



CITY OF NEW ORLEANS

ReqtoCheck**STAT**

*Reporting Period: Q1 2016*

Office of Performance & Accountability [www.nola.gov/opa](http://www.nola.gov/opa)



**ReqtoCheckSTAT** May 5, 2016

**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 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?**

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

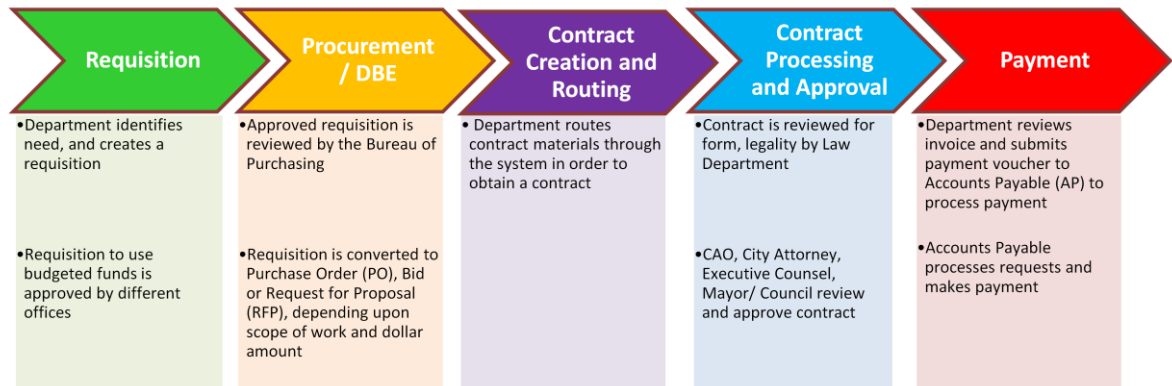


## Action Items

Responsible Parties	Action Item	Status
Comptroller; R. L. Gardere	Automate purchase order approvals for general fund requisitions with small dollar amounts.	This capability is currently in the testing phase, though the functionality may not work properly in the current procurement system.
Comptroller; M. Foster; V. Spence; N. Foster	Determine method a method for expedited approval process for “time only” amendments.	Law, OPA, Procurement, and Finance will meet to discuss revised process for routing those contracts.
Comptroller; J. Smith	Revise CAO PM 24 on movables and non-professional services	Purchasing and Law have met to revise CAO PM 24. They will release a final draft by the end of May.
Comptroller; S. Smith; V. Smith; J. Smith	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 revisions has been sent out, and is awaiting comments.
Comptroller; M. Foster; V. Spence; A. Norton;	Determine plan for consistently notifying departments of contracts likely nearing expiration, including a close-out/vendor monitoring form for CPO.	Law, OPA, Procurement , and SIT will determine if Law, Executive Counsel, or the requesting department could add a date field denoting when a contract is set to expire toward the end of the routing process, and set up reminders to be sent to the department prior to that date.
Comptroller; V. Spence	Develop plan for speeding up the processing of contracts that require a City Council ordinance.	Law and OPA are discussing a potential approval path for ordinance-required contracts delegated to Property Management, which comprises a plurality of such contracts. Further, OPA will begin tracking those contracts as an entirely different set of contracts in future RegtoCheck analyses.



# Procurement Process Overview\*



\*See a more detailed process map on slide 31



ReqtoCheckSTAT May 5, 2016

4

**Responsible Organizations:**

Budget Office;  
Finance Department

**Data Source:**

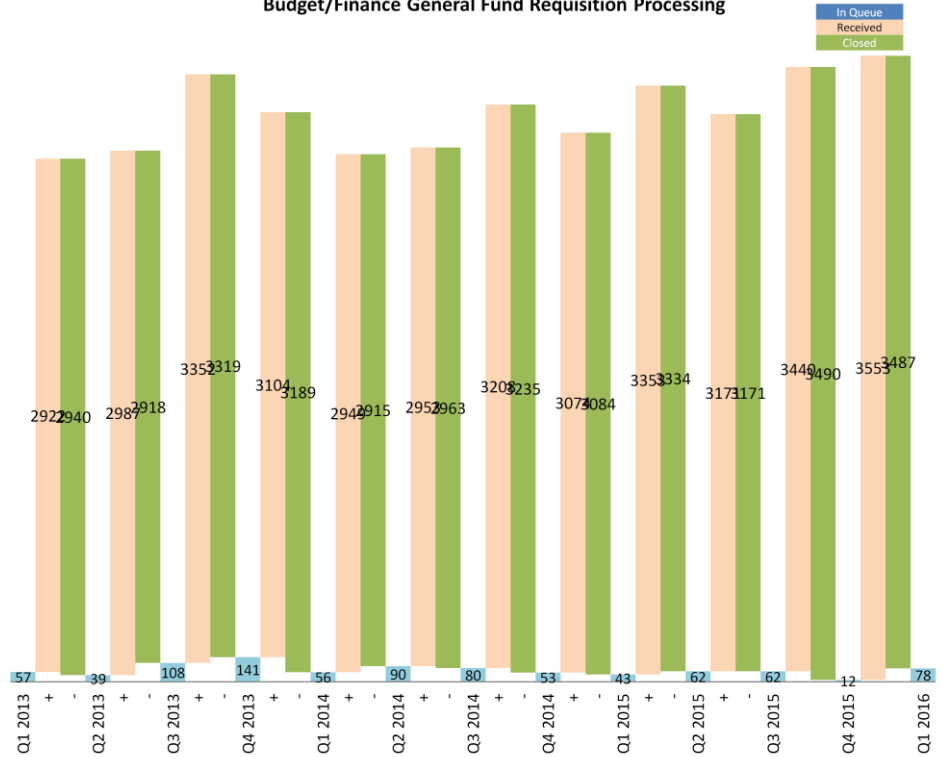
BuySpeed

**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.

**General Fund requisition queue at 78 in queue.****Budget/Finance General Fund Requisition Processing**

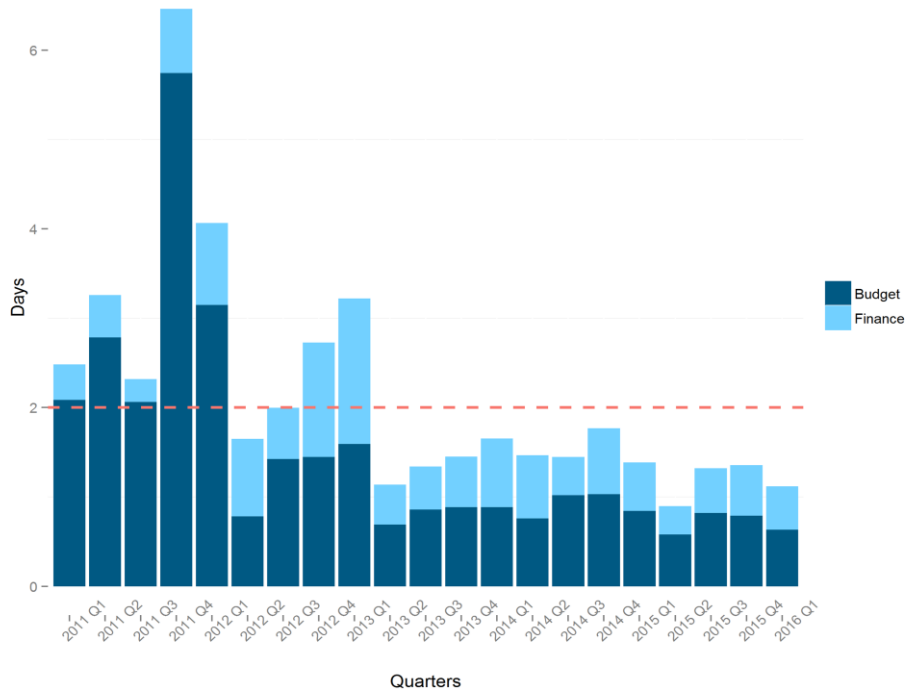
**Responsible Organizations:**  
Budget Office;  
Finance Department

**Data Source:**  
BuySpeed

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

## Budget and Finance continued to process requisitions well within the 2 day target, with 1.12 days to process.

Days to Approve General Fund Requisitions



Requisition



Procurement  
/ DBE

Contract  
Creation and  
Routing

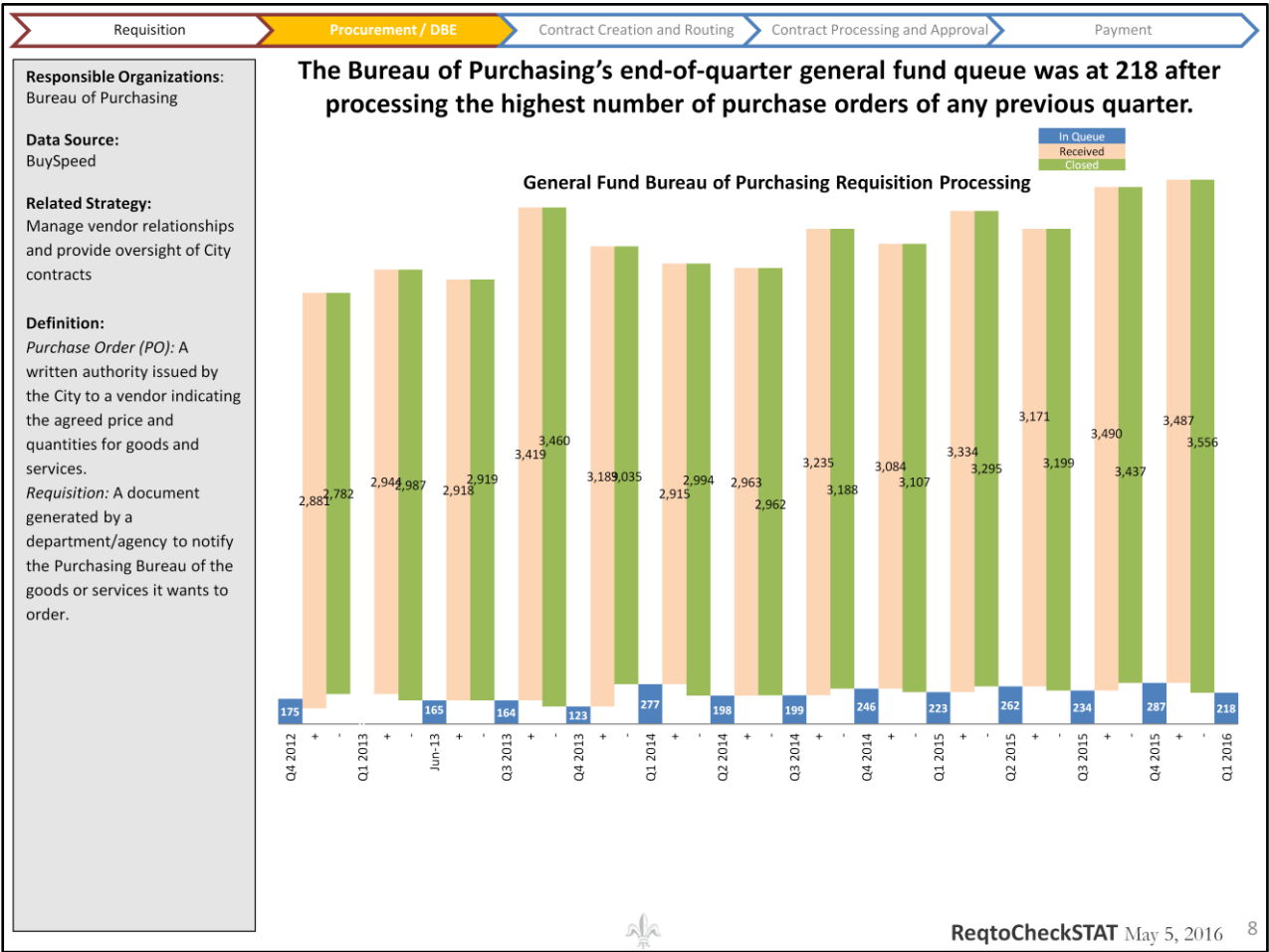
Contract  
Processing  
and Approval

Payment

# Requisition Approval

KPI	2015		2016		
	Actual	Target Met?	Actual	Target	Status
Average Days to Approve Requisitions by Budget Office	0.78		0.63	< 1	





ITI is currently testing the ability for the procurement system to automatically approve requisitions below \$1,000, so that Purchasing can devote more time to higher value, more competitive procurements. This functionality may be difficult to implement in the current system, and may need to be withheld until the new ERP system has been procured.

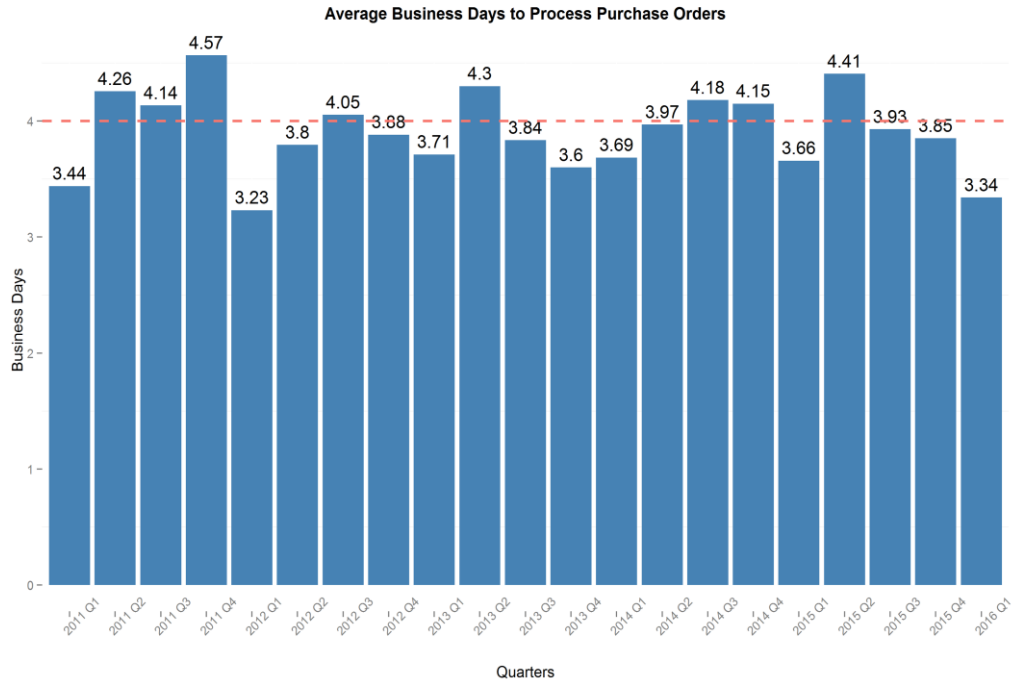
**Responsible Organizations:**  
Bureau of Purchasing

**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 Purchasing Bureau met its quarterly target, with the lowest days to process in four years.



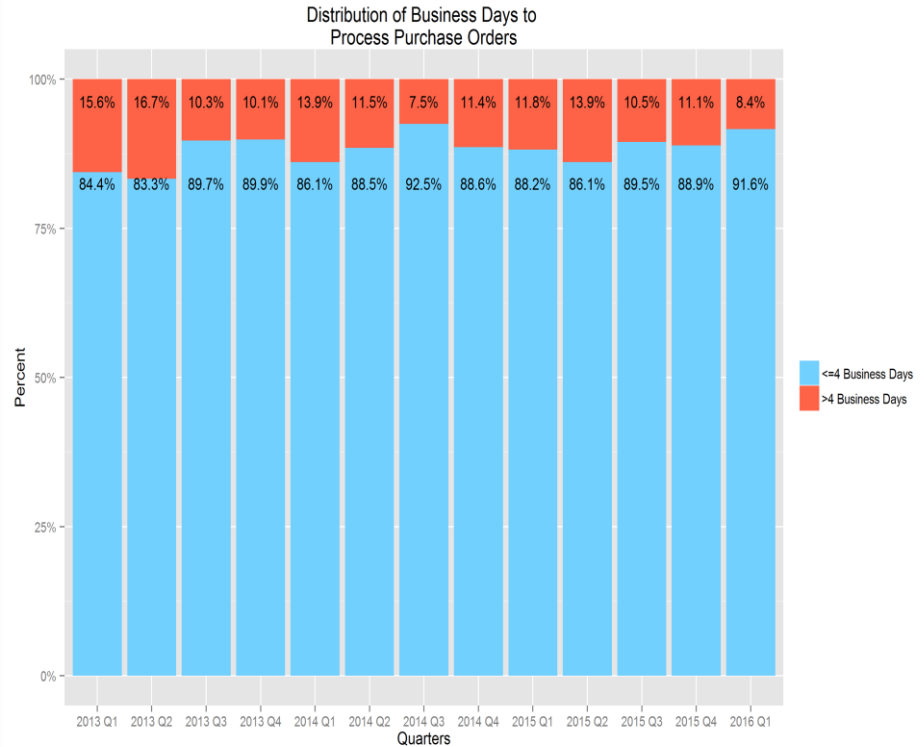
**Responsible Organizations:**  
Bureau of Purchasing

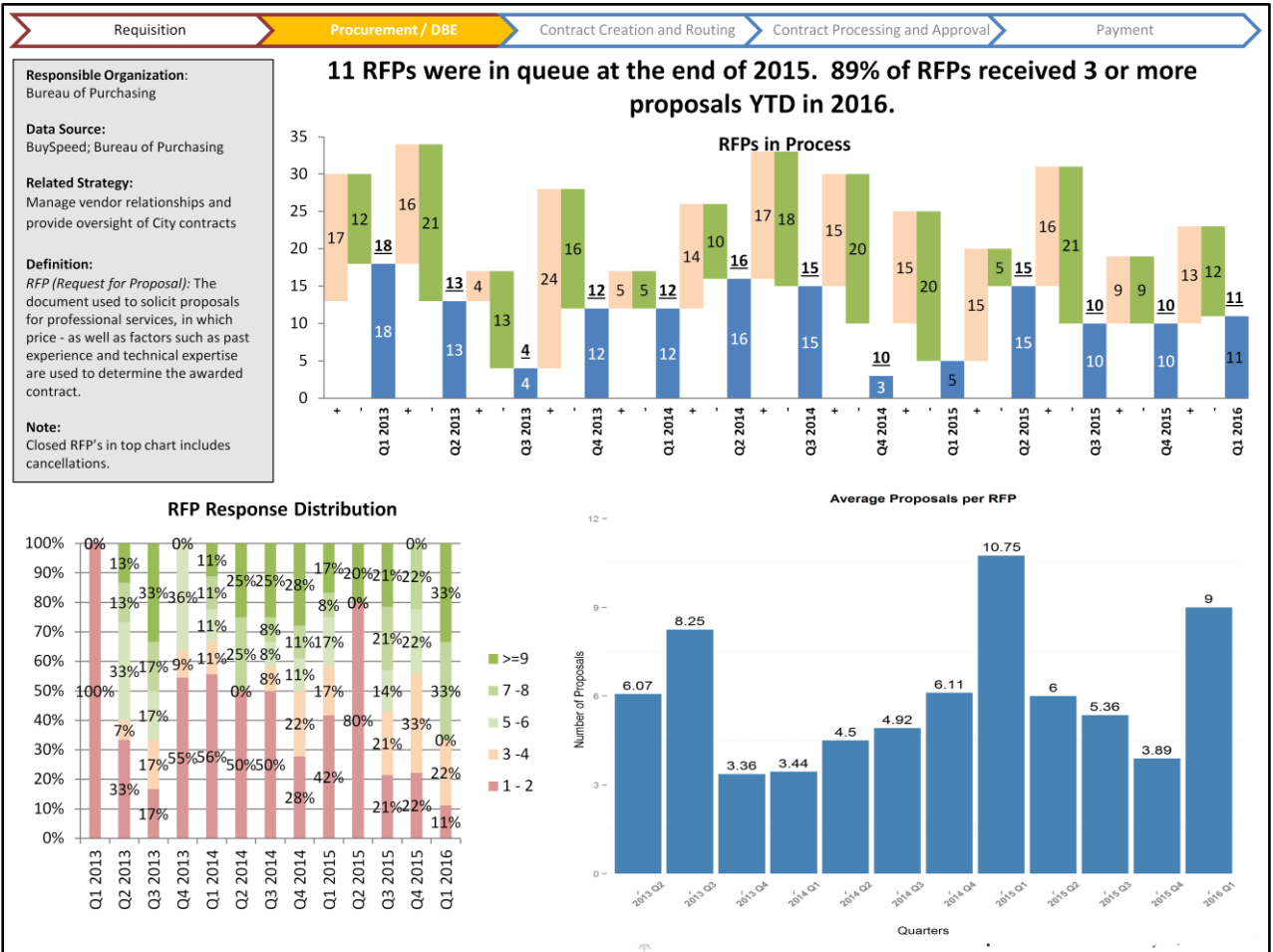
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*Requisition:* A document generated by a department/agency to notify the Purchasing Bureau of the goods or services it wants to order.

## 91% of requisitions were converted to purchase orders within 4 business days.





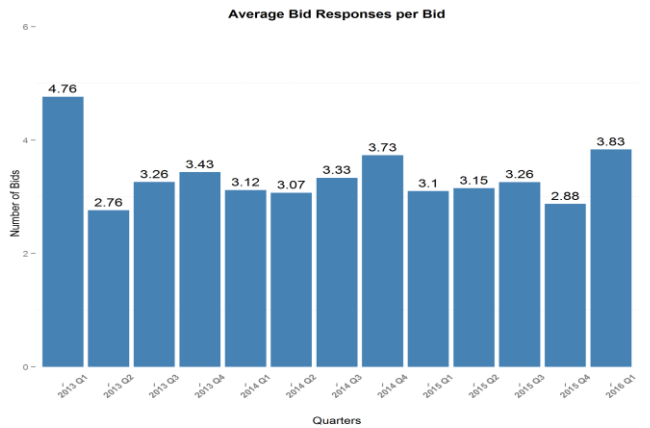
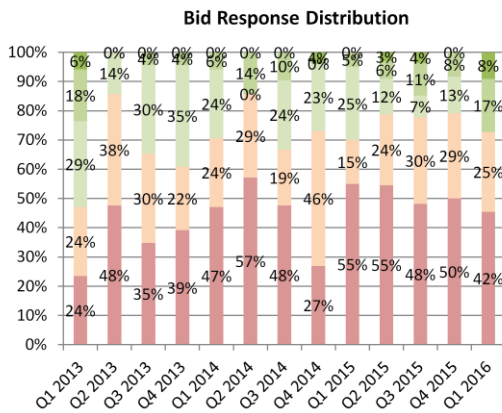
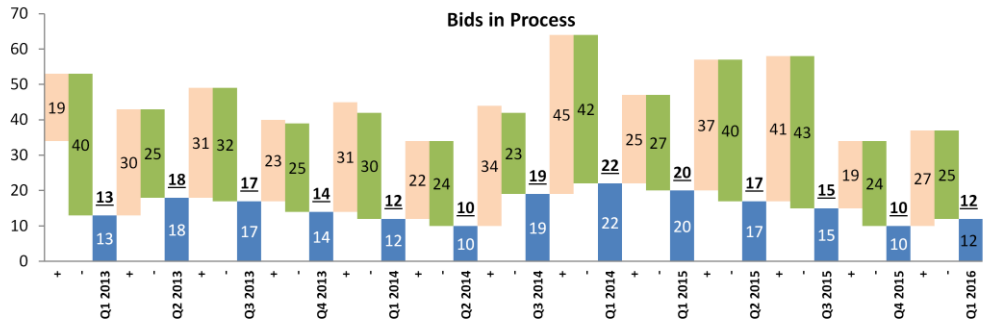
**Responsible Organizations:**  
Bureau of Purchasing

**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.

**12 Bids in queue at the end of 2015. 58% of Bids received 3 or more bids in 2016.**



**Responsible Organization:**  
Office of Supplier Diversity (OSD)

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

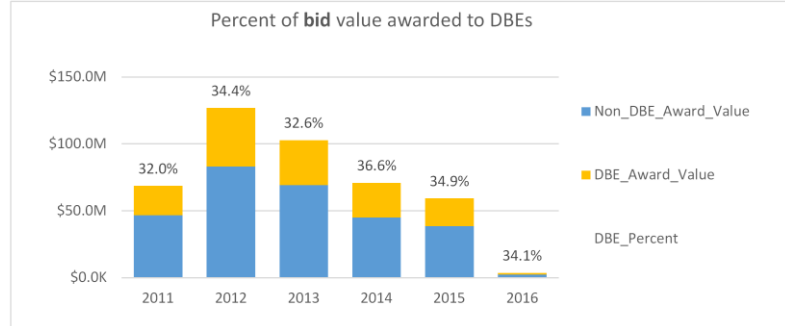
**Related Strategy:**  
Promote an environment of equal opportunity for a diverse supplier pool

**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.

## 2016 YTD, vendors have committed 34% of bid contract value to DBE

### Bids:



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	32.0%
2012	\$ 126,894,504.73	\$ 43,697,860.66	\$ 83,196,644.07	34.4%
2013	\$ 102,756,809.00	\$ 33,501,039.20	\$ 69,255,769.80	32.6%
2014	\$ 70,920,452.00	\$ 25,952,636.56	\$ 44,967,815.44	36.6%
2015	\$ 59,728,567.70	\$ 20,856,772.25	\$ 38,422,795.70	34.9%
2016	\$ 3,481,292.85	\$ 1,186,564.12	\$ 2,284,728.46	34.1%

### Status of 2016 Bids

Status	# of Bids
Validated	6
Not Tracked by OSD	2
TBD	1
Waived due to high specialization	1
Waived due to no DBE's available in market	2
<b>Grand Total</b>	<b>12</b>



**Responsible Organization:**  
Office of Supplier Diversity;  
Bureau of Purchasing

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

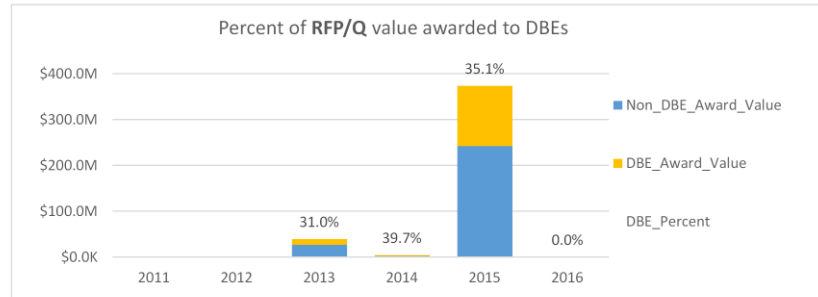
**Related Strategy:**  
Promote an environment of equal  
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**Definition:**  
Disadvantaged Business Enterprise  
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persons, such that the entity's  
ability to compete in the business  
world has been 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.

## All 2016 RFPs completing DBE review YTD are requirement contracts, with contract values to be determined.

### RFPs:



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	31.0%
2014	\$ 4,287,611.47	\$ 1,700,146.33	\$ 2,587,465.14	39.7%
2015	\$ 373,766,023.67	\$ 131,298,756.00	\$ 242,570,267.67	35.1%
2016	\$ -	\$ -	\$ -	#DIV/0!

#### Status of 2016 RFPs

Status	# of RFPs
Validated	5
Not Tracked by OSD	1
TBD	3
Grand Total	9

Requisition





**Procurement  
/ DBE**

Contract  
Creation and  
Routing

Contract  
Processing  
and Approval

Payment

## Procurement/DBE

KPI	2015		2015		
	Actual	Target Met?	Actual	Target	Status
Average Business Days to Process Requisitions – Purchasing Bureau*	4.0		3.34	4	
Percent of City Contract Value Awarded to Disadvantaged Business Enterprises	35%		34%	35%	

\*Historical data for business days to process purchase orders adjusted in October 2015.



**ReqtoCheckSTAT** May 5, 2016 15

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

**Data Source:**  
Electronic Contract Management  
System (ECMS)

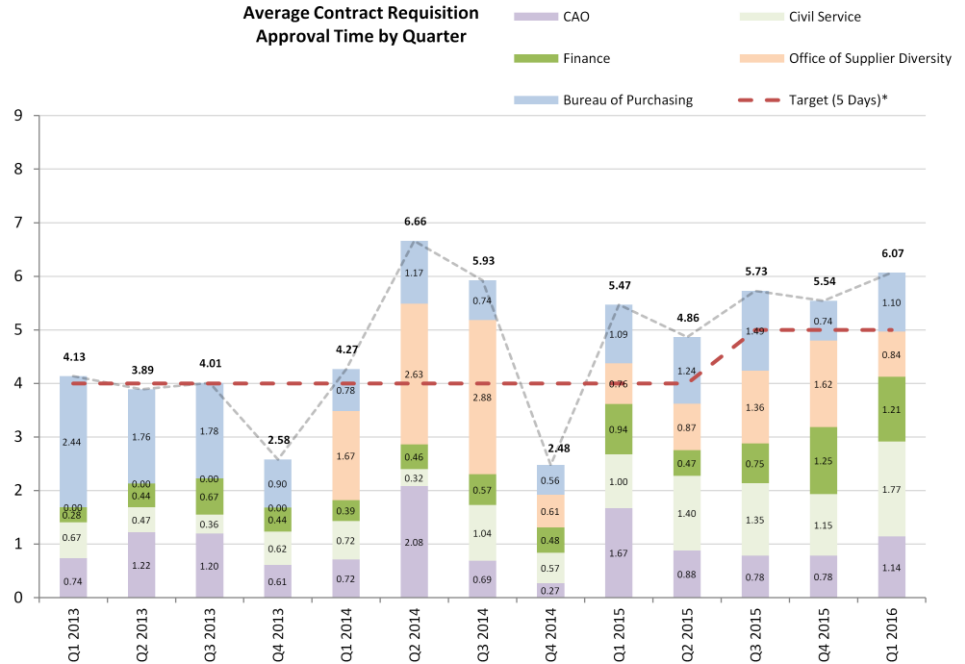
**Related Strategy:**  
Manage vendor relationships and  
provide oversight of City contracts

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

**Note:** Target adjusted in October  
2015 from 4 to 5, to account for  
the additional time that adding a  
fifth approval into the process in  
2014 had on overall processing  
times.

**Days to approve relatively high to begin 2016. No contracts in queue at end of quarter.**

**Average Contract Requisition  
Approval Time by Quarter**



**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

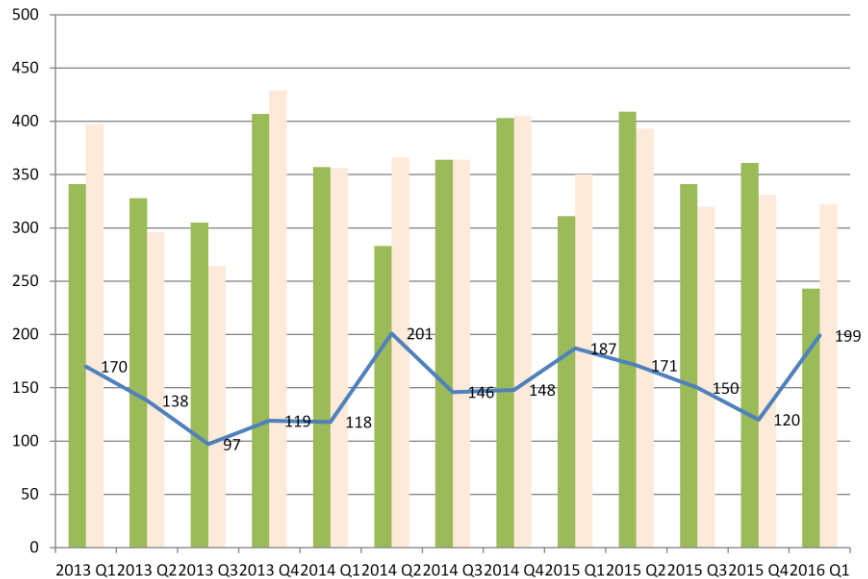
**Note:**

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 during the quarter.

**Contract queue at 199.****Contract Processing by Quarter**

Closed Opened In Queue



**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); Law Department

**Related Strategy:**

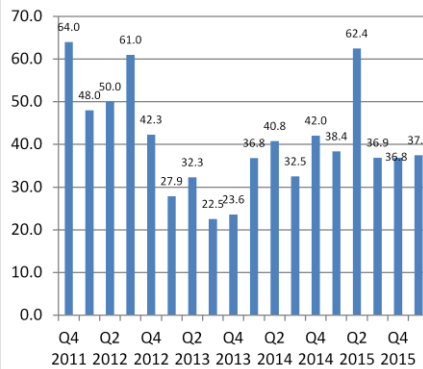
Manage vendor relationships and provide oversight of City contracts

**Note:**

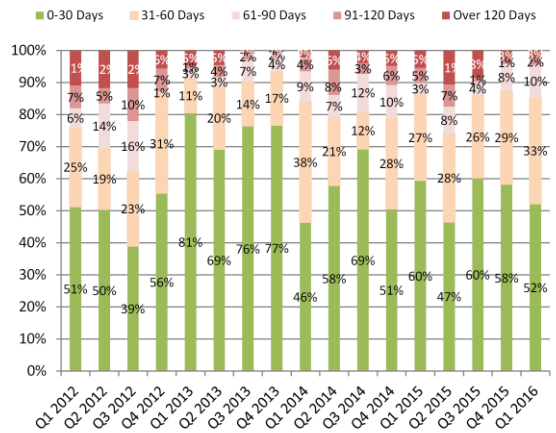
A contract may be executed by either the Mayor, City Council, the Chief Administrative Officer, or Property Management.

## The average age of contracts in queue steady from previous two quarters.

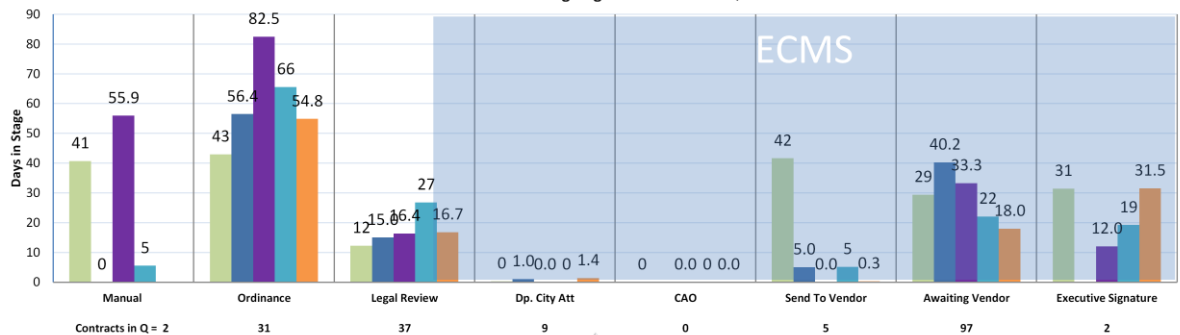
Average Age of Contracts in Queue



Distribution of Contracts in Queue



Location and Average Age of Contracts in Queue



**Responsible Organizations:**  
Law Department;  
Department/agency requesting contract

**Data Source:**  
Electronic Contract Management System (ECMS)

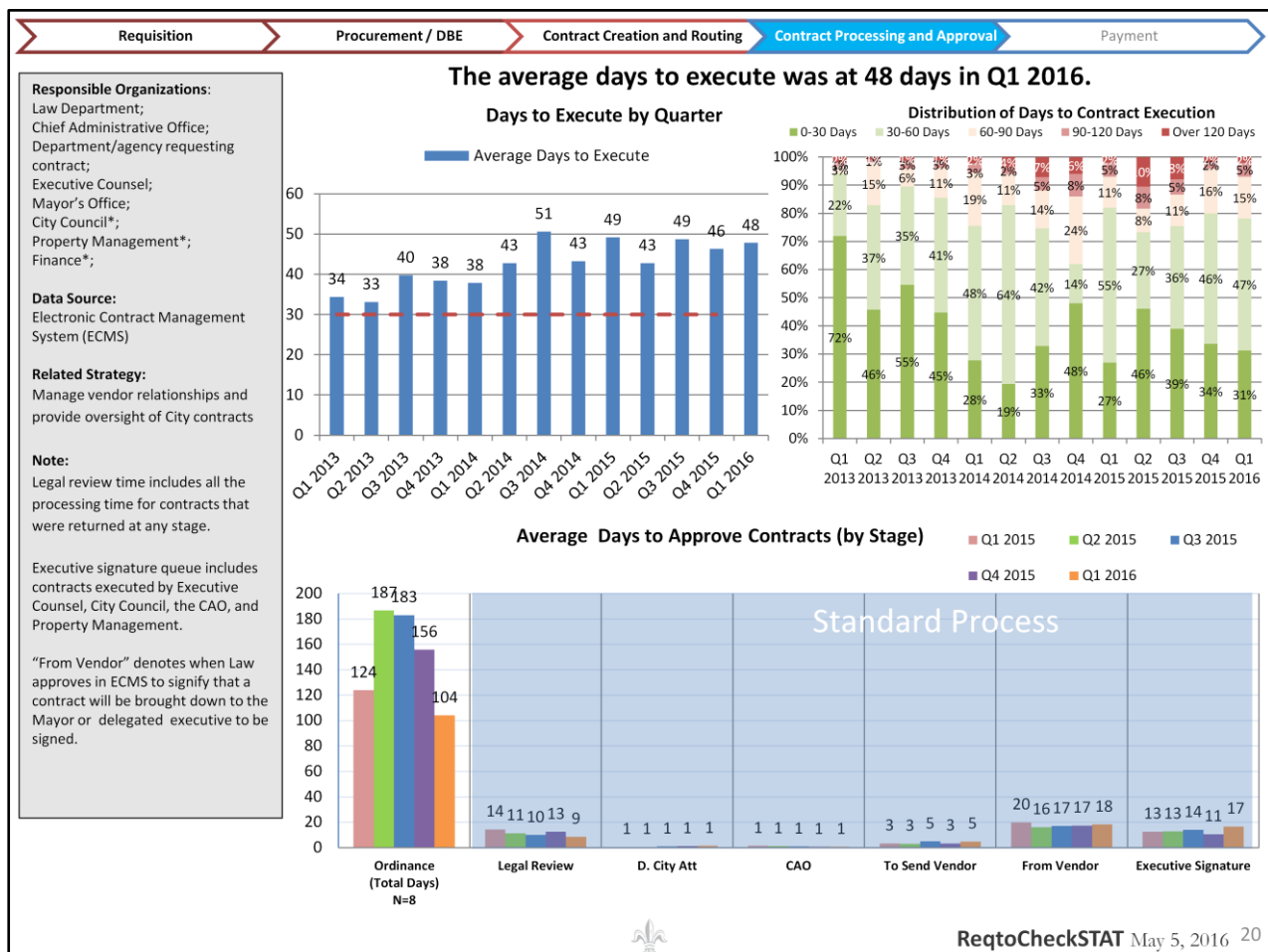
**Related Strategy:**  
Manage vendor relationships and provide oversight of City contracts

**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 97 contracts awaiting vendor signature, with an average age of 18 days.

Department	Average Days Awaiting Vendor	# of Contracts
CITY PLANNING	63.6	1
SANITATION	44.3	1
FINANCE	29.4	1
AVIATION	28.1	8
City Council	27.4	3
POLICE	23.2	12
NEW ORLEANS BUILDING CORPORATION	20.6	2
CANAL STREET DEVELOPMENT CORPORATION	20.6	1
Job 1	20.6	1
PROPERTY MANAGEMENT	20.2	5
LAW	17.9	6
PUBLIC WORKS	17.2	7
CAPITAL PROJECTS	16.6	8
INFORMATION TECHNOLOGY & INNOVATION	15.0	6
OFFICE OF INSPECTOR GENERAL	14.4	2
MAYOR	13.5	6
CIVIL SERVICE	12.4	2
HEALTH	12.0	10
HOMELAND SECURITY	10.8	3
NEIGHBORHOOD STABILIZATION	9.4	1
FIRE DEPARTMENT	9.4	1
Office of Independent Police Monitor	9.0	2
ECONOMIC DEVELOPMENT	8.6	1
CAO	8.2	5
NORD	7.4	2
<b>Grand Total</b>	<b>18.0</b>	<b>97</b>





OPA, Law, Procurement, and Finance will continue discussions on alternate routing with time only amendments and contracts requiring a City Council Ordinance. Further, they will pursue a new method for being able to notify departments/agencies when contracts are approaching expiration date.

**Contracts requiring City Council ordinances, as well as other CEA's and grants took the long to execute in Q1 2016.**

**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)

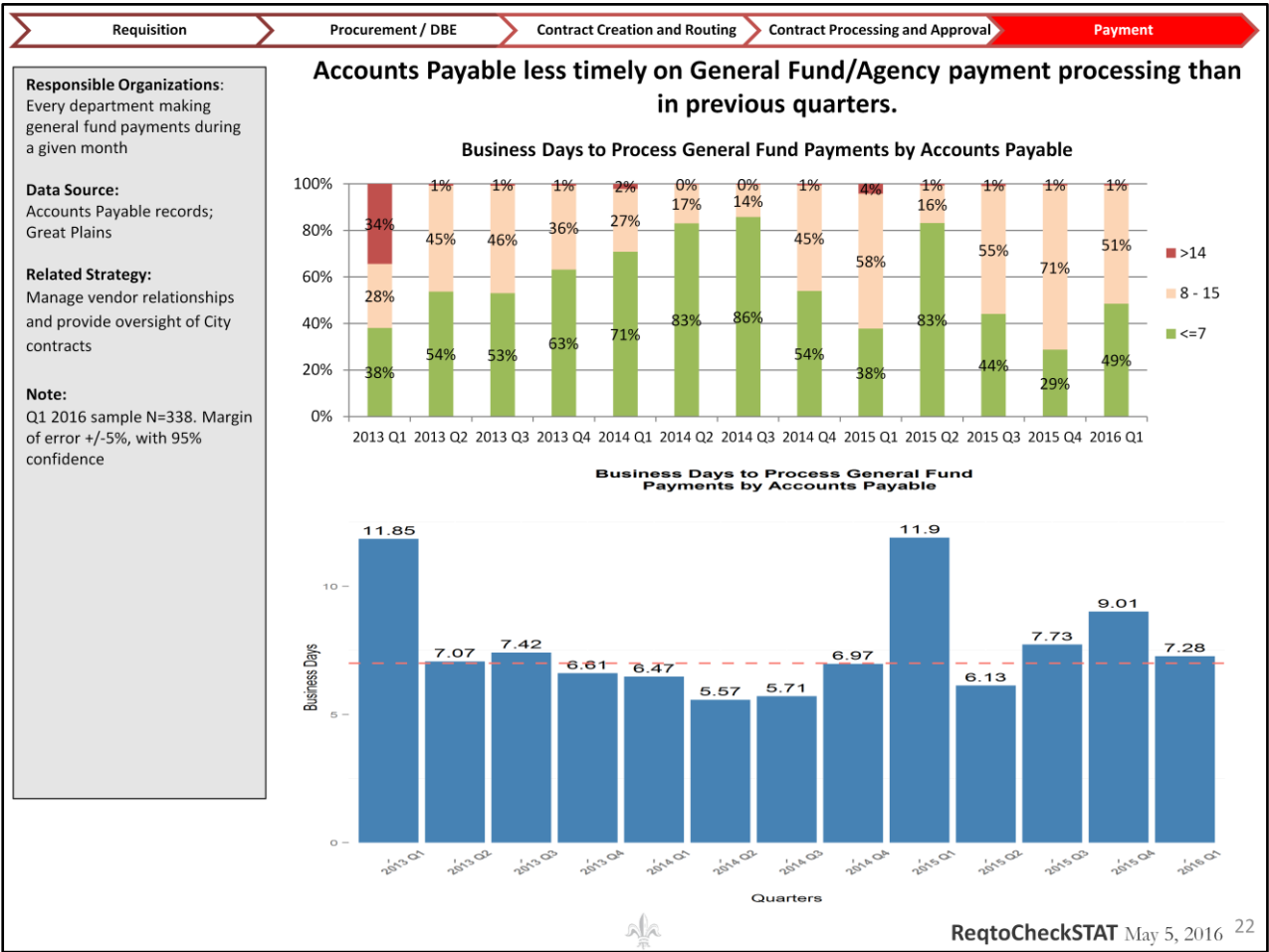
**Related Strategy:**

Manage vendor relationships and provide oversight of City contracts

Contracts Executed in Q1 2016 by Type

Contract Type	Average Days to Execute	# of Contracts
Non-CEA Ordinance	88.7	5
CEA	57.5	54
Other Grants	50.3	40
PSA	45.0	87
Other	38.3	56
<b>Grand Total</b>	<b>48</b>	<b>242</b>





Accounts Payable noted that the stamp machine used by departments to clock their invoices in for processing got stuck for several days, which lead to inaccurate date stamps as well as inaccurate data in Q1 2016. They have begun looking for a more reliable machine for capturing date stamps.

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

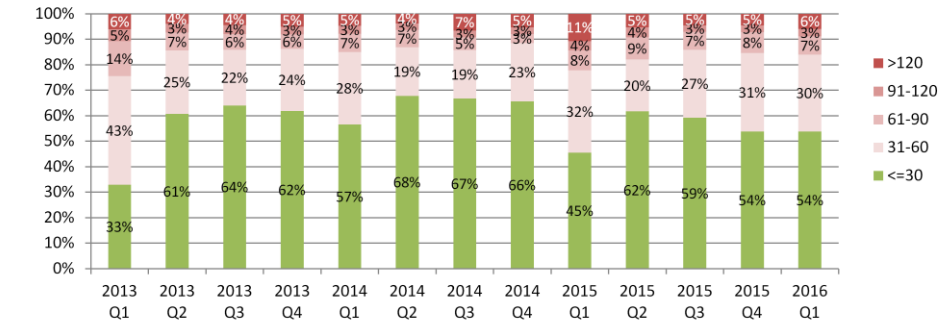
**Data Source:**  
Accounts Payable records;  
Great Plains

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

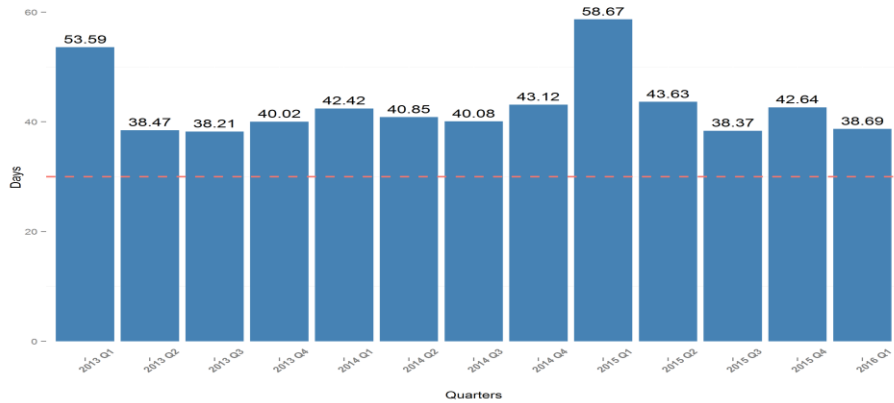
**Note:**  
Q1 2016 sample N=338. Margin of  
error +/-5%, with 95% confidence

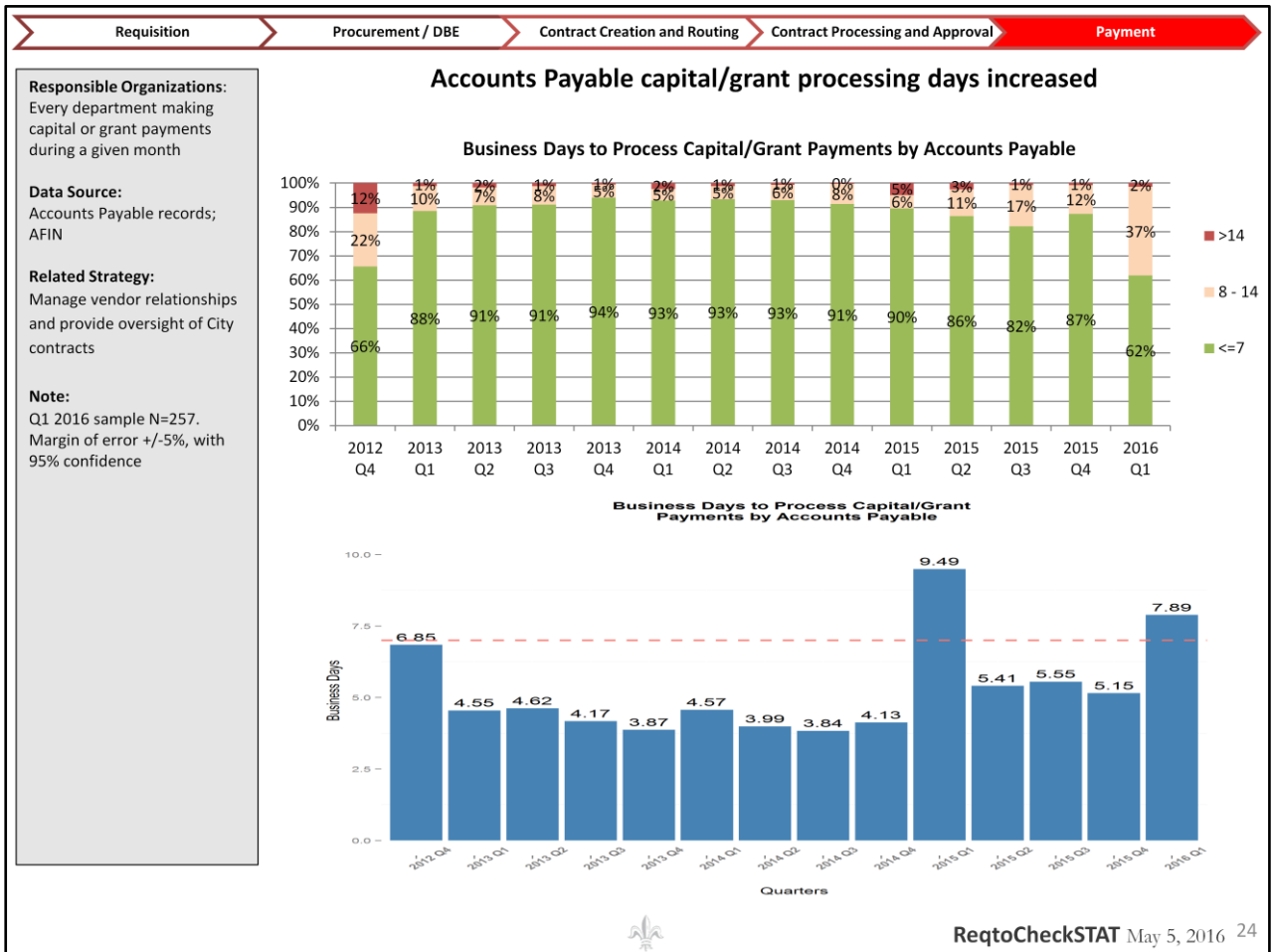
## General Fund/Agency payment processing moderate.

### Days between Vendor Request and Check General Fund/Agency Payments



### Days from Invoice to Check - General Fund





Accounts Payable noted that the stamp machine used by departments to clock their invoices in for processing got stuck for several days, which lead to inaccurate date stamps as well as inaccurate data in Q1 2016. They have begun looking for a more reliable machine for capturing date stamps.

**Responsible Organizations:**

Every department making capital or grant payments during a given month

**Data Source:**

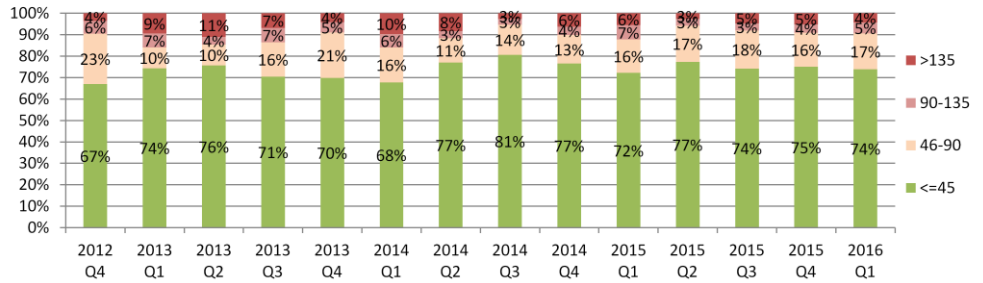
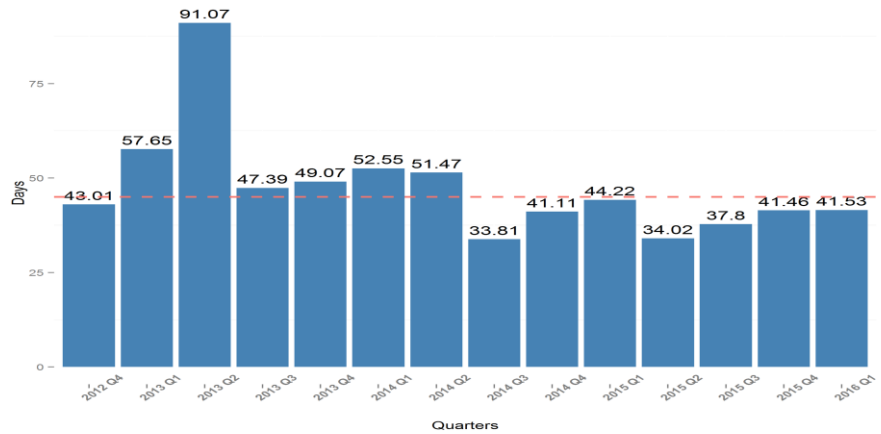
Accounts Payable records; AFIN

**Related Strategy:**

Manage vendor relationships and provide oversight of City contracts

**Note:**

Q1 2016 sample N=257. Margin of error +/-5%, with 95% confidence

**Overall timeliness on Capital/Grant payment processing on target.****Days from Vendor Request to Check - Capital/Grants****Days from Vendor Request to Check - Capital/Grant**

**Responsible Organizations:**  
Office of Community  
Development

**Data Source:**  
Office of Community  
Development

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

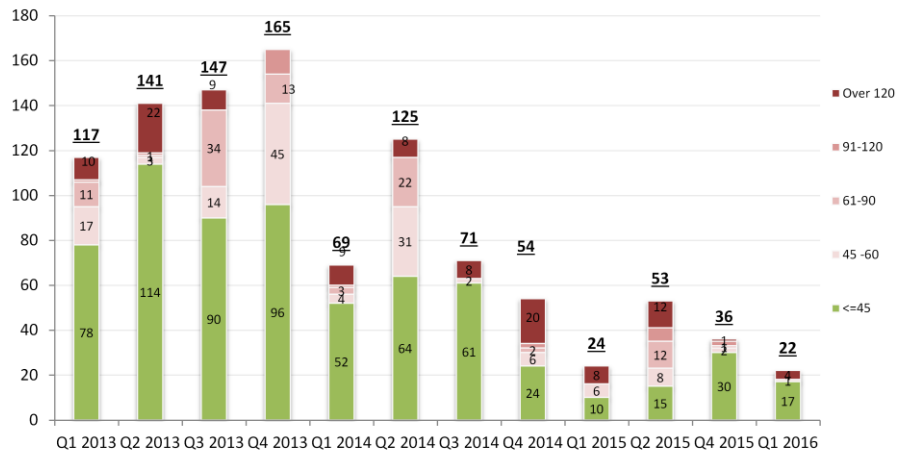
**Definition:**  
"In the Pipeline" – An invoice is  
considered in the pipeline when  
it reaches the office of a City  
agency or dept.

**Note:**  
Pipeline not measured in Q3  
2015.

## Most Office of Community Development invoices in process for less than 45 days at end of quarter.

### OCD Invoices in the Pipeline

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

**Definition:**  
"In the Pipeline" – An invoice is considered in the pipeline when it reaches the office of a City agency or dept.

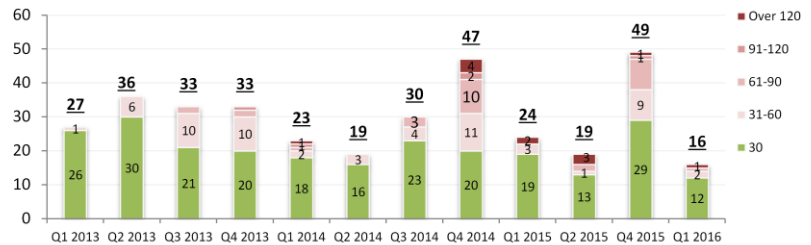
**Note:**  
Pipeline not measured in Q3 2015.

The majority of Capital Projects invoices were in process for less than 30 days.

### Capital Projects Invoices in the Pipeline

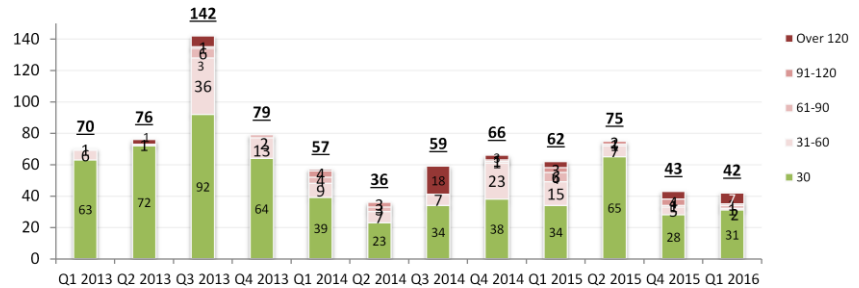
#### Revolver

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



#### City

**Capital City: Aging of Invoices in the Pipeline**



**Responsible Organizations:**  
Department of Public Works

**Data Source:**  
Department of Public Works

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

**Definition:**  
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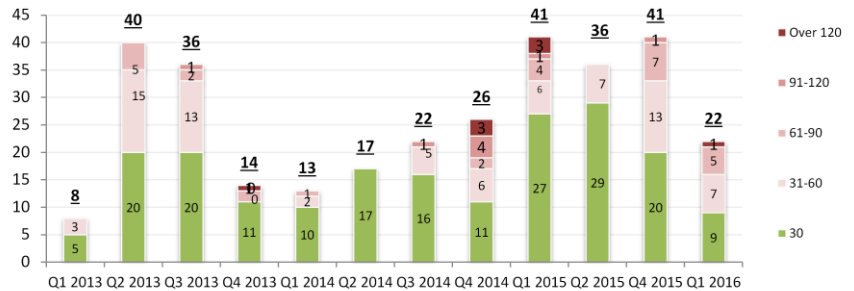
**Note:**  
Pipeline not measured in Q3 2015.

## The majority of Department of Public Works' invoices were in process for less than 30 days.

### DPW Invoices in the Pipeline

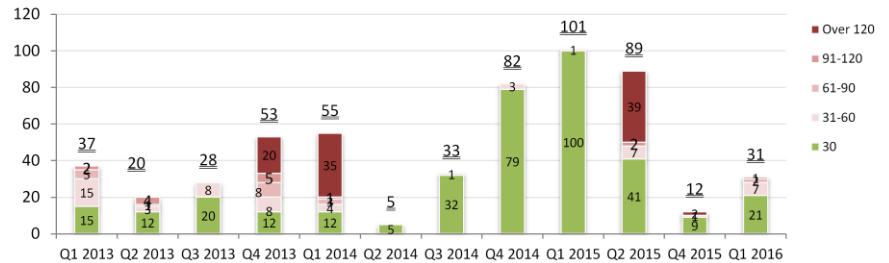
#### Revolver

DPW Revolver: Aging of Invoices in the Pipeline



#### City

DPW City: Aging of Invoices in the Pipeline



Finance and DPW will meet to discuss a process change to ensure that any changes to an invoice occur prior to review and certification by an architect.





Requisition

Procurement

Contract Creation  
and RoutingContract  
Processing and  
Approval

Payment

# The Check: Accounts Payable

KPI	2015		2016		Status
	Actual	Target Met?	Actual	Target	
Percent of General Fund payments processed within 7 business days of being received by Accounts Payable	75%		49%	70%	
Percent of Capital/Grant Fund payments processed within 7 business days of being received by Accounts Payable	94%		62%	90%	



# Procurement Process Map/City of New Orleans

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

