Submitted to:
The Honorable Steuart Pittman,
County Executive
And
The Honorable Members of the
County Council:

- Andrew Pruski - Chairman - District 4
- Allison M. Pickard – Vice Chairman – District 2
- Sarah F. Lacey – District 1
- Nathan Volke – District 3
- Amanda Fiedler – District 5
- Lisa D.B. Rodvien – District 6
- Jessica Haire – District 7
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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 Fiscal Year (FY) 2019, 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 and Human Services
4. Technology and Transportation
5. Administration, Parks, and Planning

The dedicated County employees in the Purchasing Division are tasked with procuring all goods and services required by the County. Over the last year, the Division has been focused on building our capabilities in using our e-Procurement PORT system, implementing policies and procedures to help guide how we use this tool, and continuing to reform our purchasing operations. In FY 2019, the Purchasing Division processed 90,088 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 $469,559,407. 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 2019, the Mail service staff handled 1,751,118 pieces of outgoing mail, with a cost of $911,599 and 11,742 incoming parcels.

We are proud of our efforts to grow the diversity of our supplier and contractor base. Since FY18 the Purchasing Division has seen our total dollars awarded to small and minority businesses increase by 10% and our total percent of County purchasing spend increase by more than 2%. This is especially significant as the County decreased its total spend from FY 18 to FY19 by 11.3%. In FY 2019, the County spent $53.3 million with Minority, Veteran, Small, and Women-owned Business Enterprises. We expect this number to continue to grow with a focus on outreach, education and training, and communication with potential minority and small business vendors.
ACCOMPLISHMENTS

SAVINGS & RECOVERED COUNTY FUNDING

- FY 19 Savings Generated = $1,457,957
- In three and a half years, the Purchasing Team has generated $16.1M in savings for the County.

EFFICIENCY

- In the Fall of FY19, the Purchasing Division went live with our e-Procurement system known as PORT (Procurement Operations Resource Technology).
- Developed electronic contract routing and signature process with DocuSign in our e-Procurement system.
- Implemented the new increased small procurement threshold from $25K to $50K.
- Successfully communicated PORT to help get over 1,300 companies to register and begin responding to electronic solicitations.
- Revised the Purchasing Regulations to include updates to address the increased small procurement threshold and improve the speed and efficiency of the Information Technology Pre-qualified List (ITPQL) solicitation template.
- Developed User Agency training on the County Agency role in requesting and participating in a Request for Proposal (RFP) solicitation, (improving awareness helps reduce confusion and unnecessary delays).
- Enhanced staff training with more interactive and fun ways to learn and improve skills in procurement operations.

AWARDS

In November of 2018, Anne Arundel County Purchasing was recognized by the Governing Board of NIGP: The Institute for Public Procurement for receiving the Outstanding Agency Accreditation Award (OA4). Out of 3,000 public entities who are members of NIGP, only 300 purchasing organizations currently have this accreditation.
TRAINING & CERTIFICATION

We have trained end-users throughout the County to better understand the functions of Purchasing including its new eProcurement System, PORT. So far, approximately 200 end users have been trained to use the new system.

The following training programs have been developed in FY19:

- **Procurement 101: Introduction to Public Procurement** – This course provides training to County employees unfamiliar with the process for making purchases using County funds.
- **Procurement 102: What is a Statement of Work?** – Most purchases require a statement of work to give Purchasing adequate and accurate information on the product or service the agency needs. This course gives an in-depth look at all the necessary components of a statement of work to make their purchase a success.
- **Procurement 103: Contract Management** – Many end users get a contract for products or services, but are unsure as to what to do next. This course gives them the tools they need to successfully guide a contractor through the contract process and how to remedy those rare occasions when a vendor is not acting in accordance with their contract.
- **Procurement 104: Agency RFP Training** – Because Request for Proposals (RFPs) are complex, they can be difficult to write and even more difficult to navigate through the evaluation process for selection of a successful offeror. This course has been divided into two parts: Writing a specification for an RFP and how to serve on an Evaluation Committee. These sessions help the end-user who may eventually serve on an evaluation committee understand the requirements of selecting a vendor and how to get the best value for the County.
- **PORT Requester/Approver Training** – The County is implementing a new eProcurement system and requires that end-users enter the requests and that second level managers approve them. This course teaches them how to successfully and easily navigate through the technical process of these tasks.

The Purchasing Staff continues to take professional development courses working their way to certification or recertification. In FY19, three Support Staff employees attended NIGP’s Introduction to Public Procurement, three Managers are studying to take the 3-part exam for ISM certification (CPSM), and five Buyers took 8 professional development courses at Anne Arundel Community College. We remain committed to getting as many staff members certified in public procurement as possible.

POLICIES

The Purchasing Division continues to develop Policies & Procedures for consistency and efficiency, refining the original seven (7) policies released last year and initiating new ones – six P&Ps - to easily guide the Purchasing staff through the changes in processes.
STRATEGIC GOALS & NEW INITIATIVES FOR FY 2020

The Purchasing Division of Central Services developed the following principles that will guide our operation in FY 2020:

- We will ensure compliance with all procurement actions in accordance with the laws and regulations that guide our Purchasing Division.
- We will build a culture of inclusiveness to ensure that all team members are engaged in delivering excellent procurement services for the County.
- We will invest in ways to strengthen and build on our team's capabilities, competencies, and the skills of our staff members.
- We will evaluate and plan for future growth needs of our operation.
- We will find ways to generate savings and operational efficiency for the County.
- We will continue to develop and refine internal policies and procedures to help facilitate a uniform process of operating that is in line with new technology and operational efficiency.
- We will identify opportunities to increase the diversity of our County’s vendors and contractors.
- We will build relationships with our end-users to ensure open and effective communication.

New Initiatives

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

- Refine the e-Procurement system to improve the operational efficiency for end-users through training and system updates.
- Invest in building a stronger team with more resources to manage workloads and connect buying groups to better support County agency needs.
- Begin the planning process for a long-term project focused on improving access to procurement opportunities for all minority and small businesses.
- Incorporate DocuSign eSignatures to eliminate paper routing of contract documents.

The goals for the fiscal year fall under two (2) general areas of focus:

1. 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.

2. Category Management & Sourcing

- Lead a national cooperative procurement
- Achieve a minimum of $2M in savings through Category Management
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 will result 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. 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 2015 and 2016 and fiscal years 2017 through 2019. These comparative totals indicate the diversity of our workload and the large volume of procurements conducted for contingencies.

Buyers use e-commerce and online bidding to enhance competition and improve operational efficiency. We continue to use the State of Maryland’s website portal “eMaryland Marketplace.” Solicitations will be published on eMaryland Marketplace Advantage (eMMA) 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>CY2015</th>
<th>CY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURCHASE ORDERS/CHANGE ORDERS</td>
<td>2,372</td>
<td>2,132</td>
<td>2,088</td>
<td>2,165</td>
<td>2,211</td>
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<tr>
<td>BLANKET ORDER RELEASES</td>
<td>3,041</td>
<td>2,704</td>
<td>2,887</td>
<td>3,027</td>
<td>2,585</td>
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<tr>
<td>DIRECT PAYMENTS (DP)</td>
<td>6,992</td>
<td>8,057</td>
<td>7,508</td>
<td>6,320</td>
<td>5,871</td>
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<tr>
<td>VALUE OF PO’S/CO’S, BLANKET RELEASES &amp; DP’S</td>
<td>$434,492,941</td>
<td>$435,222,492</td>
<td>$364,433,651</td>
<td>$489,469,612</td>
<td>$433,558,631</td>
</tr>
<tr>
<td>PROCUREMENT CARD TRANSACTIONS</td>
<td>80,404</td>
<td>80,479</td>
<td>78,317</td>
<td>82,300</td>
<td>79,421</td>
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<tr>
<td>VALUE OF P-CARD TRANSACTIONS</td>
<td>$33,162,500</td>
<td>$34,871,800</td>
<td>$35,883,387</td>
<td>$37,037,224</td>
<td>$36,000,776</td>
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<tr>
<td>TOTAL TRANSACTIONS</td>
<td>92,809</td>
<td>93,372</td>
<td>90,800</td>
<td>93,812</td>
<td>90,088</td>
</tr>
<tr>
<td>TOTAL VALUE</td>
<td>$467,655,441</td>
<td>$470,094,292</td>
<td>$400,317,038</td>
<td>$526,506,836</td>
<td>$469,559,407</td>
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Local Business Spending

In FY 2019, the value of contracts awarded to local businesses based in Anne Arundel County was $75,608,025 or 16% of Total Spending ($469,559,407).

<table>
<thead>
<tr>
<th></th>
<th>Purchase Orders</th>
<th>P-Card</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Arundel County Based Businesses</td>
<td>$66,141,071</td>
<td>$9,466,954</td>
<td>$75,608,025</td>
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<tr>
<td>Anne Arundel County % of Total Spending</td>
<td>15%</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td>Total Spending</td>
<td>$433,558,631</td>
<td>$36,000,776</td>
<td>$469,559,407</td>
</tr>
</tbody>
</table>
CONSTRUCTION CONTRACTS

In FY19, construction contract awards leveled back down to a similar number of awards made in Calendar Year (CY)15 and FY17. The value of awards was also down from previous years with the Engineers Estimate being essentially level with the value of awarded contracts.

* Patuxent WRF Expansion - $44,260,000
** Police Training Academy - $10,795,059
*** Annapolis Community Library—$12,383,470
ARCHITECTURE/ENGINEERING OPEN END TASKS

The following tables show the number and value of task order purchase orders and change orders issued during FY19 under the Architect/Engineering Open End contracts. The number and value of Architect/Engineering Open End Contracts increased by 24% and 36.5% respectively due to the increase to the open end contracts from $100,000 to $250,000 per task.
The following tables show the number and value of Agreements awarded in FY19. In FY19 the County awarded 137 formal service agreements. The value of the final awards increased by about 124% due to three (3) large procurements: Annapolis Solar Park, Group Dental, and a new IT system to merge the development and permitting process.

* Annapolis Solar Park 3,4,5  
  Curbside Recycling Yard Waste & Trash Collection SA 3,10, 12, 15  
  Program Management Services  
  Medical Plan Admin, Active Employees and Pre Age 65 Retirees  

** Assignment of Annapolis Solar Park  
  Group Dental Benefits  
  Land Management Core System
NEW BIDS, BLANKETS, AND PRICE AGREEMENT CONTRACTS

The following tables show the number and value of Blanket Contracts and Price Agreements awarded from formal bids in FY19. While blanket contracts increased by 31% over FY18, the value of these new agreements decreased by $14,872,558 and 22.5%. In FY18 we procured the P25 radio system that attributed to the higher than usual award amount for that year over the current and previous years.
MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE PROGRAM

During FY 2019, the new Minority/Small Business Coordinator made introductions through Anne Arundel County Small Business Community and Government entities, such as the County Executive’s office to the Governor’s office and various County Liaisons and worked with the Anne Arundel County’s Economic Development team. The MBE Coordinator presented at their African American Roundtable and held a Webinar on “How To Do Business with Anne Arundel County” with WBENC members. She joined the MBX Small Business Networking Group to meet small businesses throughout the State.

Attended the following additional outreach events:

- Small Business Expo-DC Convention Center
- MWAA Business Expo– MDOT
- ABC Networking—Baltimore
- Baltimore City Chamber Networking
- Ready Set Grow Events-Governor’s Office
- MWMCA’s 16th Annual 2019 Business Expo
- Southern MD Minority Chamber of Commerce Mixer
- Synergy BWI Event
- GovConNet Procurement Conference Expo
- Prince George’s State of The County –UMD
- American Express Summit for Success
- Strategic Partnership Graduation

To further build relationships in the region, the Minority/Small Business Coordinator continued membership with the Maryland Compliance Professionals that encourages technical training among small and minority business program managers and compliance professions. The group consists of 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 and City of Rockville, and meet quarterly around the State.

Awards made to certified firms in good standing with the State of Maryland are the primary performance measures of our program. In FY 2019, the dollar value of awards to M/WBE/SBE firms increased by 2.0% for a six-year high of $53 million. This represents 11.0 percent of total spending across the various procurement categories.

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</thead>
<tbody>
<tr>
<td>MBE SPEND</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>
<td>$53,282,155.33</td>
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<tr>
<td>TOTAL PURCHASING</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>
<td>$469,559,407</td>
</tr>
<tr>
<td>M/WBE/SBE PARTICIPATION</td>
<td>10%</td>
<td>9%</td>
<td>10%</td>
<td>12%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>INCREASE IN MBE/SBE SPEND</td>
<td>62%</td>
<td>7%</td>
<td>17%</td>
<td>0%</td>
<td>2%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

African American Men owned business received 25% of the awards with the Women-Owned businesses achieving 29%.
In addition, award dollars in the P-card category to M/WBE firms increased by 1.13% between FY18 and FY19. Equally impressive is the 10% growth in the subcontract category. The new eProcurement system, PORT, and enhanced outreach with agency buyers who purchase goods and services under $50,000 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.

### M/WBE UTILIZATION COMPARISON

<table>
<thead>
<tr>
<th>ALLOCATION</th>
<th>FY18</th>
<th>FY19</th>
<th>CHANGE</th>
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</thead>
<tbody>
<tr>
<td>Contracts &amp; Purchase Orders</td>
<td>$42,980,611</td>
<td>$40,915,338</td>
<td>-11.93%</td>
</tr>
<tr>
<td>Direct Payments</td>
<td>$2,013,967</td>
<td>$2,332,679</td>
<td>0.22%</td>
</tr>
<tr>
<td>P-Card Purchases</td>
<td>$1,958,969</td>
<td>$2,757,932</td>
<td>1.13%</td>
</tr>
<tr>
<td>Subcontractor Payments</td>
<td>$1,490,307</td>
<td>$7,276,206</td>
<td>10.58%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$48,443,526</td>
<td>$53,282,155</td>
<td>10%</td>
</tr>
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TEAMING & PARTNERSHIPS

The MBE Coordinator has teamed with Anne Arundel County EDC’s Business Development Team, the County Executive’s Diversity Officer, and the School Board’s Liaison on upcoming outreach events that promote Anne Arundel County and how to do business with us, teaming with the Purchasing Team on procurement opportunities for the Minority/Small Businesses throughout the region.

SPECIAL UPcomings PROJECTS

- Minority Outreach Fair Presentation at Maryland Live in conjunction with Anne Arundel County Economic Development and Anne Arundel County School Board.
- Anne Arundel County Outreach event partnering with Anne Arundel County Executive’s Office and Anne Arundel County Department of Economic Development.
- Meet the Primes in conjunction with Baltimore County and Baltimore Metro Council
- Discussion with Mayor Jack Young at the Democratic Business Council of Maryland
- U.S. Chamber Summit – DC
- Round Table Anne County Economic Development Corporation

The Anne Arundel EDC and Office of Central Services Minority Business Enterprise Program staff helped facilitate the outreach and recruitment of Anne Arundel County companies. Throughout the fiscal year, the M/SBE coordinator consulted and met with more than 400 businesses registered in the program.

FY 2020 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 1%
- Create a new online directory of Minority, Veterans, Small, and Women-Owned Businesses through the PORT system
MAILROOM OPERATIONS

The Mailroom consists of one (1) Mailroom Supervisor, three (3) Mail Clerks, and one (1) part-time shop assistant. The staff is responsible for the security and handling of County-wide 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 2019, 11,742 parcel packages were received and delivered within the County. This is an increase of 4.37% over last year.

The mailroom received and installed new tracking software, Sendsuite Tracking, to track packages from the time of receipt to time of delivery to the appropriate Department. This replaces the old outdated Smart Track System.

MAIL VOLUME

For the 2019 fiscal year, the Mailroom processed 1,751,118 pieces of outgoing mail. This included 997,107 pieces of bulk mail for insertion jobs processed and 754,011 additional pieces of routine mail processed through the mailing machines. Incoming mail cannot be specifically piece-counted at this time but is significant in volume.

MAILROOM INITIATIVES

In FY2019, a standard operating procedure was developed, including route mapping, mail distribution policies and backup staffing plans, to make the mailroom operations as efficient as possible.

PLANS FOR FY 2019

- The Mailroom Supervisor retired on July 1, 2019, and we are currently in the process of hiring a replacement.
- Develop instructional materials for the education of County Departments to encourage cost savings when mailing documents and packages.
- Develop and implement new reporting metrics.
- Update and add to the Mailroom Policies to help increase operational efficiency and cost savings.
- 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.
MAILROOM ACTIVITY IN POSTAGE DOLLARS

The increased postage cost in FY18 is attributed to an unusually high number of pieces of outgoing mail. The County saw a decrease of 271,699 pieces of outgoing mail from FY18 to FY19.
NON-CAPITAL FIXED ASSETS

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, PropertySurplus.com, to turn its surplus items into revenue for the County. Our “Cash for Trash” Campaign has entered its seventh year. For fiscal 2019, we conducted five (5) auctions which yielded $27,294 in revenue for the County.

The 2018 Annual Non-Capital Fixed Asset inventory was completed and the close-out memo was submitted on December 20, 2018. The final count for inventory was 260 unaccounted items, representing 1.63% of the total active items. This represents a 14.037% increase over the previous year of 228 missing items. We attribute this increase to the changeover in property coordinators in Departments and the use of the new asset inventory application.

The new asset inventory application was released to the property coordinators on July 12, 2018, and training was provided by OIT. With this new application, the PC&A Manager is provided with backup information and can now tell how an item was verified. If it was verified by being scanned, manually entered, manually verified or verified by the use of a Lansweeper device. The Lansweeper scans, discovers, and inventories all available Windows, Linux, and Mac-operated workstations and IP-addressable network devices by end-user, date and time. A new updated android application was released in June 2019 making it more user-friendly with upgraded features. The pre-inventory meetings and training for the newly updated application were held in June 2019 for property coordinators.

The 2019 annual Non-Capital Fixed Asset inventory began on July 1, 2019, and is expected to be completed by December 2019. 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 will also continue to work with Departments to ensure proper documentation is created when items are moved for any reason. The new asset inventory application has improved inventory completion times and will make the inventory process more efficient.

PRINT PORTAL

The County continues to use the Print Portal Program through Office Depot. With over 118 users, the PC&A Manager has conducted several one-on-one training sessions for the Print Portal. Using the Print Portal, which was competitively bid through a nationwide co-op solicitation, County agencies are able to make many small routine purchases for printing in an efficient manner by ordering online with competitive pricing.
SUPPLIES AND EQUIPMENT

In FY19 the County disposed of surplus supplies, equipment, and vehicles. The total revenue generated from the sale of surplus supplies, equipment, and vehicles were $919,860.

RECYCLING REVENUE

The Waste Management Fund earned $177,188 from the curbside recycling program. This included new categories for Textiles, Cooking Oil, Electronics, Batteries, and Used Oil.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>CY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUCTION OF SURPLUS VEHICLES</td>
<td>$ 265,269</td>
<td>$ 322,748</td>
<td>$ 156,936</td>
<td>$ 742,672</td>
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<td>EQUIPMENT &amp; MATERIALS</td>
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<tr>
<td>REAL PROPERTY</td>
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<td>$ 21,305</td>
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<td>ALUMINUM</td>
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<td>$ 16,632</td>
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<td>$ 14,858</td>
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<td>COMPOST</td>
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<td>SANDSTONE</td>
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<td>VINYL SIDING</td>
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<td>$ 2,597</td>
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<td>CORRUGATED CARDBOARD</td>
<td>$ 43,202</td>
<td>$ 48,314</td>
<td>$ 26,451</td>
<td>$ 25,859</td>
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<tr>
<td>TEXTILES</td>
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<td>COOKING OIL</td>
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<td>USED OIL</td>
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<tr>
<td>TOTAL PROCEEDS FROM SURPLUS SALES</td>
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<td>$ 919,860</td>
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