	4/29/2020	7	16	Wednesday	4/29/2020	
	Last Day to Issue Amendment		7	23	Wednesday	5/6/2020	7	23	Wednesday	5/6/2020	
	Bid Opening			7	30	Wednesday	5/13/2020	7	30	Wednesday	5/13/2020
Bid Tab Preparer	Prepare Bid Tabulation	Review for bids for compliance	2	32	Friday	5/15/2020	2	32	Friday	5/15/2020	
	Bid Tab Review and Approval		4	36	Tuesday	5/19/2020	4	36	Tuesday	5/19/2020	
Evaluation Phase	Start Checking References - 1st Attempt	Insurance Documents to Risk Management	0	36	Tuesday	5/19/2020	0	36	Tuesday	5/19/2020	
	Committee Meeting		1	37	Wednesday	5/20/2020	1	37	Wednesday	5/20/2020	
	Checking References 2nd Attempt	Committee Evaluating Proposals	1	38	Thursday	5/21/2020	1	38	Thursday	5/21/2020	
	Checking References 3rd Attempt		1	39	Friday	5/22/2020	1	39	Friday	5/22/2020	
	Score References		3	42	Monday	5/25/2020	3	42	Monday	5/25/2020	
	Committee Submits Scoresheets to Purchasing		2	44	Wednesday	5/27/2020	2	44	Wednesday	5/27/2020	
	Compile Ranking		1	45	Thursday	5/28/2020	1	45	Thursday	5/28/2020	
	Ranking to Agent for review		1	46	Friday	5/29/2020	1	46	Friday	5/29/2020	
Route Ranking for Signatures	Send Final Ranking to all Offerors & Engage Consultant	7	53	Friday	6/5/2020	7	53	Friday	6/5/2020		
Protest Phase	Protest Period		6	59	Thursday	6/11/2020	6	59	Thursday	6/11/2020	
Negotiation Phase	Notification to the Highest Ranked/ Negotiations	Due Diligences - Highest Ranked & Negotiation Strategy	1	60	Friday	6/12/2020	1	60	Friday	6/12/2020	
	Negotiation Phase		13	73	Thursday	6/25/2020	13	73	Thursday	6/25/2020	
City Council Packet Process	Packet Preparation	Approved DHS to CID for Signature	0	73	Thursday	6/25/2020	0	73	Thursday	6/25/2020	
		Receive DHS	1	74	Friday	6/26/2020	1	74	Friday	6/26/2020	
		Submit to Agent	3	77	Monday	6/29/2020	3	77	Monday	6/29/2020	
		Submit to Asst. Director	1	78	Tuesday	6/30/2020	1	78	Tuesday	6/30/2020	
	Submit to Admin Analyst		1	79	Wednesday	7/1/2020	1	79	Wednesday	7/1/2020	
	Purchasing Director Reviews with Legal		1	80	Thursday	7/2/2020	1	80	Thursday	7/2/2020	
	Revisions		1	81	Friday	7/3/2020	1	81	Friday	7/3/2020	
	Posting		0	81	Friday	7/3/2020	0	81	Friday	7/3/2020	

Challenges and Opportunities

Restrictive Use on Cooperative Contracts

Realignment & Update Procurement Policies and Practices

Improvements, Alignment and Innovation

Cooperative Realignment

- ✓ Removal of administrative caps
- ✓ Reduction in time

The Amended and Restated Procurement and Sourcing Policy

- ✓ Third Party Review and Update
- ✓ Best Practice Confirmation
 - ✓ 300 police cars - **\$2.4 million savings**

Challenges and Opportunities

Contract Management & Administration

No systematic process for the administration, monitoring & file management of contracts

Improvements, Alignment and Innovation

Citywide Contract Administration Training

- ✓ Best Practice Training on Contract Monitoring
- ✓ Systematic File Management Requirements

Contract Administration position created

- ✓ Consultant Services for Internal Departments
- ✓ Vendor Performance Records
- ✓ Expiring Contracts Monitoring

Challenges and Opportunities

No central repository for Vendor Performance Reports

Lacked two-way communication

Successful contract performance

Improvements, Alignment and Innovation

Vendor Performance Tracking System (VPTS)

- ✓ Web-based Repository
- ✓ Initial VPR Goods & Services
- ✓ Second Version A/E & Design Services
- ✓ Two-way Communication



Challenges and Opportunities

Citizens with Lost Wages

Companies with Lost Revenue

Improvements, Alignment and Innovation

Adoption of Wage Theft Ordinance

- ✓ Award of Contracts
- ✓ Issuance of License and Permits

Establishment of Adjudication Data

Ineligible Sourcing List

- ✓ Supplemented with requirement to have payment and performance bonds

Challenges and Opportunities

Ensuring business access to high quality resources

Model for community collaboration

Deliver high impact results

Improvements, Alignment and Innovation

Convener

Collaborator

Portal

Cohort Small Business Development



**MOVING SMALL
BUSINESSES
FORWARD**

ACCELERATE EP



Challenges and Opportunities

Decentralized business support efforts

Inclusion of Minority, Women, & Veteran Businesses in contracting process

Restricted use of Local Bid Preference

Improvements, Alignment and Innovation

City Accelerator 5: Local Business + Job Growth

- ✓ Accelerate EP
- ✓ Cross-Functional Team

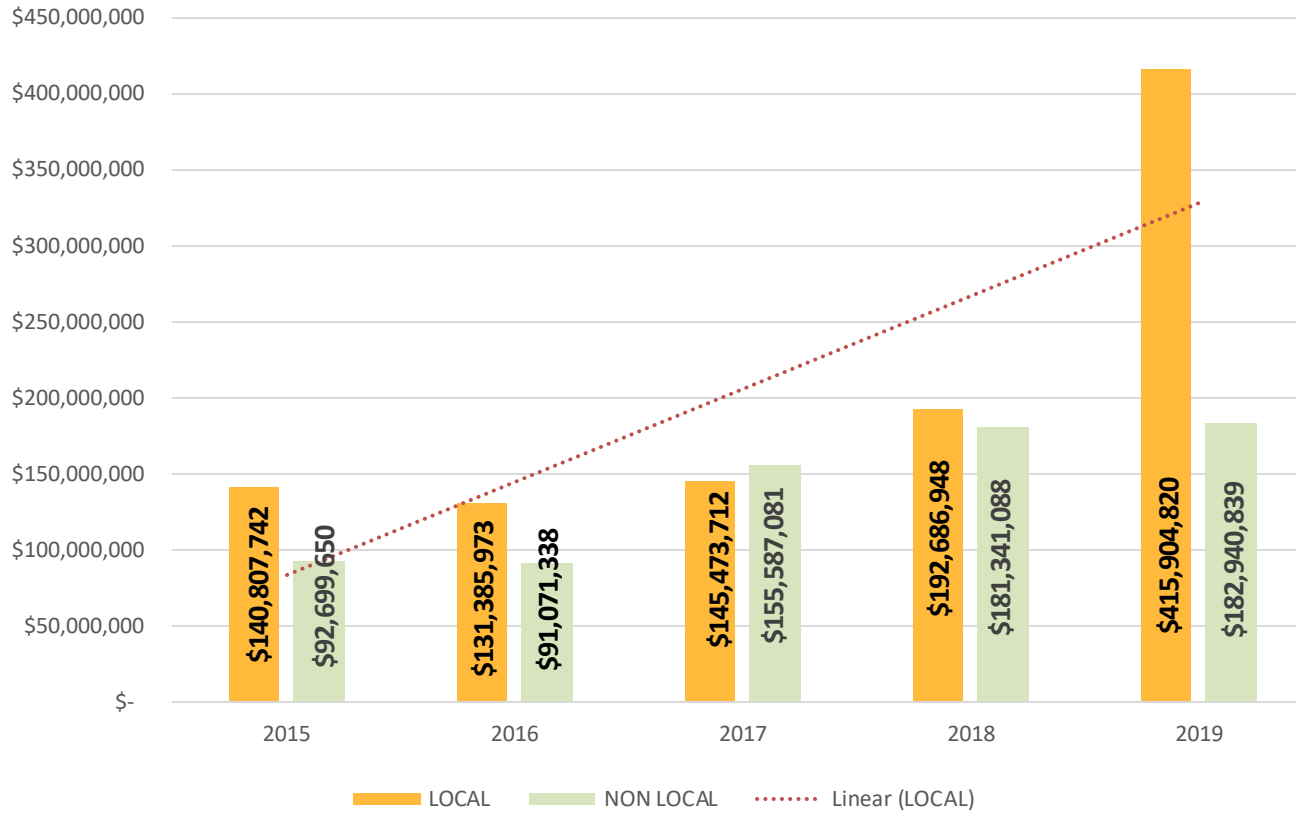
City Accelerator 6: Inclusive Procurement

- ✓ MOUs with partners
- ✓ Certification Survey

Hire El Paso First

- ✓ Two-Tiered System
- ✓ Alternative Procurement Methods

Local & Non-Local Spend Analysis



Local Spend

Fiscal Year	% Local
2019	69%
2018	52%
2017	48%
2016	59%
2015	60%

Challenges and Opportunities

Understanding City Processes and Requirements

Improvements, Alignment and Innovation

Collaborations & Partnerships

- ✓ Model for Community collaboration

Winning Wednesday

- ✓ Training designed based on Supplier feedback
- ✓ Must attend event
- ✓ Demystify the Procurement Process

Supplier Feedback

- ✓ City processes
- ✓ City documents

Replication- Lunch and Learn

- ✓ Training designed based on Supplier feedback
- ✓ Must attend event
- ✓ Demystify the Procurement Process
- ✓ City documents

Winning Wednesday



Challenges and Opportunities

Knowledge and accessibility

Increase local participation in Cooperative Programs

Improvements, Alignment and Innovation

Annual Cooperative Purchasing Expo

✓ Unique Focus

Leadership Development 500

✓ Keynote Speaker

Business Opportunities & Resources

- ✓ Workshops
- ✓ Exhibitors
- ✓ Partners
- ✓ Resource Partners

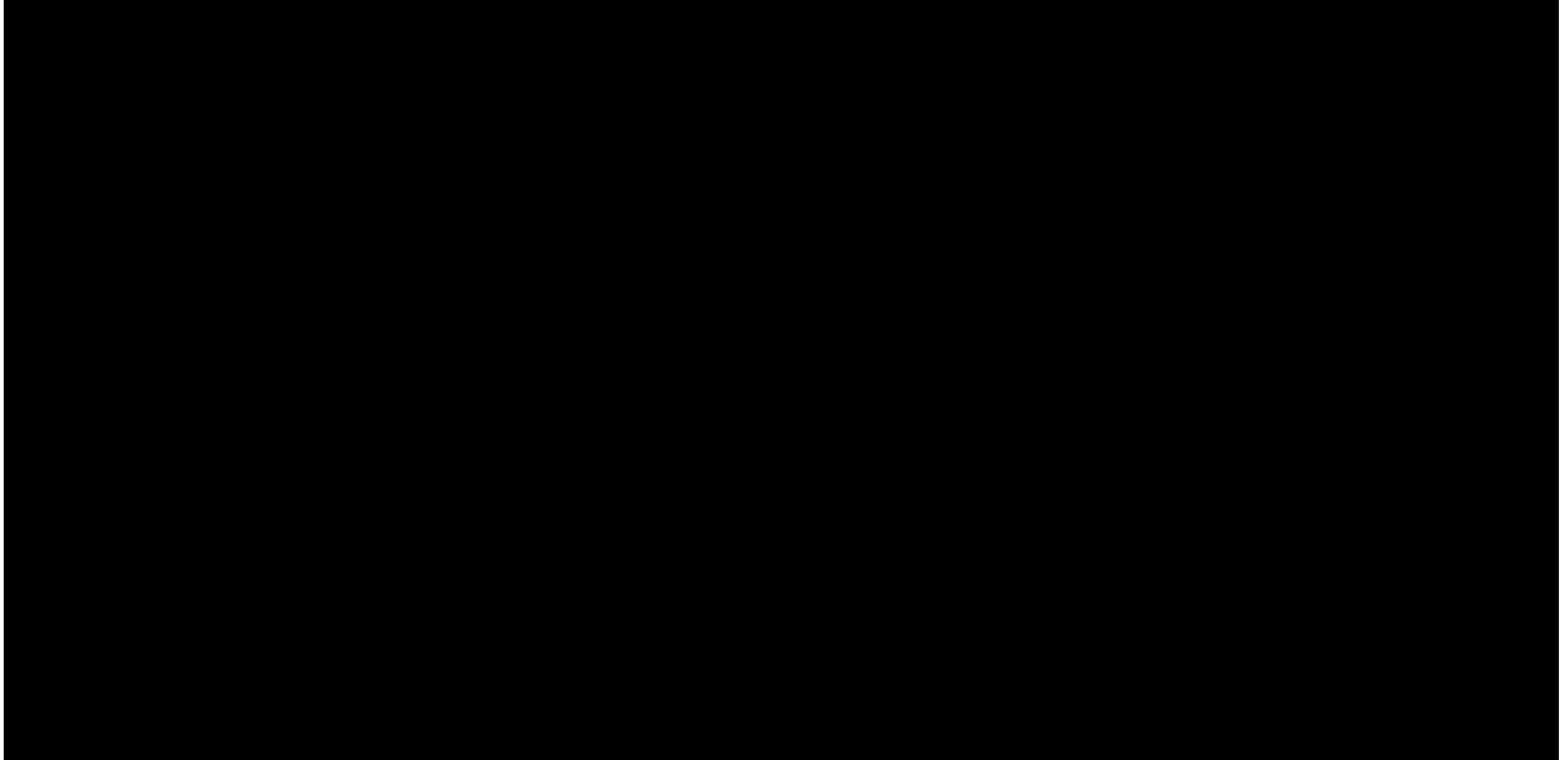


Cooperative Purchasing Expo



Cooperative Purchasing Expo

Testimonials



Challenges and Opportunities

Timeliness of processing cooperative purchases

Paperwork associated with cooperative purchases

Improvements, Alignment and Innovation

EP MarketPlace

- ✓ Amazon/Ebay shopping experience
- ✓ Comparative Shopping
- ✓ \$68M Spend to Date

Cost Avoidance

- ✓ \$117 Per Purchase Order
- ✓ Total \$1.9M from 2015-2019

Efficiency

- ✓ **89% Reduction** in process time*
- ✓ Elimination of redundant compliant processes
- ✓ Reduces use of Pcard
- ✓ Increase Visibility
- ✓ Direct ordering

* 3rd party verification by Grainger Consulting Services Lean Six Sigma Team

Challenges and Opportunities

Providing timely responses to Frequently Asked Questions

Improvements, Alignment and Innovation

Ask Laura, Virtual Information Officer

- ✓ Habla Español
- ✓ Replicated in 6 Departments

Efficiencies

- ✓ Reduced person-hours on the telephone calls
- ✓ Cost avoidance over \$62K to date

Supplier Feedback

- ✓ Cycles of learning
- ✓ Expanded knowledgebase
- ✓ Identify training needs

Awards & Recognitions



Achievement of Excellence in Procurement

Of the 10 largest cities in Texas, City of El Paso is only **1 of 3** to win this award

6 CONSECUTIVE YEARS



	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
EXCELLENCE PROCUREMENT	✓	✓	✓	✓	✓	✓

Meet El Paso's Chatbot, Ask Laura. She's a Real "Game Changer"
- GovTech Digital Communities 2017

Best of Texas 2018 Award Winner *Application Serving the Public-Ask Laura*

Top Innovator in Excellence in Procurement Indirect Categories from ProcureCon Indirect East- 2017- EP MarketPlace

National Institute For Governmental Purchasing 2018 Presenter
Kaizen Event for CSP
Ask Laura-Case Study

2018 U.S. Small Business Administration
Minority Small Business Champion

2019 U.S. Department of Commerce Minority Business Development Agency
Distinguished Supplier Diversity Award

National Airport Purchasing Group 2019 Presenter
Continuous Improvement – Lean Six Sigma & Technology

Mission

Deliver exceptional services to support a high quality of life and place for our community

Values

Integrity, **R**espect, **E**xcellence,
Accountability, **P**eople

Vision

Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government