

**For Internal Use Only**



**BALTIMORE CITY COUNCIL  
COMMITTEE OF THE WHOLE**

*Mission Statement*

*On behalf of the Citizens of Baltimore City, the mission of the Committee of the Whole is to meet, discuss and study matters that have particular interest to the City as a whole and to its citizens.*

**The Honorable Nick J. Mosby  
Chairman**

**PUBLIC HEARING**

**MONDAY, FEBRUARY 05, 2024  
2:01 PM**

**COUNCIL CHAMBERS**

*Resolution 23-0205R*

**Investigative Hearing – Procurement in Baltimore City**

# CITY COUNCIL COMMITTEES

## **ECONOMIC AND COMMUNITY DEVELOPMENT (ECD)**

Sharon Green Middleton, Chair  
John Bullock – Vice Chair  
Mark Conway  
Ryan Dorsey  
Antonio Glover  
Odette Ramos  
Robert Stokes  
*Staff: Anthony Leva (410-396-1091)*

## **WAYS AND MEANS (W&M)**

Eric Costello, Chair  
Kristerfer Burnett  
Ryan Dorsey  
Danielle McCray  
Sharon Green Middleton  
Isaac “Yitzy” Schleifer  
Robert Stokes  
*Staff: Marguerite Currin (443-984-3485)*

## **PUBLIC SAFETY AND GOVERNMENT OPERATIONS (SGO)**

Mark Conway – Chair  
Kristerfer Burnett  
Zeke Cohen  
Erick Costello  
Antonio Glover  
Phylicia Porter  
Odette Ramos  
*Staff: Anthony Leva (410-396-1091)*

## **FINANCE AND PERFORMANCE (FP)**

John Bullock, Chair  
Eric Costello, Vice Chair  
Isaac “Yitzy” Schleifer  
Danielle McCray  
Phylicia Porter  
*Staff: Marguerite Currin (443-984-3485)*

## **COMMITTEE OF THE WHOLE (COW)**

President Nick Mosby, Chair  
All City Council Members  
*Staff: Larry Greene (410-396-7215)*

## **EDUCATION, WORKFORCE, AND YOUTH (EWY)**

Robert Stokes – Chair  
John Bullock  
Zeke Cohen  
Antonio Glover  
Sharon Green Middleton  
Phylicia Porter  
James Torrence  
*Staff: Deontre Hayes (410-396-1260)*

## **HEALTH, ENVIRONMENT, AND TECHNOLOGY (HET)**

Danielle McCray – Chair  
John Bullock  
Mark Conway  
Ryan Dorsey  
Phylicia Porter  
James Torrence  
Isaac “Yitzy” Schleifer  
*Staff: Deontre Hayes (410-396-1260)*

## **RULES AND LEGISLATIVE OVERSIGHT (OVERSIGHT)**

Isaac “Yitzy” Schleifer, Chair  
Kristerfer Burnett  
Mark Conway  
Eric Costello  
Sharon Green Middleton  
Odette Ramos  
James Torrence  
*Staff: Richard Krummerich (410-396-1266)*

## **LEGISLATIVE INVESTIGATIONS (LI)**

Eric Costello, Chair  
Sharon Green Middleton, Vice Chair  
Isaac “Yitzy” Schleifer  
Robert Stokes  
Danielle McCray  
*Staff: Marguerite Currin (443-984-3485)*



## BILL SYNOPSIS

Committee of the Whole

**Resolution: 23-0205R**

---

### Investigative Hearing – Procurement in Baltimore City

---

**Sponsor:** Councilmember Conway, et al

**Introduced:** December 4, 2023

**Purpose:**

**For the purpose of** establishing the boundaries of the Council Districts for the election of members of the Baltimore City Council

**Effective:** **On the date it is enacted.**

---

### Agency Reports

Law Department	None as of this writing
Department of Finance	None as of this writing

---

### Analysis

#### Current Law

**Baltimore City Code**, Article 5, Section 7 – **Finance, Property & Procurement** - outlines the rules, regulations, and mandates for procurement.

#### Background

**The Department of Finance, Administration**, is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City Budget process and holding the internal Bureaus - Budget and Management Research, Revenue Collections, **Procurement**, Accounting, Payroll Services, Treasury Management, and the Office of Risk Management - accountable for their performance. The Office also coordinates all human resources activities within the department; manages the combined charity management contract; performs management analysis; and executes initiatives with other City agencies to improve the efficiency and effectiveness of government.

The Bureau of Procurement (BOP) offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is mandated by the City Charter and includes the procurement of all goods and services required by City agencies, with the exception of public works and professional services. Each fiscal year, the service contracts for goods and services valued at approximately \$500 million.<sup>1</sup>

The Bureau of Procurement consists of three divisions – Procurement, Property Disposal, and Printing & Reprographic Service – all of which report directly to the City Purchasing Agent: Adam Manne (Chief Procurement Officer). The mission of the Bureau is to be the strategic partner of all City agencies, providing them with the best commodities and services at the best value, in order to meet their operational goal to serve the citizens, while advancing the City’s objectives of transparency, fairness, social inclusion and sustainability.<sup>2</sup>

In order to bid on any solicitation with the Bureau of Procurement (BOP), potential bidders must register as a supplier in the Workday system.<sup>3</sup>

The BOP works closely with the Mayor’s Office of Small and Minority Business Advocacy & Development (baltimorecity.gov) to ensure contracts include MBE/WBE participation.<sup>4</sup>

Procurement training for city employees is offered every **fourth Tuesday** of the month from 10 AM TO 12 PM; **Procurement 101 training**.<sup>5</sup>

See attached:

- History – Bureau of Procurement
- Fiscal Year 2024 Budget – Procurement, Surplus Property Disposal and Printing Services

On Monday, February 5, 2024, pertinent agency representatives will come before the Committee of the Whole to brief the Council on procurement practices with regard to the impact on the effectiveness of the City’s overall procurement process; to include discussion of potential problems identified within these processes and solutions to improve the City’s bidding and procurement.

---

## Additional Information

**Fiscal Note:** None

**Information Source(s):** City Code, Bureau of Procurement website, and Resolution 23-0205R.

---

<sup>1</sup> Fiscal Year 2024 Budget Book

<sup>2</sup> Bureau of Procurement website and organization chart.

<sup>3</sup> Ibid

<sup>4</sup> Ibid

<sup>5</sup> Ibid

---

Analysis by: Larry Greene  
Analysis Date: February 1, 2024

Direct Inquiries to: (443) 984-3485

## History – Bureau of Procurement

Over the past two hundred years, the purchasing function of the City of Baltimore has been performed in many diverse ways, each agency originally having the authority to place their requirement orders as they saw fit.

In a special session of the Board of Estimates on September 4, 1913, the then Comptroller, Mr. James F. Thrift, received permission to appoint Mr. Charles Wilson to the position of Purchasing Agent.

An article appearing in the publication "MUNICIPAL JOURNAL" stated that: "The new Storekeeper's Department to be put into operation in 1914 has been established. This promises to be a money—saver to the City as the result of systematized and standardized buying of supplies in bulk instead of by individual departmental action. The establishment of such a bureau has been a hobby of the Mayor, he considers it - business-like."

A subsequent article describes an apparent "first inventory" in the City, conducted by Mr. Wilson, showing the various agencies having approximately \$162,815.00 worth of common items scattered throughout their warehouses, as of March 1, 1914.

An especially appointed committee had reported on the standardization of certain materials and that on and after May 15, 1914, all departments of the city would be required to purchase the following materials from the Storekeepers' supply:

Long-handled shovels; Short handled shovels; Picks; Pick handles; Lanterns and globes; Nails, all weights; Soap, all grades; Corn brooms; Mops and handles; Rattan Brooms, 16 inches; Toilet Paper

The first official request for sealed proposals for General Supplies by the Storekeeper was formally advertised to be opened on July 15, 1914, for paints, oils, soap, pipe and pipe fittings.

A subsequent article appeared in the Journal giving a summary of the last six month's activity for the City's Storekeeper's Department, which under an expansion role had saved the City approximately \$2,246.09 on purchases made in the last five months and with a new form introduced during this period, an additional \$432.89 saved in discounting of bills.

At that time the Storekeeping Department consisted of: the Storekeeper, one driver, and one laborer: the total annual salary was \$2,444.00.

In July 1913, the Mayor informed all department heads that he was having the Storekeeper report directly to him to assure their compliance with the new procedures.

In 1916, the Board of Estimates appointee Mr. Philip W. Tucker, City Purchasing Agent, reporting directly to the Board of Awards, and requiring that all contracts for \$500.00 and over be subject to the Board of Awards' approval and that they must be solicited competitively. The Board of Awards was to exercise supervisory control over smaller purchases which must be processed through the City Purchasing Agent.

In April, the City Purchasing Agent introduced the use of the Daily Bulletin System of posting prominently in the City Hall, the requirements of certain commodities, and the specific days of their purchase. In June of the same year, the Mayor appointed a select committee to standardize the City's common item requirements.

1918 saw the preparation and acceptance of the revisions to the City Charter including the formulation of the bidding procedures which for the most part, prevailed to date.

The purchasing functions continued under the aegis of the Board of Awards until 1927 when it was recreated as a separate agency titled "The Central Purchasing Bureau".

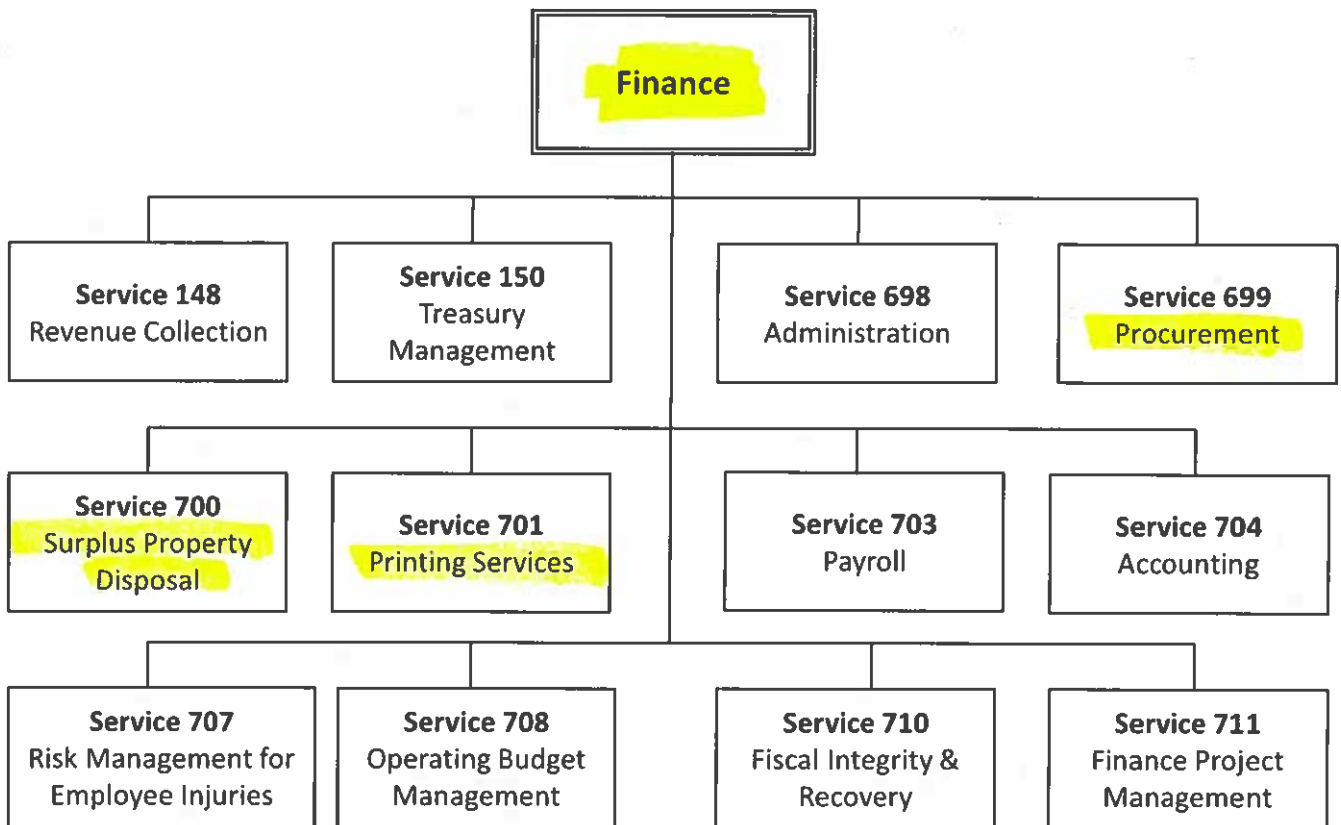
As a result of the 1964 revision of the City Charter, which redefined the City's General Powers (Art. I), it also created the Department of Finance.

**The Bureau of Purchases was then made a responsibility of the Department of Finance, by empowering the Director** — "to appoint such assistants and employees as may be provided for in the Ordinances of Estimates and shall perform the duties and exercise the powers which are herein or may hereafter be imposed or conferred upon the Department of Finance."

This has been the authority for the origin of the Bureau of Purchases as it now exists, through various Charter amendments.

The provisions of the City Charter Article VII, chapter 14, sub-paragraphs (a), (b), (c) and (d) which relate to Purchasing, in essence, conveys the authority (Laws of Agencies) that are now being exercised by the Department of Finance and the delegation of those powers and duties as outlined by the Director, were passed on to the Bureau of Purchases. It is under these that the Bureau of purchases now functions."

Excerpt from "A Brief Resume of the History of the Bureau of Purchases," Bureau of Purchases Manual, Systems and Procedures" 1988.





## Service 699: Procurement

This service offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is mandated by the City Charter and includes the procurement of all goods and services required by City agencies, with the exception of public works and professional services. Each fiscal year, the service contracts for goods and services valued at approximately \$500 million.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	3,230,515	28	4,363,093	28	4,154,949	29
Internal Service	170,345	3	212,486	3	208,472	3
<b>Total</b>	<b>3,400,860</b>	<b>31</b>	<b>4,575,579</b>	<b>31</b>	<b>4,363,421</b>	<b>32</b>

### Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Effectiveness	# of vendors registered	22,362	21,413	21,784	22,000	25,239	25,500
Effectiveness	% of purchase orders issued meeting benchmark timeframes	89%	91%	93%	90%	89%	90%
Outcome	# of bids per formal solicitation	3	2	3	5	4	5
Output	# of employees and city vendors trained	209	673	314	300	138	300
Output	# of purchase orders issued	23,894	23,822	18,515	30,000	17,526	17,500

- “# of bids per formal solicitation” is a measure of the Bureau’s success in generating competition on the City’s contracts, with more bids generally leading to better pricing.

### Major Operating Budget Items

- The budget assumes an additional \$150,000 in savings from staff turnover and vacancies based on recent trends.
- The recommended budget maintains the current level of service.

### Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2023 Adopted Budget	4,363,093
<b>Changes without service impacts</b>	
Increase in employee compensation and benefits	5,024
Change in active employee health benefit costs	34,611
Change in pension contributions	(12,275)
Change in allocation for workers’ compensation expense	1,008
Change in cost transfers to capital budget, to/from other funds, and reimbursed expenses	(10,273)
Decrease in contractual services expenses	(119,189)
Decrease in operating supplies, equipment, software, and computer hardware	(15,635)
Increase the assumed savings from vacancies and staff turnover	(150,000)
Transfer Accounting Assistant II position from Service 702: Accounts Payable	58,585
<b>Fiscal 2024 Recommended Budget</b>	<b>4,154,949</b>

**Service 699 Budget: Expenditures**

Object	Actual		Budget
	Fiscal 2022	Fiscal 2023	Fiscal 2024
0 Transfers	(445,018)	(342,436)	(352,709)
1 Salaries	2,137,825	2,970,110	2,867,297
2 Other Personnel Costs	897,102	869,722	904,257
3 Contractual Services	770,010	1,007,655	888,466
4 Materials and Supplies	4,318	24,949	10,000
5 Equipment - \$4,999 or less	25,393	17,710	17,125
7 Grants, Subsidies and Contributions	11,230	27,869	28,985
<b>Total</b>	<b>3,400,860</b>	<b>4,575,579</b>	<b>4,363,421</b>

Activity	Actual		Budget
	Fiscal 2022	Fiscal 2023	Fiscal 2024
001 Procurement	3,400,860	4,575,579	4,363,421
<b>Total</b>	<b>3,400,860</b>	<b>4,575,579</b>	<b>4,363,421</b>

**Service 699 Budget: Salaries and Wages for Permanent Full-Time Funded Positions**

Civilian Positions	Fiscal 2023 Budget		Fiscal 2024 Budget		Changes	
	Count	Amount	Count	Amount	Count	Amount
<b>General Fund</b>						
00090 Operations Manager I	3	340,208	3	369,453	0	29,245
00091 Operations Manager II	1	134,404	1	159,066	0	24,662
00093 Operations Director I	1	162,321	1	151,472	0	(10,849)
31109 Operations Officer I (Civil Service)	1	71,091	1	73,253	0	2,162
31112 Operations Officer IV (Civil Service)	1	104,868	1	105,938	0	1,070
31113 Operations Officer v (Civil Service)	1	106,078	1	109,304	0	3,226
31172 Management Support Technician (Civil)	1	77,544	1	79,903	0	2,359
31192 Program Coordinator	1	68,866	1	70,960	0	2,094
33213 Office Support Specialist III	2	82,111	2	75,228	0	(6,883)
33501 Purchasing Assistant	1	37,389	1	37,571	0	182
33523 Procurement Specialist I	4	242,661	4	255,562	0	12,901
33524 Procurement Specialist II	6	564,231	6	583,043	0	18,812
33525 Procurement Manager	3	337,093	3	344,944	0	7,851
33593 Minority Small Bus Purch Coord	1	91,841	1	94,633	0	2,792
33681 HR Assistant I (Civil Service)	1	37,206	1	87,161	0	49,955
34132 Accounting Assistant II	0	0	1	34,756	1	34,756
<b>Fund Total</b>	<b>28</b>	<b>2,457,912</b>	<b>29</b>	<b>2,632,247</b>	<b>1</b>	<b>174,335</b>
<b>Internal Service Fund</b>						
33501 Purchasing Assistant	1	37,389	1	36,834	0	(555)
33523 Procurement Specialist I	2	111,437	2	108,532	0	(2,905)
<b>Fund Total</b>	<b>3</b>	<b>148,826</b>	<b>3</b>	<b>145,366</b>	<b>0</b>	<b>(3,460)</b>
<b>Civilian Position Total</b>						
<b>Civilian Position Total</b>	<b>31</b>	<b>2,606,738</b>	<b>32</b>	<b>2,777,613</b>	<b>1</b>	<b>170,875</b>

## Service 700: Surplus Property Disposal

This service offers City agencies a professional service for the proper disposition of surplus property. The use of a centralized surplus property system is required by the City Charter.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
Special	137,389	2	163,120	2	166,701	2
<b>Total</b>	<b>137,389</b>	<b>2</b>	<b>163,120</b>	<b>2</b>	<b>166,701</b>	<b>2</b>

### Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Outcome	\$ generated annually	\$584,505	\$964,595	\$1,646,769	\$1,500,000	\$3,483,260	\$2,500,000
Output	# of auctions hosted	0	208	129	240	104	240

- Auctions for City-owned vehicles were paused due to COVID-19 from March 2020 to April 2022. When auctions resumed, the City saw higher than anticipated receipts for "\$ generated annually" in Fiscal 2022.

### Major Operating Budget Items

- The recommended budget maintains the current level of service.

**Service 700 Budget: Expenditures**

Object	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
1 Salaries	65,947	108,888	111,348	
2 Other Personnel Costs	56,585	47,800	48,685	
3 Contractual Services	11,739	2,427	2,524	
4 Materials and Supplies	0	1,213	1,213	
5 Equipment - \$4,999 or less	1,390	994	1,061	
7 Grants, Subsidies and Contributions	1,728	1,798	1,870	
<b>Total</b>	<b>137,389</b>	<b>163,120</b>	<b>166,701</b>	

Activity	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2024	
001 Surplus Property Disposal	137,389	163,120	166,701	
<b>Total</b>	<b>137,389</b>	<b>163,120</b>	<b>166,701</b>	

**Service 700 Budget: Salaries and Wages for Permanent Full-Time Funded Positions**

Civilian Positions	Fiscal 2023 Budget		Fiscal 2024 Budget		Changes	
	Count	Amount	Count	Amount	Count	Amount
<b>Special Revenue Fund</b>						
31192 Program Coordinator	1	67,635	2	111,348	1	43,713
33541 Property Disposal Assistant	1	41,253	0	0	-1	(41,253)
<b>Fund Total</b>	<b>2</b>	<b>108,888</b>	<b>2</b>	<b>111,348</b>	<b>0</b>	<b>2,460</b>
<b>Civilian Position Total</b>						
<b>Civilian Position Total</b>	<b>2</b>	<b>108,888</b>	<b>2</b>	<b>111,348</b>	<b>0</b>	<b>2,460</b>

## Service 701: Printing Services

This service is an Internal Service Fund operation supplying document services to the City of Baltimore government. The services offered to City agencies and the Baltimore City Public School System are professional graphic design, printing, copying, document scanning, data center printing, and forms distribution.

Fund Name	Fiscal 2022 Actual		Fiscal 2023 Budget		Fiscal 2024 Budget	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
Internal Service	2,924,333	17	3,783,738	17	3,143,971	17
<b>Total</b>	<b>2,924,333</b>	<b>17</b>	<b>3,783,738</b>	<b>17</b>	<b>3,143,971</b>	<b>17</b>

### Performance Measures

Type	Measure	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
		Actual	Actual	Actual	Target	Actual	Target
Efficiency	% cost recovery	102%	91%	91%	100%	99%	100%
Efficiency	Average # of days for print job turnaround	4	5	3	10	3	3
Output	# of billable jobs	14,495	12,411	12,477	15,000	14,073	12,500

- This service exceeded the Fiscal 2022 target for "Average # of days for print job turnaround" due to newly-purchased digital equipment, which has reduced turnaround times for digital requests to only 1-2 days.

### Major Operating Budget Items

- The recommended budget maintains the current level of service.

**Service 701 Budget: Expenditures**

Object	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2023	Fiscal 2024
1 Salaries	804,578	880,542	880,542	888,438
2 Other Personnel Costs	278,019	342,438	342,438	298,354
3 Contractual Services	1,172,650	1,239,959	1,239,959	1,248,151
4 Materials and Supplies	646,636	1,292,815	1,292,815	679,582
5 Equipment - \$4,999 or less	11,588	12,701	12,701	13,551
7 Grants, Subsidies and Contributions	10,862	15,283	15,283	15,895
<b>Total</b>	<b>2,924,333</b>	<b>3,783,738</b>	<b>3,783,738</b>	<b>3,143,971</b>

Activity	Actual		Budget	
	Fiscal 2022	Fiscal 2023	Fiscal 2023	Fiscal 2024
001 Printing Services	2,924,333	3,783,738	3,783,738	3,143,971
<b>Total</b>	<b>2,924,333</b>	<b>3,783,738</b>	<b>3,783,738</b>	<b>3,143,971</b>

**Service 701 Budget: Salaries and Wages for Permanent Full-Time Funded Positions**

Civilian Positions	Fiscal 2023 Budget		Fiscal 2024 Budget		Changes	
	Count	Amount	Count	Amount	Count	Amount
<b>Internal Service Fund</b>						
33188 Document Imaging Manager	1	64,545	1	63,587	0	(958)
33213 Office Support Specialist III	1	42,226	1	41,651	0	(575)
34133 Accounting Assistant III	1	41,456	1	42,311	0	855
52514 Desktop Publishing Coordinator	1	62,719	1	61,788	0	(931)
52537 Print Shop Manager	1	91,659	1	94,409	0	2,750
52542 Bindery Worker II	1	43,622	1	43,028	0	(594)
52543 Bindery Worker III	1	47,062	1	46,364	0	(698)
52551 Graphic Print Operator	4	147,803	4	159,243	0	11,440
52553 Offset Press Operator II	1	68,285	1	67,272	0	(1,013)
52555 Copy Center Supervisor	1	66,373	1	65,387	0	(986)
52591 Printing Planner Estimator II	1	58,391	1	57,524	0	(867)
52941 Laborer	1	39,047	1	38,540	0	(507)
73112 Graphic Artist II	2	97,091	2	96,766	0	(325)
<b>Fund Total</b>	<b>17</b>	<b>870,279</b>	<b>17</b>	<b>877,870</b>	<b>0</b>	<b>7,591</b>
<b>Civilian Position Total</b>						
<b>Civilian Position Total</b>	<b>17</b>	<b>870,279</b>	<b>17</b>	<b>877,870</b>	<b>0</b>	<b>7,591</b>

**CITY OF BALTIMORE  
COUNCIL BILL 23-0205R  
(First Reader)**

---

Introduced by: Councilmember Conway, President Mosby, and Councilmembers Ramos, Porter,  
Cohen, Burnett, Middleton, Bullock, and Costello

Introduced and read first time: December 4, 2023

Assigned to: Finance and Performance Committee

---

REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Finance

---

A RESOLUTION ENTITLED

1 A COUNCIL RESOLUTION concerning

2 **Investigative Hearing - Procurement in Baltimore City**

3 FOR the purpose of inviting the Bureau of Procurement, the Department of Finance, and the  
4 Bureau of Budget and Management Research to brief the City Council on procurement  
5 practices in Baltimore City with regard to their impact on the effectiveness of the City's  
6 procurement process, including a discussion of potential problems identified within these  
7 processes, and solutions to improve City bidding and procurement.

8 **Recitals**

9 **WHEREAS**, Baltimore is a modern city which relies on the procurement of project vendors  
10 through bidding;

11 **WHEREAS**, procurement is the process by which a City agency identifies a need, publishes a  
12 solicitation for vendors, reviews bids, selects a vendor, negotiates and signs a contract with the  
13 selected vendor, and begins the project related to the original need;

14 **WHEREAS**, the City's procurement system is ineffective and presents several problems, such  
15 as the low-bidder system of selecting vendors, the length of time it takes to procure a vendor, and  
16 prioritization of procurement requests;

17 **WHEREAS**, Baltimore deserves a procurement system that allows for efficient projects,  
18 reasonable costs, and a variety of bidders to choose from;

19 **WHEREAS**, the City needs to engage in a discussion about its inefficient procurement process  
20 and the impact it has the value of projects procured in the City, and identify solutions for the  
21 problems within the system in order to adopt an updated approach to bidding and procurement

22 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE**, That the City  
23 Council invites the Bureau of Procurement, the Department of Finance, and the Bureau of Budget  
24 and Management Research to brief the City Council on procurement practices in Baltimore City  
25 with regard to their impact on the effectiveness of the City's procurement process overall,  
26 including a discussion of potential problems identified within these processes, and solutions to  
27 improve City bidding and procurement.

EXPLANATION: CAPITALS indicate matter added to existing law.  
[Brackets] indicate matter deleted from existing law.

## Council Bill 23-0205R

1       **AND BE IT FURTHER RESOLVED**, That a copy of this Resolution be sent to the Chief  
2 Procurement Officer of the Bureau of Procurement, the Director of Finance, the Budget Director  
3 of the Bureau of Budget and Management Research, and the Mayor's Legislative Liaison to the  
4 City Council.