



CITY OF NEW ORLEANS

ReqtoCheckSTAT

Reporting Period: January – April 2014

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



ReqtoCheckSTAT June 16, 2014

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 meeting its goals and to hold departments accountable for their results. ReqtoCheckStat, which takes place monthly, 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?

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



City Strategic Framework

Mission

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion.

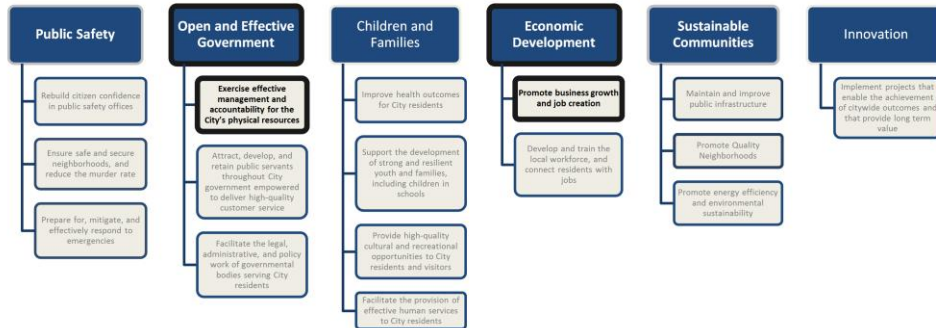
Values

Integrity, Excellence, Transparency, Teamwork, Responsiveness, Innovation, Diversity and Inclusion

Vision

New Orleans is a model city. We are a unified city. We are a creative city.

Result Area Goals and Objectives



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Open and Effective Government

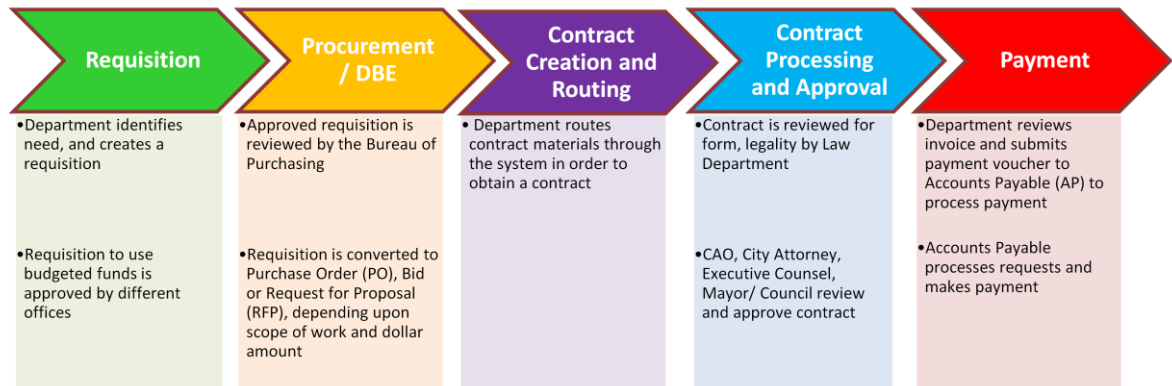
Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

| Objectives and Strategies | Outcome Measures |
|---|---|
| Exercise effective management and accountability for the City's physical resources <ol style="list-style-type: none"> Effectively steward the City's financial resources Manage the City's information and analyze the City's performance data Manage vendor relationships and provide oversight of City contracts Responsibly support the City's capital assets | <ul style="list-style-type: none"> Bond ratings |
| Attract, develop, and retain public servants throughout City government empowered to deliver high-quality customer service <ol style="list-style-type: none"> Cultivate a high-quality City workforce Provide fair and reasonable benefits to City employees and retirees | <ul style="list-style-type: none"> Rate of employee turnover Percent of employees engaged and satisfied |
| Facilitate the legal, administrative, and policy work of governmental bodies serving City residents <ol style="list-style-type: none"> Govern the City with integrity and accountability Defend the City's legal interests Promote civic engagement Facilitate, link, and leverage resources with external organizations | <ul style="list-style-type: none"> Percent of citizens satisfied with overall government services |



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Procurement Process Overview*



*See a more detailed process map on slide 38



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Responsible Organization:
Office of Information
Technology & Information (ITI)

Data Source:
ITI

Related Strategy:
Manage the City's information
and analyze the City's data.

Definitions:
Severity 1 Outage: The
complete loss of a core
organizational or business
tool/infrastructure that does
not allow work to reasonably
continue.

BuySpeed and Great Plains both experienced application outages during the first four months of 2014.

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

| System | January | | February | | March | | April | |
|--|---------|------|----------|------|--------|------|--------|------|
| | Server | App. | Server | App. | Server | App. | Server | App. |
| BuySpeed ** &*** GF and Agency | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| ECMS * Contract Routing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| AFIN Capital and Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Great Plains GF and Agency | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 |





Requisition Approval

- Requisition Approved and Processed per Period
- Requisition Approval Queue by Approval Level
- Approval Time of Requisitions



Responsible Organizations:
Budget Office;
Finance Department

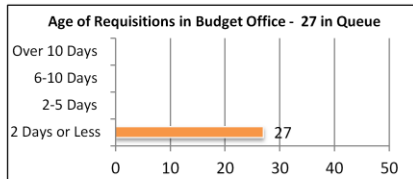
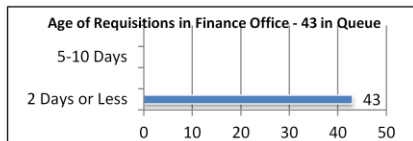
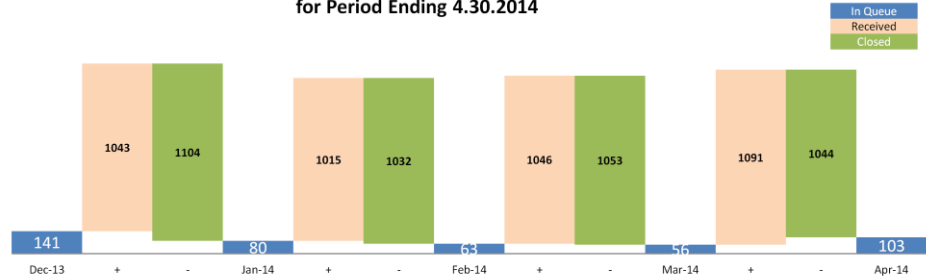
Data Source:
BuySpeed Purchasing Portal

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

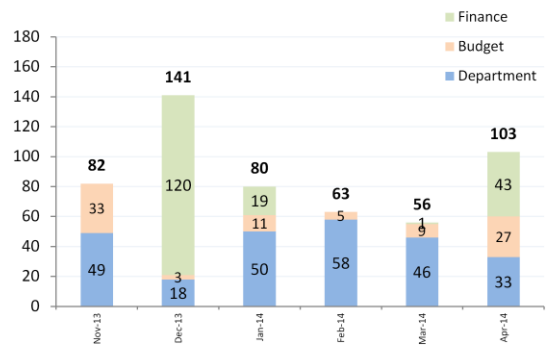
Definition:
Requisition: A request to
procure goods, supplies,
equipment, and services, as
well as the authority to commit
funds to cover the purchase.

1,044 requisitions were approved by Budget and Finance in April, leaving the General Fund requisition queue at 103 at the end of the year.

**General Fund Requisition Approval Queue
for Period Ending 4.30.2014**



Requisitions in Queue to be Approved



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Responsible Organizations:
Budget Office;
Finance Department

Data Source:
BuySpeed

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

Notes:

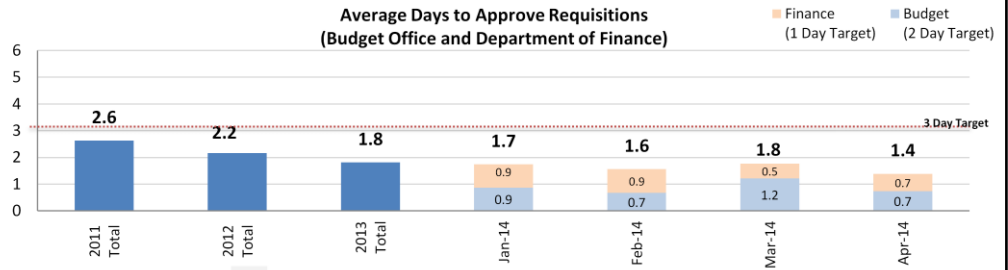
2011 information only
available from May to
December.

Legend:

- On Target
- ▲ Within 10% of Target
- ◆ Off Target

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

The number of days to approve requisitions remained on target.



Average Days to Approve Requisitions By Budget Office

| 2011 | | 2012 | | 2013 | | 2014 | | |
|--------|-------------|--------|-------------|--------|--------|------------|---------------|--------|
| Actual | Target Met? | Actual | Target Met? | Actual | Status | YTD Actual | Annual Target | Status |
| 2.4 | ◆ | 1.34 | ● | 1.01 | ● | 0.91 | 2 | ● |

Requisition Approval Distribution

| Budget Approval | | | | | | | |
|-----------------|---------|------|------|--------|--------|--------|--------|
| Days to Approve | 2011(*) | 2012 | 2013 | Jan-14 | Feb-14 | Mar-14 | Apr-14 |
| 2 or less | 71% | 81% | 84% | 84% | 87% | 76% | 88% |
| 2-3 Days | 5% | 6% | 6% | 1% | 8% | 10% | 4% |
| 3-5 Days | 8% | 7% | 6% | 1% | 4% | 12% | 7% |
| 5-10 Days | 10% | 5% | 3% | 0% | 1% | 2% | 1% |
| 10-15 Days | 4% | 1% | | | | | |
| Over 15 Days | 2% | | | | | | |

| Finance Approval | | | | | | | |
|------------------|---------|------|------|--------|--------|--------|--------|
| Days to Approve | 2011(*) | 2012 | 2013 | Jan-14 | Feb-14 | Mar-14 | Apr-14 |
| 2 or less | 98% | 90% | 86% | 84% | 82% | 91% | 89% |
| 2-3 Days | 1% | 5% | 6% | 12% | 10% | 5% | 7% |
| 3-5 Days | 1% | 3% | 6% | 4% | 8% | 5% | 4% |
| 5-10 Days | | 2% | 1% | 0% | 1% | | |
| 10-15 Days | | | 1% | 0% | | | |
| Over 15 Days | | | | | | | |



Requisition

**Procurement
/ DBE**

Contract
Creation and
Routing

Contract
Processing
and Approval

Payment

Requisition to Procurement

- Processing of Requisition by Bureau of Purchasing
- Status of Requisitions Awaiting Buyer Response
- Time to Convert Requisition to PO
- Status of Requests for Proposals
- Status of Bids
- DBE Information



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Responsible Organizations:
Budget Office;
Finance Department

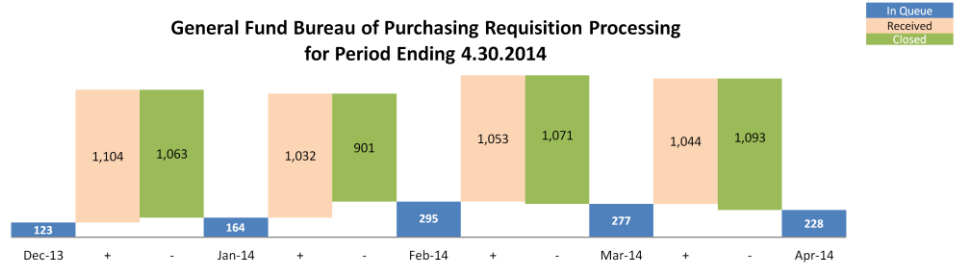
Data Source:
BuySpeed Purchasing Portal

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. It also encumbers
departmental funds in the
financial system specifically
for the purchase of that good
or service.

The Bureau of Purchasing processed 1,093 General Fund requisitions in April, leaving their queue at 228. 81% of requisitions were converted to purchase orders within four business days in April.

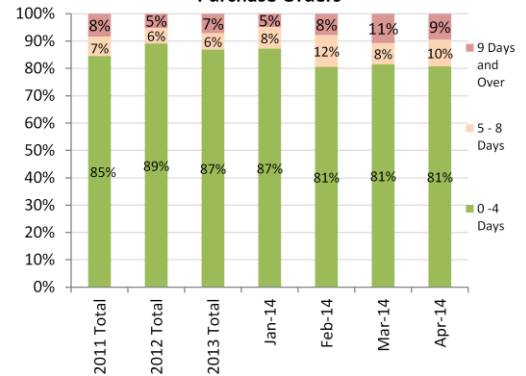
**General Fund Bureau of Purchasing Requisition Processing
for Period Ending 4.30.2014**



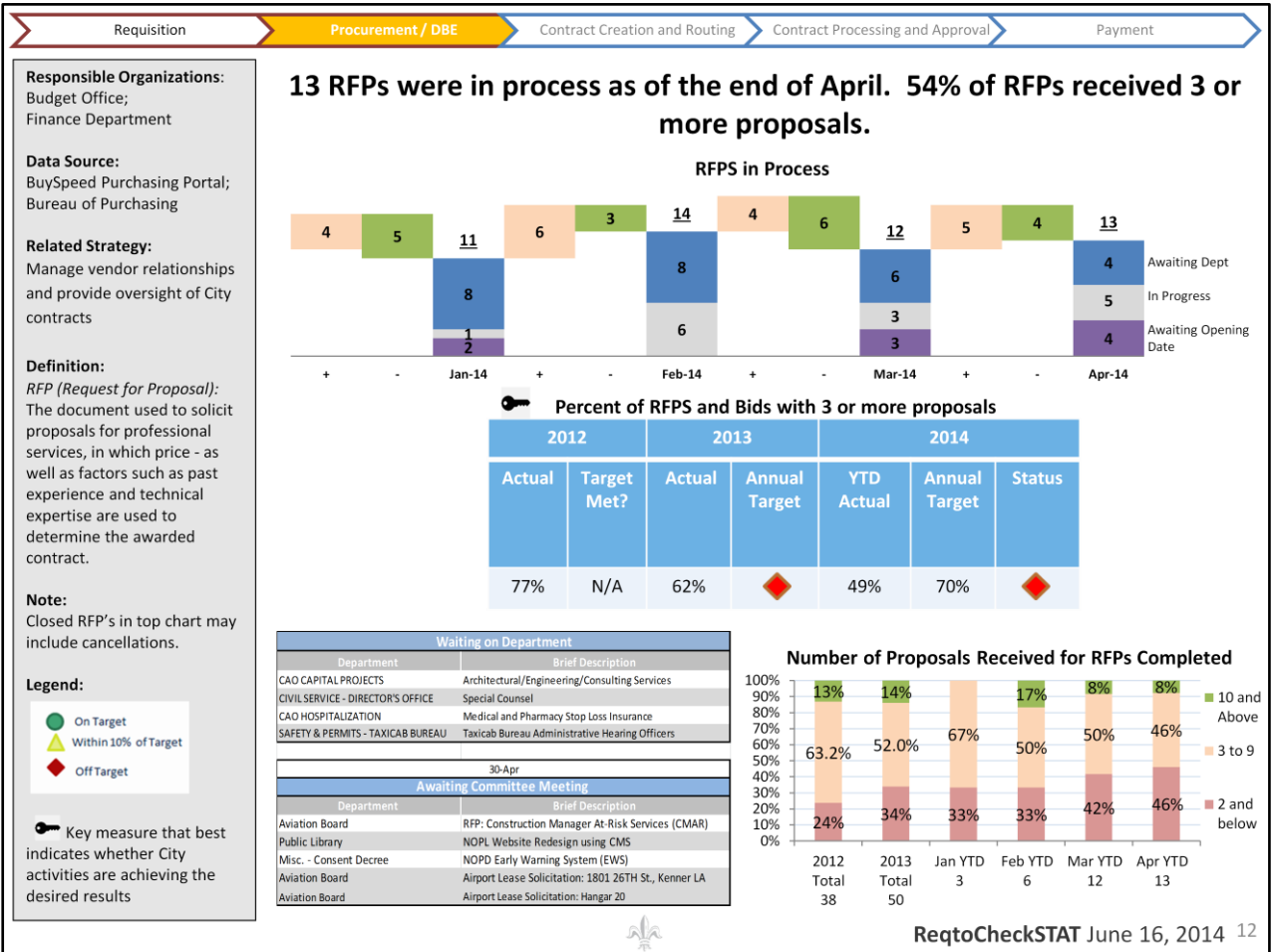
| Buyer Processing Requisitions | |
|--|------------|
| Status of Reqs Awaiting Buyer Processing | |
| Status | Count |
| Completed | 50 |
| Need Contract | 68 |
| Procurement Processing | 45 |
| Waiting for Support | 65 |
| Cancelled | 0 |
| Grand Total | 228 |

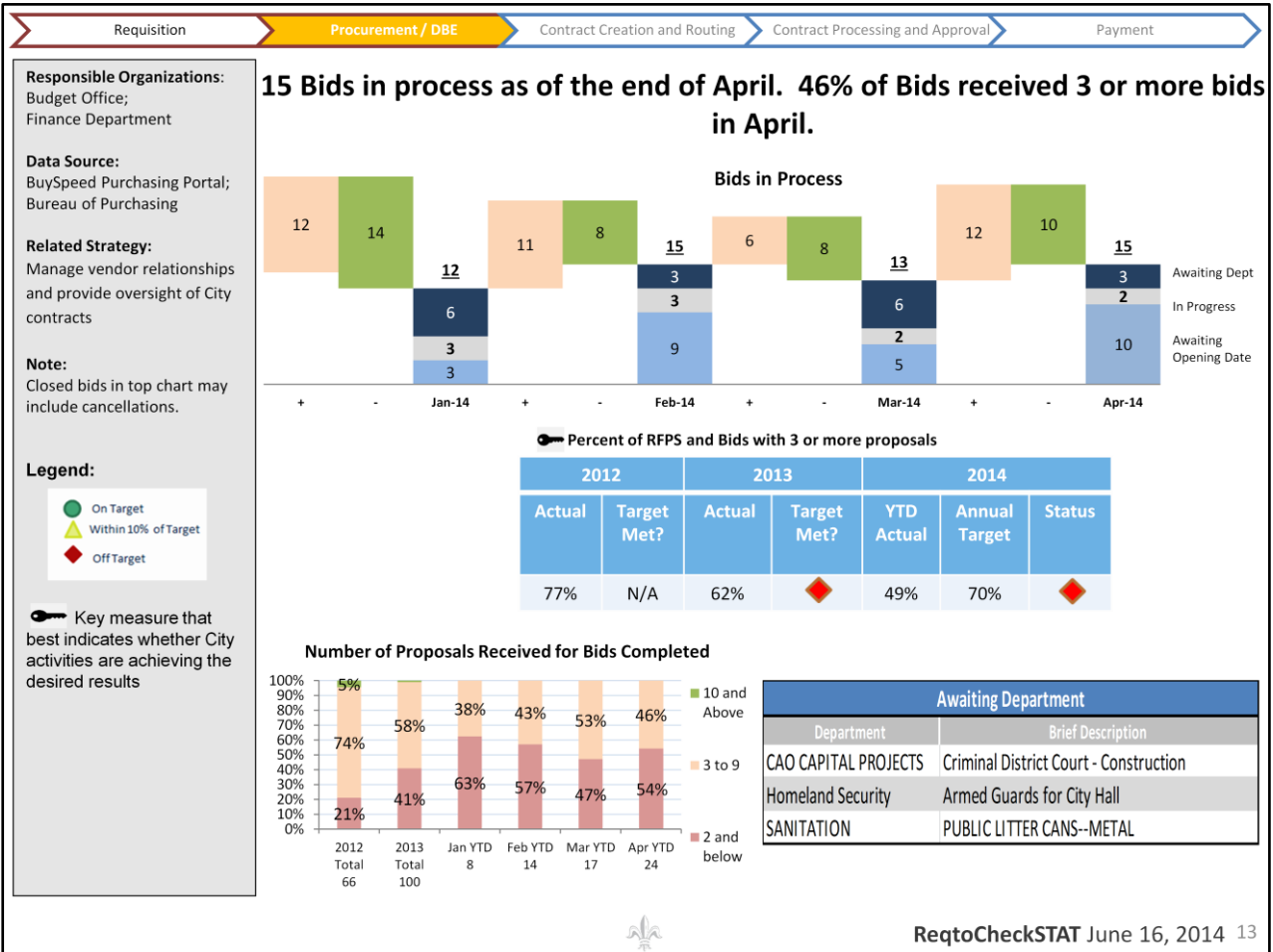
| Waiting for Support | |
|-----------------------------|-----------|
| Status | Count |
| CIVIL SERVICE | 22 |
| Police Secondary Employment | 12 |
| Police | 10 |
| Aviation Board | 4 |
| Capital Projects | 3 |
| CAO | 3 |
| Code Enforcement | 3 |
| Homeland Security | 2 |
| OCD | 2 |
| DPW | 1 |
| Mosquito Board | 1 |
| Youth Study Center | 1 |
| Fire Department | 1 |
| Grand Total | 65 |

**Distribution of Time to Convert Requisitions to
Purchase Orders**



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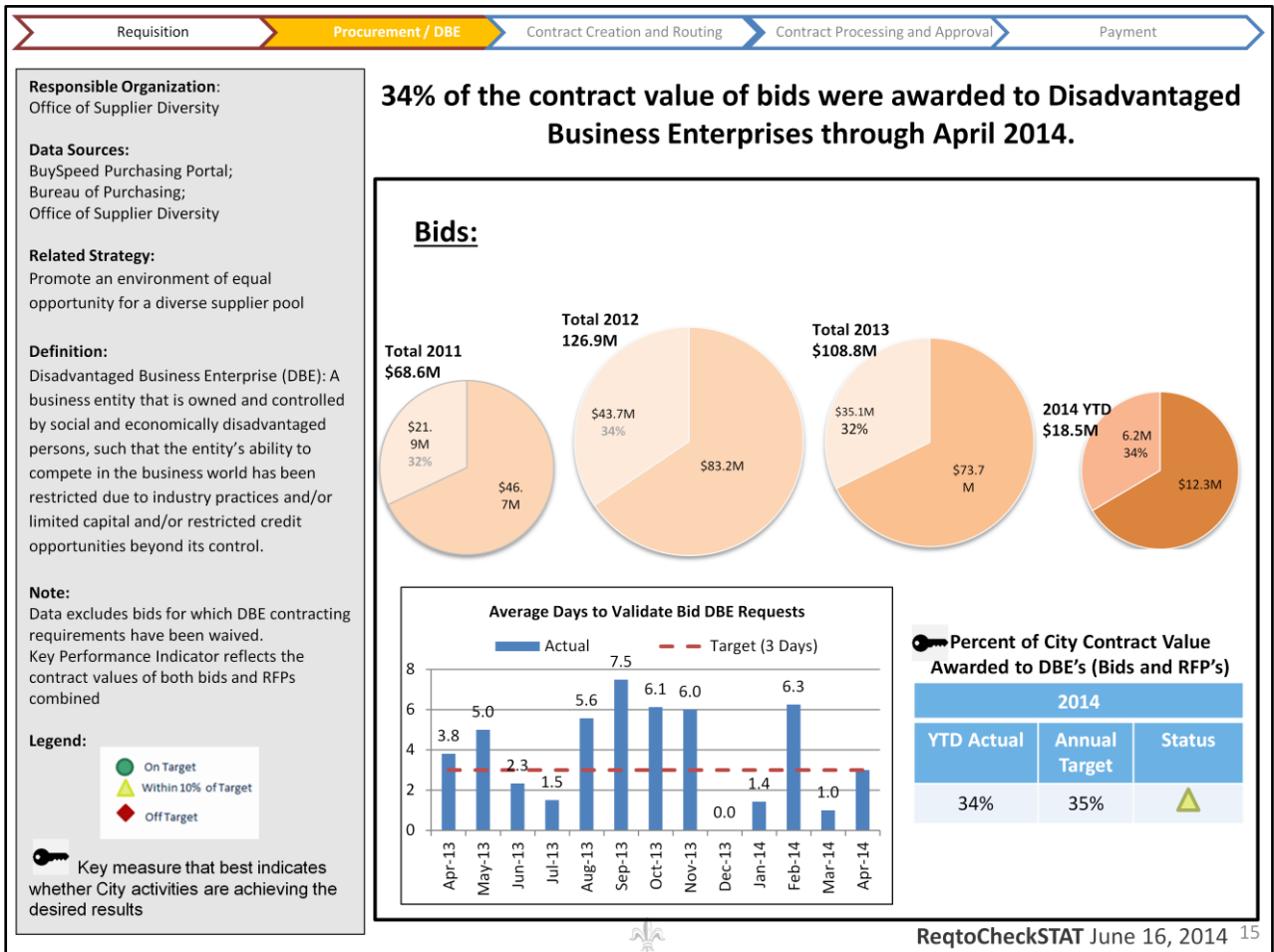
Economic Development

Goal: Spur the growth of a diverse, inclusive economy that creates good-paying jobs and provides equal access to economic prosperity.

| Objectives and Strategies | Outcome Measures |
|---|--|
| Promote business growth and job creation <ol style="list-style-type: none"> 1. Foster a business-friendly regulatory environment, including streamlining the permitting process 2. Promote an environment of equal opportunity for a diverse supplier pool 3. Aggressively seek to attract new business and retain existing businesses 4. Provide support for world-class special events | <ul style="list-style-type: none"> • Population growth • Job growth • Proportion of total jobs that are high wage jobs • Percent of jobs in the cultural industry • Number of tourists • Amount of sales taxes generated |
| Develop and train the local workforce, and connect residents with jobs <ol style="list-style-type: none"> 1. Provide access to work opportunities to youth and other vulnerable populations 2. Promote workforce development and skills training to meet employers' needs 3. Link employers to the local workforce | <ul style="list-style-type: none"> • Unemployment rate • Gross Metro Product (GMP) per job • Percent of population holding a bachelor's degree or higher • Percent of households in national income quintiles • Amount of median household income by race and ethnicity |



ReqtoCheckSTAT Insert date 14



In the next report, ReqtoCheckSTAT will begin reporting the value of amended contracts awarded to DBE's, as well as the vendor utilization.

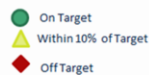
Responsible Organization:
Office of Supplier Diversity;
Bureau of Purchasing

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

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

Notes:
Data excludes proposals for which
DBE contracting requirements have
been waived;
RFP validation target was raised to
10 days in July 2013.
Key Performance Indicator reflects
the contract values of both bids and
RFPs combined.

Legend:

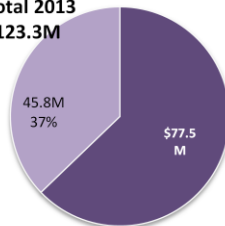


**Key measure that best
indicates whether City activities
are achieving the desired results**

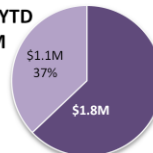
37% of the contract value of RFPs were awarded to Disadvantaged Business Enterprises through April 2014.

RFPs:

**Total 2013
\$123.3M**



**2014 YTD
\$2.9M**

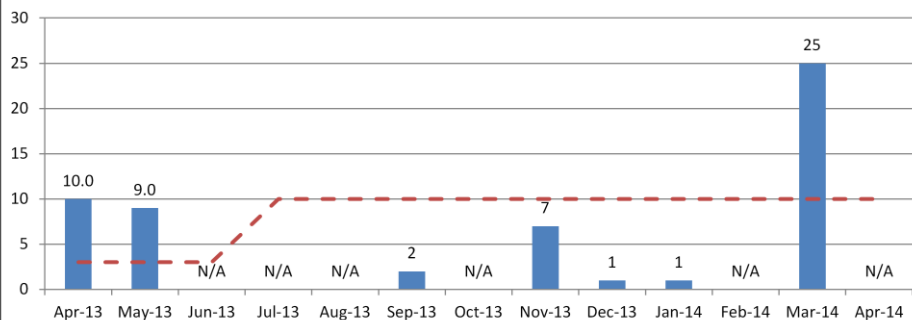


**Percent of City Contract Value Awarded to DBE's
(Bids and RFP's)**

| 2014 | | |
|------------|---------------|-----------|
| YTD Actual | Annual Target | Status |
| 34% | 35% | On Target |

Average Days to Validate RFP DBE Requests

Actual Target (10 Days)



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Open and Effective Government

Goal: Ensure sound fiscal management and transparency, promote effective, customer-driven services and foster active citizen engagement in City government.

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Requisition

Procurement /
DBE

Contract Creation
and Routing

Contract
Processing and
Approval

Payment

Contract Package Routing

- Average Contract Routing Time



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

Data Source:
Electronic Contract Management
System (ECMS)

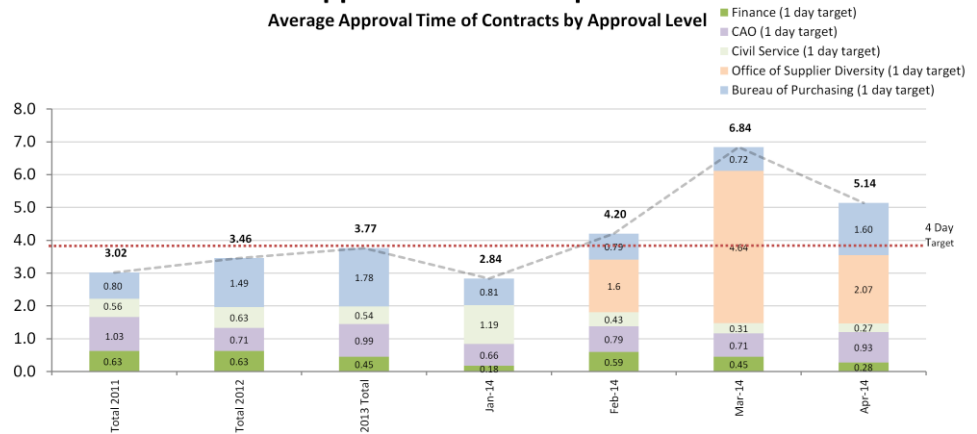
Related Strategy:
Manage vendor relationships and
provide oversight of City contracts

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

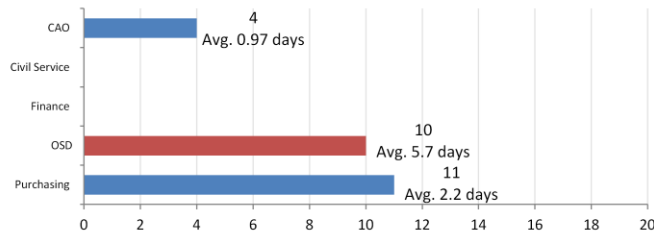
Note:
2011 information only available
from May to December.

Due to the introduction of the Office of Supplier Diversity into the contract approval path, the City is trending above its 4-day target of days to approve contract requisitions.

Average Approval Time of Contracts by Approval Level



25 Contract Requests in Queue as of 4.30.2014



Requisition

Procurement /
DBEContract Creation
and RoutingContract
Processing and
Approval

Payment

Contract Approval Process

- Contract Processing and Approval

Action Items *

| Responsible Parties | Area | Action Item | Status | Detailed Status |
|--|-----------|---|-------------------|---|
| Julien Meyer | Contracts | Risk management form update. a. What is the process ? | <u>In Process</u> | Risk Manager hired in June. Law is exploring the possibility of adding the Risk Manager to the pre-law ECMS approval path for ensuring proof of insurance for contracts. |
| Mary Kay Kleinpeter | Contracts | Identify group of contracts that can use a PO or an expedite contract routing process (for a predetermined group of contracts). | <u>In Process</u> | A group of contracts has been identified. The ReqtoCheck task force is assessing the technical needs and the capabilities of the current system to potentially add an alternative routing process for a predetermined set of contracts. |
| Julien Meyer | Contracts | Legal opinion on 8R and conversation with the City Council. | <u>In Process</u> | Executive Counsel feedback needed. |
| Julien Meyer, Mary Kay Kleinpeter, and Edward Kerkow | Contracts | Develop a method to ensure that Buyspeed and ECMS vendor contact information is kept up to date. | <u>Open</u> | |
| Vic Spencer and Julien Meyer | Contracts | Explore an effective way to measure and set a target for the age of contracts in queue. | <u>Open</u> | OPA conducted analysis of 2013 contracts, and determined that the type of contracts in queue is more important than the number of contracts in queue in driving the average days to execute. |



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The Law department is mulling over the idea to put the City's new Risk Manager into the ECMS contract requisition path. However, the CAO and CFO expressed reluctance in adding another approver, particularly due to the potential time added to the approval process. The CAO insisted on sticking to the 4-day target.

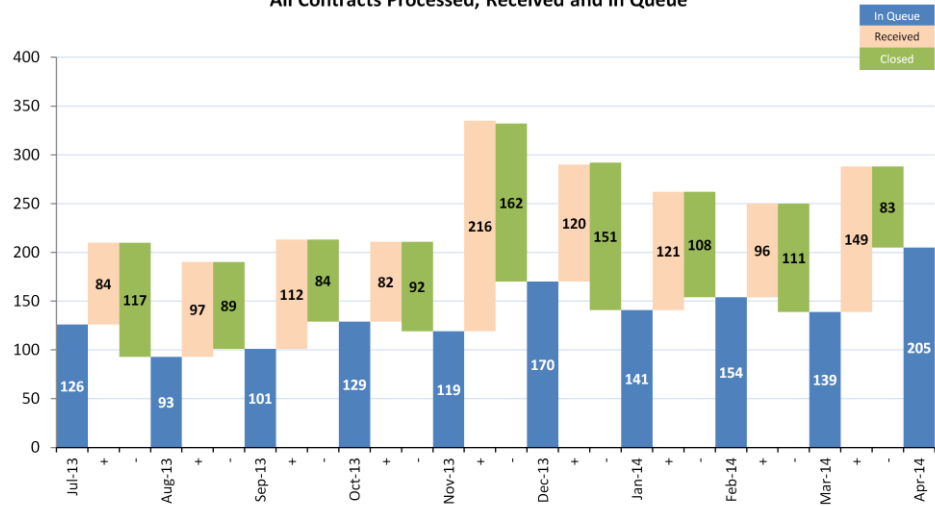
Responsible Organizations:
 Law Department;
 Chief Administrative Office;
 Department/agency requesting contract;
 Executive Counsel;
 Mayor's Office;
 City Council

Data Source:
 Electronic Contract Management System (ECMS)

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

The number of contracts in queue at the end of April was the highest since September 2012, partially due to receiving a relatively high number of contracts during April.

All Contracts Processed, Received and in Queue



Responsible Organizations:

Law Department;
Chief Administrative Office;
Department/agency
requesting contract;
Executive Counsel;
Mayor's Office;
City Council

Data Source:

Electronic Contract
Management System (ECMS)

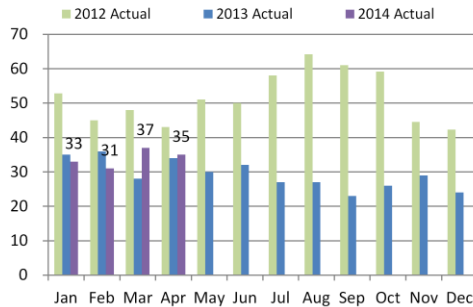
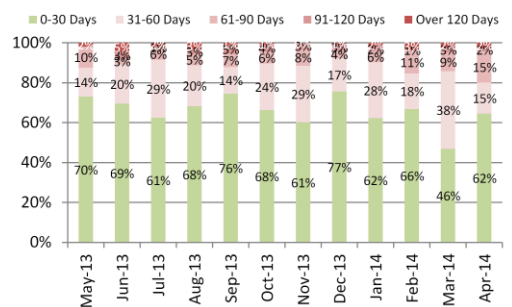
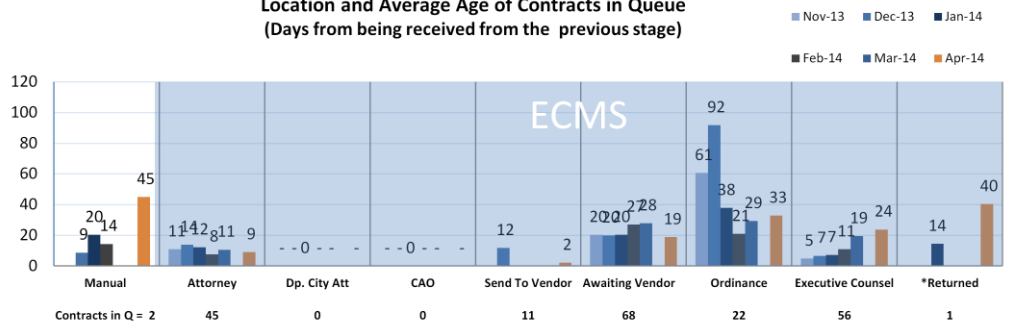
Related Strategy:

Manage vendor relationships
and provide oversight of City
contracts
Executive Counsel queue also
includes contracts awaiting
execution by City Council,
Finance, or Property
Management.

Note:

Bottom chart ages represent
amount of time spent at
current stage.

The average days of contracts in queue was higher than in most months since the beginning of 2013.

Average Age of Contracts In Queue**Distribution of Contracts in Queue**
Location and Average Age of Contracts in Queue
 (Days from being received from the previous stage)

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

Data Source:
Electronic Contract Management
System (ECMS)

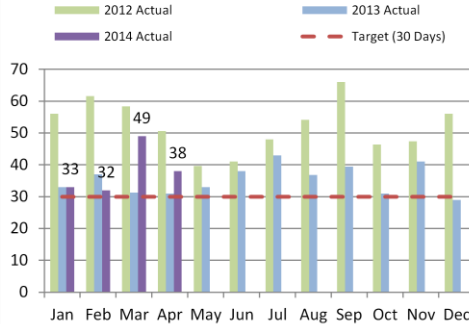
Related Strategy:
Manage vendor relationships
and provide oversight of City
contracts

Note:

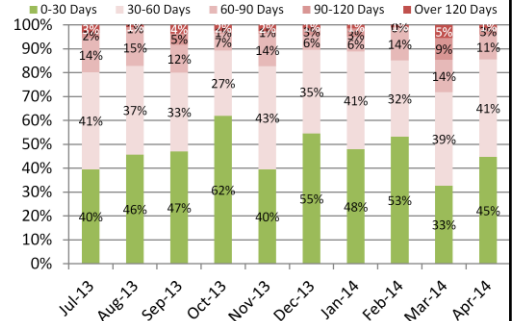
*Attorney time includes all the
processing time for contracts
that were returned at any stage.

The average days to execute contracts trended above the target of 30 days in first four months of 2014.

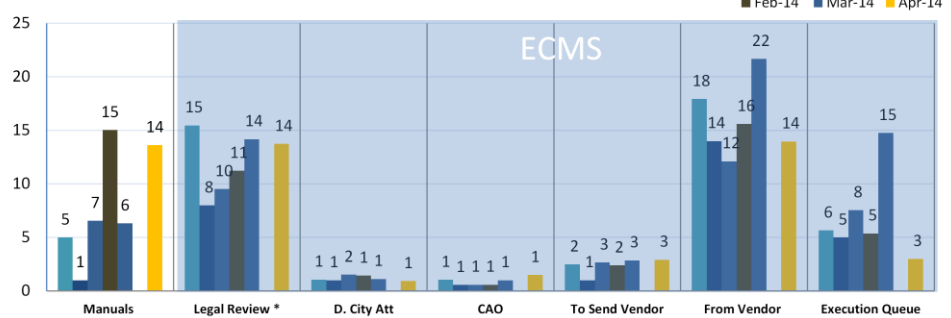
Average Days to Contract Execution



Distribution of Days to Contract Execution



Average Days to Approve Contracts (by Stage)



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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.

The number of contracts awaiting vendor signature was at 69 at the end of April. The average time awaiting vendor was 23 days, which was moderate compared to previous months.

Contracts Awaiting Vendor Signature
(15 contracts waiting over 30 days as of 4.30.2014)

| Department | Average Days Awaiting Vendor | # of Contracts |
|--------------------------------------|------------------------------|----------------|
| AVIATION | 70 | 7 |
| CIVIL SERVICE | 56 | 1 |
| Homeland Security Grant Approval | 50 | 1 |
| CAO | 39 | 2 |
| PROPERTY MANAGEMENT | 39 | 1 |
| City Council | 31 | 3 |
| PUBLIC LIBRARY | 30 | 1 |
| HEALTH DEPARTMENT | 25 | 4 |
| CAPITAL PROJECT | 23 | 2 |
| MAYOR | 21 | 2 |
| POLICE DEPARTMENT | 14 | 2 |
| OFFICE OF TECHNOLOGY & INNOVATION | 10 | 2 |
| HUMAN RESOURCES | 10 | 1 |
| NORD RECREATION DEPARTMENT | 7 | 30 |
| PUBLIC WORKS | 6 | 2 |
| LAW | 6 | 1 |
| CANAL STREET DEVELOPMENT CORPORATION | 5 | 1 |
| PARKS & PARKWAYS | 5 | 1 |
| FINANCE | 3 | 2 |
| HOMELAND SECURITY | 0 | 3 |
| Grand Total | 22 | 68 |



Requisition

Procurement

Contract Creation
and RoutingContract
Processing and
Approval

Payment

The Check: Accounts Payable

- PO Date and Invoice Date Analysis
- General Fund Payments
 - Processing by Accounts Payable
 - Payment from Invoice Date
- Capital and Grants Expenditure Payments
 - Processing by Accounts Payable
 - Payment from Invoice Date
 - Detail Review (invoices in the pipeline)
 - CDBG Invoice Payments
 - DPW Payments
 - DPW Revolver Payments
 - Capital Projects Payments
 - Capital Projects Revolver Payments

Action Items *

| Responsible Parties | Area | Action Item | Status | Detailed Status |
|---|---------|--|-------------|--|
| Norman Foster, Vic Spencer, and Oliver Wise | Payment | Convene meetings with departments to discuss challenges with making payments on time, as well as to generate best practices for driving departmental improvements. | <u>Open</u> | Finance and OPA met with PPW and ITI in April. More meetings will be held in the coming weeks. |

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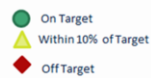
Responsible Organizations:
Every department making general fund payments during a given month

Data Source:
Accounts Payable

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

Note:
2011 information only available from May to December.
Data only available through March 2014.

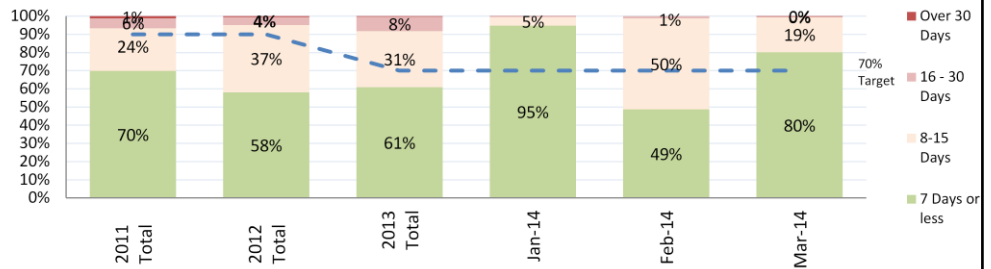
Legend:



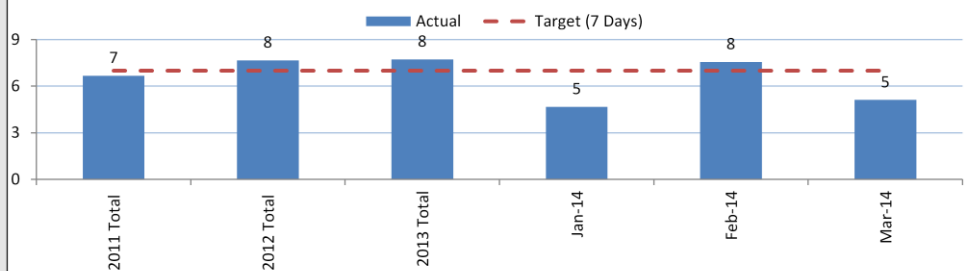
Key Measure:
Key measure that best indicates whether City activities are achieving the desired results

Accounts Payable met its target of days to process general fund and agency payments in Q1 2014.

Number of Days to Process General Fund and Agency Payment Requests by Accounts Payable



Average Number of Days to Process Invoices by A/P Department (General Fund Expenditures)



Key Measure: Percent of General Fund invoices processed within 7 business days of being received by Accounts Payable

| 2012 | | 2013 | | 2014 | | |
|--------|-------------|--------|-------------|------------|---------------|-----------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 58% | Off Target | 61% | Off Target | 75% | 70% | On Target |

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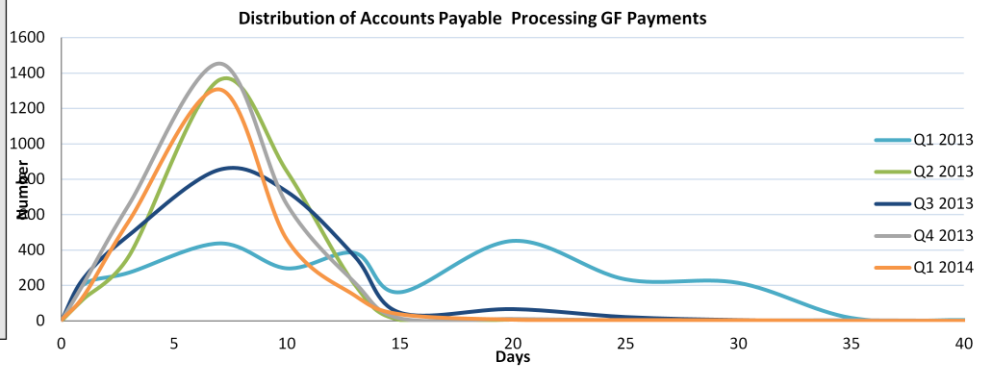
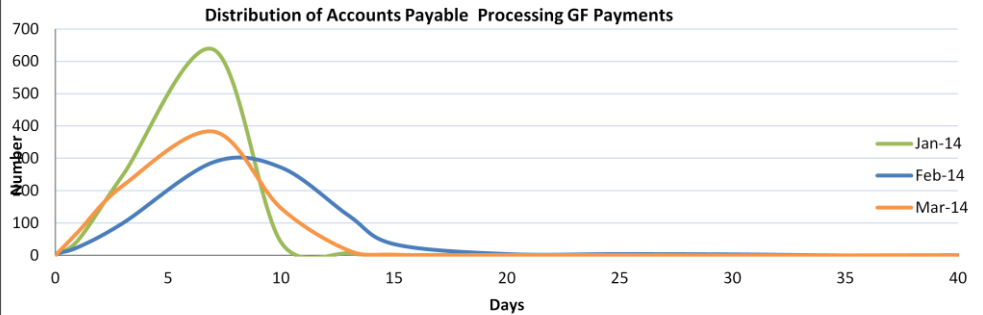
Responsible Organizations:
Every department making general fund payments during a given month

Data Source:
Accounts Payable

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

Note:
2011 information only available from May to December.
Data only available through March 2014.

The processing time for general fund payments by Accounts Payable was moderately predictable in March. Overall Quarter 1 of the year was more predictable than previous quarters.



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

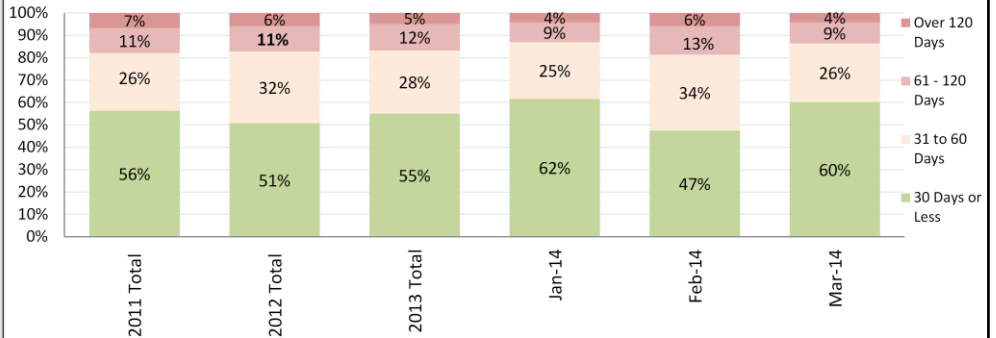
Data Source:
Accounts Payable

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

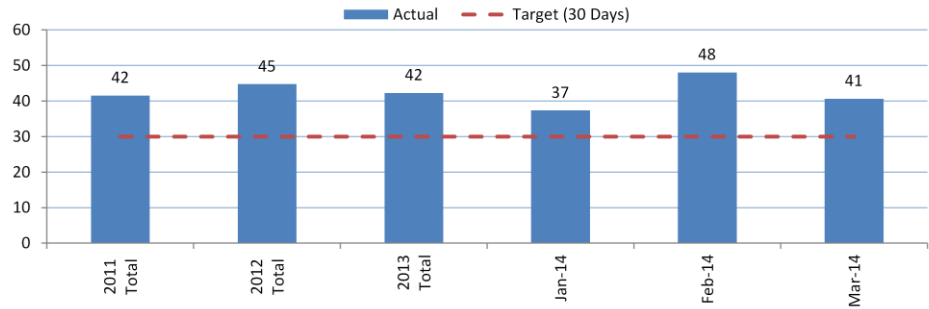
Note:
2011 information only available from May to December.
Data only available through March 2014.

The Percentage of General Fund (and Agency) Payments in 30 Days or Less was 60% at the end of March.

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)



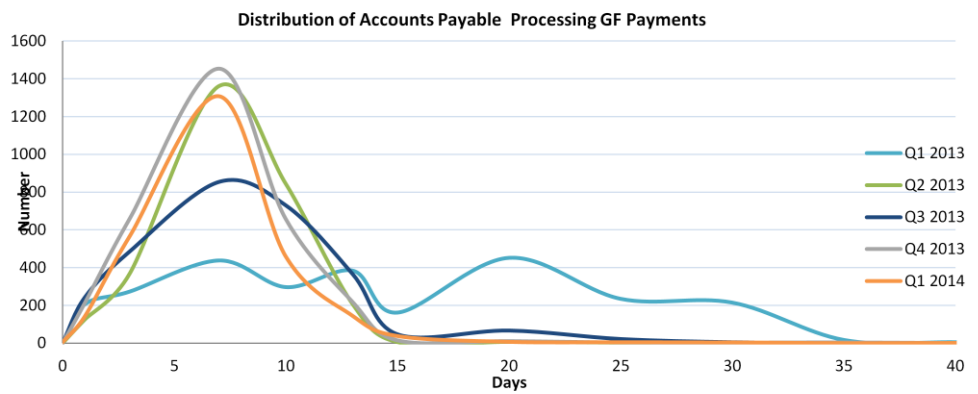
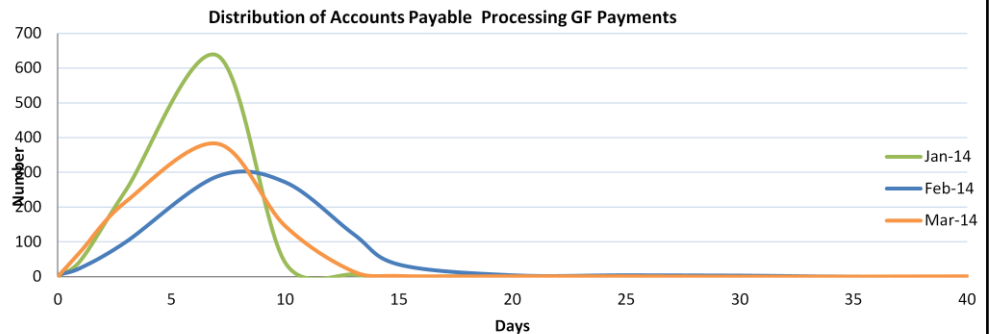
Responsible Organizations:
Every department making
general fund payments during a
given month

Data Source:
Accounts Payable

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

Note:
Data only available through
March 2014.

Quarter 1 Accounts Payable processing was more predictable than previous quarters.



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

Data Source:
Accounts Payable

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

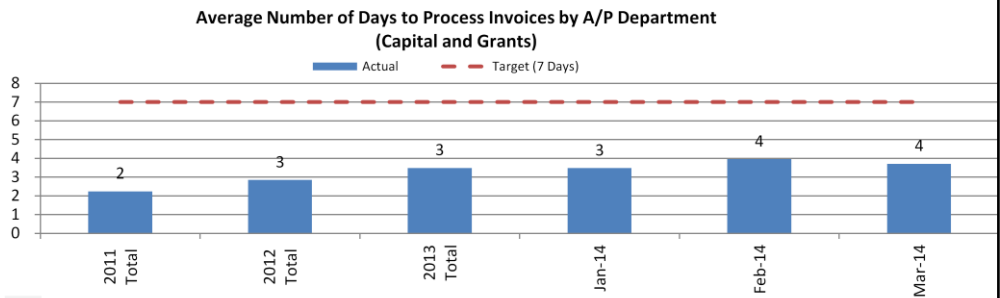
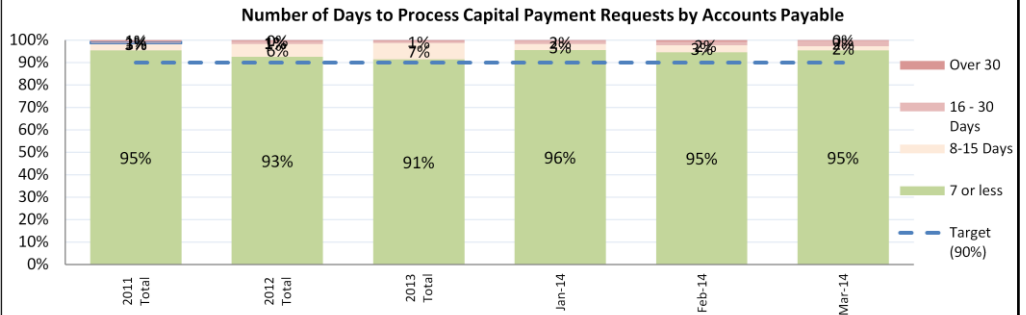
Note:
2011 information only available since May 2011. Data only available through March 2014.

Legend:



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

The percentage of capital and grant payments processed in 7 Days was 95% at the end of March.



Percent of Capital/Grants Fund invoices processed within 7 business days of being received by Accounts Payable

| 2012 | | 2013 | | 2014 | | |
|--------|-------------|--------|-------------|------------|---------------|-----------|
| Actual | Target Met? | Actual | Target Met? | YTD Actual | Annual Target | Status |
| 93% | On Target | 95% | On Target | 95% | 90% | On Target |

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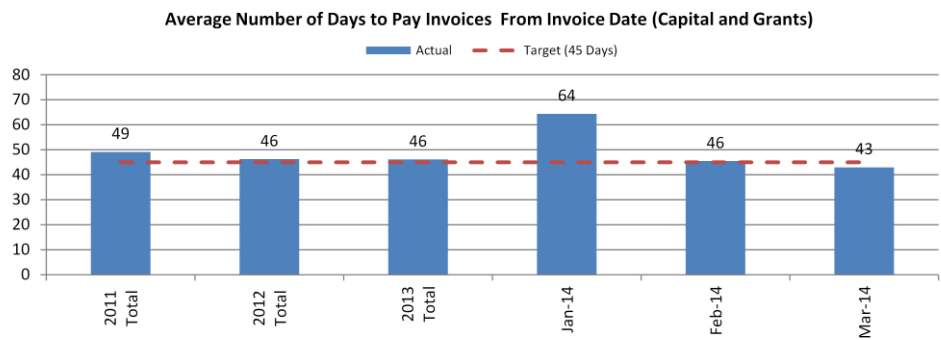
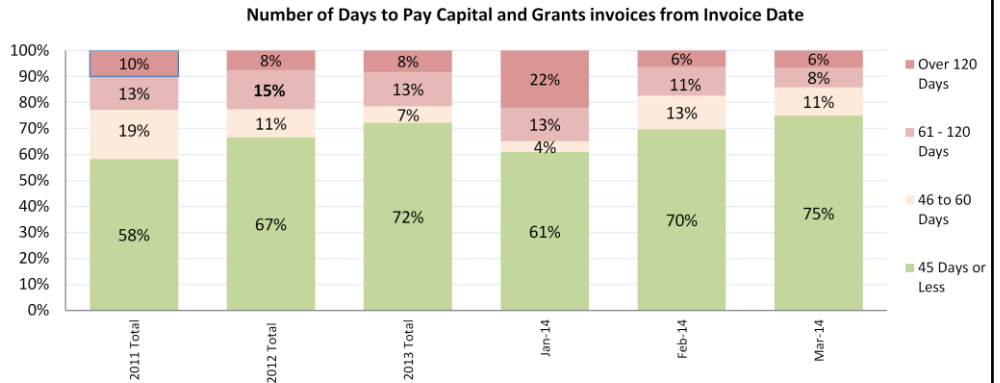
Responsible Organizations:
Every department making capital or grant payments during a given month

Data Source:
Accounts Payable

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

Note:
2011 information only available since May 2011.
Data only available through March 2014.

The Percentage of Capital and Grant Payments Made in 45 Days or Less from Invoice Date was 75% in March.



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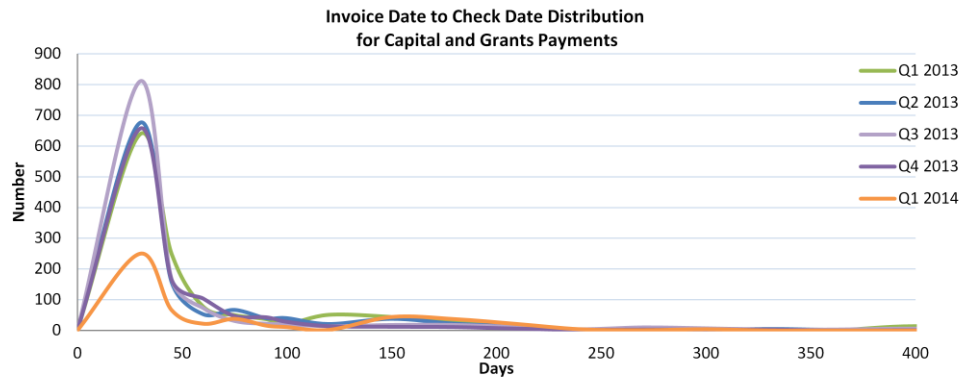
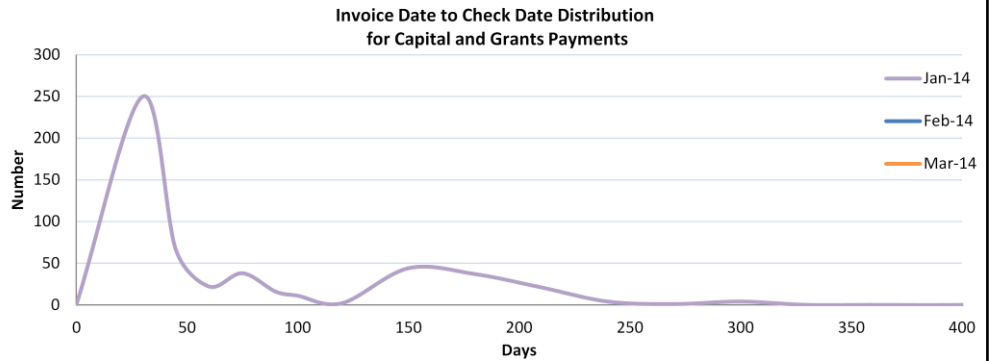
Responsible Organizations:
Every department making capital or grant payments during a given month

Data Source:
Accounts Payable

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

Note:
Data only available through March 2014.

The distribution of days to make capital and grant payments were less predictable in March. In Q4 overall, payments were very predictable.



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

Data Source:
Accounts Payable

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

Note:

Asterisks denote that a department made a small number of payments during this period.
"Other Departments" denote those with less than 4 general fund payments per month.
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).
Data only available through March 2014.

The percent of late general fund payments in Q1 2014 was slightly less than in 2013.

General Fund (and Agencies) Payments Vouched for the Month of March 2014

| Department | 2014 | | | | Jan-Feb %>60 Days | 2013 | |
|-----------------------------|-------------------|------------|------------|------------|----------------------|----------------------|------------------|
| | March ≤60 Days | >60 Days | Total | %>60 Days | | Jan-Dec %>60 Days | Mar %>60 Days |
| OCD | 10 | 4 | 14 | 29% | 21% | 39% | * |
| ITI | 17 | 6 | 23 | 26% | 35% | 26% | 43% |
| CAO | 18 | 6 | 24 | 25% | 31% | 29% | 37% |
| CAPITAL PROJECTS | 3 | 1 | 4 | 25% | 26% | 12% | 7% |
| Consent Decree | 3 | 1 | 4 | 25% | 50% | * | * |
| POLICE | 44 | 11 | 55 | 20% | 21% | 18% | 12% |
| COUNCIL | 20 | 5 | 25 | 20% | 12% | 15% | 12% |
| PROPERTY MANAGEMENT | 24 | 6 | 30 | 20% | 12% | 14% | 19% |
| LAW | 21 | 5 | 26 | 19% | 26% | 15% | 16% |
| HEALTH | 14 | 3 | 17 | 18% | 4% | 16% | 18% |
| NORDC | 52 | 11 | 63 | 17% | 25% | 14% | 24% |
| FIRE | 19 | 4 | 23 | 17% | 54% | 17% | 36% |
| MAYOR'S OFFICE | 24 | 5 | 29 | 17% | 13% | 20% | 23% |
| Cultural Economy | 5 | 1 | 6 | 17% | 18% | 26% | 67% |
| CITY PLANNING | 5 | 1 | 6 | 17% | 8% | 14% | 0% |
| PARKS & PARKWAY | 33 | 5 | 38 | 13% | 11% | 11% | 9% |
| SANITATION | 7 | 1 | 8 | 13% | 9% | 19% | 13% |
| AVIATION | 93 | 13 | 106 | 12% | 20% | 18% | 17% |
| MOSQUITO CONTROL | 30 | 4 | 34 | 12% | 9% | 10% | 7% |
| LIBRARY | 50 | 6 | 56 | 11% | 17% | 19% | 16% |
| REVENUE | 10 | 1 | 11 | 9% | 7% | 10% | 0% |
| SAFETY AND PERMITS | 11 | 1 | 12 | 8% | 4% | 13% | 15% |
| EMS | 12 | 1 | 13 | 8% | 13% | 14% | 10% |
| CIVIL SERVICE | 13 | 1 | 14 | 7% | 21% | 25% | 50% |
| EMD | 45 | 3 | 48 | 6% | 20% | 26% | 37% |
| Youth Study Center | 16 | 1 | 17 | 6% | 16% | 12% | 38% |
| OFFICE OF INSPECTOR GENERAL | 19 | 1 | 20 | 5% | 4% | 7% | 0% |
| PUBLIC WORKS | 34 | 1 | 35 | 3% | 15% | 10% | 5% |
| HOMELAND SECURITY | 9 | | 9 | 0% | 8% | 15% | 14% |
| REGISTRAR OF VOTERS | 10 | | 10 | 0% | 0% | 18% | 25% |
| CORONER | 12 | | 12 | 0% | 0% | 5% | 6% |
| Police Secondary Employment | 12 | | 12 | 0% | 0% | * | * |
| Other Departments | 29 | 5 | 34 | 15% | 7% | 16% | 13% |
| Total | 724 | 114 | 838 | 14% | 17% | 17% | 16% |



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Responsible Organizations:

Every department making capital or grant payments during a given month

Data Source:

Accounts Payable

Related Strategy:

Manage vendor relationships and provide oversight of City contracts

Note:

Asterisks denote that a department made a small number of payments during this period.

"Other Departments" denote those with less than 3 capital payments per month.

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.

Data only available through March 2014.

The percent of late capital and grant payments in March was lower than the rest of the year, as well as in 2013.

**Capital and Grants Payments Vouched
for the Month of March 2014**

| Departments | 2014 | | | | Jan-Feb %>60 Days | 2013 | |
|-------------------|-------------------|-----------|------------|------------|----------------------|----------------------|------------------|
| | March >60 Days | Total | %>60 Days | | | Jan-Dec %>60 Days | Mar %>60 Days |
| MAYOR | 25 | 8 | 33 | 24% | 15% | 11% | 14% |
| PUBLIC WORKS | 58 | 18 | 76 | 24% | 38% | 27% | 29% |
| HOMELAND SECURITY | 7 | 2 | 9 | 22% | 6% | 24% | 20% |
| Inspector General | 9 | 2 | 11 | 18% | * | * | * |
| CAPITAL PROJECTS | 42 | 8 | 50 | 16% | 54% | 15% | 16% |
| HEALTH | 82 | 15 | 97 | 15% | 9% | 9% | 8% |
| OCD | 123 | 15 | 138 | 11% | 13% | 24% | 13% |
| CAO | 4 | 0 | 4 | 0% | 19% | * | * |
| SHELTER PLUS CARE | 0 | 0 | 0 | | 100% | * | * |
| Other Departments | 7 | 13 | 20 | 65% | 39% | 15% | 25% |
| Total | 357 | 81 | 438 | 18% | 32% | 26% | 15% |



Responsible Organizations:
Office of Community
Development

Data Source:
Office of Community
Development

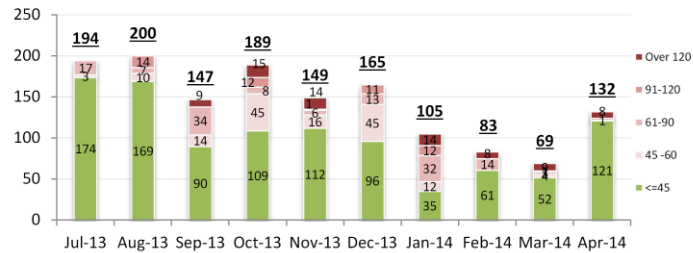
Related Strategy:
Manage vendor relationships
and provide oversight of City
contracts

The majority of invoices in process with the Office of Community Development had been in process less than 45 days.

OCD Invoices in the Pipeline

| Status | Age | | | | Total |
|--------------------|------|-------|--------|----------|-------|
| | <=45 | 46-60 | 91-120 | Over 120 | |
| Normal Processing | 121 | 1 | | | 122 |
| Compliance Issues | | | | 8 | 8 |
| Contract/Amendment | | | 2 | | 2 |
| Grand Total | 121 | 1 | 2 | 8 | 132 |

OCD Aging of Invoices in the Pipeline



Responsible Organizations:
Capital Projects

Data Source:
Capital Projects

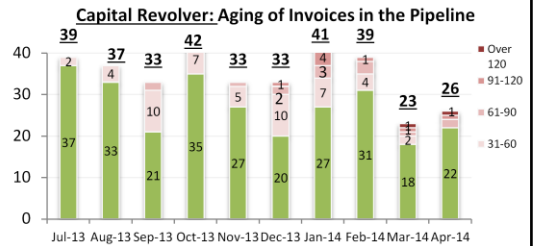
Related Strategy:
Manage vendor relationships
and provide oversight of City
contracts

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

Capital Projects Invoices in the Pipeline

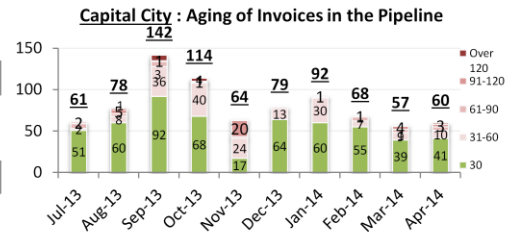
Revolver

| Status | Age | | | | Total |
|----------------------|------|-------|--------|----------|-------|
| | <=45 | 61-90 | 91-120 | Over 120 | |
| Normal Processing | 22 | | | | 22 |
| State | | 2 | | 1 | 3 |
| Not processed timely | | | 1 | | 1 |
| Grand Total | 22 | 2 | 1 | 1 | 26 |



City

| Status | Age | | | | | Total |
|----------------------|------|-------|-------|--------|----------|-------|
| | <=45 | 46-60 | 61-90 | 91-120 | Over 120 | |
| Normal Processing | 37 | 10 | | | | 47 |
| Not processed timely | | | 4 | 3 | 2 | 9 |
| Grand Total | 37 | 10 | 4 | 3 | 2 | 56 |



Responsible Organizations:
Department of Public Works

Data Source:
Department of Public Works

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

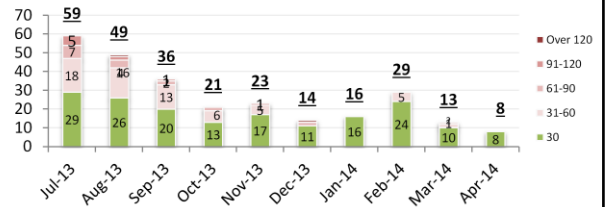
The majority of the Department of Public Works' invoices were in process for less than 60 days.

DPW Invoices in the Pipeline

Revolver

| Status | Age | Total |
|-------------------|------|-------|
| Normal Processing | <=30 | 8 |
| Grand Total | 8 | 8 |

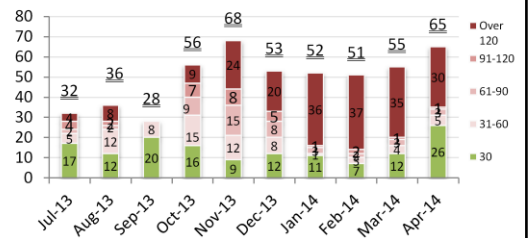
DPW Revolver: Aging of Invoices in the Pipeline



City

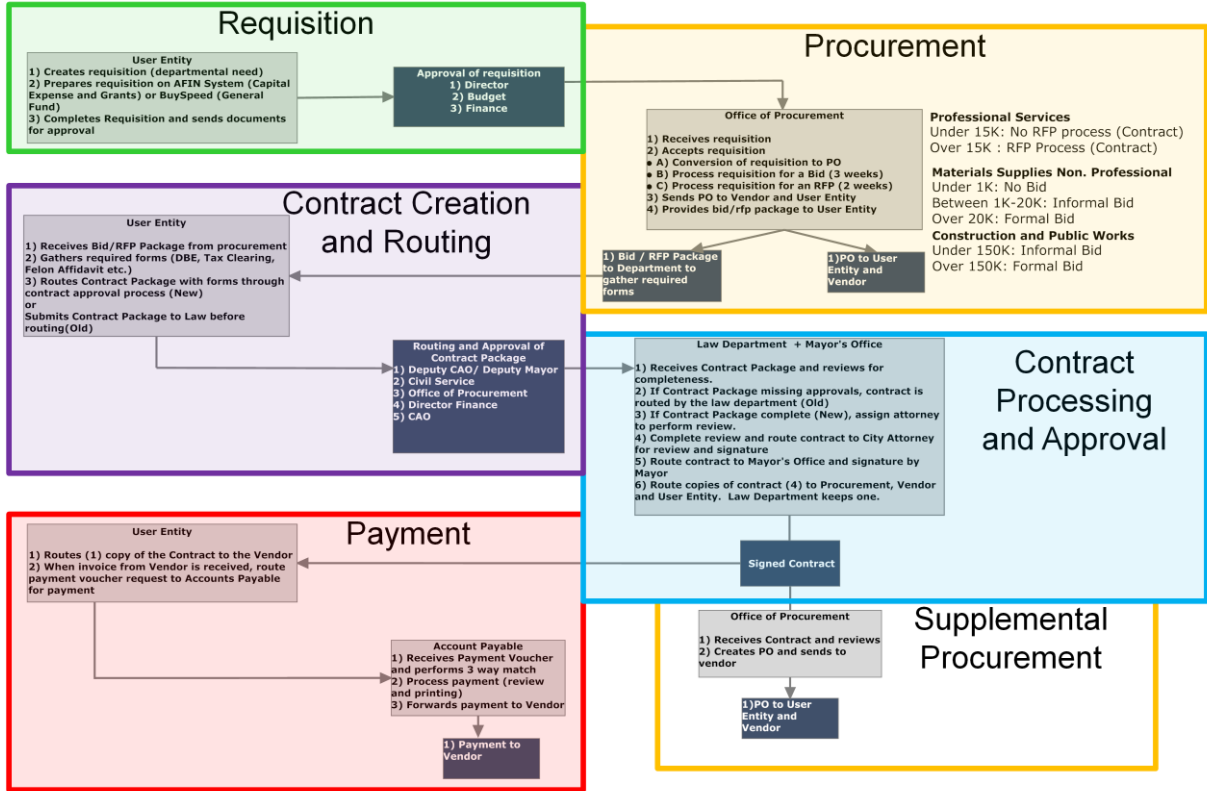
| Status | Age | | | | | Total |
|----------------------|------|-------|-------|--------|----------|-------|
| | <=30 | 31-60 | 61-90 | 91-120 | Over 120 | |
| Normal Processing | 24 | 5 | | | | 29 |
| Funding | | | 3 | 1 | 13 | 17 |
| Not processed timely | | | | | 2 | 2 |
| Grand Total | 24 | 5 | 3 | 1 | 15 | 48 |

DPW City: Aging of Invoices in the Pipeline



Procurement Process Map/City of New Orleans

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



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?

