

# Competitive Bidding

Final Report • December 17, 2021



Edward Michel, Inspector General



December 17, 2021

Re: Competitive Bidding

I certify that the inspector general personnel assigned to this project are free of personal or other external impairments to independence.

A handwritten signature in blue ink that reads 'Edward Michel'. The signature is written in a cursive style with a small dot above the 'i' in 'Michel'.

Edward Michel, CIG

Inspector General

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The Office of Inspector General (OIG) for the City of New Orleans conducted an inspection of competitive bidding processes within the City of New Orleans (City) Bureau of Purchasing.

The purpose of the inspection was to examine whether City procurement practices for competitive bidding encouraged a level of competition among potential contractors that was consistent with the law and best practices. Competition is an important element in public procurement, ensuring that governments receive the goods and services they need at the best price.

Evaluators reviewed data on the number of responses the City received for Invitations to Bid (ITB), Requests for Proposals (RFP), and Requests for Qualifications (RFQ) issued in 2019 and 2020 in order to identify how many did not receive at least three responses.

The inspection included the following findings:

- A large percentage of the City's competitive solicitations received fewer than three responses, with the number of responses differing significantly based on the requesting department and the type of work solicited.
- The Bureau of Purchasing did not always comply with the Executive Orders requiring a written justification for proceeding with an RFP or RFQ procurement that received fewer than three responses.

Based on these findings, the OIG made the following recommendations to the City of New Orleans:

- The Bureau of Purchasing should develop a process for systematically analyzing data on competition in the procurement process, implement improvements based on the trends in this data, and monitor the effectiveness of these initiatives.
- The Bureau of Purchasing should ensure the existence of a sufficiently detailed justification memo consistent with the requirements of Executive Order LC 20-01 before allowing an RFP or RFQ to proceed with fewer than three proposals.

The City accepted all recommendations in this report and identified steps to address the findings. While improving competition in the procurement process

can be a multi-faceted challenge, taking appropriate actions will increase the likelihood that the City receives maximum value from its procurements.

## I. OBJECTIVES, SCOPE, AND METHODS

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The Office of Inspector General of the City of New Orleans (OIG) conducted an inspection of competitive bidding processes within the City of New Orleans (City) Bureau of Purchasing.

The purpose of this inspection was to determine whether City procurement practices for competitive bidding encouraged a level of competition among potential contractors that was consistent with the law and best practices. Evaluators reviewed the bid tabulation sheets for Invitations to Bid (ITB) and the composite scoring sheets for Requests for Proposals (RFP) and Requests for Qualifications (RFQ) in 2019 and 2020, in order to examine the number of responses received for each ITB, RFP, and RFQ issued by the City.

Pursuant to Sections 2-1120(12) and (20) of the Code of the City of New Orleans and La. R.S. 33:9613, evaluators interviewed personnel within the Bureau of Purchasing and obtained procurement policies and other relevant documents. Evaluators analyzed data on the number of responses received to identify trends in competitive responses to City solicitations. When needed, evaluators reviewed additional supporting documents for specific procurements.

OIG evaluators were greatly assisted in the preparation of this report by the full cooperation of city employees. This inspection was performed in accordance with the Principles and Standards for Offices of Inspector General for Inspections, Evaluations, and Reviews.<sup>1</sup>

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<sup>1</sup> Association of Inspectors General, "Quality Standards for Inspections, Evaluations, and Reviews by Offices of Inspector General," Principles and Standards for Offices of Inspector General (New York: Association of Inspectors General, 2014).

## II. INTRODUCTION

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The City used different procurement methods depending on the nature and value of the procurement. The City's most valuable contracts were generally procured through a formal, competitive process, while less valuable contracts used more informal procurement processes.<sup>2</sup> This inspection focused on the City's competitive procurements: Invitations to Bid (ITB), Requests for Proposals (RFP), and Requests for Qualifications (RFQ), which are discussed in more detail below.

The City issued an ITB when soliciting public works projects costing greater than \$150,000, or when contracting for goods or non-professional services worth more than \$20,000.<sup>3</sup> For ITBs, the City awarded the contract to the vendor that submitted the lowest bid, as long as they met the requirements laid out in the ITB and they were a "responsible" bidder capable of performing the work.<sup>4</sup>

For professional service contracts worth more than \$15,000, the City issued an RFP or an RFQ.<sup>5</sup> The resulting proposals were then scored by a selection committee. Price was one factor in this process, but committee members also considered other factors such as the quality of the proposal and the characteristics of the vendor.<sup>6</sup> The implementation of this competitive selection process was a response to the City's historical struggles with abuse of the procurement process for professional services. Under former Mayor C. Ray Nagin, the procurement process, especially for professional service contracts, lacked transparency.<sup>7</sup>

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<sup>2</sup> Although higher-value contracts generally required a formal competitive procurement, they were sometimes procured using less formal methods under special circumstances, such as during an emergency.

<sup>3</sup> CAO Policy Memorandum 113(R); City of New Orleans Bureau of Purchasing Federal Grant Procurement Procedures, Version 8.0 (May 20, 2019), 8, accessed October 19, 2021, available at [https://www.nola.gov/nola/media/Finance/Procurement/CNO-Bureau-of-Purchasing-Procedures\\_v-8-0.pdf](https://www.nola.gov/nola/media/Finance/Procurement/CNO-Bureau-of-Purchasing-Procedures_v-8-0.pdf).

<sup>4</sup> City of New Orleans Bureau of Purchasing Federal Grant Procurement Procedures, 8. This requirement is also included in state statutes. See La. R.S. 38:2212 and La. R.S. 38:2212.1 The bid tabulation forms listed all bids submitted, prior to the determination of whether they were responsive and responsible. Evaluators reviewed further documentation for a significant number of ITBs and found that very few bids were thrown out for being non-responsive.

<sup>5</sup> RFQs did not have a price component and were sometimes used for soliciting architect/engineer services for capital projects or to qualify multiple vendors. The composite scoring sheets for RFPs and RFQs included only the responsive proposals that were presented to the selection committee.

<sup>6</sup> Executive Order LC 20-01, p. 5-7.

<sup>7</sup> See New Orleans Office of Inspector General, Public Letter to Mayor Nagin (December 19, 2009), accessed March 17, 2021, available at [http://nolaoig.gov/index.php?option=com\\_mtree&task=att\\_download&link\\_id=143&cf\\_id=37;](http://nolaoig.gov/index.php?option=com_mtree&task=att_download&link_id=143&cf_id=37;)

Requiring selection committees to evaluate proposals submitted in response to RFPs and RFQs, rather than leaving them to the mayor's discretion, was intended to improve the fairness, professionalism, and transparency of the procurement process.<sup>8</sup>

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New Orleans Office of Inspector General, *Review of the City's Procurement Documents, 2013-2014* (New Orleans: Office of Inspector General, 2015), 2, accessed March 17, 2021, available at [http://nolaog.gov/index.php?option=com\\_mtree&task=att\\_download&link\\_id=15&cf\\_id=37](http://nolaog.gov/index.php?option=com_mtree&task=att_download&link_id=15&cf_id=37).

<sup>8</sup> New Orleans Office of Inspector General, *Review of the City's Procurement Documents, 2013-2014*, 2; Executive Order MJL 10-05, 7; Executive Order LC 20-01, 6.



### III. FINDINGS AND RECOMMENDATIONS

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Competition is a critical factor in public sector procurement. Best practices consistently emphasize the value of competition in the procurement process and provide strategies for facilitating competition.<sup>9</sup> Similarly, federal regulations require municipalities to receive a minimum number of bids when contracting for work with federal funds from programs such as the Federal Emergency Management Agency (FEMA) or the United States Department of Housing and Urban Development (HUD). While these regulations are not binding on procurements using state and local funds, they highlight the importance of competition as a best practice in procurement.

As detailed below, the City often struggled with attracting a number of responses consistent with regulations and best practices in its competitive solicitations.

**Finding 1: A large percentage of the City’s competitive solicitations received fewer than three responses, with the number of responses differing significantly based on the requesting department and the type of work solicited.**

The Bureau of Purchasing frequently used three responses as a benchmark for sufficient competition. For professional service solicitations, Executive Order LC 20-01 required that if an RFP or RFQ received fewer than three proposals, the City must advertise further or the Chief Procurement Officer (CPO) must provide a written justification for moving forward with fewer responses.<sup>10</sup>

For ITBs, state law mandated that the contract be awarded to the lowest responsive and responsible bidder unless the bids were all rejected for “just cause,” such as a lack of funds available for a public works project or a substantial change to the scope of work.<sup>11</sup> For that reason, the City could not impose a

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<sup>9</sup> See National Association of State Procurement Officials, *State and Local Government Procurement: A Practical Guide* (Lexington, KY: NASPO, 2008), 23; National Institute of Governmental Purchasing, *Public Procurement Practice: Specifications* (CIPS and NIGP, 2016), accessed March 18, 2021, available at <https://www.nigp.org/resource/global-best-practices/Specifications%20Best%20Practices.pdf?dl=true>.

<sup>10</sup> Executive Order LC 20-01, issued by Mayor LaToya Cantrell, 04/28/2020, 6. Although this Executive Order went into effect in 2020, it replaced an earlier executive order that included an identical provision. See Executive Order MJL 10-05, issued by former Mayor Mitch J Landrieu, 06/03/2010, 6.

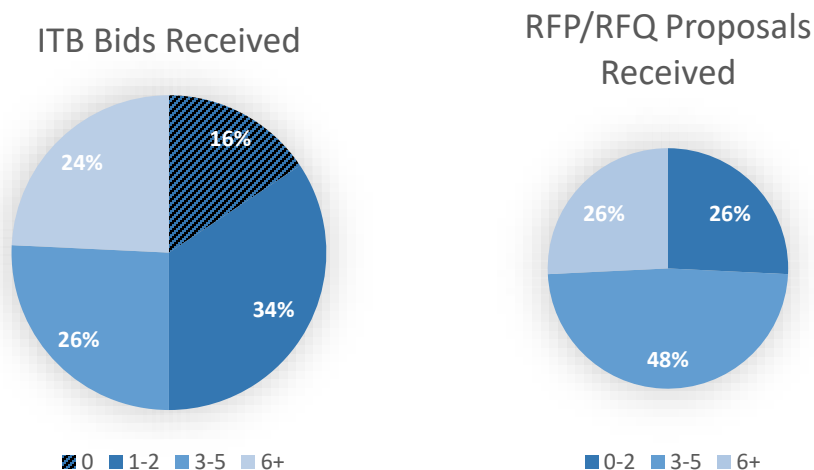
<sup>11</sup> La. R.S. 38:2214(B).

requirement for a minimum number of bids for ITBs.<sup>12</sup> However, City policy required departments to solicit three quotes for informal bids, which were not subject to this legal restriction.<sup>13</sup>

Evaluators reviewed data on the number of responses the City received for ITBs, RFPs, and RFQs issued in 2019 and 2020 in order to identify how many did not receive at least three bids.

For the solicitations examined, 50 percent of the City’s 198 ITBs received fewer than three responses, including 16 percent that received no bids at all. Furthermore, 26 percent of the City’s 66 RFPs/RFQs received fewer than three responses. See Figure 1.

**Figure 1.** Breakdown of Responses Received, 2019-2020



Source: Bid tabulation and scoring composite sheet data provided by the Bureau of Purchasing<sup>14</sup>

A lack of responses to competitive procurements increased the risk that the City would pay more or receive goods and services that were less suited to its needs.

<sup>12</sup> Procurements involving federal funds were an exception. Because federal procurement regulations required a minimum number of bids, the failure to receive enough responses permitted city entities to reject all bids since it threatened the availability of the funding source. See 2 C.F.R. § 200.320.

<sup>13</sup> City of New Orleans Bureau of Purchasing Federal Grant Procurement Procedures, 6-7. This requirement did not apply to purchases of goods or non-professional services under \$10,000, for which three quotes were recommended but only two were required.

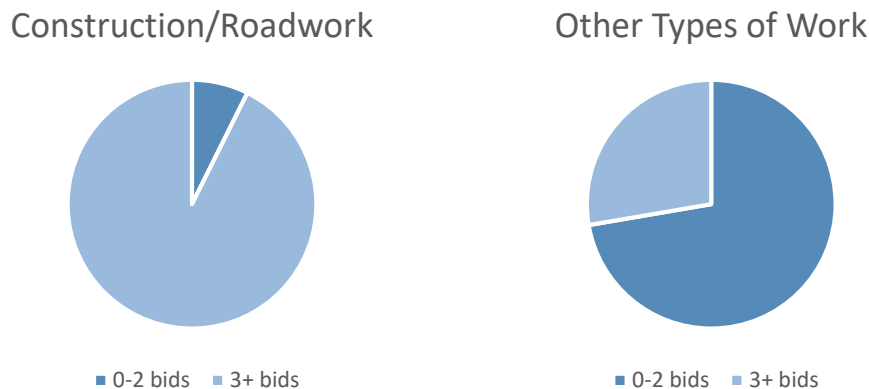
<sup>14</sup> Because the composite scoring sheets only showed responsive proposals that were submitted to the selection committee, complete data on RFPs and RFQs that received zero responses was not readily available.

Furthermore, solicitations that did not receive any responses incurred additional costs in terms of time and personnel hours to re-bid the solicitation, as well as increased risk that the City would not receive necessary goods and services by the time they were needed.

**TRENDS IN SOLICITATIONS THAT RECEIVED FEWER RESPONSES**

Among ITBs within the scope period, evaluators found pronounced trends regarding the types of solicitations that received fewer than three bids.<sup>15</sup> ITBs from the Department of Public Works (DPW), the City of New Orleans Capital Projects Administration (Capital Projects), and the Department of Property Management (DPM) generally received at least three bids, while those from other departments did not. For comparison, 82 percent of solicitations from these three departments combined received at least three bids, while only 21 percent of ITBs from the remaining departments received at least three bids. Similarly, 93 percent of ITBs that involved construction or roadwork received at least three bids, compared with 28 percent of ITBs involving other types of goods and services.<sup>16</sup> See Figure 2.

**Figure 2.** ITB Breakdown by Type of Work, 2019-2020



*Source: Bid tabulation data provided by the Bureau of Purchasing*

<sup>15</sup> Evaluators used a chi-square test of independence and Fisher’s exact test in order to determine whether there was a statistically significant relationship between the department issuing the solicitation and the likelihood of receiving fewer than three bids, as well as between the type of work and the likelihood of receiving fewer than three bids.

<sup>16</sup> Evaluators determined the type of work based on the title of each solicitation.

For RFPs and RFQs, departments that issued only one RFP or RFQ during the scope period were more likely to receive fewer than three responses, compared to departments that issued RFPs more frequently.

**Recommendation 1: The Bureau of Purchasing should develop a process for systematically analyzing data on competition in the procurement process, implement improvements based on the trends in this data, and monitor the effectiveness of these initiatives.**

Best practices suggest that there are many reasons why a solicitation might receive limited responses. In some instances, there may be a limited number of vendors offering the service needed. Alternatively, vendors may not bid on solicitations with poorly drafted specifications because they were either vague and unclear, unrealistic, or overly restrictive. Furthermore, widespread shortages of particular goods might reduce the number of suppliers able to offer certain products.<sup>17</sup> In other circumstances, weaknesses in individual solicitations, insufficient vendor outreach and advertising, or other barriers within the procurement process may impede competition.<sup>18</sup>

In order to identify the specific issues hindering increased competition in the City, the Bureau of Purchasing, in conjunction with requesting departments as appropriate, should collect and analyze data about supplier competition to determine the underlying causes of insufficient competition and what steps, if any, may have a positive impact.

### **COLLECTING AND ANALYZING PROCUREMENT DATA**

At the time of this review, the City's procurement process already generated useful data for assessing competition, such as the bid tabulation forms for ITBs and the composite scoring sheets for RFPs/RFQs, which listed all of the vendors

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<sup>17</sup> During the COVID-19 pandemic, for instance, supply chain disruptions interfered with the availability of some goods, so vendors who might otherwise bid on a contract may not have had the inventory to do so.

<sup>18</sup> For a discussion of impediments to competition in public procurements, see NIGP Business Council, *We "No Bid" and I'll Tell You Why: Does the Procurement Process Always Result in the Best Bids?*, (NIGP, 2013), accessed March 19, 2021, available at <https://www.nigp.org/resource/white-papers/We%20%E2%80%9CNo%20Bid,%E2%80%9D%20and%20%E2%80%99I%20tell%20you%20why%20White%20Paper.pdf?dl=true>.

that submitted a response. For RFPs and RFQs, the Chief Procurement Officer was also required to provide a written justification if the City proceeded with a solicitation that received fewer than three proposals. These justification memos will be discussed further in Finding 2.

In addition to these data sources, the Bureau of Purchasing took steps to understand and improve the challenges associated with competition in the procurement process by sending *Statement of No Response* forms to vendors who were notified of the solicitation but did not respond, asking for an explanation of why they did not submit a bid or proposal. These documents provided useful insights, and the Bureau of Purchasing indicated they used this information to relay concerns to requesting departments. The three most common vendor responses were that bid specifications were unclear, the timeframe for response was too short, or that the vendor did not provide those services.

While these efforts were helpful for individual procurements, the Bureau of Purchasing did not have a process for analyzing the information in the *Statement of No Response* forms or any other data about procurement responses. Analysis of this information would identify broader trends and potential changes that could improve competition. Furthermore, since much of the relevant procurement information was not in an easily searchable format, any analysis the Bureau of Purchasing attempted to conduct would likely be time-consuming. For instance, analyzing trends on the number of bids received in response to ITBs would require compiling data from the individual bid tabulation forms for each solicitation.

Therefore, the City should develop a systematic process for storing and analyzing procurement data as it pertains to competition. This process might be as simple as assigning one employee responsibility for maintaining a spreadsheet with the relevant fields and periodically analyzing the data. Alternatively, the Bureau of Purchasing could use a more complex process such as integrating this aggregate data analysis into the City's existing systems.

### **IMPLEMENTING DATA-DRIVEN IMPROVEMENTS**

The Bureau of Purchasing should use procurement data to identify and target the areas where competitive bidding is weakest, in order to make effective improvements. For instance, the Bureau of Purchasing should use the information generated through the *Statement of No Response* forms to make targeted improvements in the areas where vendors expressed the most concern. A large proportion of the solicitations receiving fewer than three responses involved

departments that issued infrequent solicitations. Focusing outreach, support, and education on both vendors and inexperienced requesting departments may improve the effectiveness of the procurement process.

This information could provide a starting point for improving responsiveness to competitive solicitations. The Bureau of Purchasing should consider ways to improve the commodity code system or better educate vendors and/or requesting departments regarding the use of these codes.<sup>19</sup> This would minimize the risk of a mismatch between the vendors notified of a solicitation and those able to perform the work.

In response to vendors' statements that solicitations were vague and unclear, the Bureau of Purchasing should consider additional training and outreach for requesting departments to assist them in drafting solicitations that will generate a higher number of quality responses. Since requesting departments played a critical role in shaping solicitations, developing technical specifications, and identifying potential vendors, the Bureau of Purchasing should ensure that these processes prioritize competition among vendors.

### **ONGOING MONITORING**

Adequate data analysis is critical to identify the improvements that provide the greatest value for the effort expended. Without a process to track the efficacy of improvements, the City may devote resources to efforts that don't have a significant impact.

At the time of this inspection, the Bureau of Purchasing had already implemented efforts and was planning additional initiatives intended to improve responsiveness to solicitations. Some of these efforts included updating the RFP template with more information for vendors less familiar with City procurements, and providing notice of solicitations on new technology platforms, such as LinkedIn and the State of Louisiana procurement website. Another initiative under consideration involved releasing an annual procurement outlook at the beginning of the year that would inform vendors of planned solicitations during the upcoming year.

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<sup>19</sup> Commodity codes identified different categories of goods or services. When a City department or entity issued a solicitation, notices of the solicitation were sent to all vendors associated with that specific commodity code. As a result, if vendors and/or departments failed to use the correct codes, the appropriate vendors for a category of work may not be notified of the solicitation.

While promising, the City did not have a method of determining the impact of these initiatives.

The OIG recommends that the City use the data it collects to monitor whether implemented improvements have their desired effect. By continuously monitoring the data, the department should be able to identify trends in which efforts work and where to most efficiently invest program resources for increased competition.

**Finding 2: The Bureau of Purchasing did not always comply with the Executive Orders requiring a written justification for proceeding with an RFP or RFQ procurement that received fewer than three responses.**

While there was no minimum bid requirement for ITBs, City policy required RFPs and RFQs to receive three proposals if possible. As part of the City's efforts to improve the fairness and transparency of professional service contracts after the Nagin administration, Executive Order MJL 10-05 included a provision for RFPs and RFQs that received fewer than three responses. Under this provision, "the CPO should require additional advertisement, unless the CPO explains in a written justification why additional advertisement is not likely to produce additional submissions."<sup>20</sup> This Order was later superseded by Executive Order LC 20-01, which contained an identical provision.

During the scope period, 17 RFPs and RFQs received fewer than three proposals. Of these, the City proceeded with 12 RFPs or RFQs without additional advertisement.<sup>21</sup> Upon review, the OIG found one RFP lacked any written justification. Furthermore, the written justifications for several of the other solicitations were deficient, in that they lacked an approval signature from the CPO, provided no actual justification for proceeding without additional advertisement, or provided a justification that failed to clearly address the issue of why advertising was unlikely to generate more responses. In more than one instance, the CPO approved justification memos in which requesting departments expressed satisfaction with the number of proposals received but provided no further information.

One of the goals of this Executive Order was to promote competition and accountability within the professional service procurement process. Compliance

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<sup>20</sup> Executive Order MJL 10-05, p. 6.

<sup>21</sup> The other five were canceled.

with this provision would facilitate these goals and help to ensure that the Bureau of Purchasing makes procurement decisions with careful consideration of whether the solicitation was sufficiently competitive. Furthermore, information generated in well-written justification memos could be used for the purposes of continuing improvement, as suggested in Recommendation 1 above.

**Recommendation 2: The Bureau of Purchasing should ensure the existence of a sufficiently detailed justification memo consistent with the requirements of Executive Order LC 20-01 before allowing an RFP or RFQ to proceed with fewer than three proposals.**

The Bureau of Purchasing should comply as much as possible with Executive Order LC 20-01 by ensuring that the justification memos for proceeding with an RFP or RFQ with fewer than three proposals are not merely a formality, but include a clear explanation pertaining to the particular procurement. The CPO should ensure that this justification is clearly articulated before proceeding with the procurement.

Even if the CPO had previous discussions with the requesting department or otherwise knew about issues impacting a particular RFP or RFQ, they should still document these circumstances in the justification memo. This will allow other staff or outside parties to verify this information. Further, a clear justification for proceeding with a solicitation where there were not at least three proposals reduces the appearance of fraud, waste, or abuse.



## IV. CONCLUSION

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Improving the degree of competition in the procurement process can create significant savings for a municipality. By examining the ITBs, RFPs, and RFQs issued during 2019 and 2020, evaluators determined that the City struggled to attract sufficient competitive bids or proposals, especially on solicitations that did not involve the construction and roadwork contracts commonly bid out by the DPW, the DPM, and Capital Projects. The Bureau of Purchasing made concerted efforts to address some of these challenges and encourage increased competition, but it lacked a process to systematically analyze the most likely problems and assess the effectiveness of attempted improvements. Additionally, evaluators found the City did not always comply with the requirement for written justification to proceed with RFPs or RFQs that received fewer than three proposals, as mandated by Executive Order LC 20-01.

Evaluators recommended that the Bureau of Purchasing should use information obtained from its *Statement of No Response* forms, as well as other procurement data, to determine areas where improvements could be made to increase competition. To this end, the Bureau of Purchasing should develop a systematic process to collect aggregate data on responses to solicitations. This data should be used to identify obstacles to competition and assess the effectiveness of efforts to address these issues. The Bureau of Purchasing should also provide meaningful justifications for proceeding with solicitations that have received fewer than three proposals, as required by executive order.

The OIG recognizes the challenges involved in determining the correct actions to improve competition in the procurement process. Approaching the issue in a thorough, systematic way will provide a better chance of implementing improvements to maximize the value the City receives from its competitive procurements.

## OFFICIAL COMMENTS FROM CITY OF NEW ORLEANS

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City Ordinance section 2-1120(8)(b) provides that a person or entity who is the subject of a report shall have 30 days to submit a written response to the findings before the report is finalized, and that such timely submitted written response shall be attached to the finalized report.

An Internal Review Copy of this report was distributed on November 15, 2021, to the entities who were the subject of the evaluation so that they would have an opportunity to comment on the report prior to the public release of this Final Report. A Management Response Form was received from the City of New Orleans on December 15, 2021. This form is attached.



**OIG** NEW ORLEANS OFFICE OF  
INSPECTOR GENERAL  
Inspection and Evaluation Division

(COMPETITIVE BIDDING; I&E 21-0001)

MANAGEMENT RESPONSE FORM

PLEASE COMPLETE THIS FORM AND RETURN AS SPECIFIED BELOW. SUPPLY YOUR RESPONSES IN THE SHADED BOXES.

PLEASE INDICATE YOUR AGREEMENT OR DISAGREEMENT WITH EACH OF THE FOLLOWING RECOMMENDATIONS BY SELECTING A RESPONSE FROM THE DROPDOWN BOX. IF YOU REJECT OR PARTIALLY ACCEPT THE RECOMMENDATION, PLEASE EXPLAIN WHY IN THE SPACE PROVIDED. PLEASE DEVISE A PLAN FOR IMPLEMENTING THE RECOMMENDATIONS OR SOLVING THE PROBLEMS THAT WERE FOUND. DESCRIBE EACH ACTION YOUR AGENCY WILL TAKE TO IMPLEMENT THE RECOMMENDATION, OR FIX THE PROBLEM, ALONG WITH THE NAME AND CONTACT INFORMATION OF THE PERSON(S) RESPONSIBLE FOR THE ACTION AND THE COMPLETION DATE.

RETURN THIS COMPLETED FORM TO MEGHAN RAGANY AT MRAGANY@NOLA.OIG.GOV BY DECEMBER 15, 2021.

ENTER NAME HERE: BUREAU OF PURCHASING

RECOMMENDATION #1 REQUIRING IMMEDIATE ACTION:	RESPONSIBLE PERSON: (NAME AND CONTACT)	RESPONSE CHOICE (SELECT ONE):
1. THE BUREAU OF PURCHASING SHOULD DEVELOP A PROCESS FOR SYSTEMATICALLY ANALYZING DATA ON COMPETITION IN THE PROCUREMENT PROCESS, IMPLEMENT IMPROVEMENTS BASED ON THE TRENDS IN THIS DATA, AND MONITOR THE EFFECTIVENESS OF THESE INITIATIVES.	JULIEN MEYER	Accept
IF YOU <u>REJECT</u> OR <u>PARTIALLY ACCEPT</u> RECOMMENDATION #1, PLEASE EXPLAIN WHY:		
DESCRIBE THE ACTIONS YOU WILL TAKE TO IMPLEMENT RECOMMENDATION #1 OR FIX THE PROBLEM:	RESPONSIBLE PERSON:	COMPLETION DATE:
1.1 REVIEW AND ANALYZE DATA COLLECTED IN BRASS AND BY PURCHASING TO DEVELOP AND PROVIDE REPORTS TO SUPPLIERS AND DEPARTMENTS ON BIDDING OPPORTUNITIES	JULIEN MEYER	JUNE 2022
1.2		
1.3		
1.4		
1.5		

<b>RECOMMENDATION #2</b> REQUIRING IMMEDIATE ACTION:	RESPONSIBLE PERSON: (NAME AND CONTACT)	RESPONSE CHOICE (SELECT ONE):
2. THE BUREAU OF PURCHASING SHOULD ENSURE THE EXISTENCE OF A SUFFICIENTLY DETAILED JUSTIFICATION MEMO CONSISTENT WITH THE REQUIREMENTS OF EXECUTIVE ORDER LC 20-01 BEFORE ALLOWING AN RFP OR RFQ TO PROCEED WITH FEWER THAN THREE PROPOSALS.	JULIEN MEYER	Accept
IF YOU <u>REJECT</u> OR <u>PARTIALLY ACCEPT</u> RECOMMENDATION #2, PLEASE EXPLAIN WHY:		
DESCRIBE THE ACTIONS YOU WILL TAKE TO IMPLEMENT RECOMMENDATION #2 OR FIX THE PROBLEM:	RESPONSIBLE PERSON:	COMPLETION DATE:
2.1 DEVELOP AND IMPLEMENT A CHECKLIST OF STEPS TO SUPPORT THE DECISION TO READVERTISE OR TO PROCEED	JULIEN MEYER	MARCH 2022
2.2		
2.3		
2.4		
2.5		

Competitive Bidding  
Date: November 15, 2021

Management Response for: Bureau of Purchasing