CITY OF NEW ORLEANS

ReqtoCheckSTAT

Reporting Period: Quarter 2 2015

Office of Performance & Accountability   www.nola.gov/opa

ReqtoCheckSTAT July 30, 2015

Context

In order to deliver critical services for its citizens—such as constructing roads, rehabilitating homes, or picking up trash—the City often engages with private companies with specialized expertise. Because these and other services are so critical, Mayor Landrieu has made it a priority for vendors to be selected fairly, for contracts to be negotiated expeditiously and in the best interests of New Orleanians, and for vendors to be paid in a timely manner.

What is ReqtoCheckStat?

In order to improve the performance, accountability, and transparency of the City's contracting system, Mayor Landrieu asked the Office of Performance and Accountability to design a performance management program for the entire process of contracting out services—from the requisition of budgeted funds to the issuance of check for services rendered. The result is ReqtoCheckStat, a performance management system where key City officials review data to assess how the City is meetings its goals and to hold departments accountable for their results. ReqtoCheckStat, which takes place quarterly, are working meetings, intended to provoke constructive dialogue on what is working, what is not, and what the City needs to do to improve.

Can I participate?

This meetings are open to the public. Members of the public are invited to submit questions, which will be addressed by City officials.
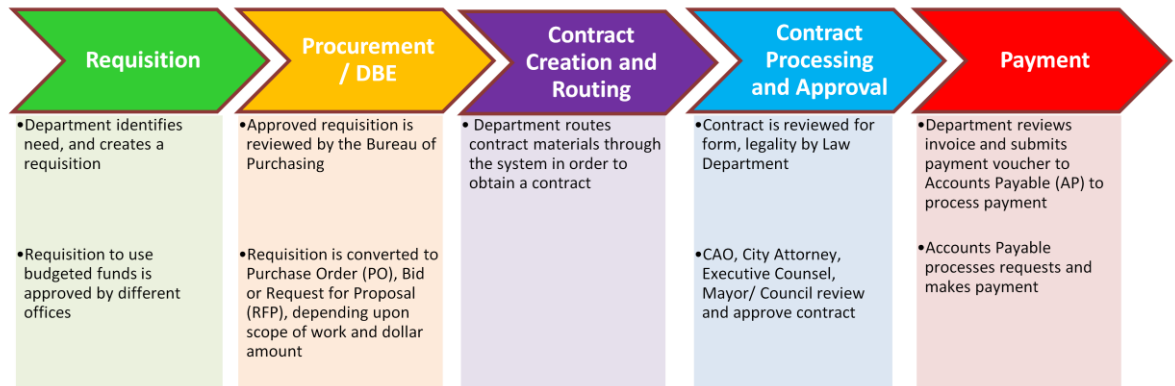
Action Items

Responsible Parties	Action Item	Status
J. Kilgore ; M. Kleinpeter	Automate purchase order approvals for general fund requisitions with small dollar amounts.	ITI is currently in the testing phase, and in contact with the BuySpeed vendor
J. Meyer; V. Spencer; M. Kleinpeter	Determine method a method for expedited approval process for "time only" amendments.	Law, Purchasing, and OPA have had discussions about potential routing alternatives. Delegating such contracts to be signed by the CAO is the most viable option. They will meet with the Executive Counsel to put together a proposed new approval path.
M. Kleinpeter; J. Meyer;	Revise CAO PM 24 on movables and non-professional services	Purchasing and Law have met to revise CAO PM 24. One more item (partial adoption of title 39) needs to be discussed before revisions are finalized.
M. Kleinpeter; S. Wellman; V. Smith; M. Jernigan	Revise CAO PM 113 on procurement of public works	Purchasing, Capital Projects, Public Works, and Law held several discussions over changes to CAO PM 113. A draft of revisions has been sent out, and is awaiting comments.
J. Meyer; V. Spencer	List of contracts waiting for vendor signature	In concert with OPA, Law agreed to send weekly emails to requestors with contracts waiting for vendor signature over 14 days.
J. Meyer; V. Spencer; R. Dietz	Determine plan for consistently notifying departments of contracts likely nearing expiration, *including a close-out/vendor monitoring form for CPO.*	Executive Counsel will begin manually recording the expiration date of executed contracts prior to uploading them in the system.

Procurement Process Overview*

Requisition	Procurement / DBE	Contract Creation and Routing	Contract Processing and Approval	Payment
• Department identifies need, and creates a requisition	• Approved requisition is reviewed by the Bureau of Purchasing	• Department routes contract materials through the system in order to obtain a contract	• Contract is reviewed for form, legality by Law Department	• Department reviews invoice and submits payment voucher to Accounts Payable (AP) to process payment
• Requisition to use budgeted funds is approved by different offices	• Requisition is converted to Purchase Order (PO), Bid or Request for Proposal (RFP), depending upon scope of work and dollar amount		• CAO, City Attorney, Executive Counsel, Mayor/ Council review and approve contract	• Accounts Payable processes requests and makes payment

*See a more detailed process map on slide 31

Though there were no outages to the procurement systems in the first half of 2015.

Procurement and Contracting Related IT Systems : Systems Availability
(Days of Severity 1 Outages)

System	Q 1 2014		Q2 2014		Q3 2014		Q4 2014		Q1 2015		Q2 2015	
	Server	App.	Server	App.	Server	App.	Server	App.	Server	App.	Server	App.
BuySpeed - General Fund and Agencies (Procurement/Bids/RFPs)	0	1	0	0	0	0	0	0	0	0	0	0
ECMS - Contract Routing	0	0	0	0	0	0	0	0	0	0	0	0
AFIN - Capital and Grants (Procurement/Payments)	0	0	0	0	0	0	0	0	0	0	0	0
Great Plains - General Fund and Agencies (Payments)	0	2	0	0.5	0	0	0	0	0	0	0	0

Responsible Organizations:
Budget Office;
Finance Department

Data Source:
BuySpeed

Related Strategy:
Manage vendor relationships and provide oversight of City contracts.

Definition:
Requisition: A request to procure goods, supplies, equipment, and services, as well as the authority to commit funds to cover the purchase.

The General Fund requisition queue was relatively low, at 62 awaiting approval.

Budget/Finance General Fund Requisition Processing

Legend: In Queue, Received, Closed

Quarter	In Queue	Received	Closed
Q4 2012	55	2883	2881
Q1 2013	57	2922	2940
Q2 2013	39	2987	2918
Q3 2013	108	3352	3319
Q4 2013	141	3104	3189
Q1 2014	56	2949	2915
Q2 2014	90	2953	2963
Q3 2014	80	3208	3235
Q4 2014	53	3074	3084
Q1 2015	43	3353	3334
Q2 2015	62		

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Responsible Organizations:
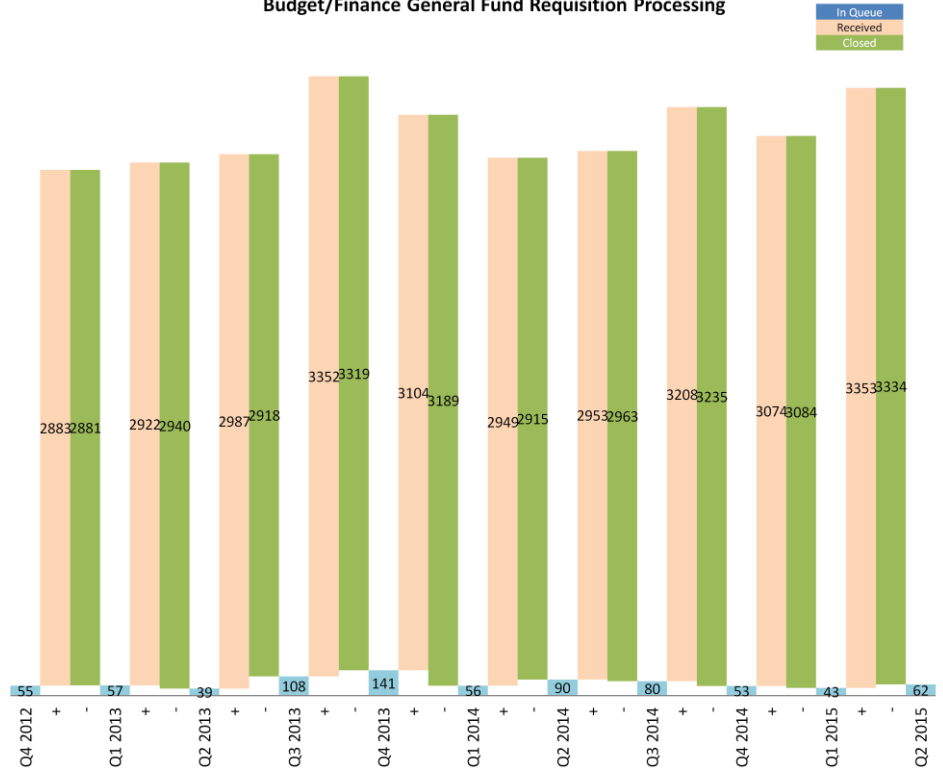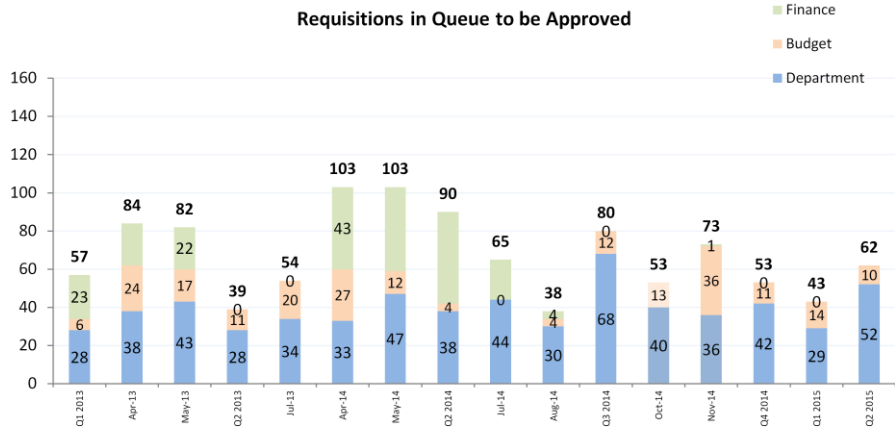Budget Office;
Finance Department

Data Source:
BuySpeed

Related Strategy:
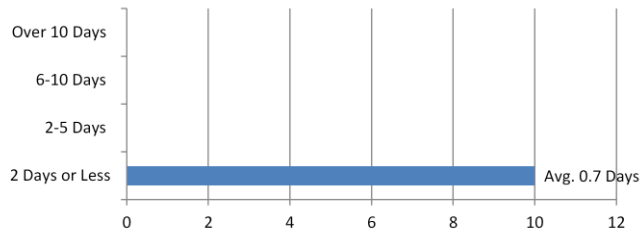Manage vendor relationships and provide oversight of City contracts.

Definition:
Requisition: A request to procure goods, supplies, equipment, and services, as well as the authority to commit funds to cover the purchase.

The majority of general fund requisition queue still at the departmental stage.

Requisitions in Queue to be Approved

Legend: Finance, Budget, Department

	Q1 2013	Apr-13	May-13	Q2 2013	Jul-13	Apr-14	May-14	Q2 2014	Jul-14	Aug-14	Q3 2014	Oct-14	Nov-14	Q4 2014	Q1 2015	Q2 2015
Total	57	84	82	39	54	103	103	90	65	38	80	53	73	53	43	62
Finance	23	24	22	0	0	43		4	0	4	0	13	1	0	0	10
Budget	6	24	17	11	20	27	12	4		4	12		36	11	14	10
Department	28	38	43	28	34	33	47	38	44	30	68	40	36	42	29	52

Budget Queue

- Over 10 Days
- 6-10 Days
- 2-5 Days
- 2 Days or Less — Avg. 0.7 Days

(x-axis: 0, 2, 4, 6, 8, 10, 12)

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| Requisition | Procurement / DBE | Contract Creation and Routing | Contract Processing and Approval | Payment |

Budget and Finance well within target on days to process requisitions, with fastest quarter on record.

Responsible Organizations:
Budget Office;
Finance Department

Data Source:
BuySpeed

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Notes:
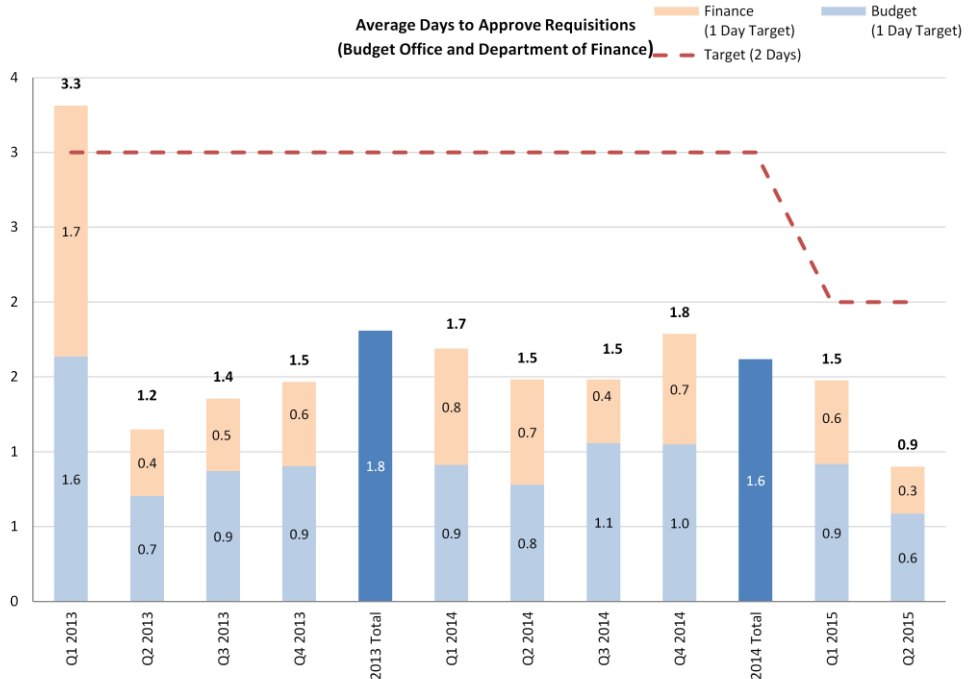2011 information only available from May to December.

Distributions subject to rounding error.

Legend:

- 🟢 On Target
- 🔺 Within 10% of Target
- 🔴 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

**Average Days to Approve Requisitions
(Budget Office and Department of Finance)**

Legend:
- Finance (1 Day Target)
- Budget (1 Day Target)
- Target (2 Days)

Quarter	Budget	Finance	Total
Q1 2013	1.6	1.7	3.3
Q2 2013	0.7	0.4	1.2
Q3 2013	0.9	0.5	1.4
Q4 2013	0.9	0.6	1.5
2013 Total	1.8		1.7
Q1 2014	0.9	0.8	1.7
Q2 2014	0.8	0.7	1.5
Q3 2014	1.1	0.4	1.5
Q4 2014	1.0	0.7	1.8
2014 Total	1.6		
Q1 2015	0.9	0.6	1.5
Q2 2015	0.6	0.3	0.9

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| Requisition | Procurement / DBE | Contract Creation and Routing | Contract Processing and Approval | Payment |

Requisition Approval

| | **2014** | | | **2015** | | |
KPI	Actual	Target Met?		Actual	Target	Status
Average Days to Approve Requisitions by Budget Office	0.95	🟢		0.75	< 1	🟢

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Responsible Organizations:
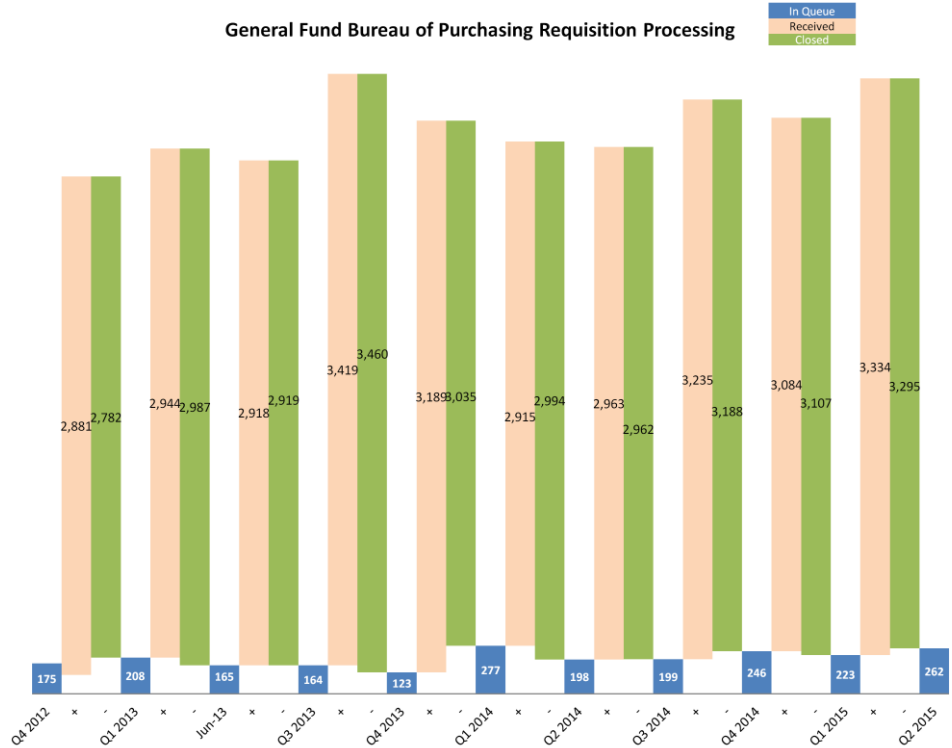Bureau of Purchasing
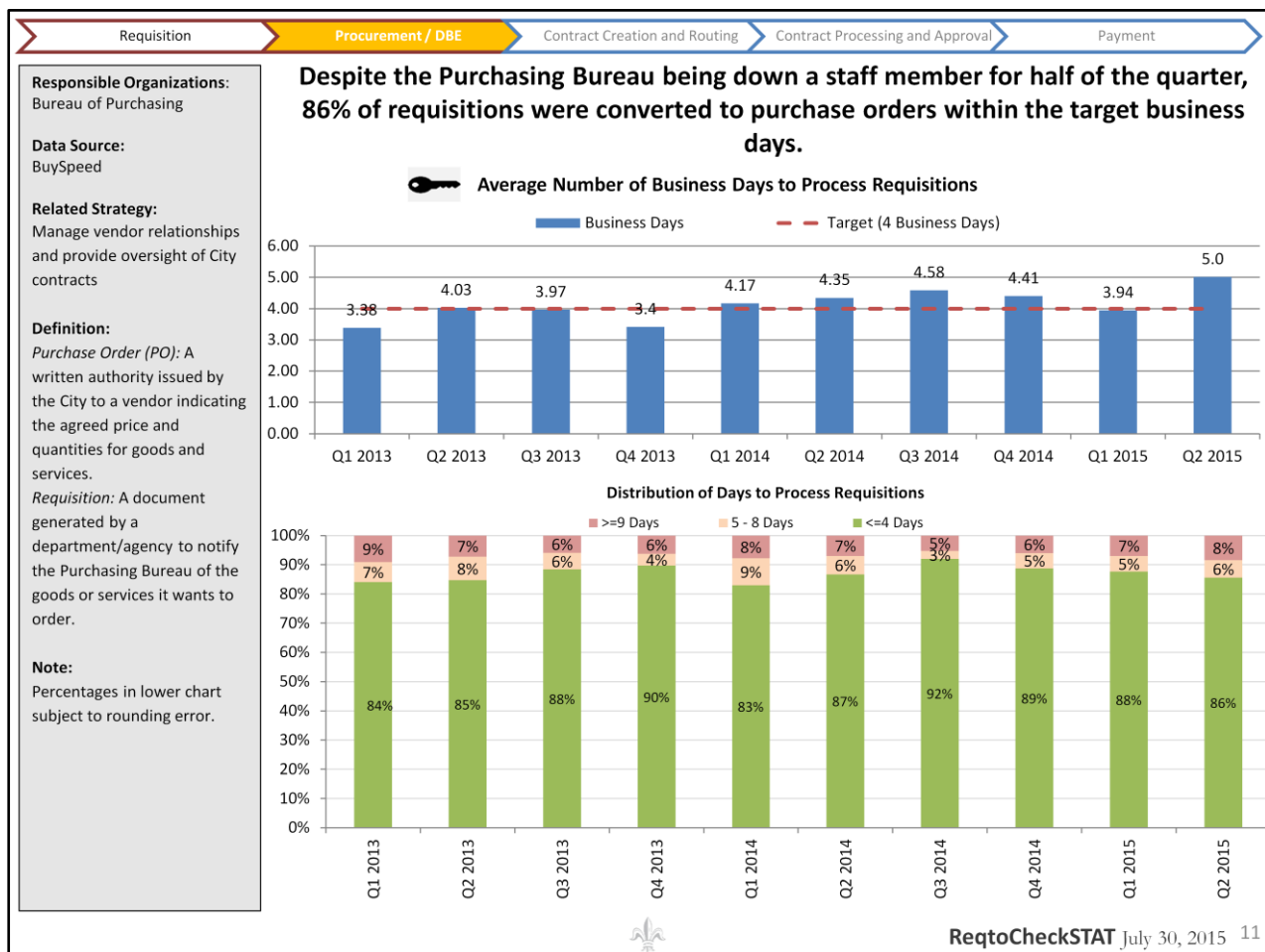
Data Source:
BuySpeed

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Definition:
Purchase Order (PO): A written authority issued by the City to a vendor indicating the agreed price and quantities for goods and services.
Requisition: A document generated by a department/agency to notify the Purchasing Bureau of the goods or services it wants to order.

The Bureau of Purchasing's end-of-quarter general fund queue was at 262. Q2 2015 was the second highest quarter for requisitions processed since Q4 2012.

General Fund Bureau of Purchasing Requisition Processing

Legend: In Queue, Received, Closed

	Q4 2012	Q1 2013	Jun-13	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015
Received	2,881	2,944	2,918	3,419	3,189	2,915	2,963	3,235	3,084	3,334	
Closed	2,782	2,987	2,919	3,460	3,035	2,994	2,962	3,188	3,107	3,295	
In Queue	175	208	165	164	123	277	198	199	246	223	262

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Responsible Organizations:
Bureau of Purchasing

Data Source:
BuySpeed

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Definition:
Purchase Order (PO): A written authority issued by the City to a vendor indicating the agreed price and quantities for goods and services.
Requisition: A document generated by a department/agency to notify the Purchasing Bureau of the goods or services it wants to order.
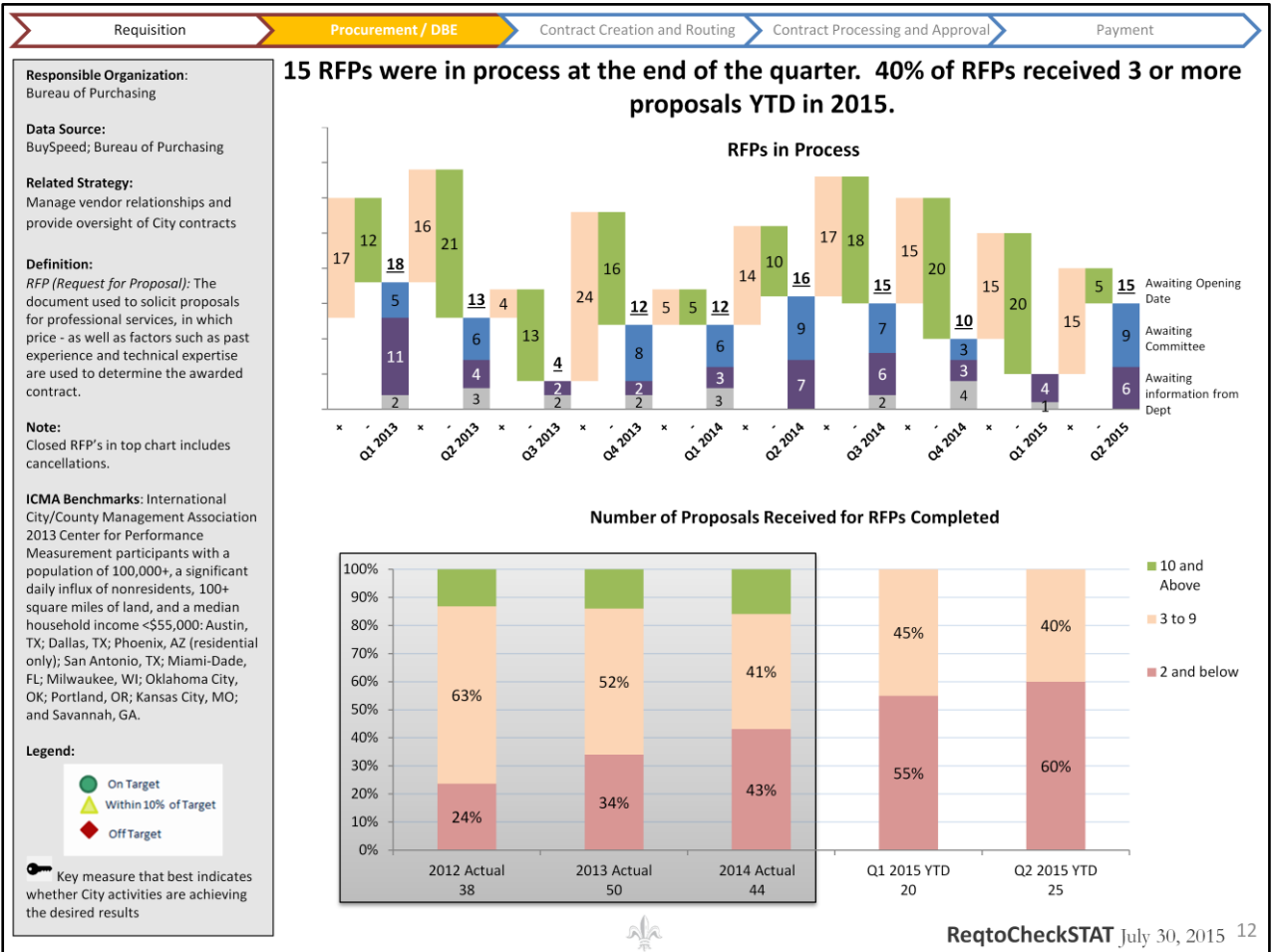
Note:
Percentages in lower chart subject to rounding error.

Despite the Purchasing Bureau being down a staff member for half of the quarter, 86% of requisitions were converted to purchase orders within the target business days.

Average Number of Business Days to Process Requisitions

Legend: Business Days ◼ Target (4 Business Days) - - -

Quarter	Business Days
Q1 2013	3.38
Q2 2013	4.03
Q3 2013	3.97
Q4 2013	3.4
Q1 2014	4.17
Q2 2014	4.35
Q3 2014	4.58
Q4 2014	4.41
Q1 2015	3.94
Q2 2015	5.0

Distribution of Days to Process Requisitions

Legend: ◼ >=9 Days ◼ 5 - 8 Days ◼ <=4 Days

Quarter	>=9 Days	5 - 8 Days	<=4 Days
Q1 2013	9%	7%	84%
Q2 2013	7%	8%	85%
Q3 2013	6%	6%	88%
Q4 2013	6%	4%	90%
Q1 2014	8%	9%	83%
Q2 2014	7%	6%	87%
Q3 2014	5%	3%	92%
Q4 2014	6%	5%	89%
Q1 2015	7%	5%	88%
Q2 2015	8%	6%	86%

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The Purchasing Bureau noted that they lost one of the five staffers who process purchase orders in mid-May.

Responsible Organization:
Bureau of Purchasing

Data Source:
BuySpeed; Bureau of Purchasing

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Definition:
RFP (Request for Proposal): The document used to solicit proposals for professional services, in which price - as well as factors such as past experience and technical expertise are used to determine the awarded contract.

Note:
Closed RFP's in top chart includes cancellations.

ICMA Benchmarks: International City/County Management Association 2013 Center for Performance Measurement participants with a population of 100,000+, a significant daily influx of nonresidents, 100+ square miles of land, and a median household income <$55,000: Austin, TX; Dallas, TX; Phoenix, AZ (residential only); San Antonio, TX; Miami-Dade, FL; Milwaukee, WI; Oklahoma City, OK; Portland, OR; Kansas City, MO; and Savannah, GA.

Legend:

🟢 On Target
🔺 Within 10% of Target
🔶 Off Target

🔑 Key measure that best indicates whether City activities are achieving the desired results

15 RFPs were in process at the end of the quarter. 40% of RFPs received 3 or more proposals YTD in 2015.

RFPs in Process

Number of Proposals Received for RFPs Completed

Responsible Organizations:
Bureau of Purchasing

Data Source:
BuySpeed;
Bureau of Purchasing

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Note:
Closed bids in top chart includes cancellations.

Legend:

- 🟢 On Target
- 🔺 Within 10% of Target
- 🔷 Off Target

🗝 Key measure that best indicates whether City activities are achieving the desired results

17 Bids were in process at the end of Q2 2015. 49% of Bids received 3 or more bids YTD.

Bids in Process

Number of Responses Received for Bids Completed

13

Responsible Organization:
Office of Supplier Diversity (OSD)

Data Sources:
BuySpeed;
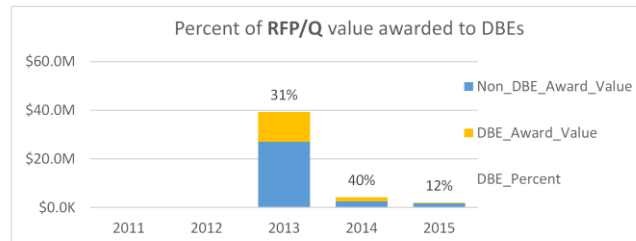Bureau of Purchasing;
Office of Supplier Diversity

Related Strategy:
Promote an environment of equal opportunity for a diverse supplier pool

Definition:
Disadvantaged Business Enterprise (DBE): A business entity that is owned and controlled by social and economically disadvantaged persons, such that the entity's ability to compete in the business world has been restricted due to industry practices and/or limited capital and/or restricted credit opportunities beyond its control.

Note:
Data excludes bids for which DBE contracting requirements have been waived; also currently excludes Aviation Board.

YTD, vendors have committed 34% of bid contract value to DBE firms.

Bids:

Percent of **bid** value awarded to DBEs

	Bids			
Year	Estimated_Contract_Value	DBE_Award_Value	Non_DBE_Award_Value	DBE_Percent
2011	$ 68,621,515.00	$ 21,958,884.80	$ 46,662,630.20	32%
2012	$ 126,894,504.73	$ 43,697,860.66	$ 83,196,644.07	34%
2013	$ 102,756,809.00	$ 33,501,039.20	$ 69,255,769.80	33%
2014	$ 70,920,452.00	$ 25,952,636.56	$ 44,967,815.44	37%
2015	$ 27,452,029.10	$ 9,313,198.62	$ 18,138,830.73	34%

Days to Validate Bids by Quarter

Status of 2015 Bids

Status	# of Bids
Validated	12
Not Tracked	2
Waiver	11
TBD	28
Grand Total	53

Responsible Organization:
Office of Supplier Diversity;
Bureau of Purchasing

Data Sources:
BuySpeed;
Bureau of Purchasing;
Office of Supplier Diversity

Related Strategy:
Promote an environment of equal opportunity for a diverse supplier pool

Definition:
Disadvantaged Business Enterprise (DBE): A business entity that is owned and controlled by social and economically disadvantaged persons, such that the entity's ability to compete in the business world has been restricted due to industry practices and/or limited capital and/or restricted credit opportunities beyond its control.

Notes:
Data excludes proposals for which DBE contracting requirements have been waived; also excludes Aviation Board, as well as any RFP under $15K.

YTD, vendors have committed 12% of the value of contracts requiring an RFP to DBE firms.

RFPs:

Percent of **RFP/Q** value awarded to DBEs

RFP/Q				
Year	Estimated_Contract_Value	DBE_Award_Value	Non_DBE_Award_Value	DBE_Percent
2011	N/A	N/A	N/A	N/A
2012	N/A	N/A	N/A	N/A
2013	$ 39,284,499.52	$ 12,188,373.75	$ 27,096,125.77	31%
2014	$ 4,287,611.47	$ 1,700,146.33	$ 2,587,465.14	40%
2015	$ 1,994,754.67	$ 237,150.00	$ 1,757,604.67	12%

Days to Validate RFPs by Quarter

Status of 2015 RFPs

Status	# of RFPs
Validated	6
Waiver	2
TBD	9
Grand Total	17

| Requisition | Procurement / DBE | Contract Creation and Routing | Contract Processing and Approval | Payment |

Procurement/DBE

	2014			2015		
KPI	Actual	Target Met?		Actual	Target	Status
Average Business Days to Process Requisitions – Purchasing Bureau	4.4	🔺		4.5	4	🔶
Percent of Bids and RFPs with 3 or More Responses	56%	🔶		46%	70%	🔶
Percent of City Contract Value Awarded to Disadvantaged Business Enterprises	37%	🟢		32%	35%	🔶

Responsible Organizations:
Chief Administrative Office (CAO);
Civil Service;
Finance Department;
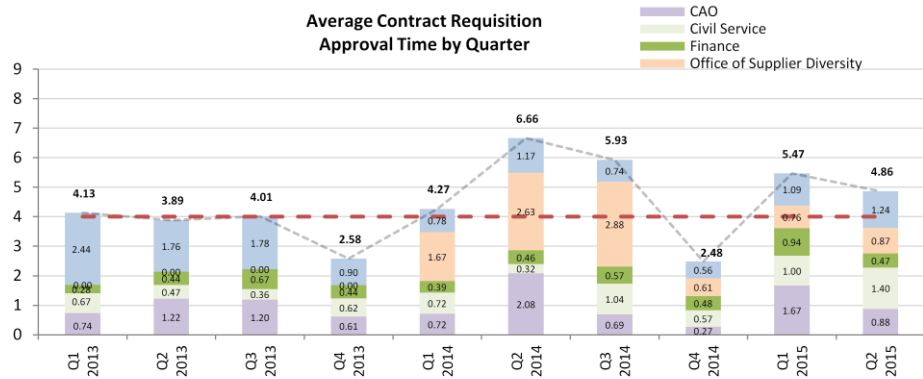Office of Supplier Diversity;
Bureau of Purchasing

Data Source:
Electronic Contract Management System (ECMS)

Related Strategy:
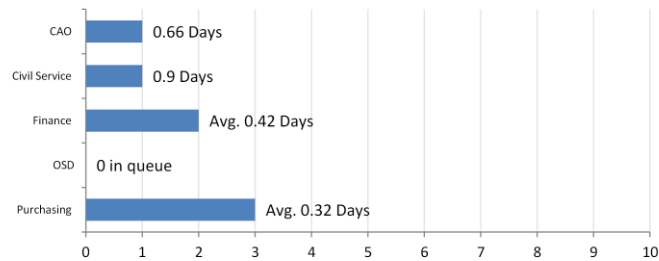Manage vendor relationships and provide oversight of City contracts

Definition:
Contract: Agreement between two parties with legal and moral binding, usually exchanging goods or services for money or other considerations.

Q2 2015's contract requisition days to approval moderately timely. 7 contracts in queue.

Average Contract Requisition Approval Time by Quarter

Legend:
- CAO
- Civil Service
- Finance
- Office of Supplier Diversity

Quarter	Total	OSD	Finance	Civil Service	CAO
Q1 2013	4.13	2.44	0.90	0.28	0.67 / 0.74
Q2 2013	3.89	1.76	0.00	0.44	0.47 / 1.22
Q3 2013	4.01	1.78	0.00	0.67	0.36 / 1.20
Q4 2013	2.58	0.90	0.00	0.44	0.62 / 0.61
Q1 2014	4.27	0.78	1.67	0.39	0.72 / 0.72
Q2 2014	6.66	1.17	2.63	0.46	0.32 / 2.08
Q3 2014	5.93	0.74	2.88	0.57	1.04 / 0.69
Q4 2014	2.48	0.56	0.61	0.48	0.57 / 0.27
Q1 2015	5.47	1.09	0.76	0.94	1.00 / 1.67
Q2 2015	4.86	1.24	0.87	0.47	1.40 / 0.88

Contract Requisitions in Queue at the end of the Quarter

- CAO: 0.66 Days
- Civil Service: 0.9 Days
- Finance: Avg. 0.42 Days
- OSD: 0 in queue
- Purchasing: Avg. 0.32 Days

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Responsible Organizations:
Law Department;
Chief Administrative Office*;
Department/agency requesting contract;
Executive Counsel;
Mayor's Office;
City Council*;
Property Management*;

Data Source:
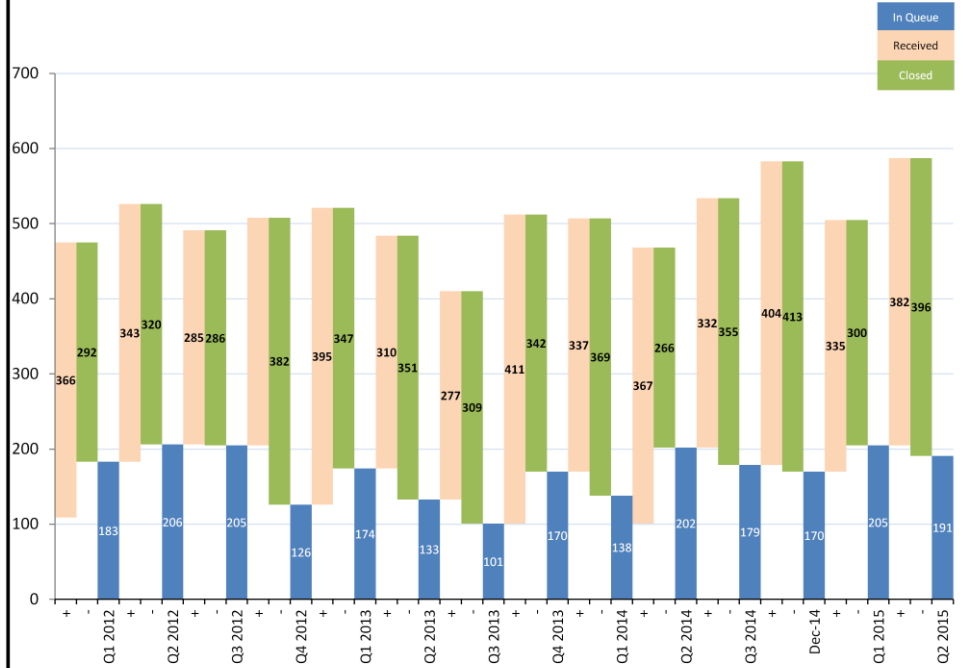Electronic Contract Management System (ECMS)

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Note:
A small number of contracts are executed by City Council, and some are delegated by the Mayor to be signed by the CAO or by the Director of Property Management.

Closed contracts denote any contract that has been signed or cancelled during the quarter.

Despite closing the second highest number of contracts during the quarter, the Q2 ending queue was at 191.

All Contracts Processed, Received, and in Queue by Quarter

Legend:
- In Queue
- Received
- Closed

Data labels by quarter (Received / Closed / In Queue):
- Q1 2012: 366 / 292 / 183
- Q2 2012: 343 / 320 / 206
- Q3 2012: 285 / 286 / 205
- Q4 2012: 382 / — / 126
- Q1 2013: 395 / 347 / 174
- (Q1 2013): 310 / 351 / 133
- Q2 2013: 277 / 309 / 101
- Q3 2013: 411 / 342 / 170
- Q4 2013: 337 / 369 / 138
- Q1 2014: 367 / 266 / 202
- Q2 2014: 332 / 355 / 179
- Q3 2014: 404 / 413 / 170
- Dec-14: 335 / 300 / 205
- Q1 2015: 382 / 396 / 191

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Requisition	Procurement / DBE	Contract Creation and Routing	Contract Processing and Approval	Payment

The average age of contracts in the queue at the end of the quarter relatively old.

Responsible Organizations:
Law Department;
Chief Administrative Office*;
Department/agency requesting contract;
Executive Counsel;
Mayor's Office;
City Council*;
Property Management*;
Finance;

Data Source:
Electronic Contract Management System (ECMS); Law Department
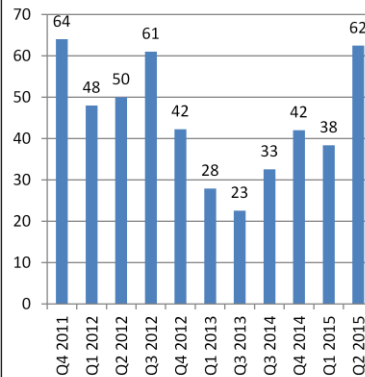
Related Strategy:
Manage vendor relationships and provide oversight of City contracts
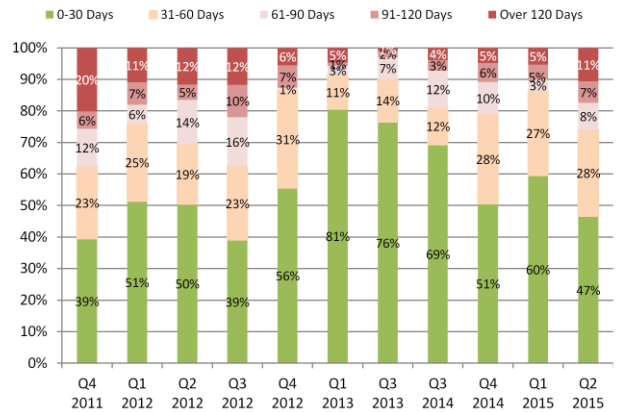
Note:
Executive signature queue includes contracts awaiting execution by Executive Counsel, City Council, the CAO, or Property Management.

Average Age of Contracts in Queue

Q4 2011: 64
Q1 2012: 48
Q2 2012: 50
Q3 2012: 61
Q4 2012: 42
Q1 2013: 28
Q3 2013: 23
Q3 2014: 33
Q4 2014: 42
Q1 2015: 38
Q2 2015: 62

Distribution of Contracts in Queue

Legend: 0-30 Days, 31-60 Days, 61-90 Days, 91-120 Days, Over 120 Days

Locatation and Average Age of Contracts in Queue
(Days from being received from the previous stage)

ECMS

Stage	Manual	Legal Review	Dp. City Att	CAO	Ordinance	Send To Vendor	Awaiting Vendor	Returned from Vendor	Executive Signature
Orange bar	41	12	0		43	42	29		31
Blue bar	0	15.0	1.0	0	56.4	5.0	40.2	23.4	0
Contracts in Q =	0	47	8	0	9	0	63	61	0

Responsible Organizations:
Law Department;
Department/agency requesting contract

Data Source:
Electronic Contract Management System (ECMS)

Related Strategy:
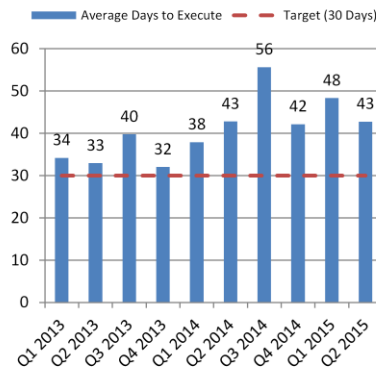Manage vendor relationships and provide oversight of City contracts

Note:
Per policy memorandum 122R, each department/agency is responsible for reaching out to the vendor to obtain their signature after the law department sends the initial notification.

There were 63 contracts awaiting vendor signature at the end of Q2 2015.

Contracts Awaiting Vendor Signature

Department	Average Age	# of Contracts
DISASTER CDBG UNIT	83.0	2
BLIGHT & REVITALIZATION	69.5	2
PUBLIC WORKS	52.7	9
HOMELAND SECURITY	48.0	7
AVIATION	47.1	15
CANAL STREET DEVELOPMENT CORPORATION	41.0	1
HEALTH DEPARTMENT	41.0	7
CIVIL SERVICE	38.0	3
NEIGHBORHOOD STABLIZATION	35.0	1
NEW ORLEANS BUILDING CORPORATION	34.0	2
PROPERTY MANAGEMENT	27.0	3
CAPITAL PROJECT	19.0	1
CAO	19.0	1
POLICE DEPARTMENT	18.5	2
ECONOMIC DEVELOPMENT	5.0	1
PARKS & PARKWAYS	1.0	1
FINANCE	1.0	3
NORD RECREATION DEPARTMENT	1.0	1
OFFICE OF INSPECTOR GENERAL	1.0	1
Total	**40.2**	**63**

The CAO stated that given the ongoing challenge with contracts awaiting vendor signature, the Law Department should cancel any contract if they cannot get a vendor signature back after a set amount of days.

The average days to execute was 43 days in Q2 2015.

Responsible Organizations:
Law Department;
Chief Administrative Office;
Department/agency requesting contract;
Executive Counsel;
Mayor's Office;
City Council*;
Property Management*;
Finance*;

Data Source:
Electronic Contract Management System (ECMS)

Related Strategy:
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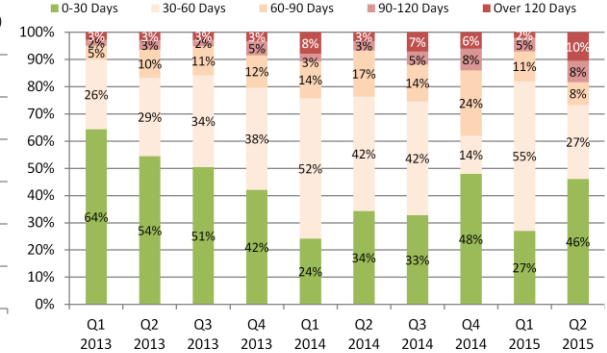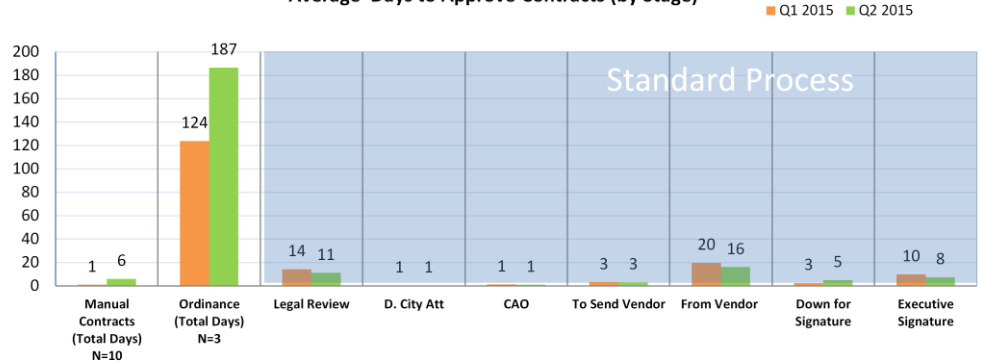
Note:
Legal review time includes all the processing time for contracts that were returned at any stage.

Executive signature queue includes contracts executed by Executive Counsel, City Council, the CAO, and Property Management.

"From Vendor" denotes when Law approves in ECMS to signify that a contract will be brought down to the Mayor or delegated executive to be signed.

Distribution chart subject to rounding error

Days to Execute by Quarter

Legend: Average Days to Execute — Target (30 Days)

Values by quarter: Q1 2013: 34, Q2 2013: 33, Q3 2013: 40, Q4 2013: 32, Q1 2014: 38, Q2 2014: 43, Q3 2014: 56, Q4 2014: 42, Q1 2015: 48, Q2 2015: 43

Distribution of Days to Contract Execution

Legend: 0-30 Days, 30-60 Days, 60-90 Days, 90-120 Days, Over 120 Days

	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015
Over 120 Days	2%	3%	2%	3%	8%	3%	7%	6%	2%	10%
90-120 Days	3%	3%	1%	5%	3%	3%	5%	8%	5%	8%
60-90 Days	5%	10%	11%	12%	14%	17%	14%	24%	11%	8%
30-60 Days	26%	29%	34%	38%	52%	42%	42%	14%	55%	27%
0-30 Days	64%	54%	51%	42%	24%	34%	33%	48%	27%	46%

Average Days to Approve Contracts (by Stage)

Legend: Q1 2015, Q2 2015

Standard Process

Stage	Q1 2015	Q2 2015
Manual Contracts (Total Days) N=10	1	6
Ordinance (Total Days) N=3	124	187
Legal Review	14	11
D. City Att	1	1
CAO	1	1
To Send Vendor	3	3
From Vendor	20	16
Down for Signature	3	5
Executive Signature	10	8

Contract Approval Process

KPI	2014		2015		
	Actual	Target Met?	Actual	Target	Status
Percent of Contracts drafted, reviewed, and signed by the Law Department within 30 Days	96%	🟢	94%	85%	🟢

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The Comptroller noted that despite being down a staff member, Accounts Payable was able to increase the timeliness of payment processing by working overtime.

Responsible Organizations:
Every department making general fund payments during a given month

Data Source:
Accounts Payable records; Great Plains

Related Strategy:
Manage vendor relationships and provide oversight of City contracts
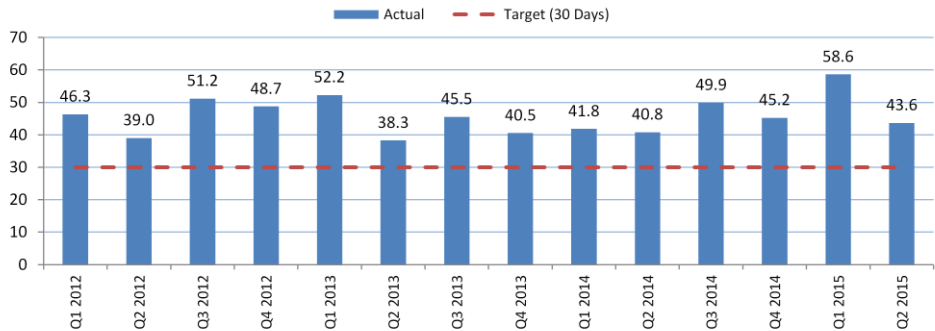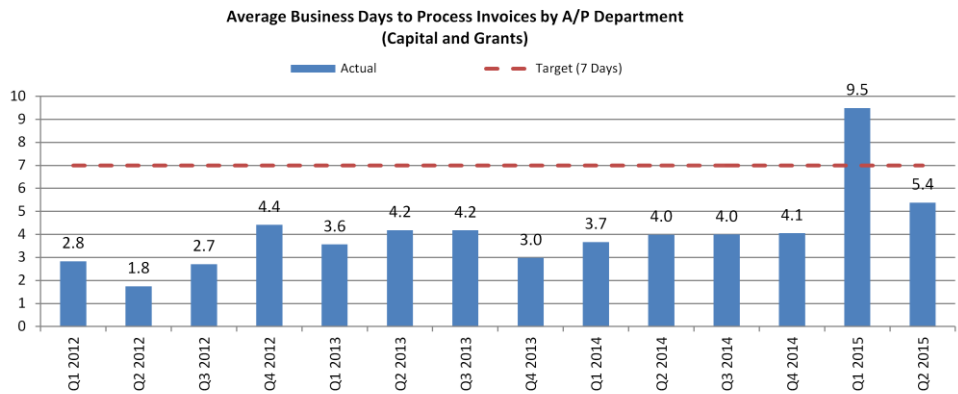
Note:
Q2 Great Plains sample N= 446.

Chart totals subject to rounding error.

Overall timeliness to pay General Fund/Agency payments in Q1 2015 was moderate compared to other quarters.

Number of Days to Pay General Fund and Agency Invoices from Invoice Date

Average Number of Days to Pay Invoices from Invoice Date
(General Fund Expenditures)

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| Requisition | Procurement / DBE | Contract Creation and Routing | Contract Processing and Approval | Payment |

Accounts Payable was on target with timeliness of processing capital and grant payments processed within 7 business days.

Business Days to Process Capital Payment Requests by Accounts Payable

Responsible Organizations: Every department making capital or grant payments during a given month
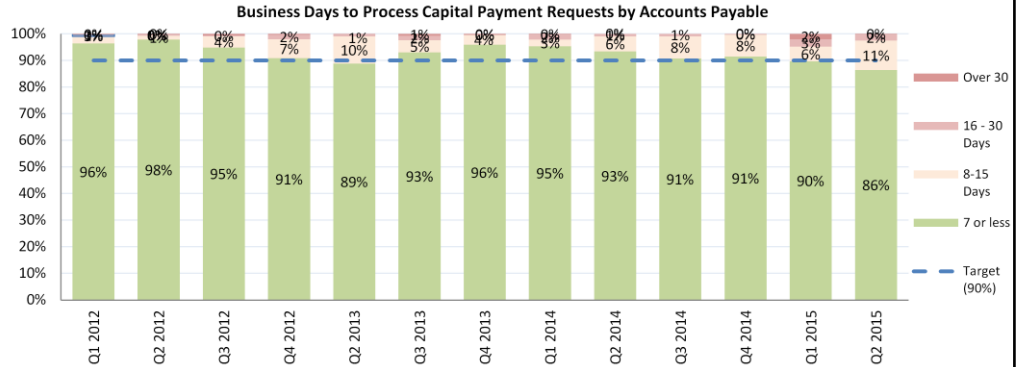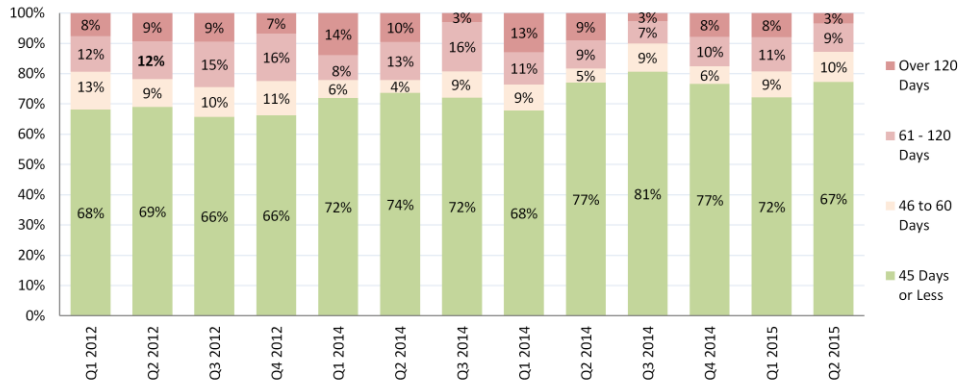
Data Source: Accounts Payable records; AFIN

Related Strategy: Manage vendor relationships and provide oversight of City contracts

Note: Q2 2015 sample N=383.

Chart totals subject to rounding error.

Legend: Over 30 | 16 - 30 Days | 8-15 Days | 7 or less | Target (90%)

Quarter	7 or less
Q1 2012	96%
Q2 2012	98%
Q3 2012	95%
Q4 2012	91%
Q2 2013	89%
Q3 2013	93%
Q4 2013	96%
Q1 2014	95%
Q2 2014	93%
Q3 2014	91%
Q4 2014	91%
Q1 2015	90%
Q2 2015	86%

Average Business Days to Process Invoices by A/P Department (Capital and Grants)

Legend: Actual | Target (7 Days)

Quarter	Actual
Q1 2012	2.8
Q2 2012	1.8
Q3 2012	2.7
Q4 2012	4.4
Q1 2013	3.6
Q2 2013	4.2
Q3 2013	4.2
Q4 2013	3.0
Q1 2014	3.7
Q2 2014	4.0
Q3 2014	4.0
Q4 2014	4.1
Q1 2015	9.5
Q2 2015	5.4

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Overall timeliness on Capital/Grant payment processing exceeding target.

Responsible Organizations:
Every department making capital or grant payments during a given month

Data Source:
Accounts Payable records; AFIN

Related Strategy:
Manage vendor relationships and provide oversight of City contracts
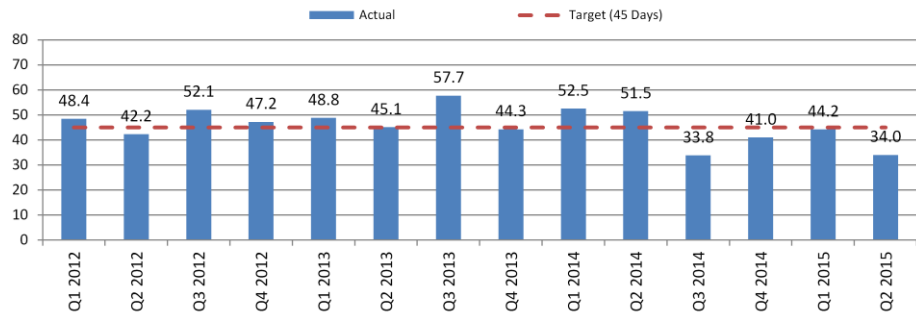
Note:
Q2 2015 sample N=383.

Chart totals subject to rounding error.

Number of Days to Pay Capital and Grants invoices from Invoice Date

Legend:
- Over 120 Days
- 61 - 120 Days
- 46 to 60 Days
- 45 Days or Less

Average Number of Days to Pay Invoices From Invoice Date (Capital and Grants)

Legend: Actual ■ Target (45 Days) ---

Values by quarter: Q1 2012: 48.4, Q2 2012: 42.2, Q3 2012: 52.1, Q4 2012: 47.2, Q1 2013: 48.8, Q2 2013: 45.1, Q3 2013: 57.7, Q4 2013: 44.3, Q1 2014: 52.5, Q2 2014: 51.5, Q3 2014: 33.8, Q4 2014: 41.0, Q1 2015: 44.2, Q2 2015: 34.0

Responsible Organizations:
Every department making general fund payments during a given month

Data Source:
Accounts Payable records;
Great Plains

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Note:
Each payment represents one check, which may constitute more than one invoice (in cases of multiple invoices being sent to a particular vendor by a particular department).

Chart totals subject to rounding error.

Q2 2015 general fund days to payment was slower than comparable periods in the past two years.
Sample of General Fund (and Agencies) Payments Vouched for 2nd Quarter 2015 - By Department/Agency

	Q2 2015		Q2 2014	Q2 2013
Row Labels	Average Days from Invoice Date to Check Date	# of Sampled Checks	Average Days from Invoice Date to Check Date	Average Days from Invoice Date to Check Date
Health	87.7	3	35.5	34.3
Property Mgmt	72.3	16	8.8	27.6
Revenue	61.7	7	10.0	14.2
Police	60.2	25	37.3	29.4
Library	58.4	33	37.1	33.9
Mayor's Office - Other	58.0	7	11.1	29.5
OCD	57.2	6	19.2	30.3
CAPITAL PROJECTS	56.8	6	11.0	18.4
CAO	55.9	10	93.7	60.2
NOFD	55.7	12	24.9	26.6
Youth Study Center	55.5	12	19.7	15.8
AVIATION	49.6	69	29.5	31.3
COUNCIL	47.8	10	17.0	24.0
Mosquito Board	46.7	15	12.0	21.8
Mayor's Office - Core	44.6	21	36.1	23.0
ITI	41.5	13	60.4	29.0
Public Works	38.0	15	18.7	20.0
CIVIL SERVICE	37.2	5	67.9	52.9
NORDC	34.1	17	17.0	53.7
EMS	33.8	10	184.5	45.6
Sanitation	32.7	11	34.6	38.2
EMD	28.8	18	25.2	42.4
Homeland Security	28.3	9	20.7	30.8
Safety & Permits	27.3	4	32.8	20.0
Code Enforcement	25.0	2	72.4	37.8
OIG	23.6	10	9.5	16.5
Parks & Parkways	22.3	23	18.9	27.1
Law	19.8	11	35.9	23.2
CORONER	7.5	6	3.0	27.1
Police Secondary Employment	3.3	20	0.1	*
Other Departments	50.7	659	21.8	14.8
Grand Total	43.6	446	34.2	29.8

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Responsible Organizations:
Every department making capital or grant payments during a given month

Data Source:
Accounts Payable records;
AFIN

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Note:
Each payment represents one check, which may constitute more than one invoice, in the case of multiple invoices being sent to a particular vendor by a particular department.

Chart totals subject to rounding error.

Q1 2015 capital and grant days to payment was faster than in previous years of the same quarter.

Sample of Capital and Grants Payments Vouched for 1st Quarter 2015
- By Department/Agency

Row Labels	Q2 2015 Average Days from Invoice to Check	# of Sampled Checks	Q2 2014 Average Days from Invoice to Check	Q2 2013 Average Days from Invoice to Check
OCD	34.1	193	63.8	43.4
Public Works	39.4	94	73.1	106.4
Health	33.2	5	34.9	26.9
Capital Projects	30.1	40	61.8	37.6
Mayor	25.6	24	32.1	27.4
Homeland Security	30	1	42.6	83.8
OIG	27.5	11	14.0	17.3
Property Mgmt	25.8	5		866.4
Other Departments	30.9	15	17.3	13.6
Grand Total	34.0	383	51.5	91.1

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The Check: Accounts Payable

KPI	2014			2015		
	Actual	Target Met?		Actual	Target	Status
Percent of General Fund payments processed within 7 business days of being received by Accounts Payable	75%	🟢		57%	70%	🔴
Percent of Capital/Grant Fund payments processed within 7 business days of being received by Accounts Payable	94%	🟢		88%	90%	🔺

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| Requisition | Procurement / DBE | Contract Creation and Routing | Contract Processing and Approval | Payment |

Majority of invoices with the Office of Community Development had been in process more than 60 days.

OCD Invoices in the Pipeline

OCD: Aging of Invoices in the Pipeline

Legend: Over 120, 91-120, 61-90, 45-60, <=45

Responsible Organizations:
Capital Projects

Data Source:
Capital Projects

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

The majority of Capital Projects invoices were in process for less than 60 days.

Capital Projects Invoices in the Pipeline

Revolver

Capital Revolver: Aging of Invoices in the Pipeline

City

Capital City: Aging of Invoices in the Pipeline

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Responsible Organizations:
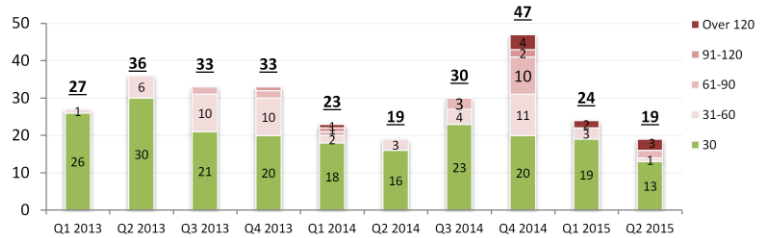Department of Public Works

Data Source:
Department of Public Works

Related Strategy:
Manage vendor relationships and provide oversight of City contracts

Most of Public Works' invoices were in process for less than 60 days.
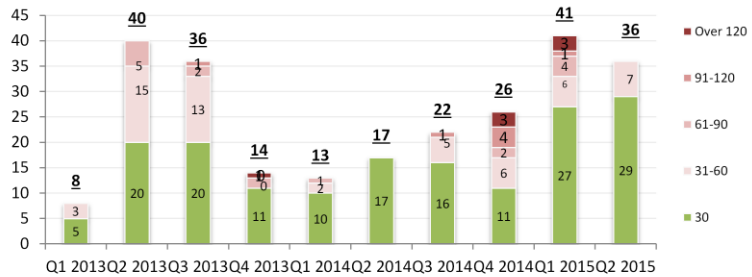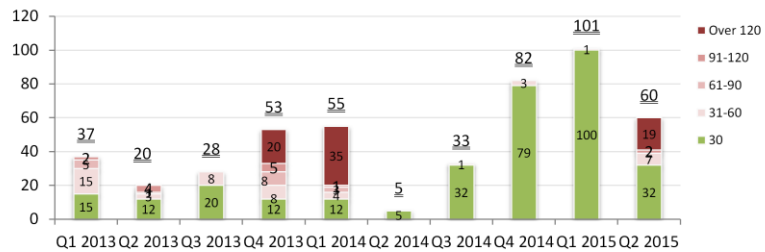
DPW Invoices in the Pipeline

__Revolver__

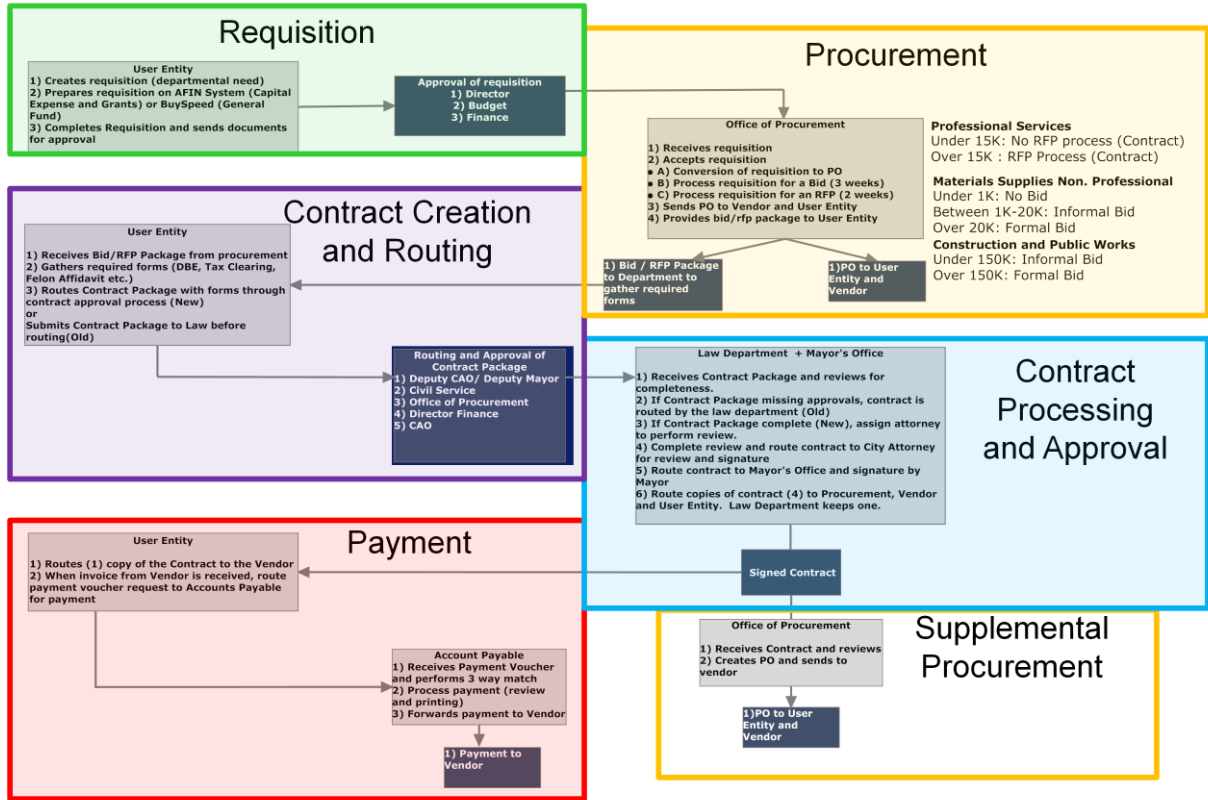**DPW Revolver:** Aging of Invoices in the Pipeline

__City__

DPW City: Aging of Invoices in the Pipeline

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Procurement Process Map/City of New Orleans

* Note map is not all inclusive. It provides guidance of the general process

Requisition

User Entity
1) Creates requisition (departmental need)
2) Prepares requisition on AFIN System (Capital Expense and Grants) or BuySpeed (General Fund)
3) Completes Requisition and sends documents for approval

Approval of requisition
1) Director
2) Budget
3) Finance

Procurement

Office of Procurement
1) Receives requisition
2) Accepts requisition
● A) Conversion of requisition to PO
● B) Process requisition for a Bid (3 weeks)
● C) Process requisition for an RFP (2 weeks)
3) Sends PO to Vendor and User Entity
4) Provides bid/rfp package to User Entity

Professional Services
Under 15K: No RFP process (Contract)
Over 15K : RFP Process (Contract)

Materials Supplies Non. Professional
Under 1K: No Bid
Between 1K-20K: Informal Bid
Over 20K: Formal Bid

Construction and Public Works
Under 150K: Informal Bid
Over 150K: Formal Bid

1) Bid / RFP Package to Department to gather required forms

1)PO to User Entity and Vendor

Contract Creation and Routing

User Entity
1) Receives Bid/RFP Package from procurement
2) Gathers required forms (DBE, Tax Clearing, Felon Affidavit etc.)
3) Routes Contract Package with forms through contract approval process (New)
or
Submits Contract Package to Law before routing(Old)

Routing and Approval of Contract Package
1) Deputy CAO/ Deputy Mayor
2) Civil Service
3) Office of Procurement
4) Director Finance
5) CAO

Contract Processing and Approval

Law Department + Mayor's Office
1) Receives Contract Package and reviews for completeness.
2) If Contract Package missing approvals, contract is routed by the law department (Old)
3) If Contract Package complete (New), assign attorney to perform review.
4) Complete review and route contract to City Attorney for review and signature
5) Route contract to Mayor's Office and signature by Mayor
6) Route copies of contract (4) to Procurement, Vendor and User Entity. Law Department keeps one.

Signed Contract

Payment

User Entity
1) Routes (1) copy of the Contract to the Vendor
2) When invoice from Vendor is received, route payment voucher request to Accounts Payable for payment

Account Payable
1) Receives Payment Voucher and performs 3 way match
2) Process payment (review and printing)
3) Forwards payment to Vendor

1) Payment to Vendor

Supplemental Procurement

Office of Procurement
1) Receives Contract and reviews
2) Creates PO and sends to vendor

1)PO to User Entity and Vendor

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Evaluation Form

Are you a city employee or a member of the public?

On a scale 1-5, how useful was this meeting to you (1= least useful and 5= most useful)?

What's working?

What's not working?