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# Public Procurement Benchmark Report

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# Introduction

NIGP: The Institute for Public Procurement, in collaboration with NIGP Consulting, commissioned Dr. Mohamad Alkadry in January 2024 to conduct a benchmark survey of public procurement entities in the United States and Canada to collect data on common practices in the field of public sector procurement. Working with NIGP Consulting leadership and committees of public procurement professionals across North America, the research team prepared a survey instrument (see Appendix 1). The survey included two parts: part one focused on higher level procurement topics, and part two focused on a deeper dive into specific topics. After completing part one, respondents were given the option to complete the second part.

The benchmark survey was sent to all NIGP designated agency representatives (2556) on March 5, 2024. Subsequent reminders to complete the survey were sent on March 11, March 14, and March 18. Responses were anonymous, though the system only sent reminders to agency representatives who had not already completed the survey. As a result of these three reminders and the original email, a total of 622 surveys were completed during this phase of the study. Subsequent to the initial collection of responses, NIGP Consulting leadership shared the survey on social media and invited non-NIGP members as well as encouraging NIGP members to complete the survey. The invitation went through an anonymous link and a total of 165 responses were collected through this link.

All data collection ended by the first week of May when the results were downloaded. The data cleaning process involved removing multiple responses from the same organization and replaced text values with numeric values for open-ended questions. The final dataset included 751 responses with no duplicates. Of the 751 respondents, 298 respondents completed the second part of the survey. It is also important to note that not all respondents answered all questions. Therefore, the number of responses varies by question.

This report is a summary of responses received and treats the entire population of respondents as one group. However, NIGP Consulting has access to additional data which will allow that team to produce benchmark data that compares an organization to its peers. The three tables that follow demonstrate the level and detail of data available through this survey. Sample Table i shows the type and level of data available in this report. Sample Tables ii and iii provide examples of the level of detail and benchmark analysis across entities available through NIGP Consulting. All three sample tables focus on the degree of centralization of the procurement function in the entities that responded to the survey.

**Sample Table i. How centralized is the procurement function in your entity**

	Frequency	Percent
Procurement is fully centralized (No delegation of authority)	108	16.4
Procurement is primarily centralized but some delegated procurement authority	382	57.9
Procurement function is primarily decentralized with some centralized functions (policy, compliance, training, etc.)	149	22.6
Procurement function is fully decentralized	10	1.5
Other	11	1.7
<b>Total</b>	<b>660</b>	<b>100.0</b>

Sample Table ii. (Available through NIGP Consulting).  
How centralized is the procurement function in your entity?

		Procurement is fully centralized	Procurement is primarily centralized but some delegated procurement authority	Procurement function is primarily decentralized with some centralized functions	Procurement function is fully decentralized	How centralized is the procurement function in your entity	Total
Up to \$6M (or 1-250 Employees)	Count	28	2	Other	2	2	119
	%	23.5%	1.7%	23.5%	1.7%	1.7%	100.0%
6.01-\$37M (251- 600 Employees)	Count	32	4	32	4	0	121
	%	26.4%	3.3%	26.4%	3.3%	0.0%	100.0%
37.01-\$100M (601-1,200 Employees)	Count	34	2	34	2	2	132
	%	25.8%	1.5%	25.8%	1.5%	1.5%	100.0%
\$100.01-\$275M (1,201-3,000 Employees)	Count	21	0	21	0	3	108
	%	19.4%	0.0%	19.4%	0.0%	2.8%	100.0%
More than \$275M (> 3,000 Employees)	Count	17	2	17	2	2	113
	%	15.0%	1.8%	15.0%	1.8%	1.8%	100.0%
Canadian	Count	8	0	8	0	2	35
	%	22.9%	0.0%	22.9%	0.0%	5.7%	100.0%
<b>Total</b>	<b>Count</b>	<b>105</b>	<b>140</b>	<b>10</b>	<b>140</b>	<b>11</b>	<b>628</b>
	<b>%</b>	<b>16.7%</b>	<b>22.3%</b>	<b>1.6%</b>	<b>22.3%</b>	<b>1.8%</b>	<b>100.0%</b>

Sample Table iii. (Available through NIGP Consulting). How centralized is the procurement function in your entity?

		Procurement is fully centralized	Procurement is primarily centralized but some delegated procurement authority	Procurement function is primarily decentralized with some centralized functions	Procurement function is fully decentralized	Total
State/Provincial government	Count	6	44	17	0	67
	%	9.0%	65.7%	25.4%	0.0%	100.0%
County/Regional government	Count	27	61	27	2	119
	%	22.7%	51.3%	22.7%	1.7%	100.0%
City/Municipal government	Count	36	139	66	5	251
	%	14.3%	55.4%	26.3%	2.0%	100.0%
School system	Count	12	43	17	1	75
	%	16.0%	57.3%	22.7%	1.3%	100.0%
College/University	Count	6	42	11	0	59
	%	10.2%	71.2%	18.6%	0.0%	100.0%
Utility	Count	4	14	2	0	20
	%	20.0%	70.0%	10.0%	0.0%	100.0%
Special authority/ district or crown corporation	Count	14	30	6	1	52
	%	26.9%	57.7%	11.5%	1.9%	100.0%
Nonprofit organization	Count	1	3	3	0	7
	%	14.3%	42.9%	42.9%	0.0%	100.0%
Airport authority	Count	1	4	0	0	5
	%	20.0%	80.0%	0.0%	0.0%	100.0%
<b>Total</b>	<b>Count</b>	<b>108</b>	<b>382</b>	<b>149</b>	<b>10</b>	<b>660</b>
	<b>%</b>	<b>16.4%</b>	<b>57.9%</b>	<b>22.6%</b>	<b>1.5%</b>	<b>100.0%</b>

# Geography and Entity Type

Of the 716 respondents who answered this question, 654 are from the United States and 62 are from Canada.

## Country

	Frequency	Percent
USA	654	91.3
Canada	62	8.7
<b>Total</b>	<b>716</b>	<b>100.0</b>

## What type of entity do you work for?

	Frequency	Percent
Federal government	3	.4
State/Provincial government	76	10.5
County/Regional government	135	18.6
City/Municipal government	275	38.0
School system	78	10.8
College/University	63	8.7
Health related	1	.1
Utility	22	3.0
Special authority/district or crown corporation	55	7.6
Nonprofit organization	9	1.2
Airport authority	5	.7
Other (please specify)	2	.3
<b>Total</b>	<b>724</b>	<b>100.0</b>

# Centralization of the Procurement Function and Entity Information

## How centralized is the procurement function in your entity

	Frequency	Percent
Procurement is fully centralized (No delegation of authority)	108	16.4
Procurement is primarily centralized but some delegated procurement authority	382	57.9
Procurement function is primarily decentralized with some centralized functions (policy, compliance, training, etc.)	149	22.6
Procurement function is fully decentralized	10	1.5
Other	11	1.7
<b>Total</b>	<b>660</b>	<b>100.0</b>

Respondents were asked: "How many levels of hierarchy (layers in your entity's organization chart) are there between the head of procurement (or the highest procurement position) and the Chief Executive Officer (example: City/County Manager, Cabinet Secretary) of your entity? If more than 7, mark 7"

## Levels between CPO and CEO

	Frequency	Percent
.00	25	4.2
1.00	217	36.5
2.00	213	35.9
3.00	99	16.7
4.00	27	4.5
5.00	7	1.2
6.00	1	.2
7.00	5	.8
<b>Total</b>	<b>594</b>	<b>100.0</b>

### Types of funding that procurement is responsible for:

	Frequency	Percent
Federal Funding	454	60.5
State/Provincial Funding	478	63.6
Local (County/City/Town) Funding	475	63.2
Non-Profit/Donations Funding	215	28.6
Other Funding	75	10.0

### Does Procurement have a formal procurement training program for its internal stakeholders?

	Frequency	Percent
No	148	38.4
Yes	237	61.6
<b>Total</b>	<b>385</b>	<b>100.0</b>

### Does Procurement have a Procurement Vision?

	Frequency	Percent
No	156	26.4
I Don't Know	28	4.7
Yes	407	68.9
<b>Total</b>	<b>591</b>	<b>100.0</b>

### Does Procurement have a Procurement Mission?

	Frequency	Percent
No	122	20.3
I Don't Know	16	2.7
Yes	462	77.0
<b>Total</b>	<b>600</b>	<b>100.0</b>

### Does Procurement have a Procurement Strategic Plan?

	Frequency	Percent
No	219	37.6
I Don't Know	33	5.7
Yes	330	56.7
<b>Total</b>	<b>582</b>	<b>100.0</b>

### Does Procurement have a Performance Management Plan?

	Frequency	Percent
No	232	39.9
I Don't Know	47	8.1
Yes	302	52.0
<b>Total</b>	<b>581</b>	<b>100.0</b>

### Does Procurement have Performance Objectives?

	Frequency	Percent
No	163	27.8
I Don't Know	33	5.6
Yes	391	66.6
<b>Total</b>	<b>587</b>	<b>100.0</b>

### Does Procurement have Performance Measures?

	Frequency	Percent
No	158	27.0
I Don't Know	31	5.3
Yes	397	67.7
<b>Total</b>	<b>586</b>	<b>100.0</b>

### Is the Procurement Authority part of the “C” Suite of executives?

	Frequency	Percent
No	279	54.9
Yes	195	38.4
I Don't Know	34	6.7
<b>Total</b>	<b>508</b>	<b>100.0</b>

### Does Procurement have a formal procurement policy

	Frequency	Percent
No	7	1.6
Yes, updated at least once every 5 years	345	78.2
Yes, but has not been updated in more than 5 years	89	20.2
<b>Total</b>	<b>441</b>	<b>100.0</b>

### Does Procurement have a formal procurement ethics policy

	Frequency	Percent
No	82	18.6
Yes, updated at least once every 5 years	282	64.1
Yes, but has not been updated in more than 5 years	76	17.3
<b>Total</b>	<b>440</b>	<b>100.0</b>

### Does Procurement have a procurement procedures manual

	Frequency	Percent
No	56	12.7
Yes, updated at least once every 5 years	299	68.0
Yes, but has not been updated in more than 5 years	85	19.3
<b>Total</b>	<b>440</b>	<b>100.0</b>

### Does Procurement have templates for various procurement functions (spec/SOW development, etc.)

	Frequency	Percent
No	43	9.8
Yes, updated at least once every 5 years	348	79.6
Yes, but has not been updated in more than 5 years	46	10.5
<b>Total</b>	<b>437</b>	<b>100.0</b>

### Does Procurement have a Formal PCard program policy

	Frequency	Percent
No	58	13.2
Yes, updated at least once every 5 years	318	72.4
Yes, but has not been updated in more than 5 years	63	14.4
<b>Total</b>	<b>439</b>	<b>100.0</b>

### Does Procurement have a formalized Contract Administration (CA) policy

	Frequency	Percent
No	239	54.8
Yes, updated at least once every 5 years	143	32.8
Yes, but has not been updated in more than 5 years	54	12.4
<b>Total</b>	<b>436</b>	<b>100.0</b>

### Does Procurement have a supplier ethics policy

	Frequency	Percent
No	242	55.3
Yes, updated at least once every 5 years	139	31.7
Yes, but has not been updated in more than 5 years	57	13.0
<b>Total</b>	<b>438</b>	<b>100.0</b>

**Does/Has the entity serve(d) as a Lead Agency for a national or regional cooperative or joint purchase between multiple entities?**

	Frequency	Percent
No	282	65.9
Yes	131	30.6
I Don't Know	15	3.5
<b>Total</b>	<b>428</b>	<b>100.0</b>

**Does Procurement have defined service level standards (such as Procurement Action Lead Times or PALT) for various processes?**

	Frequency	Percent
No	279	64.9
Yes	128	29.8
I Don't Know	23	5.3
<b>Total</b>	<b>430</b>	<b>100.0</b>

**Does the Procurement function (procurement staff) within your entity facilitate (manage the sourcing process for) construction and public works bids?**

	Frequency	Percent
Construction only	28	7.3
Public works only	14	3.6
Both construction and public works	274	71.0
Neither construction nor public works	64	16.6
I am not sure	6	1.6
<b>Total</b>	<b>386</b>	<b>100.0</b>

# Functions Under Procurement

Respondents were asked: "What functions fall under the responsibility of procurement/the procurement authority? (All the areas defined or designated to be the responsibility of the procurement function)." Under each one of the functions, respondents were allowed to check one of three options: Managed fully under procurement, managed partially under procurement, and managed outside procurement.

## Under Procurement: Procurement policies and procedures

	Frequency	Percent
Managed fully under procurement	582	88.2
Managed partially under procurement	72	10.9
Managed outside procurement	6	.9
<b>Total</b>	<b>660</b>	<b>100.0</b>

## Under Procurement: Sourcing/purchasing/tendering

	Frequency	Percent
Managed fully under procurement	349	53.2
Managed partially under procurement	290	44.2
Managed outside procurement	17	2.6
<b>Total</b>	<b>656</b>	<b>100.0</b>

## Under Procurement: Contract management & administration

	Frequency	Percent
Managed fully under procurement	273	41.4
Managed partially under procurement	327	49.5
Managed outside procurement	60	9.1
<b>Total</b>	<b>660</b>	<b>100.0</b>

## Under Procurement: Vendor relationship management

	Frequency	Percent
Managed fully under procurement	291	44.2
Managed partially under procurement	312	47.3
Managed outside procurement	56	8.5
<b>Total</b>	<b>659</b>	<b>100.0</b>

## Under Procurement: Vendor performance management

	Frequency	Percent
Managed fully under procurement	246	37.4
Managed partially under procurement	309	47.0
Managed outside procurement	102	15.5
<b>Total</b>	<b>657</b>	<b>100.0</b>

## Under Procurement: PCard management

	Frequency	Percent
Managed fully under procurement	360	56.6
Managed partially under procurement	122	19.2
Managed outside procurement	154	24.2
<b>Total</b>	<b>636</b>	<b>100.0</b>

## Under Procurement: Disposal and surplus property

	Frequency	Percent
Managed fully under procurement	360	54.9
Managed partially under procurement	129	19.7
Managed outside procurement	167	25.5
<b>Total</b>	<b>656</b>	<b>100.0</b>

## Under Procurement: Training provided by Procurement to customers and suppliers

	Frequency	Percent
Managed fully under procurement	546	83.4
Managed partially under procurement	82	12.5
Managed outside procurement	27	4.1
<b>Total</b>	<b>655</b>	<b>100.0</b>

## Under Procurement: Inventory management/warehouse

	Frequency	Percent
Managed fully under procurement	165	25.7
Managed partially under procurement	129	20.1
Managed outside procurement	347	54.1
<b>Total</b>	<b>641</b>	<b>100.0</b>

## Under Procurement: Compliance (wage compliance, audits, etc.)

	Frequency	Percent
Managed fully under procurement	116	17.8
Managed partially under procurement	227	34.9
Managed outside procurement	308	47.3
<b>Total</b>	<b>651</b>	<b>100.0</b>

## Under Procurement: Insurance/Risk management

	Frequency	Percent
Managed fully under procurement	94	14.4
Managed partially under procurement	229	35.0
Managed outside procurement	332	50.7
<b>Total</b>	<b>655</b>	<b>100.0</b>

## Under Procurement: Protests

	Frequency	Percent
Managed fully under procurement	429	66.0
Managed partially under procurement	176	27.1
Managed outside procurement	45	6.9
<b>Total</b>	<b>650</b>	<b>100.0</b>

## Under Procurement: Mailroom

	Frequency	Percent
Managed fully under procurement	118	18.2
Managed partially under procurement	68	10.5
Managed outside procurement	461	71.3
<b>Total</b>	<b>647</b>	<b>100.0</b>

## Under Procurement: Technology/System management

	Frequency	Percent
Managed fully under procurement	298	45.4
Managed partially under procurement	281	42.8
Managed outside procurement	78	11.9
<b>Total</b>	<b>657</b>	<b>100.0</b>

## Under Procurement: Central services

	Frequency	Percent
Managed fully under procurement	48	7.4
Managed partially under procurement	114	17.5
Managed outside procurement	491	75.2
<b>Total</b>	<b>653</b>	<b>100.0</b>

### Under Procurement: Payment services (accounts payable)

	Frequency	Percent
Managed fully under procurement	52	8.0
Managed partially under procurement	76	11.6
Managed outside procurement	526	80.4
<b>Total</b>	<b>654</b>	<b>100.0</b>

### Under Procurement: Enterprise records management

	Frequency	Percent
Managed fully under procurement	48	7.4
Managed partially under procurement	198	30.7
Managed outside procurement	400	61.9
<b>Total</b>	<b>646</b>	<b>100.0</b>

### Under Procurement: Other (please specify)

	Frequency	Percent
Managed fully under procurement	23	46.0
Managed partially under procurement	8	16.0
Managed outside procurement	19	38.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

# Internal Departments Supported by Procurement Services

Respondents were asked “What internal departments (or entity functions if your entity does not use the term “department”) do you support with procurement services? (Check all that apply)” Here are the responses from agency representatives.

## Supported by Procurement:

	Frequency	Percent of all Respondents
Police/Sheriff	365	48.6
Fire/EMS	290	38.6
Information Technology	531	70.7
Utilities	313	41.7
Convention Center	100	13.3
Parks/Zoo/Golf	259	34.5
Transportation	333	44.3
Community Services/Senior Center/Youth Center/Athletic Center	285	37.9
Housing	177	23.6
Health Services	199	26.5
Airports	108	14.4
Real Estate/Planning	217	28.9
Waste Management / Refuse Collection	307	40.9

# Signing Authority and Thresholds

What is the defined dollar level of authority/contract signing authority for the top procurement executive?

	Frequency	Percent
0	46	18%
40,000	60	24%
80,000	21	8%
120,000	18	7%
160,000	7	3%
200,000	47	19%
360,000	8	3%
520,000	12	5%
680,000	1	0%
1,000,000	31	12%
<b>Total</b>	<b>251</b>	<b>100%</b>

Dollar Thresholds: What dollar amounts are established for your entity's procurement sourcing/tendering thresholds

	N	Mean	Median	Std. Deviation
Formal \$ Threshold for Commodities	392	\$ 86,710	\$ 50,000	\$ 220,443
Formal \$ Threshold for Services	384	\$ 78,140	\$ 50,000	\$ 80,730
Formal \$ Threshold for Construction	359	\$ 130,899	\$ 50,000	\$ 561,013
Formal \$ Threshold for Design/Professional Services	328	\$ 70,709	\$ 50,000	\$ 82,070
Informal \$ Threshold for Commodities	379	\$ 46,415	\$ 25,000	\$ 61,412
Informal \$ Threshold for Services	365	\$ 46,233	\$ 25,000	\$ 59,623
Informal \$ Threshold for Construction	334	\$ 60,936	\$ 25,000	\$ 200,601

	N	Mean	Median	Std. Deviation
Informal \$ Threshold for Design/ Professional Services	306	\$ 46,198	\$ 25,000	\$ 64,936
Small/Micro \$ Threshold for Commodities	356	\$ 10,460	\$ 7,000	\$ 12,406
Small/Micro \$ Threshold for Services	341	\$ 11,284	\$ 7,000	\$ 15,071
Small/Micro \$ Threshold for Construction	310	\$ 11,616	\$ 5,000	\$ 16,995
Small/Micro \$ Threshold for Design/ Professional Services	289	\$ 13,736	\$ 5,000	\$ 21,009
Threshold to require governing body approval for commodities	370	\$ 181,880	\$ 50,000	\$ 622,719
Threshold to require governing body approval for Services	368	\$ 191,160	\$ 50,000	\$ 674,014
Threshold to require governing body approval for Design/Professional Services (A/E)	355	\$ 177,611	\$ 50,000	\$ 600,323
Threshold to require governing body approval for Construction	348	\$ 254,469	\$ 50,000	\$ 916,382

# Cooperation and Engagement

Does procurement intentionally engage/interact with the business community outside of the competitive process?

	Frequency	Percent
No	130	30.0
Yes	293	67.5
I Don't Know	11	2.5
<b>Total</b>	<b>434</b>	<b>100.0</b>

Is the entity authorized to utilize or participate in cooperative procurement contracts?

	Frequency	Percent
No	9	2.1
Yes	418	97.2
I Don't Know	3	.7
<b>Total</b>	<b>430</b>	<b>100.0</b>

Is Procurement part of the Emergency Operation Center (EOC) for the entity? Procurement has a defined role and purpose during an emergency, is part of the Emergency Operation Center (when activated).

	Frequency	Percent
No	121	28.3
Yes	278	65.0
I Don't Know	29	6.8
<b>Total</b>	<b>428</b>	<b>100.0</b>

Does Procurement or does the entity have a Continuity of Operations Plan (COOP) for the procurement function? (A COOP is clearly defined for the procurement function, staff are trained on it and a procurement staff member/procurement role is responsible for the development and management of the COOP)

	Frequency	Percent
No	180	42.0
Yes	199	46.4
I Don't Know	50	11.7
<b>Total</b>	<b>429</b>	<b>100.0</b>

## Supplier Diversity

Does Procurement have a formal supplier diversity program? Supplier diversity programs are intentionally defined and focused on expanding the diversity of the supplier pool.

	Frequency	Percent
No	284	66.0
Yes	129	30.0
I Don't Know	17	4.0
<b>Total</b>	<b>430</b>	<b>100.0</b>

Do you track and record diverse supplier category spend? (Procurement of the entity is tracking the amount of funds spent with defined categories of diverse businesses).

	Frequency	Percent
No	24	18.6
Yes	104	80.6
I Don't Know	1	.8
<b>Total</b>	<b>129</b>	<b>100.0</b>

## Disabled owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	37	9%
Yes (as a set aside)	11	3%
Yes (no preferences or set asides used)	92	23%
No	253	64%
<b>Total</b>	<b>393</b>	<b>100%</b>

## Small business preference

	Frequency	Percent
Yes (as percentage during evaluation)	55	14%
Yes (as a set aside)	18	4%
Yes (no preferences or set asides used)	120	29%
No	214	53%
<b>Total</b>	<b>407</b>	<b>100%</b>

## Veteran owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	47	12%
Yes (as a set aside)	11	3%
Yes (no preferences or set asides used)	114	29%
No	224	57%
<b>Total</b>	<b>396</b>	<b>100%</b>

## Minority owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	61	15%
Yes (as a set aside)	15	4%
Yes (no preferences or set asides used)	126	31%
No	203	50%
<b>Total</b>	<b>405</b>	<b>100%</b>

## Women owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	60	15%
Yes (as a set aside)	11	3%
Yes (no preferences or set asides used)	125	31%
No	204	51%
<b>Total</b>	<b>400</b>	<b>100%</b>

## Indigenous owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	27	7%
Yes (as a set aside)	3	1%
Yes (no preferences or set asides used)	83	22%
No	272	71%
<b>Total</b>	<b>385</b>	<b>100%</b>

## LGBTQA+ owned businesses preference

	Frequency	Percent
Yes (as percentage during evaluation)	16	4%
Yes (as a set aside)	2	1%
Yes (no preferences or set asides used)	51	14%
No	301	81%
<b>Total</b>	<b>370</b>	<b>100%</b>

## Local owned business preference

	Frequency	Percent
Yes (as percentage during evaluation)	92	23%
Yes (as a set aside)	15	4%
Yes (no preferences or set asides used)	85	22%
No	203	51%
<b>Total</b>	<b>395</b>	<b>100%</b>

## Condition of Award: ESG (Environmental, Social, Governance) consideration

	Frequency	Percent
YES - as part of the evaluation process	76	19%
YES - as a condition of the award	19	5%
NO	306	76%
<b>Total Responses</b>	<b>401</b>	<b>100%</b>

## Condition of Award: Worker Health Insurance Coverage

	Frequency	Percent
YES - as part of the evaluation process	40	10%
YES - as a condition of the award	53	13%
NO	304	77%
<b>Total Responses</b>	<b>397</b>	<b>100%</b>

## Condition of Award: Working conditions of workers

	Frequency	Percent
YES - as part of the evaluation process	46	12%
YES - as a condition of the award	36	9%
NO	313	79%
<b>Total Responses</b>	<b>395</b>	<b>100%</b>

## Condition of Award: Ethically sourced items

	Frequency	Percent
YES - as part of the evaluation process	59	15%
YES - as a condition of the award	34	8%
NO	309	77%
<b>Total Responses</b>	<b>402</b>	<b>100%</b>

### Condition of Award: Other health practices

	Frequency	Percent
YES - as part of the evaluation process	36	9%
YES - as a condition of the award	22	6%
NO	335	85%
<b>Total Responses</b>	<b>393</b>	<b>100%</b>

### Condition of Award: Living wage requirements

	Frequency	Percent
YES - as part of the evaluation process	57	14%
YES - as a condition of the award	83	20%
NO	265	65%
<b>Total Responses</b>	<b>405</b>	<b>100%</b>

### Condition of Award: Local workers requirements

	Frequency	Percent
YES - as part of the evaluation process	65	16%
YES - as a condition of the award	36	9%
NO	302	75%
<b>Total Responses</b>	<b>403</b>	<b>100%</b>

### Condition of Award: Other economic practices

	Frequency	Percent
YES - as part of the evaluation process	10	13%
YES - as a condition of the award	7	9%
NO	61	78%
<b>Total Responses</b>	<b>78</b>	<b>100%</b>

Does your procurement department/function have a sustainable (green) procurement policy that it follows (mandated/required or desired)?

	Frequency	Percent
Answer Not Checked (No)	365	49%
Yes (if possible and available, please provide link to reference)	111	28.8
I Don't Know	275	71.2
<b>Total</b>	<b>751</b>	<b>100.0</b>

# Technology Utilization:

Does Procurement utilize technology (application, system, etc.)  
for the following procurement functions?

	Frequency	Percent
For Supplier Registration	316	74.7
For Requisitions	380	90.0
For Purchase Orders (PO's)	407	96.2
For Change Orders	323	76.5
For Informal Sourcing (Request for Quotes)	245	57.9
For Formal Sourcing (IFBs, RFPs, RFQs)	366	86.5
For IFB/RFP/RFQ Publication on a 3rd party platform	335	79.8
For Bid/Proposal Receipt	329	77.8
For Solicitation Amendments	367	86.6
For Proposal Evaluation & Scoring	227	53.5
For Performance Management	121	28.7
For Contract Development	172	40.9
For Contract Amendments	194	46.1
For Inventory Management	212	50.2
For PCard	311	74.4
For Auction	270	63.7
For Surplus	257	61.0
For Marketplace/Cooperative Purchases	221	52.7
For Government to Business Technology	98	24.1

# Certification Requirements

## Certification: Chief Procurement Officer (CPO)/Head of Procurement/Procurement Director

	Frequency	Percent
Required	106	34.3
Preferred/Desired	141	45.6
Neither Required nor Preferred	62	20.1
<b>Total</b>	<b>309</b>	<b>100.0</b>

## Certification: Other Procurement Executives (Deputy CPO/Assistant Directors)

	Frequency	Percent
Required	41	18.6
Preferred/Desired	109	49.3
Neither Required nor Preferred	71	32.1
<b>Total</b>	<b>221</b>	<b>100.0</b>

## Certification: Procurement/Purchasing Supervisors/Managers

	Frequency	Percent
Required	98	28.7
Preferred/Desired	184	54.0
Neither Required nor Preferred	59	17.3
<b>Total</b>	<b>341</b>	<b>100.0</b>

## Certification: Senior Buyers/Senior Contracting Officers

	Frequency	Percent
Required	65	20.8
Preferred/Desired	183	58.5
Neither Required nor Preferred	65	20.8
<b>Total</b>	<b>313</b>	<b>100.0</b>

### Certification: Buyers/Contract Officers

	Frequency	Percent
Required	36	11.2
Preferred/Desired	192	59.8
Neither Required nor Preferred	93	29.0
<b>Total</b>	<b>321</b>	<b>100.0</b>

### Certification: Contract Specialists

	Frequency	Percent
Required	16	6.9
Preferred/Desired	116	49.8
Neither Required nor Preferred	101	43.3
<b>Total</b>	<b>233</b>	<b>100.0</b>

### Certification: Assistant Buyers/Purchasing Clerks

	Frequency	Percent
Required	15	6.3
Preferred/Desired	87	36.4
Neither Required nor Preferred	137	57.3
<b>Total</b>	<b>239</b>	<b>100.0</b>

# Commodity Codes

Do you use a commodity code? (A commodity code is a standard coding system used to describe goods and services, such as NIGP Code)?

	Frequency	Percent
Yes	240	64.3
No	133	35.7
<b>Total</b>	<b>373</b>	<b>100.0</b>

Which commodity code do you use?

	Frequency	Percent
NIGP Code	166	69.7
UNSPSC	26	10.9
NAICS	27	11.3
Other (please specify)	19	8.0
<b>Total</b>	<b>238</b>	<b>100.0</b>

Which commodity code do you use? - Other (please specify) - Text

	Frequency	Percent
No answer	735	97.9
Both NIGP and NAICS	1	.1
City Developed	1	.1
Historic State of FL	1	.1
Home grown	1	.1
internal	1	.1
Internal (Generic)	1	.1
Internal list of Codes	1	.1
internally developed	1	.1
IonWave's codes	1	.1

	Frequency	Percent
Locally defined and NIGP	1	.1
NIGP and UNSPSC	1	.1
Not sure	1	.1
our own	1	.1
SAISD category codes	1	.1
SAP	1	.1
Self Developed	1	.1
<b>Total</b>	<b>751</b>	<b>100.0</b>

### What do you use your commodity code for?

	Frequency	Percent
Identifying items on a requisition	65	27.4
Identifying items on a purchase order	18	7.6
Identifying items on a contract	21	8.9
Running spend reports/spend analytics	40	16.9
Other (please specify)	93	39.2
<b>Total</b>	<b>237</b>	<b>100.0</b>

## Training Programs

Does Procurement have a formal procurement training program for its internal stakeholders? (Internal stakeholders include customers within the entity served by procurement, but does not include procurement staff)

	Frequency	Percent
No	148	38.4
Yes	237	61.6
<b>Total</b>	<b>385</b>	<b>100.0</b>



# PART II of SURVEY

# Under Procurement responsibility

Procurement units were asked to indicate which authorities fall under the procurement responsibility.

## What Falls under Procurement Responsibility

	Frequency	Percent of respondents indicating that authority is under procurement
Award authority	227	30.2
Contract execution	214	28.5
Protest decision authority	205	27.3
Sourcing/Tendering authority	265	35.3
Sourcing/Tendering exception authority (sole source, single source, emergency, etc.)	257	34.2
Other (please specify)	27	3.6

## Does the Procurement function (procurement staff) within your entity facilitate (manage the sourcing process for) construction and public works bids?

	Frequency	Percent
Construction only	28	7.3
Public works only	14	3.6
Both construction and public works	274	71.0
Neither construction nor public works	64	16.6
I am not sure	6	1.6
<b>Total</b>	<b>386</b>	<b>100.0</b>

## Can the position above the Procurement Authority override the procurement authority's decision?

	Frequency	Percent
No	74	24.4
Yes	229	75.6
<b>Total</b>	<b>303</b>	<b>100.0</b>

### Is this authority delegated to another position in the entity?

(Such as a City Manager who is the official Procurement Authority/Procurement Agent but delegates Procurement Agent authority to another position, such as Director of Procurement)

	Frequency	Percent
No	132	44.0
Yes (Please indicate who is the authority delegated to)	168	56.0
<b>Total</b>	<b>300</b>	<b>100.0</b>

### Procurement Authority defined in Statute?

	Frequency	Percent
No	702	93.5
Yes	49	6.5
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Procurement Authority defined in Charter?

	Frequency	Percent
No	714	95.1
Yes	37	4.9
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Procurement Authority defined in Code?

	Frequency	Percent
No	691	92.0
Yes	60	8.0
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Procurement Authority defined in Ordinance?

	Frequency	Percent
No	690	91.9
Yes	61	8.1
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Procurement Authority defined in Bylaws?

	Frequency	Percent
No	741	98.7
Yes	10	1.3
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Procurement Authority defined in Policy?

	Frequency	Percent
No	562	74.8
Yes	189	25.2
<b>Total</b>	<b>751</b>	<b>100.0</b>

# Delegation of Authority

## Does procurement delegate Small Purchase Spend

	Frequency	Percent
No	496	66.0
Yes	255	34.0
<b>Total</b>	<b>751</b>	<b>100.0</b>

## Does procurement delegate Sourcing/Tendering

	Frequency	Percent
No	637	84.8
Yes	114	15.2
<b>Total</b>	<b>751</b>	<b>100.0</b>

## Does procurement delegate Contract Award

	Frequency	Percent
No	680	90.5
Yes	71	9.5
<b>Total</b>	<b>751</b>	<b>100.0</b>

## Does procurement delegate Contract Execution

	Frequency	Percent
No	675	89.9
Yes	76	10.1
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Does procurement delegate Ordering Under Requirements/Term Contracts

	Frequency	Percent
No	583	77.6
Yes	168	22.4
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Does procurement delegate Contract Management Responsibility

	Frequency	Percent
No	585	77.9
Yes	166	22.1
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Does procurement delegate Other (please specify)

	Frequency	Percent
No	731	97.3
Yes	20	2.7
<b>Total</b>	<b>751</b>	<b>100.0</b>

### Does Procurement review and provide input on potential/pending legislation?

(Procurement/Procurement roles reviews pending legislation to determine impact on procurement and the entity, and has an opportunity to provide input to entity leadership and/or political leadership on the impact/potential impact to the entity/community).

	Frequency	Percent
No	101	33.3
Yes	202	66.7
<b>Total</b>	<b>303</b>	<b>100.0</b>

### Does your entity regularly review new procurement case law in order to adjust their procurement practice, policy, and templates and to train employees as required?

	Frequency	Percent
No	122	40.4
Yes	180	59.6
<b>Total</b>	<b>302</b>	<b>100.0</b>

# Procurement Templates

	Frequency	Percent
for Spec/SOWs	198	26.4
for Solicitations/Tendering	276	36.8
for Solicitations Using Alternative Funding Sources (such as federal funds)	184	24.5
for Contracts/Price Agreements/Master Agreements	243	32.4
for Contracts Using Alternative Funding Sources	147	19.6
for Informal Sourcing/Quotes/Small Purchases	224	29.8
for Sole Brand	84	11.2
for Sole Source	247	32.9
for Single Source	151	20.1
for Emergencies	169	22.5
for Other	9	1.2

# Procurement Spend

Does Procurement/your entity analyze your Procurement Spend? (Procurement Spend is the total of all dollars the entity spends on goods, services, design and construction)

	Frequency	Percent
No	119	39.4
Yes	183	60.6
<b>Total</b>	<b>302</b>	<b>100.0</b>

Does your entity capture and report on Spend Under Management (dollars under procurement's control and/or influence) or Spend Under Contract (dollars under an existing contract versus dollars spent that are not under a contract)?

	Frequency	Percent
No	191	65.9
Yes	99	34.1
<b>Total</b>	<b>290</b>	<b>100.0</b>

## Procurement Spend Percentages

	N	Mean	Median	Std. Deviation
What percentage of Spend Under Management falls under requirements contracts/term contracts? (The subset of Spend Under Management that falls under requirements/term contracts versus one time purchases/specific contracts) Use slider or enter number - % of Procurement Spend Under Requirements/Term Contracts	156	44.90	41.00	29.10
What is the percentage of spend awarded competitively (open – formal; limited – small purchase; micro -direct select/single source) vs dollars spent under direct selects (such as single source or board directed) Use slider or enter number - % of Spend	65	61.17	70.00	28.11

## Does your entity measure the percentage of spend sourced competitively versus non-competitively?

(Purchases that go through a competitive process, whether formal or informal, versus spend that is made through a direct source selection, or selection where competitive is waived, such as Sole Source)

	Frequency	Percent
No	226	76.6
Yes	69	23.4
Total	295	100.0

## What is the percentage of spend awarded competitively (open – formal; limited – small purchase; micro -direct select/single source) vs dollars spent under direct selects (such as single source or board directed)

Response	% Of respondents
2.00-10.00%	9.2
11.00-25.00%	9.2
26.00-50.00%	10.6
51.00-75.00%	32.2
76.00-100.00%	38.4
	100%

# Number of Contracts

	N	Mean	Median	Std. Deviation
# New Contracts - Number/Year	72	239.22	59.5	512.288
# New Contracts - Volume in \$\$\$/Year	37	\$ 219,218,909	\$ 35,000,000	\$ 684,050,723
All Contract Awards (including renewal contracts - Number/Year	61	389.51	126.00	827.191
All Contract Awards (including renewal contracts - Volume in \$\$\$/Year	28	\$ 103,717,506	\$ 49,012,902	\$ 140,458,074
# All active contracts - Number/Year	71	529.61	193.00	1105.560
# All active contracts - Volume in \$\$\$/Year	28	\$ 231,032,840	\$ 56,500,000	\$ 381,373,645
# Active, Specific Contracts (subset of All Active Contracts) - Number/Year	18	442.39	173.00	719.470
# Active, Specific Contracts (subset of All Active Contracts) - Volume in \$\$\$/Year	6	\$ 199,460,033	\$ 32,754,866	\$ 395,377,321
# Active Req/Term Contracts - Number/Year	24	175.46	62.50	245.223
# Active Req/Term Contracts - Volume in \$\$\$/Year	9	\$ 112,219,633	\$ 70,000,000	\$ 134,898,103
# Requisitions - Number/Year	58	3773.93	1550.00	6408.422
# Requisitions - Volume in \$\$\$/Year	24	\$ 120,755,977	\$ 49,189,300	\$ 208,368,923
# Purchase Orders - Number/Year	79	3073.20	1356.00	4875.262
# Purchase Orders - Volume in \$\$\$/Year	42	\$ 106,810,628	\$ 45,133,599	\$ 181,490,728
# Change Orders - Number/Year	42	480.60	100.00	995.341
# Change Orders - Volume in \$\$\$/Year	13	\$ 3,434,503	\$ 500,000	\$ 5,398,546
# Protests (whether sustained or dismissed) - Number/Year	74	667.78	0.00	5269.340
# Protests (whether sustained or dismissed) - Volume in \$\$\$/Year	14	\$ 1,221,964	\$ -	\$ 3,041,364
# Claims (regardless of outcome) - Number/Year	42	1179.98	0.00	6986.402
# Claims (regardless of outcome) - Volume in \$\$\$/Year	11	\$ 636,364	\$ -	\$ 2,110,579
# Contract Amendments - Number/Year	41	1335.46	25.00	7085.879
# Contract Amendments - Volume in \$\$\$/Year	10	\$ 3,339,454	\$ 379,840	\$ 6,312,578
# Audits (Internal and External) - Number/Year	57	826.65	2.00	5959.510
# Audits (Internal and External) - Volume in \$\$\$/Year	8	\$ 158,875,001	\$ 2	\$ 270,911,391

# Processing Times

	# of respondents	Median # of Days
Processing time: IFB/ITT for goods and services - Calendar Days (Average)	146	45.00
Processing time: IFB/ITT Design/Bid/Build (Construction) - Calendar Days (Average)	111	60.00
Processing time: RFP - Calendar Days (Average)	154	84.00
Processing time: Request for Qualifications RFQ (Professional Services, such as A/E) - Calendar Days (Average)	125	60.00
Processing time: Solicitation Amendments - Calendar Days (Average)	108	5.00
Processing time: Req to PO - Calendar Days (Average)	141	3.00
Processing time: Change Orders - Calendar Days (Average)	114	4.00
Processing time: Contract Amendments - Calendar Days (Average)	114	10.00
Processing time: Sole Source - Number	114	10.00
Processing time: Single Source - Number	73	3.00
Processing time: Emergency - Number	106	3.00
Processing time: Cooperative/Piggyback (how many different contracts have you used) - Number	107	15.00
Processing time: Informal Request for quotes (RFQs) - Number	95	32.00
Processing time: ITB/ITT - Number	107	25.00
Processing time: RFP - Number	116	15.00
Processing time: RFQ (Request for Qualification) - Number	99	4.00

# PCard

## Is the PCard training required for cardholders?

	Frequency	Percent
No	12	6.5
Yes	172	93.5
<b>Total</b>	<b>184</b>	<b>100.0</b>

## How often is the PCard training required for cardholders

	Frequency	Percent
Annually	53	29.6
Every two years	28	15.6
Every three years	3	1.7
Every 4 years	1	.6
Every 5 years	7	3.9
Other (please specify)	87	48.6
<b>Total</b>	<b>179</b>	<b>100.0</b>

## Does the PCard program generate revenue/administrative rebate? (generally a percentage of all PCard spend that comes back to the entity to offset costs of managing the program and the contract)

	Frequency	Percent
No	58	24.0
Yes	184	76.0
<b>Total</b>	<b>242</b>	<b>100.0</b>

### PCard revenues use: Returned to general fund

	Frequency	Percent
No	593	79.0
Yes	158	21.0
<b>Total</b>	<b>751</b>	<b>100.0</b>

### PCard revenues use: Allocated to procurement function (such as offsetting expense of PCard staff)

	Frequency	Percent
No	744	99.1
Yes	7	.9
<b>Total</b>	<b>751</b>	<b>100.0</b>

### PCard revenues use: Allocated to procurement for training

	Frequency	Percent
No	747	99.5
Yes	4	.5
<b>Total</b>	<b>751</b>	<b>100.0</b>

### PCard revenues use: Allocated elsewhere

	Frequency	Percent
No	736	98.0
Yes	15	2.0
<b>Total</b>	<b>751</b>	<b>100.0</b>

### PCard revenues use: Don't know

	Frequency	Percent
No	706	94.0
Yes	45	6.0
<b>Total</b>	<b>751</b>	<b>100.0</b>

# Performance Audit

Has Procurement had an internal or external procurement performance audit in the past 3 years? (Audits may be performed by internal audit staff or may be conducted by a third party).

	Frequency	Percent
No	100	41.2
Yes	143	58.8
<b>Total</b>	<b>243</b>	<b>100.0</b>

Did Procurement go through a Federal audit (such as Federal Transit Administration audit) in the last 3 years?

	Frequency	Percent
Yes	67	27.7
No	175	72.3
<b>Total</b>	<b>242</b>	<b>100.0</b>

# Asset Disposal, Auction or Surplus Program

Does Procurement/your entity have a asset disposal, auction and/or surplus program?

	Frequency	Percent
No	26	10.4
Yes	225	89.6
<b>Total</b>	<b>251</b>	<b>100.0</b>

Is there a formal policy for the asset disposal, auction or surplus program?

	Frequency	Percent
No	19	8.4
Yes	206	91.6
<b>Total</b>	<b>225</b>	<b>100.0</b>

### Does Procurement manage the asset disposal, auction or surplus program?

	Frequency	Percent
No	58	26.1
Yes	164	73.9
<b>Total</b>	<b>222</b>	<b>100.0</b>

### For conducting auctions, does the entity utilize internal staff or outsource to a third party?

	Frequency	Percent
Internal	40	17.9
Outsourced	158	70.9
Other	25	11.2
<b>Total</b>	<b>223</b>	<b>100.0</b>

### Are auctions conducted in-person, online or hybrid? (whether the auctions are conducted internally or by a third party)

	Frequency	Percent
In-Person	9	4.1
Online	153	68.9
Combination of in-person or online	60	27.0
<b>Total</b>	<b>222</b>	<b>100.0</b>

### If managed internally, whether by Procurement or elsewhere in the entity, is the auction/surplus function centralized or non-centralized?

	Frequency	Percent
Centralized	144	75.4
Non-Centralized	34	17.8
Other	13	6.8
<b>Total</b>	<b>191</b>	<b>100.0</b>

# Inventory Management

Does the entity have an inventory management program?

	Frequency	Percent
No	77	34.2
Yes	148	65.8
<b>Total</b>	<b>225</b>	<b>100.0</b>

Is there formal policy for the inventory management program?

	Frequency	Percent
No	44	31.2
Yes	97	68.8
<b>Total</b>	<b>141</b>	<b>100.0</b>

Does Procurement manage the inventory management program?

	Frequency	Percent
No	73	49.0
Yes, the entire program is managed by procurement	43	28.9
Yes, Only parts of the program are managed by procurement	33	22.1
<b>Total</b>	<b>149</b>	<b>100.0</b>

# Supplier Relations

## Does Procurement/the entity conduct supplier debriefs?

(Debriefs are meetings with the suppliers where information is provided on how they did during a given sourcing process and to answer questions to help a supplier improve future offerings.)

	Frequency	Percent
No	49	28.2
Yes	125	71.8
<b>Total</b>	<b>174</b>	<b>100.0</b>

## Does your entity provide Contract Administration training?

	Frequency	Percent
No	184	73.3
Yes	67	26.7
<b>Total</b>	<b>251</b>	<b>100.0</b>

## Does Procurement/the entity have a formal Supplier Relationship Management (SRM) Program?

(A SRM should be formalized in policy, should be defined in processes and procedures, and should include training for staff).

	Frequency	Percent
No	233	94.3
Yes	14	5.7
<b>Total</b>	<b>247</b>	<b>100.0</b>

## Does Procurement/the entity have a formal Supplier Performance Management (SPM) Program?

(A SPM should be formalized in policy, should be defined in processes and procedures, and should include training for staff).

	Frequency	Percent
No	230	94.3
Yes	14	5.7
<b>Total</b>	<b>244</b>	<b>100.0</b>

### Does Procurement/the entity use a Supplier Scorecard for past performance?

	Frequency	Percent
No	194	78.9
Yes	52	21.1
<b>Total</b>	<b>246</b>	<b>100.0</b>

### Does Procurement/the entity have correction action plans for poor contractor performance?

	Frequency	Percent
No	132	53.4
Yes	115	46.6
<b>Total</b>	<b>247</b>	<b>100.0</b>

### Does Procurement/the entity check to see if suppliers have been suspended or debarred by another jurisdiction (this does not include checking SAM for the Federal Government)?

	Frequency	Percent
No	67	27.0
Yes	181	73.0
<b>Total</b>	<b>248</b>	<b>100.0</b>

### Is the list of suppliers suspended or debarred by another jurisdiction publicly available?

	Frequency	Percent
Yes	123	67.6
No	59	32.4
<b>Total</b>	<b>182</b>	<b>100.0</b>

## Does Procurement/the entity have a contract audit program and/or conduct it's own audits of internal customers?

(A contract audit program involves procurement staff auditing for customer compliance with procurement policies and procedures, including compliance with defined procurement roles and responsibilities.)

	Frequency	Percent
No	167	68.4
Yes	77	31.6
<b>Total</b>	<b>244</b>	<b>100.0</b>

# Artificial Intelligence

## Does your entity allow the use of Artificial Intelligence in procurement operations?

	Frequency	Percent
No	153	61.9
Yes	52	21.1
I don't know	42	17.0
<b>Total</b>	<b>247</b>	<b>100.0</b>

## Does your entity have a formal AI policy?

	Frequency	Percent
Yes	16	6.6
No	227	93.4
<b>Total</b>	<b>243</b>	<b>100.0</b>

## AI Tools

	Frequency	Percent
to Develop Specs/Scope of Work	44	5.9
to Create/Draft Solicitation Content	30	4.0
to Review Solicitations/Tenders	7	.9

	Frequency	Percent
to Negotiation	5	.7
to Contract development	14	1.9
to Contract administration	7	.9
to Administrative Activities (letters, emails, meetings)	32	4.3
to Training	20	2.7
to Support	16	2.1
to Presentation development	27	3.6
to Help desk	11	1.5
to Report development	12	1.6
to Check for Plagiarism	8	1.1
to Other	21	2.8

## Supplier Diversity

### Supplier Diversity Tool: Set aside contracts

	Frequency	Percent
Yes	22	10.7
No	166	81.0
I don't know	17	8.3
<b>Total</b>	<b>205</b>	<b>100.0</b>

### Supplier Diversity Tool: Price evaluation credit

	Frequency	Percent
Yes	27	13.4
No	160	79.2
I don't know	15	7.4
<b>Total</b>	<b>202</b>	<b>100.0</b>

### Supplier Diversity Tool: Preference points

	Frequency	Percent
Yes	46	22.7
No	144	70.9
I don't know	13	6.4
<b>Total</b>	<b>203</b>	<b>100.0</b>

### Supplier Diversity Tool: Establish contracting goals

	Frequency	Percent
Yes	71	33.6
No	127	60.2
I don't know	13	6.2
<b>Total</b>	<b>211</b>	<b>100.0</b>

### Supplier Diversity Tool: Track and/or report utilization (% or \$ amount)

	Frequency	Percent
Yes	82	39.4
No	113	54.3
I don't know	13	6.3
<b>Total</b>	<b>208</b>	<b>100.0</b>

### Supplier Diversity Tool: Penalize contractors for supplier diversity claim fraud

	Frequency	Percent
Yes	26	13.1
No	144	72.4
I don't know	29	14.6
<b>Total</b>	<b>199</b>	<b>100.0</b>

### Supplier Diversity Tool: Supplier diversity training/specific training for diverse businesses

	Frequency	Percent
Yes	52	25.4
No	138	67.3
I don't know	15	7.3
<b>Total</b>	<b>205</b>	<b>100.0</b>

### Supplier Diversity Tool: Active outreach through conferences, tradeshow, or hosting events

	Frequency	Percent
Yes	127	59.1
No	78	36.3
I don't know	10	4.7
<b>Total</b>	<b>215</b>	<b>100.0</b>

### Supplier Diversity Tool: Technical assistance, mentoring, and other development opportunities

	Frequency	Percent
Yes	74	36.5
No	114	56.2
I don't know	15	7.4
<b>Total</b>	<b>203</b>	<b>100.0</b>

### Supplier Diversity Tool: Advertise contracting opportunities in more than two platforms

	Frequency	Percent
Yes	93	43.3
No	107	49.8
I don't know	15	7.0
<b>Total</b>	<b>215</b>	<b>100.0</b>

## Supplier Diversity Tool: Structure large contracts so that contractors may bid on parts of the contract instead of the whole or break down historically large contracts into small

	Frequency	Percent
Yes	85	40.5
No	113	53.8
I don't know	12	5.7
<b>Total</b>	<b>210</b>	<b>100.0</b>

## Supplier Diversity Tool: Non-price evaluation criteria (such as social impact and benefit)

	Frequency	Percent
Yes	46	23.0
No	138	69.0
I don't know	16	8.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

## Supplier Diversity Tool: Other

	Frequency	Percent
Yes	3	17.6
No	12	70.6
I don't know	2	11.8
<b>Total</b>	<b>17</b>	<b>100.0</b>

# Environmental Specifications

## Environmental Specifications Preference: Use of environmental labels

	Frequency	Percent
Not applicable	116	58.3
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	56	28.1
Required in the selection criteria	4	2.0
Preferred and reflected in the selection criteria	7	3.5
Preferred and built into technical specifications and/or contractual agreement	16	8.0
<b>Total</b>	<b>199</b>	<b>100.0</b>

## Please indicate your entity's preference regarding the following environmental specifications: Use of renewable resources

	Frequency	Percent
Not applicable	105	53.0
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	74	37.4
Required in the selection criteria	2	1.0
Preferred and reflected in the selection criteria	7	3.5
Preferred and built into technical specifications and/or contractual agreement	10	5.1
<b>Total</b>	<b>198</b>	<b>100.0</b>

## Environmental Specifications Preference: Reduced packaging

	Frequency	Percent
Not applicable	108	54.0
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	72	36.0
Required in the selection criteria	2	1.0

	Frequency	Percent
Preferred and reflected in the selection criteria	5	2.5
Preferred and built into technical specifications and/or contractual agreement	13	6.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

### Environmental Specifications Preference: Ecologically friendly products

	Frequency	Percent
Not applicable	97	48.7
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	75	37.7
Required in the selection criteria	4	2.0
Preferred and reflected in the selection criteria	8	4.0
Preferred and built into technical specifications and/or contractual agreement	15	7.5
<b>Total</b>	<b>199</b>	<b>100.0</b>

### Environmental Specifications Preference: Environmentally friendlier transport options

	Frequency	Percent
Not applicable	118	59.3
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	68	34.2
Required in the selection criteria	1	.5
Preferred and reflected in the selection criteria	5	2.5
Preferred and built into technical specifications and/or contractual agreement	7	3.5
<b>Total</b>	<b>199</b>	<b>100.0</b>

## Environmental Specifications Preference: Use of recycled material

	Frequency	Percent
Not applicable	87	43.5
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	84	42.0
Required in the selection criteria	9	4.5
Preferred and reflected in the selection criteria	4	2.0
Preferred and built into technical specifications and/or contractual agreement	16	8.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

## Environmental Specifications Preference: Use of products with reduced energy use over life time

	Frequency	Percent
Not applicable	97	48.7
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	77	38.7
Required in the selection criteria	4	2.0
Preferred and reflected in the selection criteria	7	3.5
Preferred and built into technical specifications and/or contractual agreement	14	7.0
<b>Total</b>	<b>199</b>	<b>100.0</b>

## Environmental Specifications Preference: Reduced use of water

	Frequency	Percent
Not applicable	113	57.7
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	71	36.2
Preferred and reflected in the selection criteria	4	2.0
Preferred and built into technical specifications and/or contractual agreement	8	4.1
<b>Total</b>	<b>196</b>	<b>100.0</b>

## Environmental Specifications Preference: Reduced content of toxic/harmful chemicals

	Frequency	Percent
Not applicable	109	54.8
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	61	30.7
Required in the selection criteria	3	1.5
Preferred and reflected in the selection criteria	8	4.0
Preferred and built into technical specifications and/or contractual agreement	18	9.0
<b>Total</b>	<b>199</b>	<b>100.0</b>

## Environmental Specifications Preference: Reduced carbon footprint

	Frequency	Percent
Not applicable	113	57.1
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	70	35.4
Required in the selection criteria	1	.5
Preferred and reflected in the selection criteria	7	3.5
Preferred and built into technical specifications and/or contractual agreement	7	3.5
<b>Total</b>	<b>198</b>	<b>100.0</b>

## Environmental Specifications Preference: Decrease of polluting emissions

	Frequency	Percent
Not applicable	114	57.3
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	67	33.7
Required in the selection criteria	2	1.0
Preferred and reflected in the selection criteria	7	3.5
Preferred and built into technical specifications and/or contractual agreement	9	4.5
<b>Total</b>	<b>199</b>	<b>100.0</b>

## Environmental Specifications Preference: Design for re-use, dismantling and recycling

	Frequency	Percent
Not applicable	115	58.4
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	68	34.5
Required in the selection criteria	1	.5
Preferred and reflected in the selection criteria	4	2.0
Preferred and built into technical specifications and/or contractual agreement	9	4.6
<b>Total</b>	<b>197</b>	<b>100.0</b>

## Environmental Specifications Preference: No hazardous waste over life time

	Frequency	Percent
Not applicable	120	61.5
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	59	30.3
Required in the selection criteria	1	.5
Preferred and reflected in the selection criteria	4	2.1
Preferred and built into technical specifications and/or contractual agreement	11	5.6
<b>Total</b>	<b>195</b>	<b>100.0</b>

## Environmental Specifications Preference: Other “green” practices (please specify)

	Frequency	Percent
Not applicable	57	71.3
Preferred but not required (e.g. mentioned in sustainability policy/ sustainable procurement policy, but not enforced)	16	20.0
Preferred and built into technical specifications and/or contractual agreement	7	8.8
<b>Total</b>	<b>80</b>	<b>100.0</b>



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