

TANGIBLE RESULT #7

## Be Fair and Reasonable to Our Partners



MDOT will provide an easy, reliable procurement experience throughout the system.

**RESULT DRIVER:**

Wanda Dade

*State Highway Administration (SHA)*

#### TANGIBLE RESULT DRIVER:

Wanda Dade  
*State Highway Administration (SHA)*

#### PERFORMANCE MEASURE DRIVER:

Angela Martin  
*Maryland Aviation Administration  
(MAA)*

#### PURPOSE OF MEASURE:

To track MBE participation achieved on contracts within MDOT.

#### FREQUENCY:

Quarterly

#### DATA COLLECTION METHODOLOGY:

MDOT TBUs report the data on a quarterly basis to Governor's Office of Minority Affairs (GOMA) and MDOT. The information will be provided by MDOT from that report.

#### NATIONAL BENCHMARK:

N/A

The state goal/benchmark is 29 percent.

## PERFORMANCE MEASURE 7.1

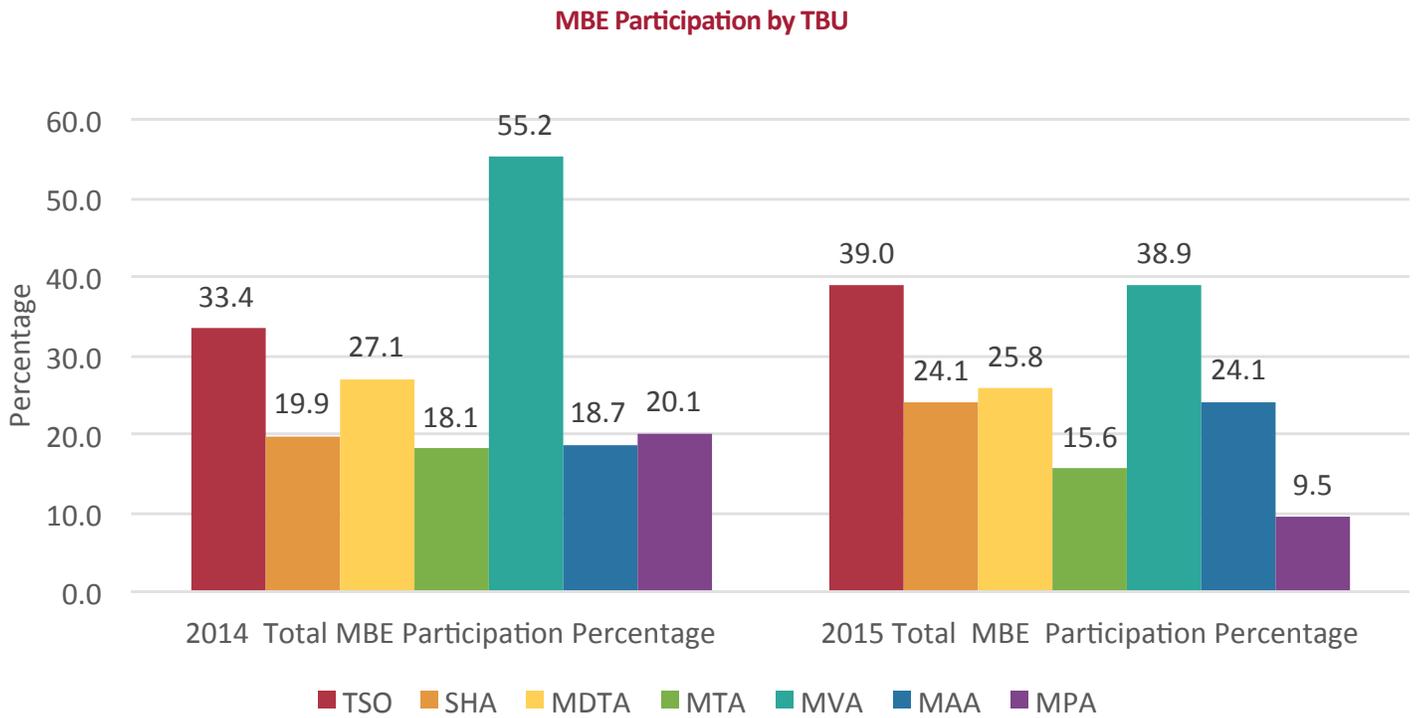
### Percentage of Minority Business Enterprise (MBE) Participation Achieved by Each TBU

The MBE program is a statewide program to facilitate minority business participation on contracts. Each MDOT TBU tracks MBE participation data for internal program monitoring. Participation is reported on a quarterly year to date basis.

- MDOT MBE participation for FY 2016 was 18.72 percent (average of all TBUs and TSO), reflecting a slight increase from the average of the first three quarters. Participation at the TBUs ranged from 14.07 percent to 22.01 percent.
- MDOT MBE Participation for FY 2014 was 27.5 percent (average of TBUs and TSO).
- MDOT MBE Participation for FY 2015 was 25.2 percent (average of all TBUs and TSO).

**PERFORMANCE MEASURE 7.1**

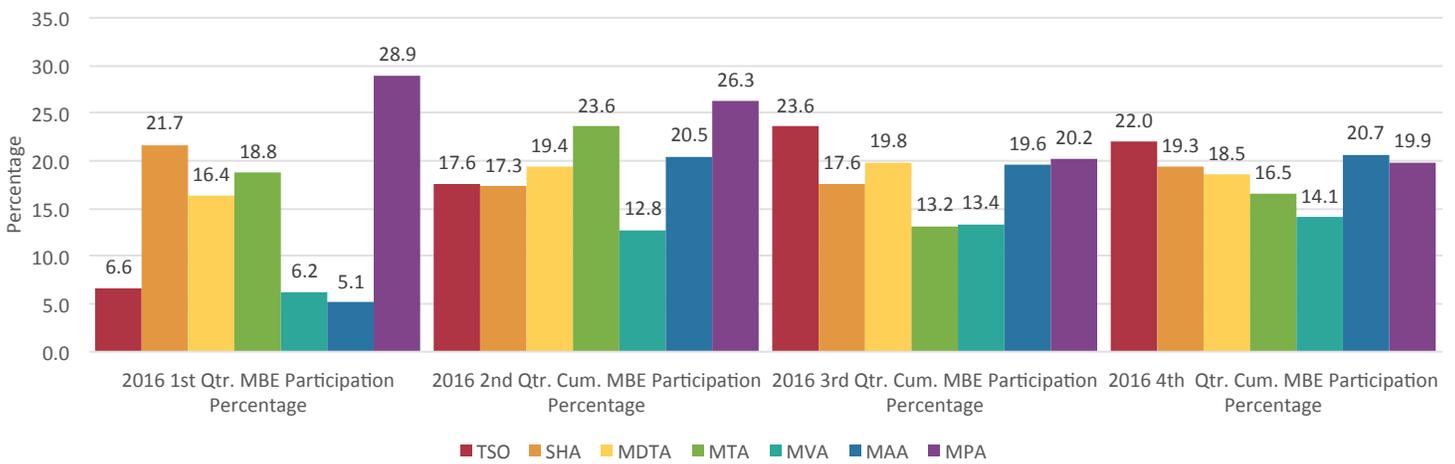
Percentage of Minority Business Enterprise (MBE) Participation Achieved  
by Each TBU



**PERFORMANCE MEASURE 7.1**

Percentage of Minority Business Enterprise (MBE) Participation Achieved by Each TBU

**MBE Participation by TBU**



# Be Fair and Reasonable to Our Partners

## TANGIBLE RESULT DRIVER:

Wanda Dade  
State Highway Administration (SHA)

## PERFORMANCE MEASURE DRIVER:

Angela Martin  
Maryland Aviation Administration (MAA)

## PURPOSE OF MEASURE:

To track MBE prime contractor participation achieved on contracts within MDOT to ensure MDOT provides opportunities to all of business partners.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Data will be collected from MDOT and TBUs.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 7.2

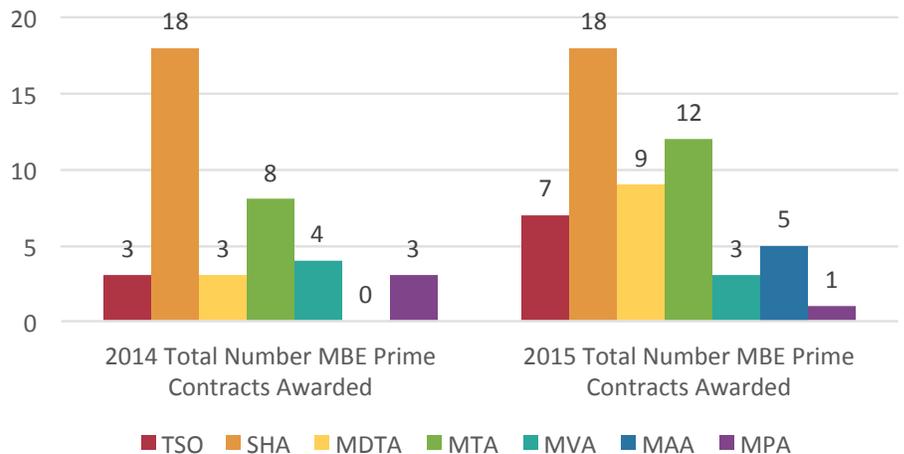
### Number and Percent of Contracts Awarded to MBE Firms as the Prime Contractor

Participation of MBE firms as a prime contractor is important to facilitate their growth and enable them to compete in the general marketplace after graduation. MBE firms “graduate” from the program when reaching designated thresholds (re. company gross receipts and personal net worth of owners).

The information reported in this measure is the number of MBE prime contractors awarded contracts at/above \$500,000. It does not include small purchases. The number of contracts awarded remains fairly low (0 – 12 awards for the fourth quarter).

The contracts cover a variety of areas including construction, architectural, engineering, maintenance and services.

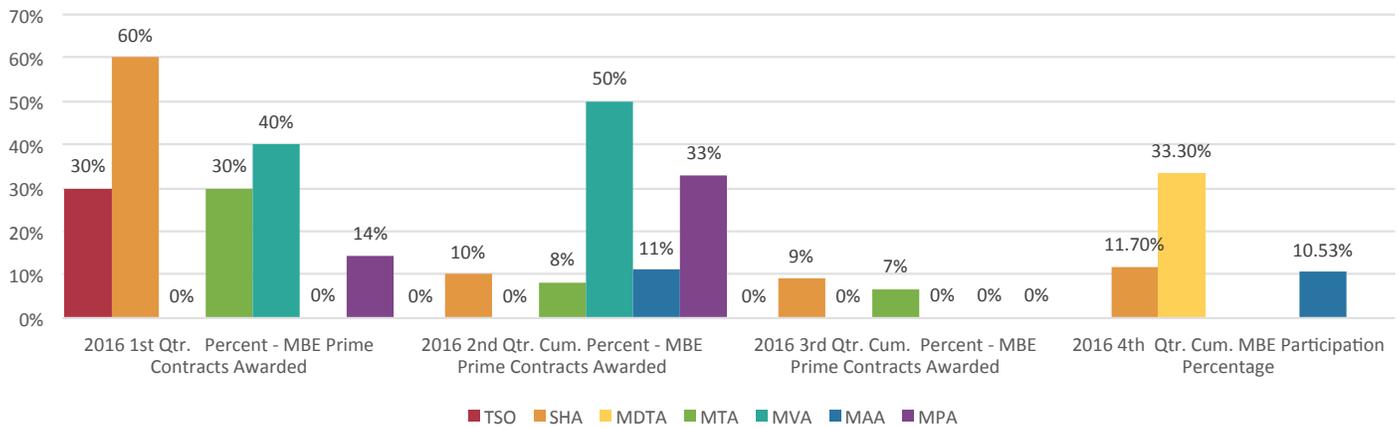
Number of MBE Prime Contracts Awarded



**PERFORMANCE MEASURE 7.2**

Number and Percent of Contracts Awarded to MBE Firms as the Prime Contractor

**Percent of MBE Prime Contracts Awarded**



**TANGIBLE RESULT DRIVER:**

Wanda Dade  
State Highway Administration (SHA)

**PERFORMANCE MEASURE DRIVER:**

Wonza Spann-Nicholas  
Maryland Port Administration (MPA)

**PURPOSE OF MEASURE:**

Track compliance with State mandate for awarding 10% of MDOT's total eligible procurement expenditures to certified Small Business Reserve contracts.

**FREQUENCY:**

Quarterly, compiled Annually

**DATA COLLECTION METHODOLOGY:**

SBR goal is calculated quarterly from eligible contracts and expenditure data exported from FMIS, iFMIS and US Bank for Corporate Credit Card data.

**NATIONAL BENCHMARK:**

The Governor's Office on Minority Affairs maintains the State's official record of SBR designation and spending across 23 participating agencies, including MDOT's TBUs.

The State's mandate is 10% or better.

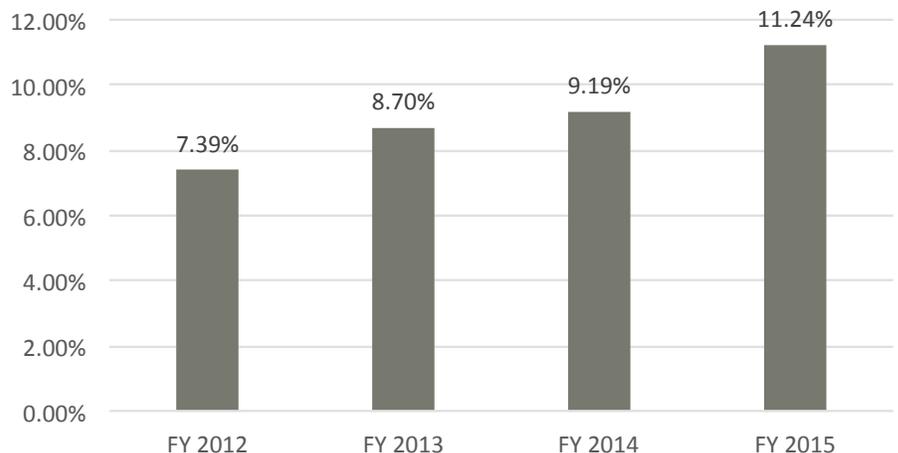
## PERFORMANCE MEASURE 7.3

### Percent of Payments Awarded to Small Business Reserve (SBR) Contracts

Maryland's economy is powered by the jobs and innovative resources generated by small businesses. The SBR Program is a race-and gender-neutral program that provides small businesses with the opportunity to participate as prime contractors on State contracts and procurements by competing with other small businesses instead of larger, more established firms.

Each TBU is required to participate in the SBR Program by spending at least 10% of their annual fiscal year eligible procurement expenditures with qualified small businesses. For the first time since the SBR Program was established in 2004, MDOT achieved a 11.2% participation rate in FY2015.

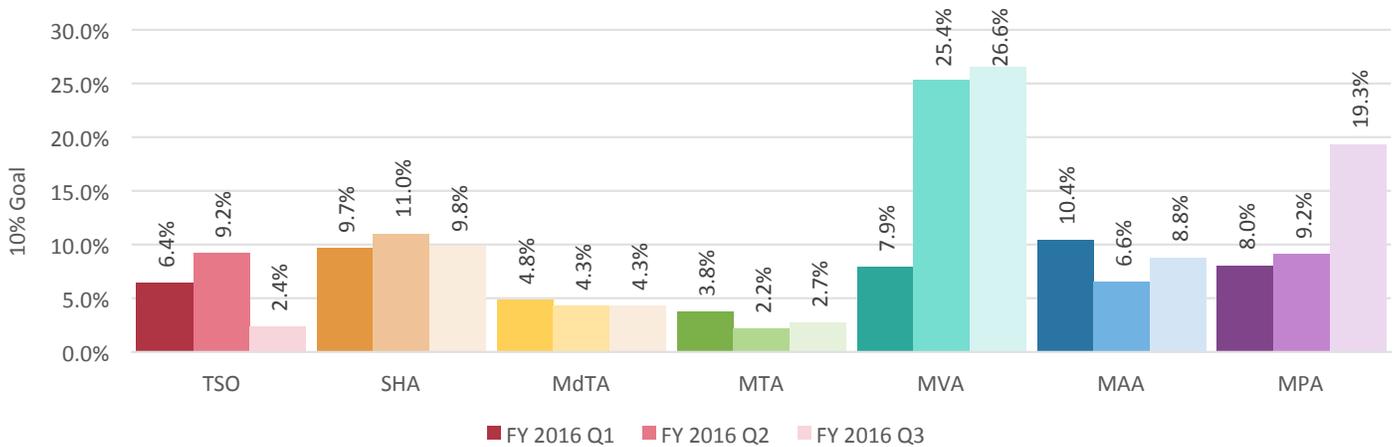
**MDOT SBR Achievement Rates**



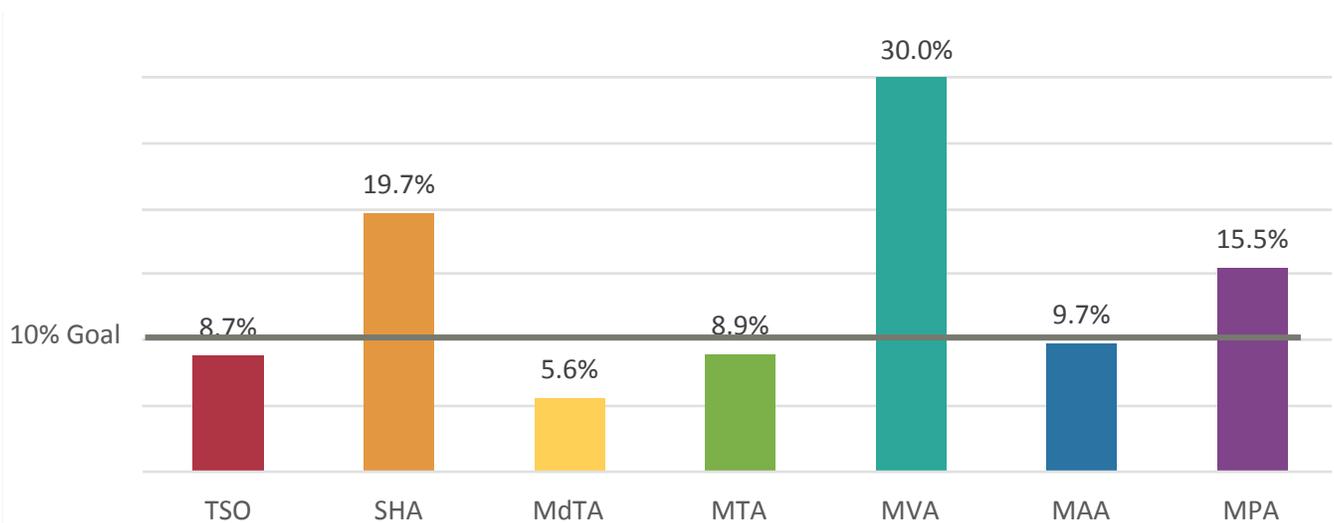
**PERFORMANCE MEASURE 7.3**

Percent of Payments Awarded to Small Business Reserve (SBR) Contracts

**FY 2016 Quarterly - SBR% of Payments**



**FY 2015 Annual SBR Rate- 11.24%**



# Be Fair and Reasonable to Our Partners

## TANGIBLE RESULT DRIVER:

Wanda Dade  
State Highway Administration (SHA)

## PERFORMANCE MEASURE DRIVER:

William P. Ward  
Motor Vehicle Administration (MVA)

## PURPOSE OF MEASURE:

To track the percent of VSBE contract values to ensure that MDOT continues a contractual relationship with VSBs in Maryland.

## FREQUENCY:

Annually (in January)

## DATA COLLECTION METHODOLOGY:

Using the Financial Management system at MDOT

## NATIONAL BENCHMARK:

N/A

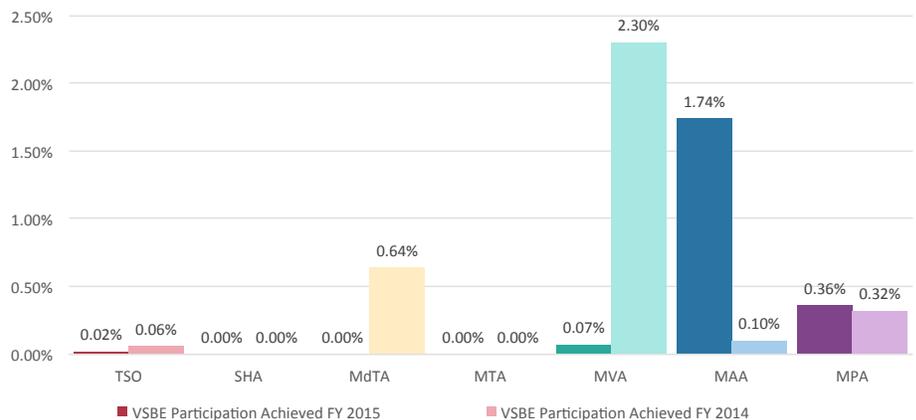
The State's mandate is 1% or better of its total dollar value of procurement contracts.

## PERFORMANCE MEASURE 7.4

### Percent of Veteran Owned Small Business Enterprise (VSBE) Participation

MDOT considers small business, especially veteran owned small businesses, to be an important sector of the business community. Procurement opportunities for this business segment are directly linked to the socioeconomic well-being of the State of Maryland. MDOT is committed to attaining or exceeding the State mandated goal for veteran businesses.

VSBE Percentage Across MDOT



# Be Fair and Reasonable to Our Partners

## TANGIBLE RESULT DRIVER:

Wanda Dade  
*State Highway Administration (SHA)*

## PERFORMANCE MEASURE DRIVER:

Donna DiCerbo  
*Maryland Transportation Authority (MDTA)*

## PURPOSE OF MEASURE:

To determine the level of satisfaction of business partners that attend outreach events, seminars; and satisfaction with processes MDOT-wide.

## FREQUENCY:

Quarterly for outreach, etc.;  
and Annually for MDOT-wide

## DATA COLLECTION METHODOLOGY:

The TBU Data Drivers report provides the data to the MDTA Performance Measure Driver where it is compiled on an Excel spreadsheet and analyzed. The results are provided to MDOT management.

## NATIONAL BENCHMARK:

TBD

## PERFORMANCE MEASURE 7.5

### Level of Satisfaction of Our Business Partners

Tracking business partner satisfaction will allow MDOT to determine how satisfied partners are with current business processes. Partners include contractors, consultants, vendors, other state agencies, Federal, State, and local governments, trade associations, commissions, etc. This data can be used to improve those processes that may be ambiguous or cumbersome, and make them more user-friendly. It is important that people who avail themselves of this opportunity know that their comments are taken seriously, and that MDOT is committed to meeting or exceeding business partner expectations.

As reported in April 2015, three (3) MDOT business units had conducted business partner surveys. For all of the surveys conducted, data was compiled, analyzed, and as a result improvements were made to future outreach events that were held; however, with such a low response, we questioned whether the initial request for data reached the appropriate staff within all TBUs.

Reaching out again, we clarified that the ultimate goal is to track what types of businesses are attending these events, if they are getting information they need, and if the event was successful in helping to connect potential partners with new opportunities.

As a result five (6) MDOT business units had conducted surveys. Those TBUs were TSO with four surveys; MDTA with two surveys; MTA with two surveys; MVA with six surveys; and MAA and SHA with one survey.

Phase II of this measure is to conduct one MDOT-wide survey annually. It is anticipated that the survey will be launched in the April of 2017.

## PERFORMANCE MEASURE 7.5

### Level of Satisfaction of Our Business Partners

In this quarter, we have received more substantial Point of Service Survey Responses from the TBU's, including:

#### TSO

- **Office of Small & Minority Business Policy** – *Application Assistance Workshop* – Made improvements to next outreach events based on survey comments.
- **SBE Overview & Workshop** – Received ways to improve the overall work and address needs/concerns of participants.
- **Office of Human Resources** – *In-House Training & Workshop* – Used to evaluate/improve employee development programs.
- **Office of Diversity** - *Business Opportunities & Entrepreneurial Training Summit* – Used to determine overall effectiveness of workshops, presenters, and to inform planning for prospective Summits. Surveys were collect at the end of each workshop session and Post Session survey was also distributed to attendees using Survey Monkey.

#### MDTA

- **Office of Human Resources** – *College Fair Vendor Outreach* – The purpose of the vendor fair is to promote college enrollment for employees and their dependents and to familiarize employees with the benefits of tuition reimbursement through the Career Development Program. MDTA surveyed the participating
- MDTA surveyed the participating colleges as our business partners. Surveys provided information that assisted in providing better service at the next college fair.
- This reported 15 new Undergraduate enrollments; 6 new Graduate enrollments; and an increase from 61 to 82 active Career Development Program participants from the 2015 College Fair.
- **Civil Rights & Fair Practices** – *MBE Quarterly Outreaches* – The results of this survey enables us to make improvements to our next outreach event(s).

#### MTA

- **Office of Equal Opportunity & Civil Rights** – *MDOT Training Seminar* – Provided information on current contracts & copies presentations to participants.
- **Office of Equal Opportunity & Civil Rights** – *Breakfast with Champions* (for primes and subs) – Sent contract information to all participants; included participants in a weekly blast.

#### SHA

- **Office of Procurement & Contracting Management** – *Contract Management Training Seminar* – Made improvements to next outreach events based on survey comments.

#### MAA

- **Office of Civil Rights & Fair Practices** – *Learning How to Do Business with MAA* – Made improvements to the next outreach events based on survey comments.

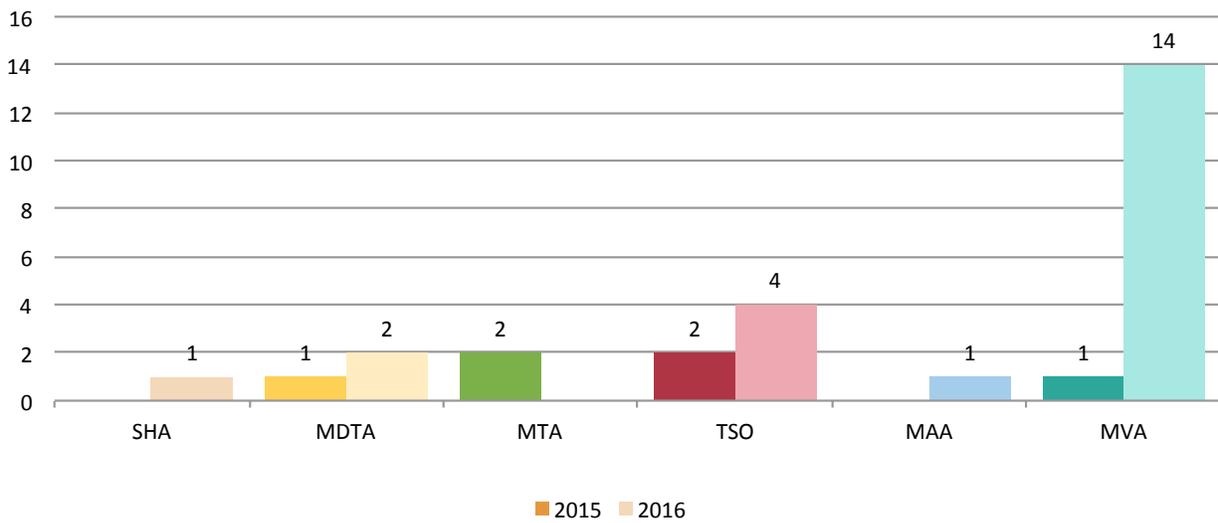
#### MVA

- **Smooth Operator Law Enforcement Partner Survey** – Results used to get agency participation feedback on the program contents, location, and improvements for the public education aspect.
- **Maryland MVA Driver Education Curriculum Review** – Driver instructors survey results of student unit materials enable the MVA to make improvements before final publication.
- **Maryland Impaired Driving Conference Vendors** – Surveys provide information that assist in future events.

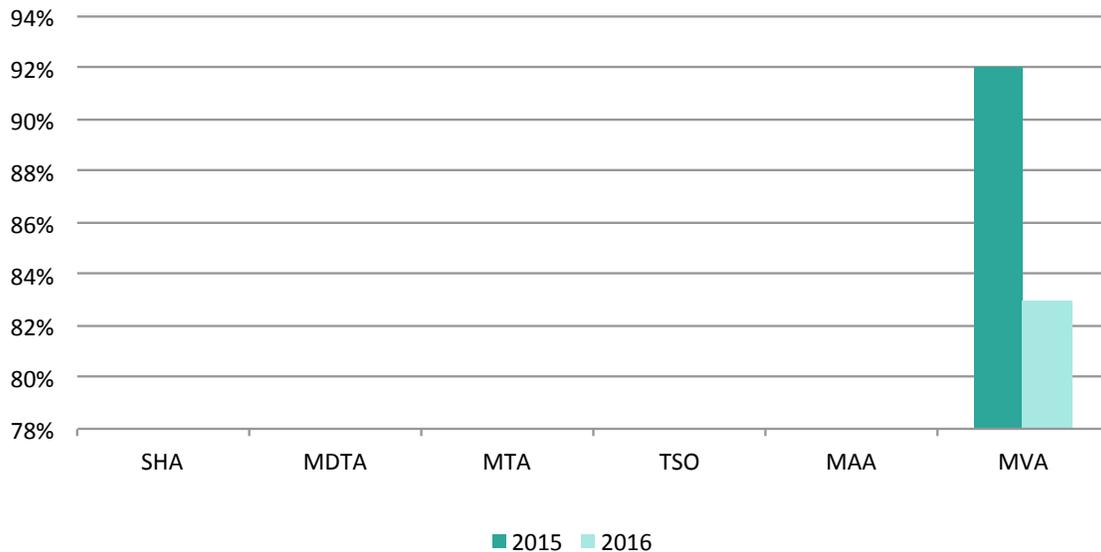
**PERFORMANCE MEASURE 7.5**

Level of Satisfaction of Our Business Partners

**Outreach to Business Partners**



**Level of Partner Satisfaction**



# Be Fair and Reasonable to Our Partners

**TANGIBLE RESULT DRIVER:**

Wanda Dade  
State Highway Administration (SHA)

**PERFORMANCE MEASURE DRIVER:**

David Lynch  
Maryland Transit Administration (MTA)

**PURPOSE OF MEASURE:**

To assess the number and percent of invoices properly paid to MDOT's partners in compliance with state requirements so MDOT can be responsive to business partners' needs.

**FREQUENCY:**

Quarterly

**DATA COLLECTION METHODOLOGY:**

MDOT Finance reports data monthly by TBUs.

**NATIONAL BENCHMARK:**

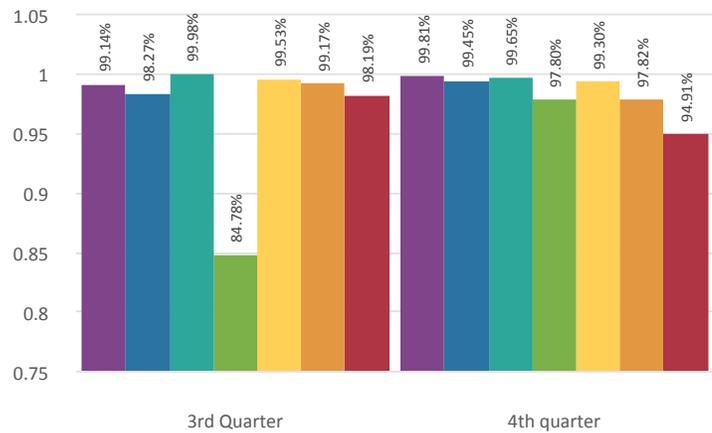
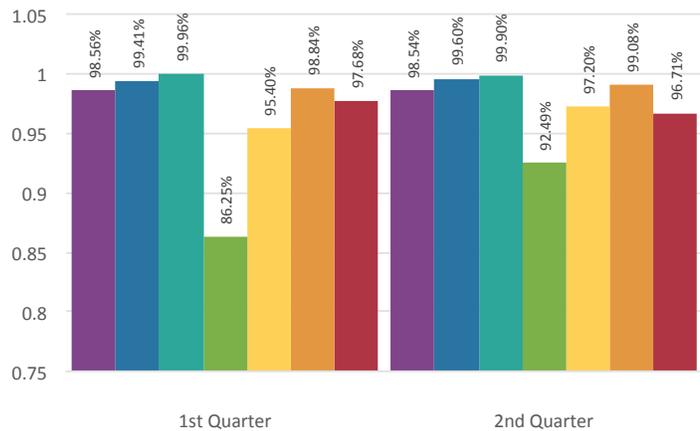
N/A

**PERFORMANCE MEASURE 7.6**

**Number and Percent of Invoices Properly Paid to Our Partners in Compliance with State Requirements**

MDOT will treat contractors fairly by promptly paying invoices. Contractors should be able to trust MDOT's TBUs consistency of payment. With a goal of paying invoices within 30 calendar days 99% of the time. For the year MDOT achieved 98.62 % on time.

**Percent of Invoices Properly Paid Within 30 Days of Invoices First, Second, and Third Quarters of Fiscal Year 2016**

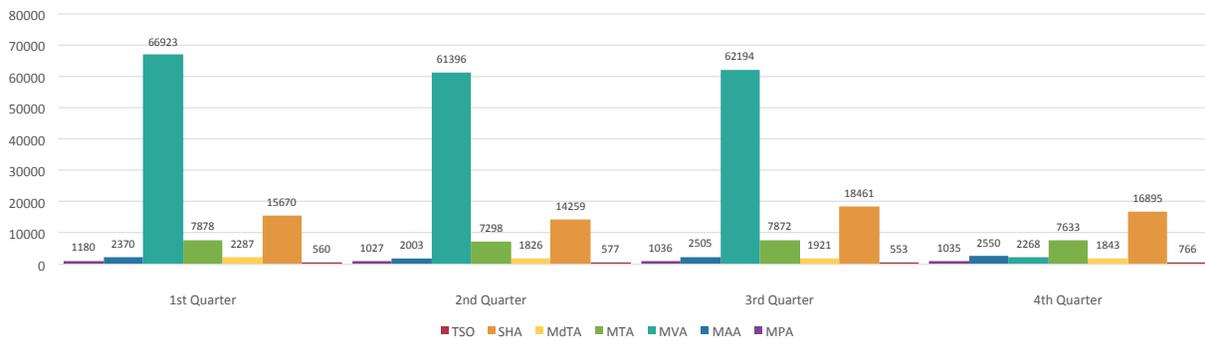


■ TSO ■ SHA ■ MdTA ■ MTA ■ MVA ■ MAA ■ MPA

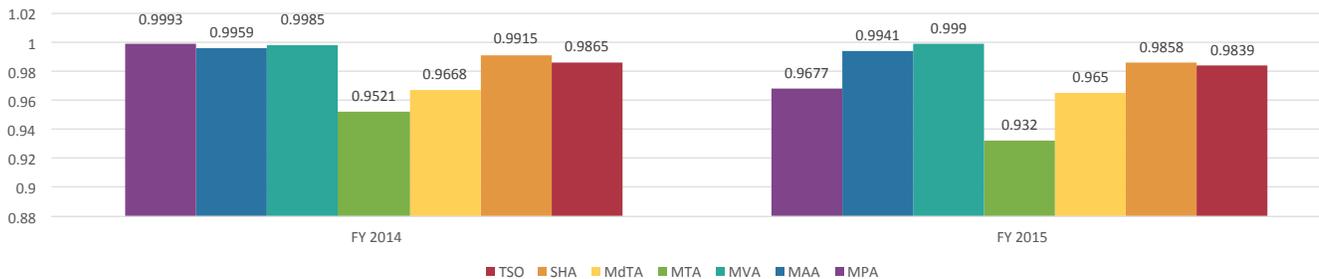
## PERFORMANCE MEASURE 7.6

### Number and Percent of Invoices Properly Paid to Our Partners in Compliance with State Requirements

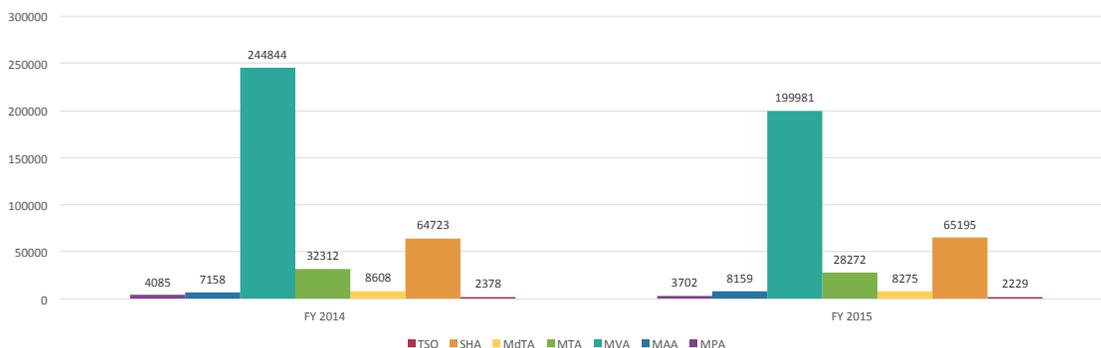
Percent of Invoices Properly Paid - Total Number of Invoices First, Second, and Third Quarters of Fiscal Year 2016



Percentage of Invoice Paid within Thirty Days Time FY 2014 and FY 2015



Total Number of Invoices FY 2014 and FY 2015



**TANGIBLE RESULT DRIVER:**

Wanda Dade  
*State Highway Administration (SHA)*

**PERFORMANCE MEASURE DRIVER:**

Mike Zimmerman  
*The Secretary's Office (TSO)*

**PURPOSE OF MEASURE:**

To determine what percentage of protests are legitimate and how MDOT can reduce the number of non-legitimate protests to create better solicitations for business partners.

**FREQUENCY:**

Quarterly

**DATA COLLECTION METHODOLOGY:**

MDOT TBU procurement departments report protest data to TSO Procurement on a monthly basis. Data is aggregated for reporting purposes.

**NATIONAL BENCHMARK:**

N/A

## **PERFORMANCE MEASURE 7.7**

### **Number of MDOT Procurement Protests Filed and Percent of Protests Upheld by the Board of Contract Appeals**

Minimizing protests and understanding how to avoid non-legitimate protests will enable MDOT to develop better solicitations and foster better relationships with business partners. Tracking contract protests will allow MDOT to determine how many protests are being filed without warrant and how many are truly legitimate. This data can be used to create clearer, more concise solicitations for partners.

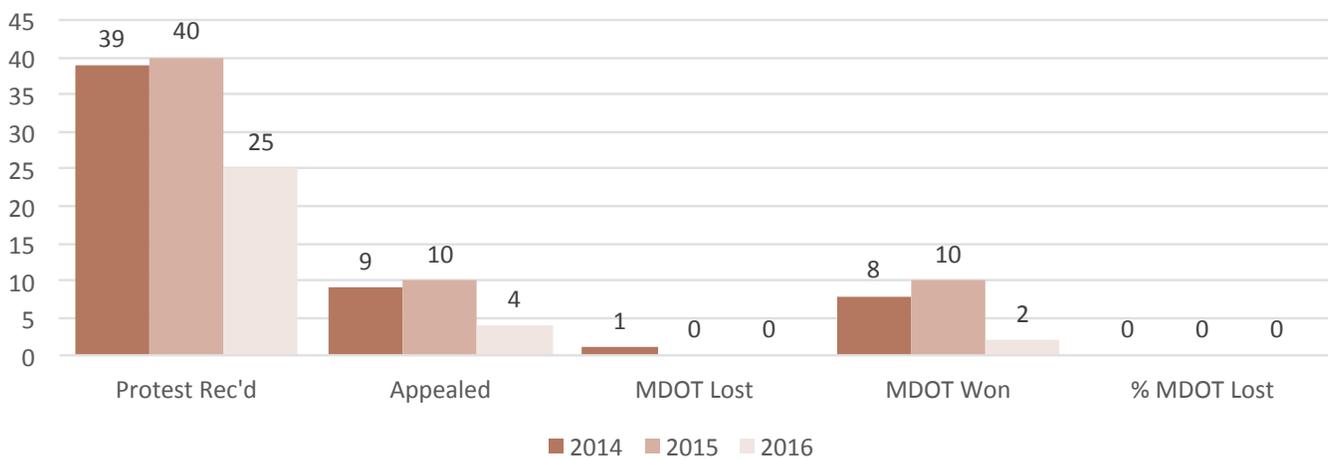
The protest process is important because it allows a company doing business with the State to have confidence in the State's solicitation process by understanding that an aggrieved entity has the ability to be heard.

The State, however, has experienced a number of frivolous protests over the years which delay the award of a procurement and hinders the ability of the State to move forward with the new contract. Often this is the result of an incumbent who is seeking to achieve a longer contract period and more revenue while the protest plays out. Tracking protests gives MDOT the tools necessary to mitigate protests, both frivolous and good, through proactive corrective/preventive action.

**PERFORMANCE MEASURE 7.7**

Number of MDOT Procurement Protests Filed and Percent of Protests Upheld by the Board of Contract Appeals

**Procurement Protests**



**Current Year Procurement Protests by Quarter**

