Submitted to:
The Honorable Steven R. Schuh, County Executive
AND
The Honorable Members of the County Council:
Chairman Michael Anthony Peroutka - District 5
Vice Chairman Jerry Walker - District 7
Pete Smith - District 1
John Grasso - District 2
Derek Fink - District 3
Andrew C. Pruski - District 4
Chris Trumbauer - District 6

Purchasing Division
Office of Central Services
Fiscal 2018 Report
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EXECUTIVE SUMMARY

The Purchasing Division operates within the Office of Central Services in accordance with Article 8 of the Anne Arundel County Code and the County Charter. The Purchasing Agent is responsible for the Centralized Purchasing Operation, Capital Construction, Consultant Selection Contracts, the County-wide Courier/Mail Delivery Service; the Minority and Small Business Coordinator, and the Non-Capital Fixed Asset Program.

In the fiscal 2018, the Division had a staff of twenty-four (24) full-time merit employees, one contractual management aide, and one part-time contractual mail clerk. Our Buyer Teams have been reorganized into five (5) categories, which has helped to more evenly distribute procurement workload. The Buying Teams Categories are:

1. Capital Improvements
2. Facilities and Public Works
3. Public Safety & Human Services
4. Technology and Transportation
5. Administration, Parks & Planning

The dedicated County employees in the Purchasing Division are tasked with procuring all goods and services required by the County. Through the last fiscal year, the Purchasing Team has been working on design and configuration of the new eProcurement system known as Procurement Operations Resource Technology aka P.O.R.T. that will transform the way in which our procurement team operates. In the 2018 fiscal year, the Purchasing Division oversaw 82,300 procurement transactions, which included purchase orders, change orders, direct payments, blanket order releases against annual contracts, and procurement card transactions for a total value of $526,506,836. In addition to our purchasing staff, our Division has an exceptional Mail Room Delivery team who ensures that the mail for all County facilities arrives and is sent out every day. In 2018, the Mail service staff handled 2,022,817 pieces of outgoing mail, with a cost of $1,002,297 and 11,250 incoming parcels.

We are proud of our efforts to grow the diversity of our supplier and contractor base with an increase of 3% over the fiscal 2017. In Fiscal 2018, the County spent $48,443,526 million with Minority, Veteran, Small, and Women-owned Business Enterprises. We expect this number to continue to grow with a focus on outreach, educational training, and communication with the potential minority and small business vendors.
ACCOMPLISHMENTS

SAVINGS & RECOVERED COUNTY FUNDING

- FY 18 Savings Generated = $11,441,293
  - In two and a half years generated $14,695,612 in savings for the County
  - $415,000 in savings related to Category Management
- Additional rebates obtained $6,955.54 from cooperative and other procurement solutions that translates to savings

EFFICIENCY

- The County saw an average reduction of time required to complete procurements of 6.41 days in FY 2018 since the same time period in FY 2017.
- Obtained Council approval for increasing the simplified procurement threshold from $25,000 to $50,000 contingent on voter approval in November.
- Launched new P.O.R.T system and trained staff on how to use the new system.
- Launched quarterly newsletter to improve communications with County agencies about new processes and staff training opportunities.
- Policies put into place to ensure consistent policies across the Division:
  - RFP Process
  - IFB Process
  - Sole Source Procedures
  - Emergency Process
  - Small Procurements
  - Redlining Vendor Contracts
  - Terms and Conditions for Small Procurements with Agreements < $25,000
- Checklists established to help staff more quickly process routine transactions:
  - Routing contracts for County Signatures
  - Responsive Vendor Checkoff List
  - Piggyback Checklist
TRAINING & CERTIFICATION

Internal Training:

Over the past two years, the Purchasing Division has taken steps to acquire additional funding for training the staff to work toward certifications, such as the Certified Professional in Supply Management (CPSM), Certified Public Procurement Buyer and Officer (CPPB, CPPO), and Certified Professional Property Specialist (CPPS). Last year, one person achieved the CPSM through the Institute of Supply Management (ISM). This fiscal year, four more staff members will attempt their certifications. One staff member currently has a lifetime certification with ISM.

The National Institute of Government Purchasing (NIGP) offers two certifications, Certified Public Procurement Buyer (CPPB) and Certified Public Procurement Officer (CPPO). Currently, one staff member is certified as a CPPO and two others that qualify based on years experience will work toward their certifications.

External Training:

The Purchasing Division has launched a training program provided to county agencies (user agencies). The courses consist of:

- Procurement 101, Introduction to Government Purchasing – a basic guide to how the County Purchasing Division works, with references to County laws and regulations;
- Procurement 102, Statement of Work – a guide on how to successfully submit a purchase request;
- Procurement 103, Contract Management – a guide on how to manage a contract once it is put into place; and
- eProcurement initial training for key stakeholders conducted.

Future training sessions are being designed to further extend our outreach to end users throughout the County government.

POLICIES

The Purchasing Division has developed and released seven (7) policies aimed at guiding the primary function of daily procurement processes internal to the Purchasing Division. These policies cover basic procurements and go into more specific detail on expected performance standards throughout each aspect of the procurement process. These help the managers in the Purchasing Division monitor and evaluate the performance of staff and identify areas for additional training to build the capabilities of staff.
GOALS FOR FY 2019

The Purchasing Division is developing a plan of action to achieve specific goals as shown below and to apply our strategy across all levels of our operation:

- To increase the efficiency of the solicitation process and contract execution
- To identify for new areas in the purchasing process where savings can be achieved
- To increase the number of certified purchasing staff
- To form new policies & procedures to formalize the purchasing processes

New Initiatives

The following initiatives will support the Purchasing Division to achieve its strategic goals:

- Implement eProcurement system that will streamline the procurement process and reduce the time required to procure goods and services.
- Achieve NIGP Accreditation which will demonstrate clear milestones achieved in improving efficiency of our operation and knowledge of our staff.
- Conduct more training for Purchasing staff and outside users of our services. This will improve consistency in following established processes which will reduce delays and improve the speed in processing procurements.
- Incorporate DocuSign eSignatures to eliminate paper routing of contract documents to eliminate paper routing of contract documents.

The goals for the fiscal year are organized into six (6) general areas of improvement:

Organization & Operating Model Design

- Surpass the aggregate savings goal of $20M ahead of the five year schedule
- Reduce procurement cycle times through the use of the P.O.R.T. system
- Complete additional policies associated with changes in operations
- Make progress with getting more staff certified and credentialed by industry recognized institutions

Category Management & Sourcing

- Lead a national cooperative procurement
- Achieve a minimum of $2M in savings through Category Management
GOALS FOR FY 2019

Policies & Procedures

- Complete additional policies associated with changes in operations
  - Renewals of Agreements and Blanket Contracts
  - Software Purchases
  - Cures and Corrections
  - Piggybacks
  - Compliance
  - Leave Requests
  - IT/PQL Process
  - Bid Openings
  - Multi-Year Contracts

Process Re-Engineering

- Continue real-time review through P.O.R.T. of the procurement process for ways to reduce cycle times and increase efficiency
- Continue to reduce the time to fill for each procurement based on new technology implementation

Culture

- Build “one team” mentality or approach
- Lead by example
- Empower teams to meet their customers needs
- Recognize successes and instill a sense of pride and accomplishment amongst staff
- Focus teams on value-add procurement actions
**Procurement Technology**
- Implement an eProcurement system to encompass all procurement processes and automate administrative tasks
- Implement electronic document routing system that is part of P.O.R.T. system
- Expand use of and add market analysis and cost comparison tools to improve the skills and knowledge of the buying team

**Change Management**
- Continue to develop and lead training for County agencies to better understand the roles they play in the procurement process
- Increase the efficiency of the solicitation process and contract execution
- Search for new areas in the Purchasing process where savings can be achieved
- Increase the number of professional purchasing certifications for current staff
PROCUREMENT TEAMS

Buyers purchase goods and services needed for government operations in a manner that is in the best interest of the County. To be effective, they conduct research to be certain that they are up to date with current features and technology of products and services, identify responsible suppliers, and meet with them to learn about new products and services available to the County. Buyers are constantly looking for more cost-effective buying options by networking, attending forums and government procurement-related conferences, and training. In order to provide a more strategic approach to procurement that results in cost savings and efficiency, the County Purchasing Division is organized in a manner that utilizes a concept known as Category Management. Buyers are grouped by categories of similar or related products and services. The overall operation consists of one (1) Assistant Purchasing Agent, nine (9) Buyers, and six (6) Office Support Staff. In 2018, the Purchasing Office removed one (1) Assistant Purchasing Agent position and replaced this position with a Buyer IV position: The teams are assigned the task of procuring all equipment, construction, supplies, materials and services required to sustain the County’s operations.

PROCUREMENT CATEGORY MAP
PROCUREMENT OPERATIONS

PROCUREMENT ACTIVITY

The following charts illustrate the total annual transaction activity in Purchasing for calendar years 2014 through 2016 and fiscal year 2017 through 2018. These comparative totals indicate the diversity of our workload and the large volume of procurements conducted for contingencies.

Buyers use eCommerce and online bidding to enhance competition and improve operational efficiency. We continue to use the State of Maryland’s website portal “eMaryland Marketplace.” Solicitations are published on eMaryland Marketplace and the County’s website in order to reach potential bidders. These tools enable Buyers to obtain competitive prices quickly and efficiently and ensure we reach the largest number of potential bidders interested in doing business in the County. Buyers also use large local and national cooperative contracts when appropriate.

<table>
<thead>
<tr>
<th>NUMBER OF PURCHASING TRANSACTIONS</th>
<th>CY2014</th>
<th>CY2015</th>
<th>CY2016</th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
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<tbody>
<tr>
<td>PURCHASE ORDERS/CHANGE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Orders</td>
<td>2,314</td>
<td>2,372</td>
<td>2,132</td>
<td>2,088</td>
<td>2,165</td>
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<td>BLANKET ORDER RELEASES</td>
<td>3,013</td>
<td>3,041</td>
<td>2,704</td>
<td>2,887</td>
<td>3,027</td>
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<tr>
<td>DIRECT PAYMENTS (DP)</td>
<td>7,912</td>
<td>6,992</td>
<td>8,057</td>
<td>7,508</td>
<td>6,320</td>
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<tr>
<td>VALUE OF PO's/CO's</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BLANKET RELEASES &amp; DP's</td>
<td>$332,629,270</td>
<td>$434,492,941</td>
<td>$435,222,492</td>
<td>$364,433,651</td>
<td>$489,469,612</td>
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<td>PROCUREMENT CARD TRANSACTIONS</td>
<td>78,587</td>
<td>80,404</td>
<td>80,479</td>
<td>78,317</td>
<td>82,300</td>
</tr>
<tr>
<td>VALUE OF P-CARD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRANSACTIONS</td>
<td>$32,989,800</td>
<td>$33,162,500</td>
<td>$34,871,800</td>
<td>$35,883,387</td>
<td>$37,037,224</td>
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<tr>
<td>TOTAL TRANSACTIONS</td>
<td>91,826</td>
<td>92,809</td>
<td>93,372</td>
<td>90,800</td>
<td>93,812</td>
</tr>
<tr>
<td>TOTAL VALUE</td>
<td>$365,619,070</td>
<td>$676,655,441</td>
<td>$470,094,292</td>
<td>$400,317,038</td>
<td>* $526,506,836</td>
</tr>
</tbody>
</table>

* Spending increase is due to large ticket items:
  $12 Million - ANNAPOLIS COMMUNITY LIBRARY
  $1.2 Million - DESIGN FOR MILLERSVILLE LANDFILL CELL 8 CLOSURE
  $10 Million - POLICE TRAINING ACADEMY
  $2.8 Million - DESIGN, DELIVERY, INSTALLATION, AND TESTING FOR COUNTY'S LAND MANAGEMENT CORE SYSTEM
  $1.9 Million - INMATE MANAGEMENT SYSTEM IN ACCORDANCE WITH RFP 18-012R
  $8 Million - BROADNECK DEWATER FACILITY
  $4.8 Million – INSURANCE SERVICES
In fiscal year 2018, the value of contracts awarded to local businesses based in Anne Arundel County was $102,936,492 or 21% of Total Spending ($526,506,836).

<table>
<thead>
<tr>
<th></th>
<th>Purchase Orders</th>
<th>P-Card</th>
<th>Total Spend</th>
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</thead>
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<tr>
<td>Anne Arundel County Based Businesses</td>
<td>$102,693,545</td>
<td>$10,242,947</td>
<td>$112,936,492</td>
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<tr>
<td>Anne Arundel County % of Total Spending</td>
<td>21%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Total Spending</td>
<td>$489,469,612</td>
<td>$37,037,224</td>
<td>$526,506,836</td>
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CONSTRUCTION CONTRACTS

In FY18 construction contract awards increased by 35% the value of awards increased slightly over FY17. Interestingly, we have seen a trend toward more cost effective bids. Engineers estimates were higher by 9.56% than the value of awarded contract.

ARCHITECTURE/ENGINEERING OPEN END TASKS

The following tables show the number and value of task order purchase orders and change orders issued during FY18 under the Architect/Engineering Open End contracts.

* Patuxent WRF Expansion - $44,260,000
** Police Training Academy - $10,795,059
*** Annapolis Community Library—$12,383,470
The following tables show the number and value of Agreement awarded in FY18.

* Annapolis Solar Park 3,4,5 $21,135,000
* Curbside Recycling Yard Waste & Trash Collection SA 3,10, 12, 15 $9,982,984
* Program Management Services $7,731,927
* Medical Plan Administration Active Employees and Pre Age 65 Retirees $7,716,000

**NEW BIDS, BLANKETS & PRICE AGREEMENT CONTRACTS**

The following tables show the number and value of Blanket Contracts and Price Agreements awarded from formal bids in FY18. FY18 increased by 96% due to the award of the P25 Radio System $48,432,719.

* P25 Radio System—$48,432,719
MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE PROGRAM

During FY 2018, the M/SBE Coordinator held one-on-one counseling sessions and provided referrals in response to hundreds of inquiries from small, minority, veteran, and women-owned businesses. Inquiries included requests for information about resources for start-up and non-profit companies, public/private financing, MDOT & SBA 8(a) certification, procurement and construction opportunities, A/E pre-qualification process, business-to-business referrals, and veteran-owned business services, marketing and networking opportunities.

To further build relationships in the region, the M/SBE Coordinator became a member of a newly created organization Maryland Compliance Professionals, that encourages technical training among small and minority business program managers and compliance professions. The group meets quarterly around the State.

Regional members include:

- Montgomery County (Founder)
- Anne Arundel County
- The Governor’s Office of Small, Minority Business Affairs
- Prince George’s County
- Baltimore County
- Maryland Stadium Authority
- Maryland Transportation Authority
- State Highway Administration
- WSSC
- Maryland Department of Transportation Secretary’s Office
- City of Rockville

Awards made to certified firms in good standing with the State are the primary performance measure of our program. In FY 2018, the dollar value of awards to M/WBE firms increased by 3.0 percent for a six-year high of $48.4 million. This represents 9.0 percent of total spending across the various procurement categories.

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</thead>
<tbody>
<tr>
<td>MBE SPEND</td>
<td>$23,695,928</td>
<td>$38,191,013</td>
<td>$40,695,413</td>
<td>$47,437,320</td>
<td>$47,287,119</td>
<td>$48,443,526</td>
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<tr>
<td>TOTAL PURCHASING</td>
<td>$425,554,666</td>
<td>$365,619,070</td>
<td>$467,665,441</td>
<td>$470,094,292</td>
<td>$400,317,038</td>
<td>$526,506,836</td>
</tr>
<tr>
<td>M/WBE PARTICIPATION</td>
<td>6%</td>
<td>10%</td>
<td>9%</td>
<td>10%</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>INCREASE IN MBE</td>
<td>-</td>
<td>62%</td>
<td>7%</td>
<td>17%</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Women owned business received nearly 50% of the awards with the African American businesses achieving 28%.

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>CONTRACTS &amp; PURCHASE ORDERS</th>
<th>DIRECT PAYMENTS</th>
<th>P-CARD</th>
<th>SUBCONTRACTOR PAYMENTS</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American</td>
<td>$534,555.07</td>
<td>$1,379,846.93</td>
<td>$580,963.47</td>
<td>$4,520,355.44</td>
<td>$5,401,705.84</td>
<td>1.1%</td>
</tr>
<tr>
<td>Asian American</td>
<td>$12,944,861.21</td>
<td>$211,722.00</td>
<td>$-</td>
<td>$1,230,420.37</td>
<td>$13,203,474.78</td>
<td>27.3%</td>
</tr>
<tr>
<td>African American Woman</td>
<td>$5,315,525.21</td>
<td>$25,326.29</td>
<td>$128,113.21</td>
<td>$850,958.34</td>
<td>$6,319,923.05</td>
<td>13.0%</td>
</tr>
<tr>
<td>Hispanic American</td>
<td>$20,034,729.27</td>
<td>$1,755,047.52</td>
<td>$1,379,846.93</td>
<td>$580,963.47</td>
<td>$23,750,587.19</td>
<td>49.0%</td>
</tr>
<tr>
<td>Woman</td>
<td>$42,960,611.24</td>
<td>$2,013,638.18</td>
<td>$1,958,968.84</td>
<td>$1,490,307.38</td>
<td>$48,443,525.64</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

M/WBE Percentage of Participation

In addition award dollars in the P-card category to M/WBE firms increased by 182% between FY17 and FY18. Equally impressive is the 150% growth in the subcontract category. The new eProcurement system, P.O.R.T. will make it easier for small minority and women owned companies to do business with the County. With our efforts to provide outreach to these businesses we expect to see continued growth in these categories.
TEAMING & PARTNERSHIPS

The MBE Coordinator, participated as a panelist, presenter, exhibitor and/or attendee at a variety of procurement expos and business fairs promoting Anne Arundel County as a “welcoming” place to do business. This year’s events included:

- Business Opportunity Resource Forum – PNC Bank
- Meet the Primes - Baltimore Metropolitan Council/BCPS
- Contractors’ Briefing – AACPS
- Minority, Small Business Outreach Fair – MWMCA/MD Live! Casino
- Breakfast with the President – CRMSDC
- Women President’s Education Organization (WPEO) Access Reception
- Title VI Program/EO Contract Compliance Review Training for Local Agencies – SHA
- Governor’s Office of Small, Minority & Women Business Affairs Ready, Set, Grow! Events
- Quarterly Maryland Professional Compliance Trainings

SPECIAL PROJECTS

State Highway Administration (SHA) Business Development Accelerator Program

The US Department of Transportation requires recipients of Federal Highway Administration funds to establish a business development program to help disadvantaged business enterprises (DBEs) build capacity to participate in the highway construction industry. Under a new State initiative, the College of Southern Maryland/Small Business Development Center received a grant to develop a program in Maryland to increase participation of minority and women-owned firms in State Highway Administration projects.

The Anne Arundel Economic Development Corporation and Office of Central Services Minority Business Enterprise Program staff helped facilitate the outreach and recruitment of Anne Arundel companies. Throughout the fiscal year the M/SBE coordinator consulted and met with businesses registered in the program.
FY 2019 GOALS

- Educate the business community on how to be successful in navigating the County’s public procurement process
- Team with regional partners to develop business outreach events
- Increase small, minority, veteran, and women owned business enterprise contracting by 5%
- Create a new online directory of Minority, Veterans, Small, & Women-Owned Businesses through the P.O.R.T. system
MAILROOM OPERATIONS

The Mailroom consists of one (1) Mailroom Supervisor, three (3) Mail Clerks, and one (1) part-time contract employee. Staff are responsible for the security and handling of Countywide mail pick-up at approximately 212 mail stops and delivery and processing of all incoming and outgoing mail and parcel packages.

MAIL DISTRIBUTION

The County mail distribution system operates from two (2) Mailroom locations in the Arundel Center and the Heritage Complex. In FY 2018, 11,250 parcel packages were received and delivered within the County. Mailroom personnel track packages from the time of receipt to time of delivery to the appropriate department by using the Smart Track Information System.

MAIL VOLUME

For the 2018 fiscal year, the Mail Room processed 2,022,817 pieces of outgoing mail. This included 1,337,062 pieces of bulk mail for insertion jobs processed and 685,755 additional pieces of routine mail processed through the mailing machines. Incoming mail cannot be specifically piece-counted but is significant in volume.

The Mailroom received and installed a new mail machine and inserter at the Arundel Center and the relocation of the old mail machine was moved to the Heritage Complex. The Mailroom has been gathering different postal rates from different Companies to provide guidance to the County Departments to reduce costs. This information will be shared with the County Departments upon completion.

PLANS FOR FY 2019

- Education of County departments regarding the cost savings by using United States Postal Service instead of UPS or FedEx.
- Develop Mailroom policies to make the mail operation as efficient as possible.
- Identifies cost savings to increase efficiency.
- Continue employee training and incorporate best practices while keeping up with the new technology and mail requirements of the USPS.
- Maintain a high level of efficiency and security in mail processing and customer service.
MAIL ROOM ACTIVITY IN POSTAGE DOLLARS

Postage Spent

Number of Parcels Delivered
The Non-Capital Fixed Asset Program manages approximately 16,000 fixed non-capital assets. The reporting, safeguarding, and accounting for these items require the assistance of the County Property Coordinators as well as the Property Controls and Accountability Manager.

The County uses the online auction site, Property Surplus, to turn its surplus items into revenue for the County. Our “Cash for Trash” Campaign has entered its sixth year. For fiscal 2018, we conducted six (6) auctions which yielded $37,606 in revenue for the County.

The 2017 Annual Non-Capital Fixed Asset inventory was completed and the close-out memo was submitted on December 22, 2017. The final count for inventory was 228 unaccounted items, representing a 1.45% of the total active items. This represents a 30.27% improvement over the previous year of 327 missing items.

The 2018 annual Non-Capital Fixed Asset inventory began on July 1, 2018, and is expected to be completed in December 2018. Purchasing will continue to encourage Departments to attend training throughout the year. The PC&A Manager conducts training classes for new Property Coordinators, refresher classes for those Property Coordinators needing additional help in Asset Management, and also provides Pre-Inventory Training classes.

The PC&A Manager has been working closely with the Office of Information Technology to develop a new tool for conducting the annual Non-Capital Fixed Asset inventory. This technology uses Android devices to help with the scanning procedures and was implemented in July 2018. The new technology will improve inventory completion times and make the inventory process more efficient.

The County continues to use the Print Portal Program through Office Depot. With over 114 users, the PC&A Manager has conducted several one-on-one training sessions for the Print Portal.
SUPPLIES AND EQUIPMENT

In FY 2018, the County disposed of surplus supplies, equipment, and vehicles. The total revenue generated from the sale of surplus supplies, equipment, and vehicles was $156,936.

RECYCLING REVENUE

The County earned over $281,000 in revenue from the curbside recycling program. This included new categories for aluminum, compost, sandstone, and vinyl.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>CY2014</th>
<th>CY2015</th>
<th>CY2016</th>
<th>FY2017</th>
<th>FY2018</th>
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<tr>
<td>AUCTION OF SURPLUS VEHICLES,</td>
<td>$133,996</td>
<td>$174,190</td>
<td>$265,269</td>
<td>$322,784</td>
<td>$156,936</td>
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<tr>
<td>EQUIPMENT &amp; MATERIALS</td>
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<tr>
<td>REAL PROPERTY</td>
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<td>$0</td>
<td>$21,305</td>
<td>$0</td>
</tr>
<tr>
<td>JUNK TIRES FROM CENTRAL GARAGE</td>
<td></td>
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<tr>
<td>ALUMINUM</td>
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<tr>
<td>COMPOST</td>
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<td>SANDSTONE</td>
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</tr>
<tr>
<td>VINYL</td>
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<tr>
<td>CORRUGATED CARDBOARD</td>
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<tr>
<td>TOTAL PROCEEDS FROM SURPLUS SALES</td>
<td>$514,402</td>
<td>$188,314</td>
<td>$310,728</td>
<td>$393,926</td>
<td>$281,381</td>
</tr>
</tbody>
</table>

* Shaded areas were not recorded in previous years.
OFFICE OF CENTRAL SERVICES
PURCHASING DIVISION

Anne Arundel County Government
Heritage Office Complex
2660 Riva Road, MS 9302
Annapolis, Maryland 21401

Christine A. Romans
Central Services Officer
Andrew Hime
Purchasing Agent