



Modernizing Lawrenceville's Procurement System

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Ordinance Framework

Clear procurement
authority

Consistent
procurement
methods

Stronger ethics
and conflict-of-
interest safeguards

Best Value
procurement

Internal control
and
documentation
standards

Contract and
vendor
governance

A four-tier
procurement
system



Why the Ordinance Was Updated

- The City initiated this update following an independent procurement assessment by Mauldin & Jenkins.
 - The assessment found that the City had procurement rules in place, but the operating environment needed stronger structure, consistency, and documentation.
 - Key issues identified included:
 - Inconsistent purchasing practices across departments
 - Limited written procedures and job aids
 - Decentralized interpretation of procurement rules
 - Ethics and conflict-of-interest gaps specific to procurement
 - Need for stronger vendor and contract oversight
 - Need for better procurement planning
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Purchasing Rules to Procurement Governance

- **Current Model**

- What approval is required?
- What dollar threshold applies?
- Who signs off?
- Was a purchase order issued?

- **Proposed Model**

- How should purchases be planned?
 - What procurement method is appropriate?
 - How is competition protected?
 - How are conflicts disclosed and managed?
 - How are vendors evaluated and held accountable?
 - How are contracts monitored after award?
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The Four-Tier Procurement System

- **Tier 1 — Procurement Ordinance**
 - Legal authority adopted by Council.
 - **Tier 2 — Governance Manuals**
 - Policy-level direction for procurement, evaluation, vendor management, contracts, financial controls, P-Cards, travel, and expenditures.
 - **Tier 3 — Standard Operating Procedures**
 - Step-by-step workflows for staff.
 - **Tier 4 — Templates, Forms, Checklists, and Tools**
 - Standardized documents that support consistent execution.
 - The ordinance states that the four-tier system is designed to ensure clarity, consistency, accountability, and compliance across procurement and contracting activities.
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Top Ordinance Improvements

- Establishes a modern purpose and intent statement
 - Defines procurement principles
 - Recognizes Best Value as an authorized procurement standard
 - Clarifies scope and applicability
 - Updates definitions and procurement terminology
 - Establishes ethics and conflict-of-interest requirements
 - Creates procurement thresholds
 - Clarifies roles, authority, and approvals
 - Strengthens documentation and internal controls
 - Establishes the legal foundation for governance manuals, SOPs, and templates
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Best Value Procurement

- Best Value allows the City to consider:
 - Price
 - Quality
 - Vendor experience
 - Technical capability
 - Service and delivery
 - Operational risk
 - Long-term value
 - Lowest price does not always mean lowest cost.
 - A low bid can become expensive if the vendor cannot perform, misses deadlines, creates change orders, or delivers poor service.
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Ethics, Conflicts & Vendor Integrity

- The ordinance incorporates the City of Lawrenceville Code of Ethics directly into procurement activity.
 - It also adds procurement-specific safeguards, including:
 - Written disclosure of procurement-related conflicts
 - Recusal when impartiality may be compromised
 - Protection of confidential bid, proposal, evaluation, and scoring information
 - Quiet period restrictions during active solicitations
 - Vendor standards of conduct
 - Consequences for misconduct
 - Vendor violations may result in disqualification, suspension, debarment, contract termination, recovery of funds, or legal referral.
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Clear Roles and Authority

- **City Council**
 - Approves major contracts and maintains legislative authority over the ordinance.
 - **City Manager**
 - Provides executive authority and administrative oversight.
 - **Chief Financial Officer**
 - Oversees procurement governance, financial controls, and internal control integrity.
 - **Purchasing Director**
 - Determines procurement method, manages solicitations, oversees vendor eligibility, and ensures procurement compliance.
 - **Departments**
 - Define operational needs, develop scopes, monitor performance, and follow procurement requirements.
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Thresholds and Competition Requirements

- **Micro-Purchases**
 - Routine low-dollar purchases where competition is not required if the price is reasonable and the purchase complies with policy.
 - **Informal Procurement**
 - Purchases above the micro-purchase threshold and below the formal threshold, requiring documented competitive efforts.
 - **Formal Procurement**
 - Higher-value purchases requiring formal competition, generally through sealed bids or competitive proposals.
 - The ordinance establishes thresholds to define method boundaries and competition requirements.
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Planning, Contracting, and Vendor Oversight

- The new system addresses:
 - Procurement planning
 - Method determination
 - Solicitation and evaluation
 - Award and contract execution
 - Vendor performance management
 - Change orders and amendments
 - Receiving and acceptance
 - Invoice verification
 - Payment processing
 - Surplus disposition
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What Changes for Departments

- Departments will now be expected to:
 - Plan major purchases earlier
 - Engage Purchasing before method decisions are made
 - Use standardized templates and documentation
 - Follow communication and quiet period rules
 - Support evaluations using published criteria
 - Assign contract managers where appropriate
 - Monitor vendor performance
 - Maintain records in the required format
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What Changes for Vendors

- Vendors will see a more consistent and transparent procurement environment.
 - Clearer solicitations
 - Consistent communication channels
 - More structured evaluations
 - Stronger vendor conduct expectations
 - Better contract administration
 - More formal performance accountability
 - Clear consequences for improper influence, collusion, or nonperformance
 - The Vendor Governance Manual establishes expectations for vendor eligibility, conduct, performance oversight, accountability, invoicing, and federal compliance where applicable.
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Implementation Roadmap

- **Phase 1 — Stabilization**
 - Adopt ordinance, finalize manuals and SOPs, deploy initial templates, train staff.
 - **Phase 2 — System Buildout**
 - Develop contract tools, vendor governance tools, planning processes, and documentation standards.
 - **Phase 3 — Optimization**
 - Expand training, conduct audit sampling, monitor performance, refine SOPs, and begin annual reporting.
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Summary

- Establishing clear legal authority
 - Creating a four-tier governance framework
 - Recognizing Best Value procurement
 - Strengthening ethics and conflict-of-interest protections
 - Clarifying roles and approvals
 - Improving competition and documentation
 - Supporting contract and vendor accountability
 - Aligning procurement with internal control and stewardship expectations
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Questions

