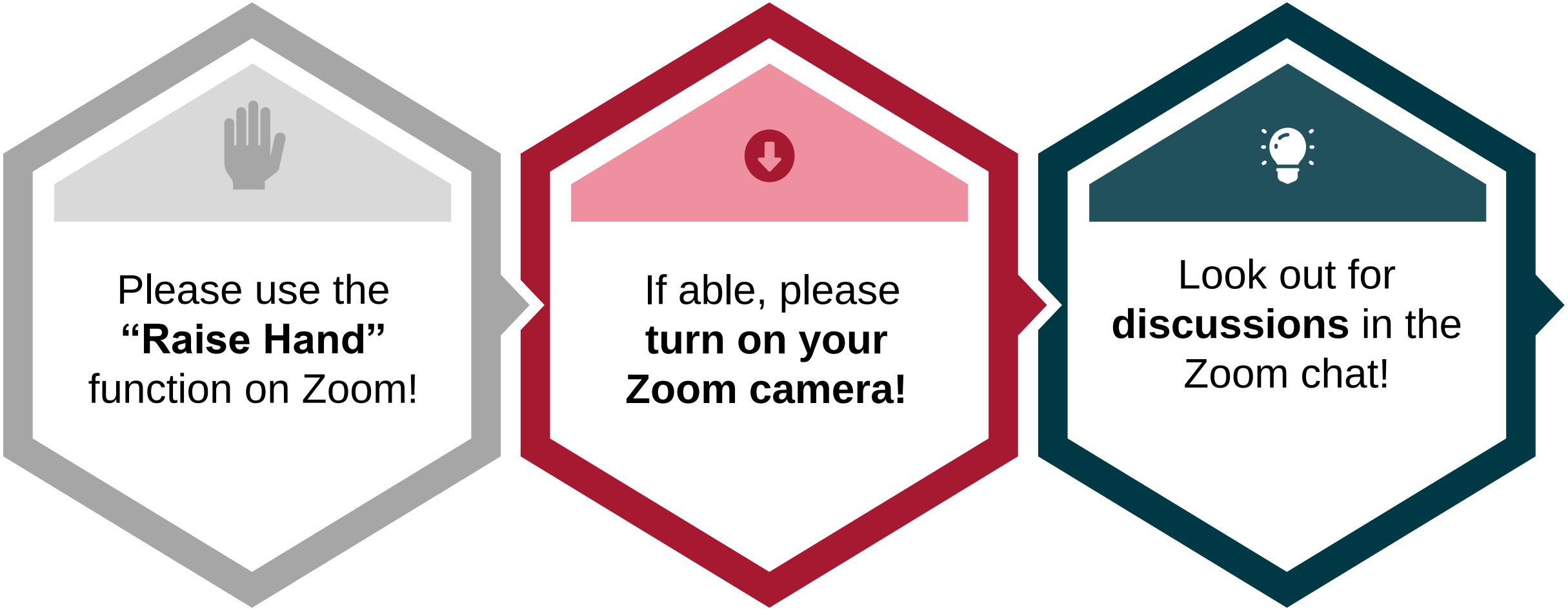
Procurement Excellence Network (PEN) Two-Year Anniversary Event

Charting the next frontier for our virtual community of change agents

December 5, 2024

HARVARD Kennedy School
Government Performance Lab

How can you engage in this session?



Why Procurement Matters – New Bedford, MA

The Procurement Excellence Network Team

Kailey Burger Ayogu

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Isabel Garcia

Project Leader

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Damonique Sonnier

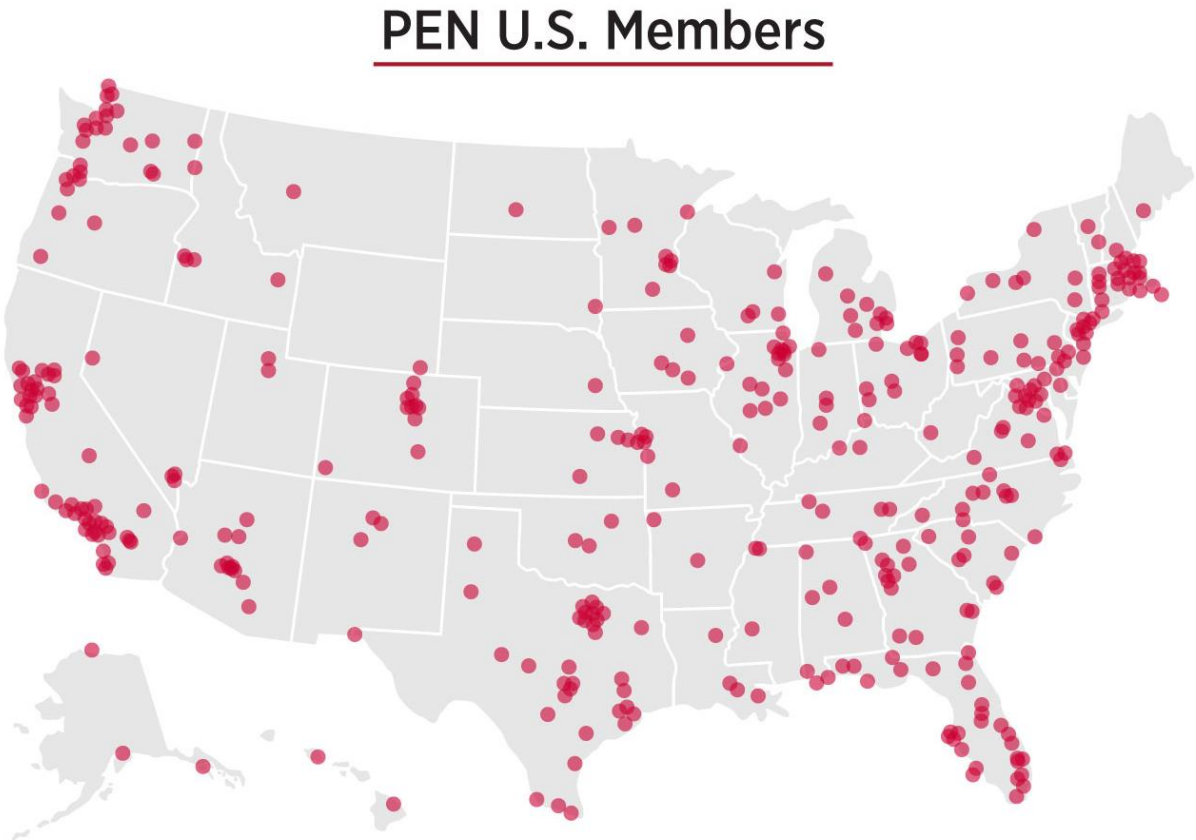
Fellow

Today’s Agenda

- Membership Celebration – Where We’ve Been
- Showcasing Examples of Procurement Excellence
- PEN in 2025
- Next Steps and Opportunities for Engagement

Membership Celebration – Where We’ve Been

Procurement Excellence Network Members



The Procurement Excellence Network: Two-Year Recap

Gathering procurement leaders

2200+ PEN Members

Jurisdictions with the most members:

- Little Rock, AR
  City w/ pop. < 300K
- New York City, NY
  City w/ pop. > 300K
- San Diego County, CA
  County Government
- State of Washington
  State Government

Documenting leading practices

100 Publications with 40,000 views

Most viewed publications:

1. Contract Management Plan
2. RFP Response Workbook and Question Bank
3. What is Procurement Excellence?

Sharing solutions

30 virtual events 200 coaching calls

Top attended events:

1. Overcoming Resistance to Change: The Real Catalyst to Achieve Procurement Transformation
2. How to Design and Deliver Effective Trainings
3. Managing Contracts to Improve Results

Achieving procurement results

250 members implementing reforms

As a result of being a PEN member:

- 100 felt increased confidence in launching a procurement reform
- 125 shared an idea they learned with colleagues
- 50 made a significant change to business operations

PEN Impact Word Cloud

Showcasing Examples of Procurement Excellence

Public Procurement Top Themes in 2024

Public procurement is **navigating greater complexity** and ambiguity, needing to manage the noise of it all.

Procurement teams are finding themselves in **more regional, cooperative, and networked opportunities,** including via the use of joint purchasing.

Public procurement is increasingly **shaping markets in local communities.**

Public procurement teams are striving to **balance rapid technological change with appropriate governance.**

Procurement teams are looking for **new stakeholders for problem solving.**

PEN Poll

Which of these top themes most resonates in your jurisdiction?

Managing Noise Govt Spotlight: Montgomery County, MD

Featured Speaker: Ash Shetty

Chief Procurement Officer
Montgomery County Office of Procurement

Defining the Challenge

- Manage nearly 3000 contracts worth $5B at any given time
- Contracts associated with nearly 10,000 procurement actions
- Challenging to keep user departments/vendors up to date on all procurement related activity

Action Plan for Reform

- Developed public facing solicitation tracker
- All solicitations tracked from issuance to contract execution
- Also shows historical data/ past contract holder for associated solicitation

Impact

- 43% increase in procurement website traffic
- Cost savings from decrease in information requests
- Memorializes why solicitation delayed, informs future reforms

Tech Change Govt Spotlight: City of Murray, Utah

Featured Speaker: Brooke Smith

City Recorder
Manages Recorders Division, Purchasing, and Passport Office

Defining the Challenge

- Small jurisdiction (~50K) with few staff focused on procurement
- Cycle times often multiple years (3 months for minor contracts)
- Generative AI tools very exciting, but no clear roadmap for where to start for procurement teams

Action Plan for Reform

- Procurement started experimenting with Gen AI
- Early pilots involved drafting RFPs and negotiation prep
- Lessons learned include importance of prompt engineering, closed loop systems, and staff training

Impact

- Cycle time now only weeks for priority contracts
- AI tools improving subject matter expert collaboration
- Leveraging AI Committee to put appropriate guardrails on usage

New Staff

Govt Spotlight: City of Richmond, VA

Featured Speaker: Daniel Mullery

Contracting Officer

Department of Procurement Services

Defining the Challenge

- Insufficient capacity to handle increased demand
- 70% turnover of frontline procurement staff
- Inability to prioritize strategic activities given procurement in reactive mode

Action Plan for Reform

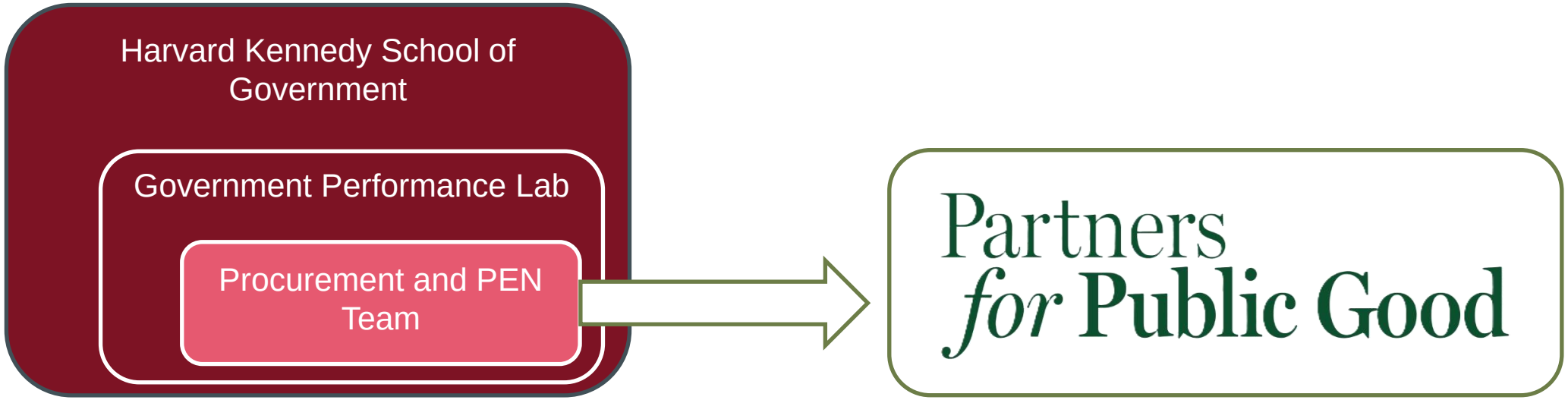
- Developed data-driven staffing analysis for senior leadership
- Defined success (reduced workloads, shorter cycle times)
- Conversations with senior leadership resulted in doubling headcount to 28 FTEs

Impact

- Workload ratio improved by ~65% (avg reqs down)
- No frontline procurement staff turnover in two years
- Now time for key activities (eProcurement launch, new vendor diversity initiatives)

PEN in 2025

New Organization Announcement



The Procurement Excellence Network is currently an initiative within the Harvard Kennedy School Government Performance Lab (HKS GPL).

In March 2025, the broader HKS GPL procurement team of ~20 people will all form a new non-profit called **Partners for Public Good** (PPG).

Our new non-profit will continue all procurement transformation work, including running PEN.

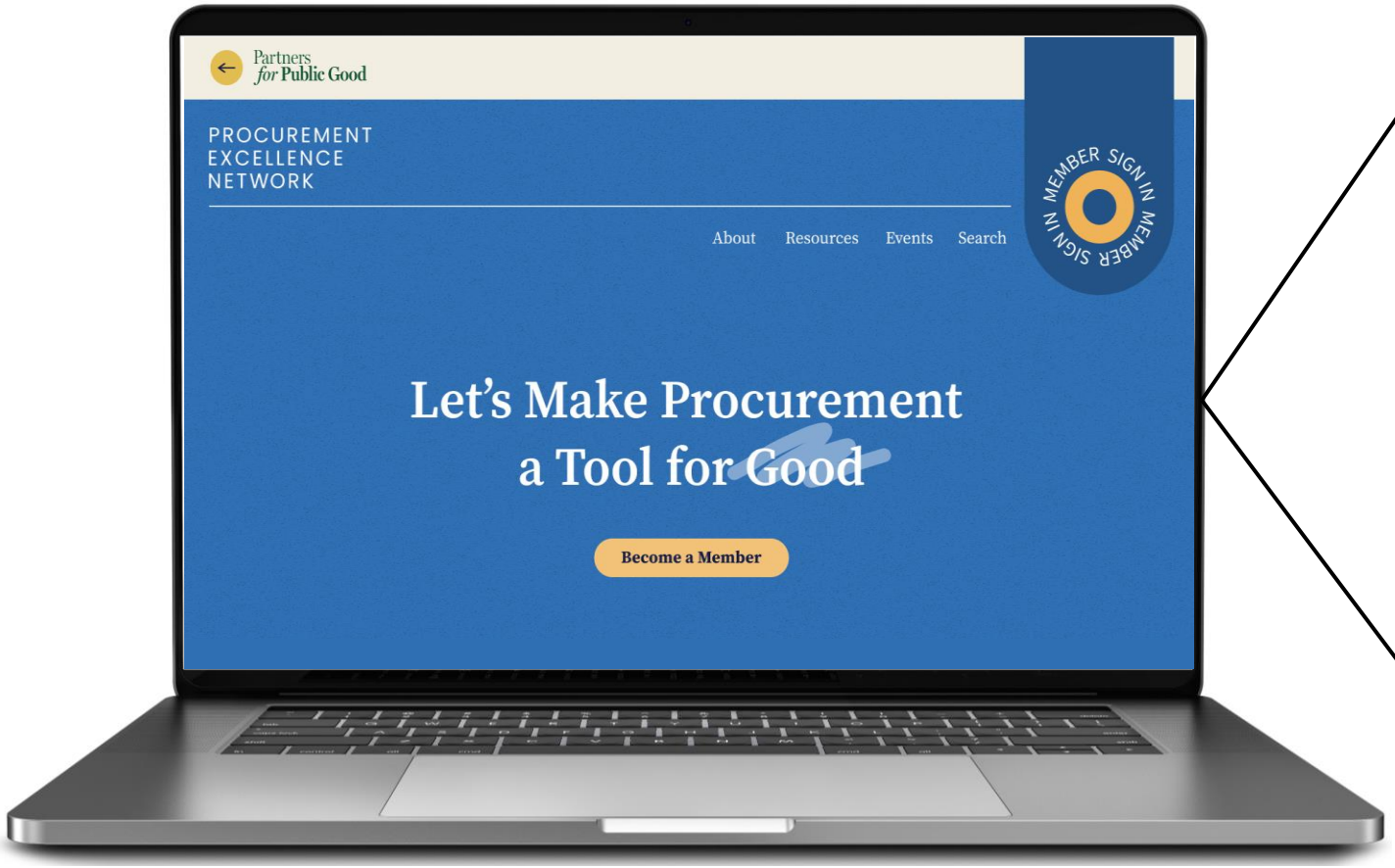
Updates to the PEN Member Experience

- Our organizational change will only mean good things for members of the Procurement Excellence Network. Stay tuned for:
  - ❑ Additional free learning opportunities, publications, and templates.
  - ❑ Wider collaborations with organizations doing similar work in procurement and related spaces (e.g., sustainability, good jobs, budgeting and finance).
  - ❑ New website with more robust features.

Your PEN membership account will automatically transfer over to the new website when it launches in 2025.

PEN will also host a series of virtual sessions highlighting new website functionality.

New PEN Website



Events and Opportunities

Join us for face-to-face trainings, round table discussions, community building, and more with PEN experts and your fellow procurement pros.

Upcoming Events | Past Events

WELCOME SESSION

PEN Welcome Session

Oct 31, 2004
2 pm—3:30 pm ET

TRAINING

Improving Vendor Certification

Sep 20, 2024
2 pm—3:30 pm ET

My Bookmarks

Save the resources and conversations you keep coming back to.

Resources | Conversations | Events Attended

INTERVIEW

Market Research: The Key to your Next RFP's Success

View Resource →

COMMUNITY RESOURCE

Solicitation Getting Started Toolkit: Intake Form

View Resource →

COMMUNITY RESOURCE

Solicitation Getting Started Toolkit: Intake Form

View Resource →

Next Steps and Opportunities for Engagement

We want to hear from you!

Please let us know of your interest in joining an ideation group on any of the following topics:

- ❑ General Direction of PEN
- ❑ New Website
- ❑ Pitch Future Event Topics
- ❑ Brainstorm New Resources