



CITY OF NEW ORLEANS

ReqtoCheckSTAT

***Reporting Period: April 30<sup>th</sup> 2013***

## **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.

# ReqtoCheck: 2013 Performance Plan

## Citywide Result Area: Open and Effective Government

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

**Objective:** Exercise effective management and accountability for the City's physical resources

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

**Key Outcome Measure:** Average number of respondents to bids and RFPs

<b>Key Performance Indicators</b>	<b>2013 Target</b>	<b>2013 Actual</b>
Average number of days to approve requisitions for the purchase of goods or services by the budget office.	2	1.7
Percentage of bids/rfps with 3 or more proposals	70%	63%
Percent of contracts drafted and reviewed by the Law Department and signed by the City Attorney in 30 days or less	80%	89%
Percent of invoices paid within 30 days for bonds, 45 days for revolver funds, and 60 days for DCDBG funds by Capital Projects	80%	84%
Percent of Capital/Grants Fund invoices processed within 7 business days of being received by Accounts Payable	90%	87%
Percent of General Fund invoices processed within 7 business days of being received by Accounts Payable	70%	63%

## Citywide Result Area: Economic Development

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

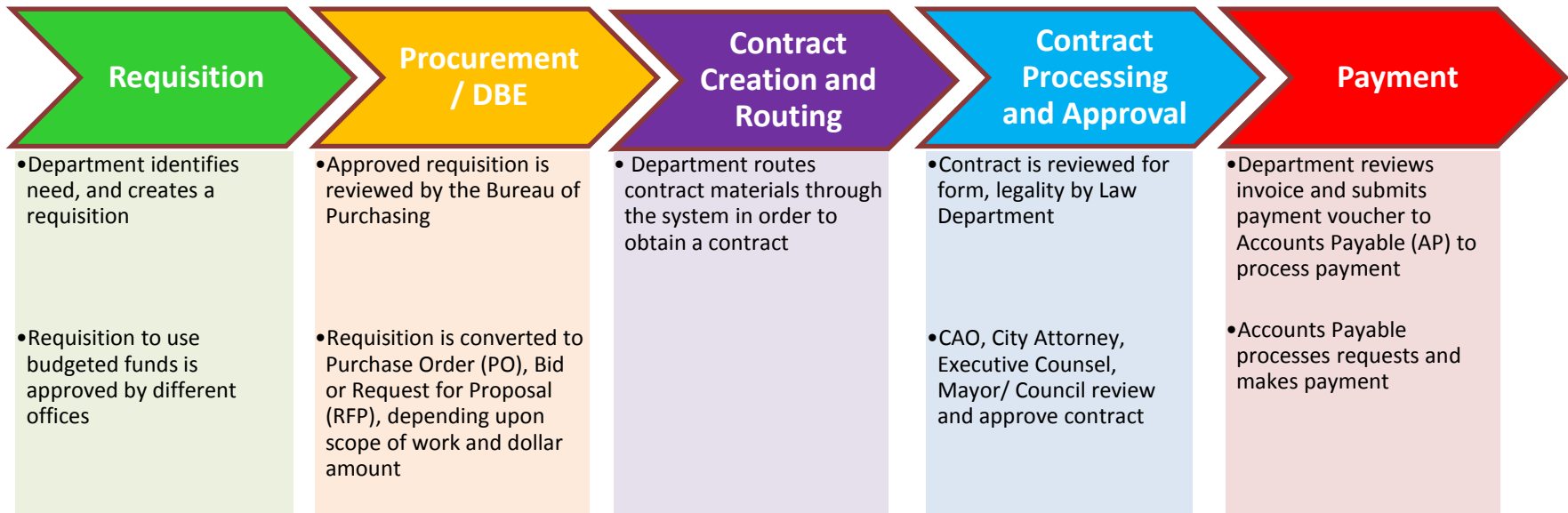
**Objective:** Promote business growth and job creation

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

**Key Outcome Measure:** Job growth (metro)

<b>Key Performance Indicators</b>	<b>2013 Target</b>	<b>2013 Actual</b>
Percent of city contract value awarded to Disadvantaged Business Enterprises (Supplier Diversity)	35%	26%

# Procurement Process Overview\*



\*See a more detailed process map on slide 35

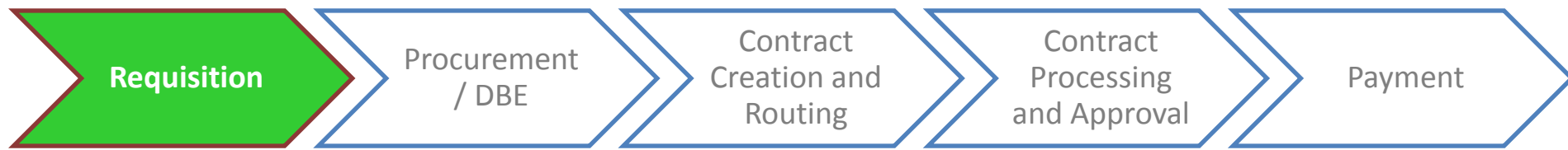
# Procurement and Contracting Related IT Systems : Systems Availability

(Days of Severity 1 Outages )

	January		February		March		April	
System	Server	Application	Server	Applicatio	Server	Applicatio	Server	Applicatio
<b>BuySpeed ** &amp;***</b> GF and Agency (Procurement/Bids/Payments)	0	8	0	0	0	0	0	0
<b>ECMS *</b> Contract Routing	0	8	0	0	0	0	0	0
<b>AFIN</b> Capital and Grants (Procurement/Payments)	0	0	0	0	0	0	0	0
<b>Great Plains</b> GF and Agency (Payments)	0	0	0	0	0	0	0	0

Note: Severity 1 outages refers to complete loss of a core organizational or business tool/infrastructure that does not allow work to reasonably continue

## Action Items \*



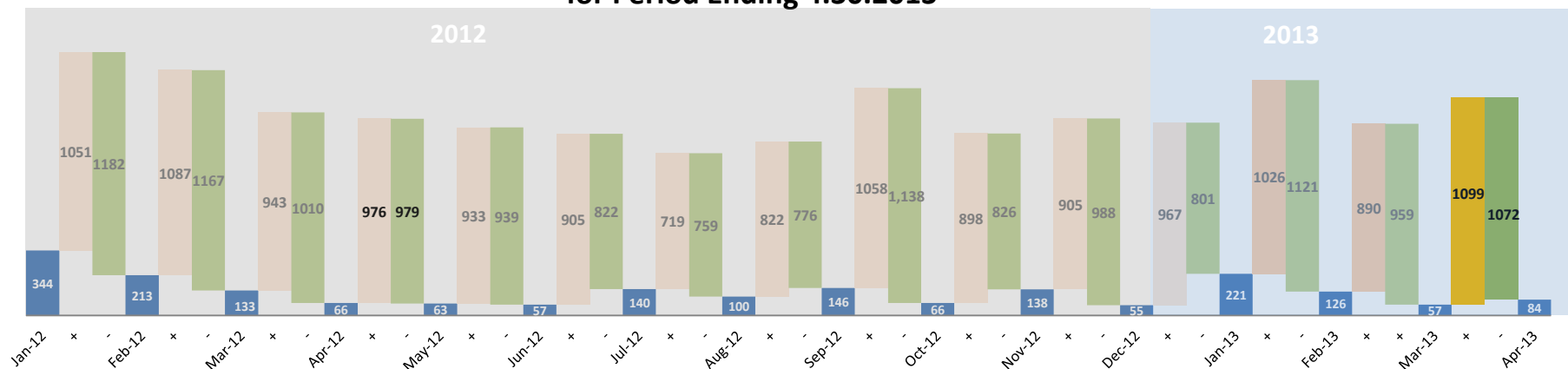
# Requisition Approval

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

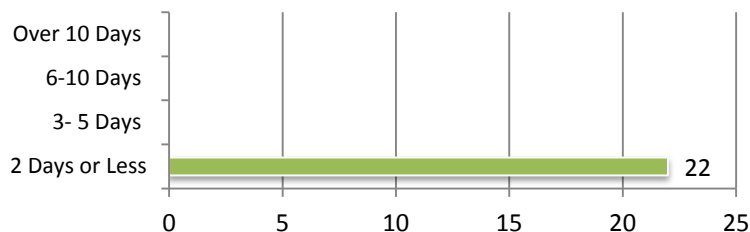
**Action Items \***

# Approval Queue Decreased to 84 Requisitions as of 4.30.2013

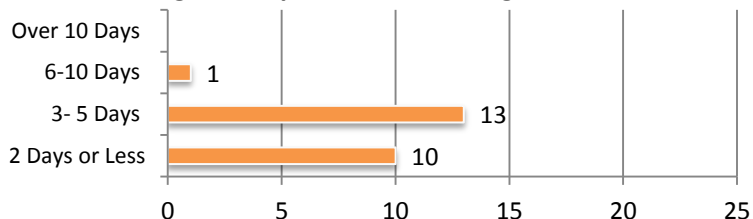
## Requisition Approval Queue General Fund for Period Ending 4.30.2013



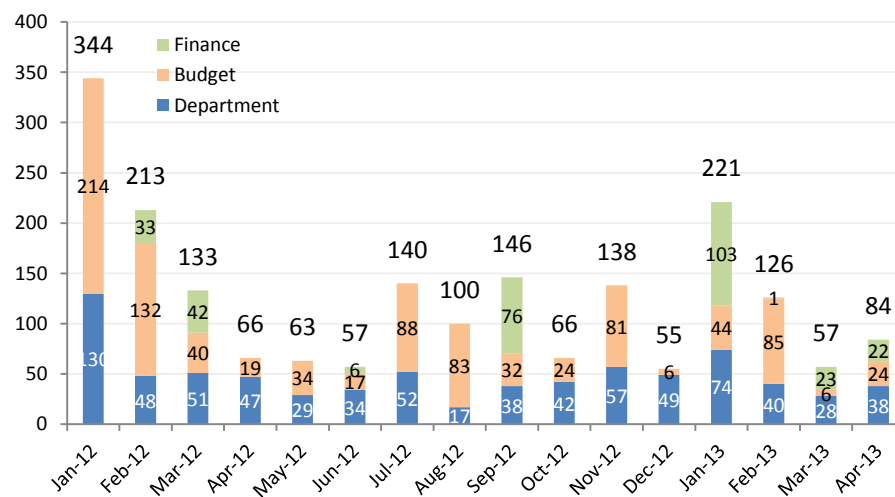
### Age of Requisitions in Q Finance Office



### Age of Requisitions in Q Budget Office

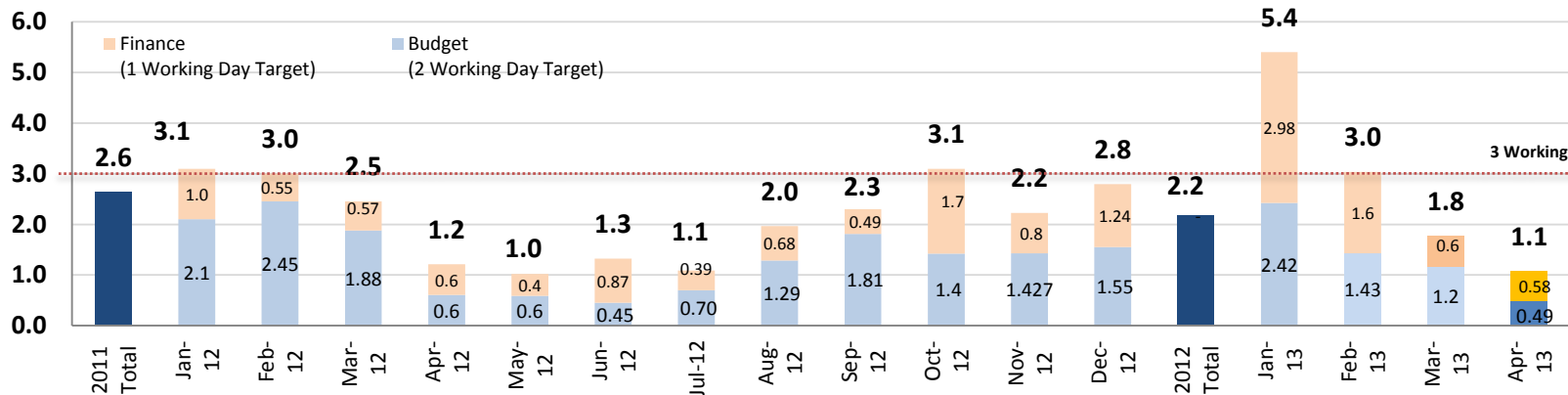


### Requisitions in Q to be Approved



## Number of Days to Approve Requisitions on Target

**Average Number of Days to Approve Requisitions by Reporting Period  
(Budget Office and Department of Finance)**



## Requisition Approval Distribution by Year

Budget Approval						
Days to Approve	2011(*)	2012	Jan-13	Feb-13	Mar-13	Apr-13
2 or less	71%	81%	64%	75%	82%	94%
3 Days	5%	6%	7%	10%	5%	3%
4-5 Days	8%	7%	9%	10%	7%	2%
6-10 Days	10%	5%	17%	3%	5%	1%
11-15 Days	4%	1%	3%	1%	1%	
Over 15 Days	2%			1%		

Finance Approval						
Days to Approve	2011(*)	2012	Jan-13	Feb-13	Mar-13	Apr-13
2 or less	98%	90%	66%	83%	89%	94%
3 Days	1%	5%	9%	3%	3%	3%
4-5 Days	1%	3%	2%	7%	7%	2%
6-10 Days		2%	13%	1%	1%	1%
11-15 Days			10%	3%		
Over 15 Days				3%		

\* 2011 information only available since May, 2011

Requisition

**Procurement  
/ DBE**

Contract  
Creation and  
Routing

Contract  
Processing  
and Approval

Payment

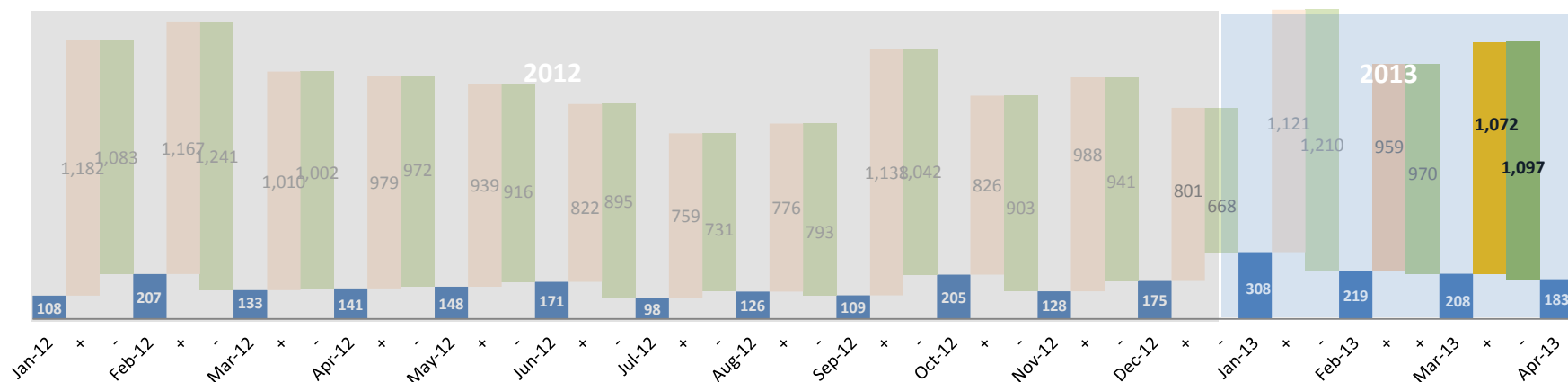
# Requisition to Procurement

- 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

**Action Items \***

# The Number of Requisitions in Queue Waiting to be Processed by the Bureau of Purchasing Decreased to 183

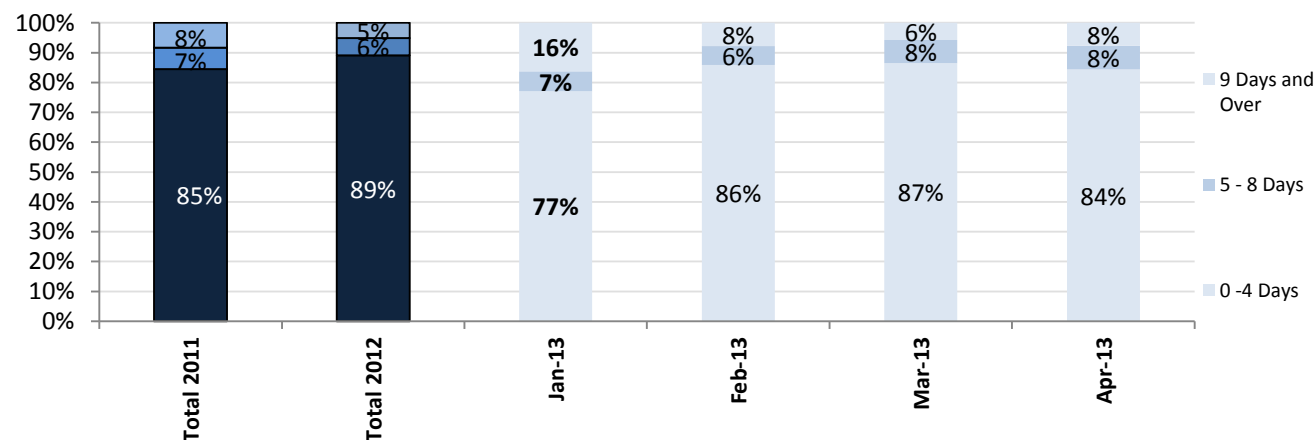
## Bureau of Purchasing Requisition Processing General Fund for Period Ending 4.30.2013



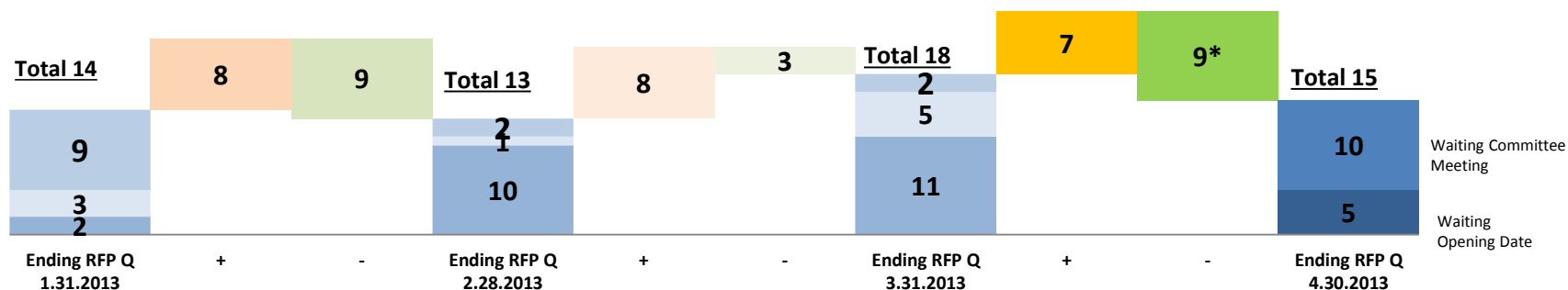
Status of Reqs Awaiting Buyer Processing	
Status	Count
Completed 4.30.2013	57
Need Contract	62
Processing Procurement	45
Waiting for Support	19
<b>Grand Total</b>	<b>183</b>

Waiting for Support	
Status	Count
Mayor	4
Capital Projects	3
NORDC	3
Health	2
Police	2
Parks	1
Aviation	1
Council	1
CAO	1
OCD	1
<b>Grand Total</b>	<b>19</b>

## The Bureau of Purchasing Processed 84% of Requisitions in Four Days or Less of

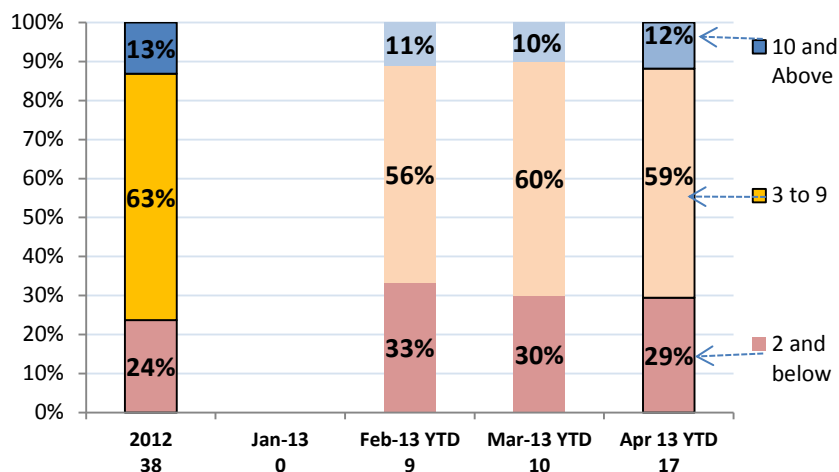


### The Number of RFPS in Process at 15 as of 4.30.2013



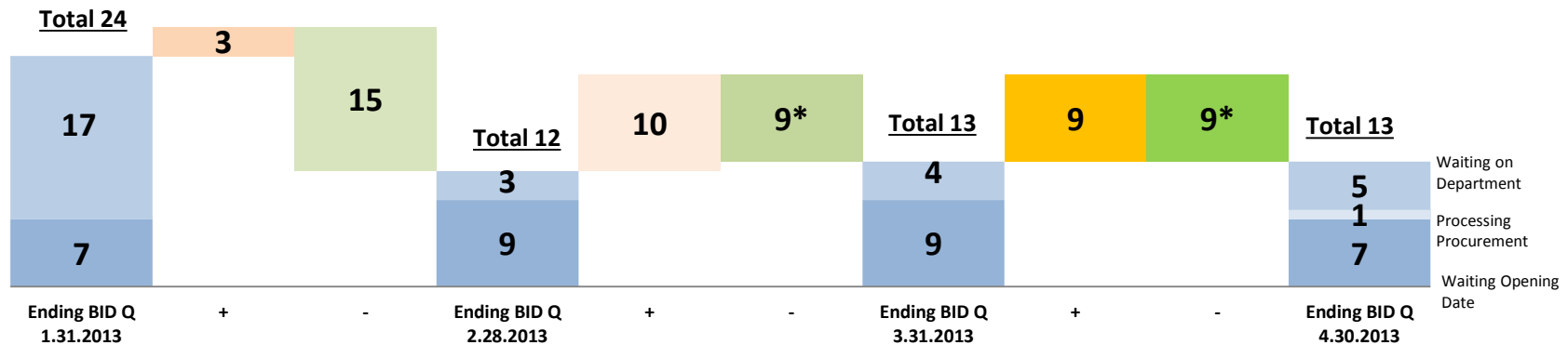
\* Includes closed and cancelled RFPs

### Number of Proposals Received for RFPs Completed YTD 2013 (as of 4.30.2013)



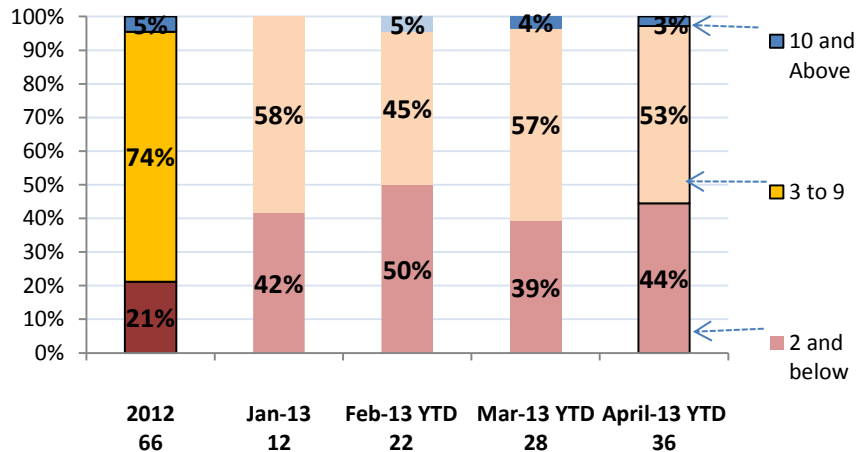
Awaiting Committee Meeting	
Department	Brief Description
Police	Survey
OCD	Online Auction Services N.O. East
Finance	Redevelopment of World Trade Center Site
Aviation Board	Commerical Real Estate Brokerage & Consulting
EMS	Billing and Collections Services for EMS
Mayor's Office	Brownfields Cleanup Revolving Loan Fund Program
ITI	Employee Appraisal Software
Office of Inspector General	Utilities Regulation Consulting Services
French Market	Parking Manager
French Market	Architectural Services

## The Number of Bids in Process at 13 as of 4.30.2013



\* Includes closed and cancelled Bids

### Number of Proposals Received for Bids Completed YTD 2013 (as of 4.30.2013)

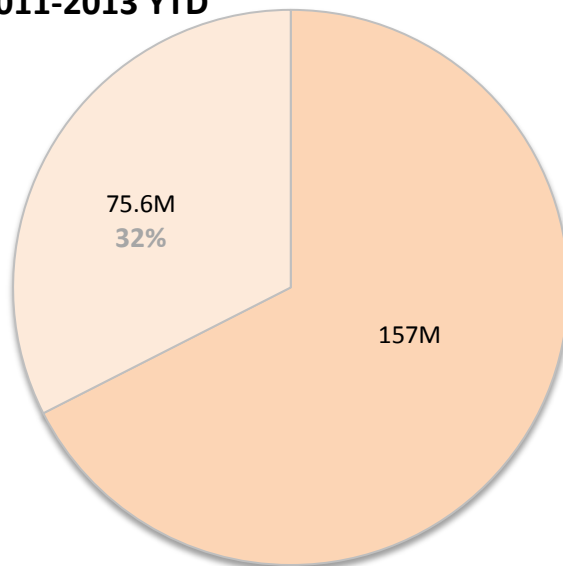


Waiting on Support / Response from Departments		
Department	Brief Description	Comment
CAPITAL PROJECTS	Cemeteries - Phase I Site Improvements	Decision
PARKS & PARKWAYS	Rental of 65 new golf carts for Joseph Bartholomew G	Decision
PARKS & PARKWAYS	Turf maintenance equipment rental	Decision
NORDC	NORDC Vending Machine Services	Decision
NORDC	NORDC Officials	Decision

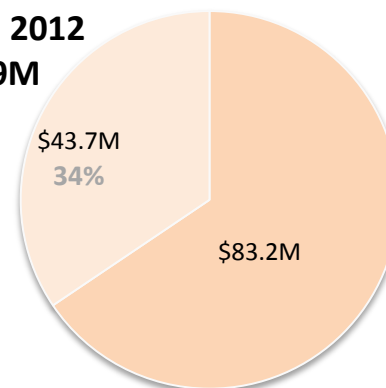
## Bids: YTD Percentage of DBE Committed Award Value (Goal 35%)

Data excludes bids for which DBE contracting requirements have been waived

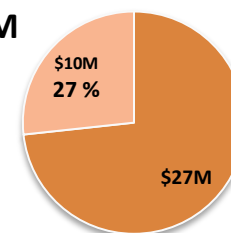
**Total 2011-2013 YTD**  
**\$233M**



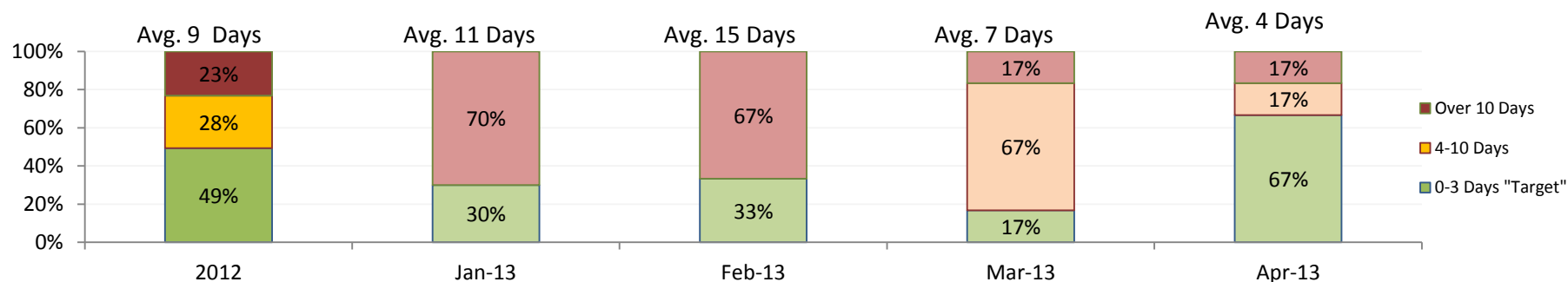
**Total 2012**  
**126.9M**



**Ytd 2013**  
**\$37M**



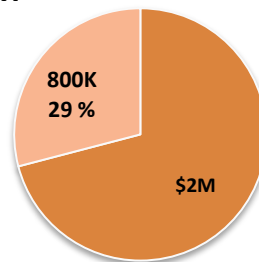
### Time to Process BID DBE Validation by the Office of Supplier Diversity Requests Completed (Working Days)



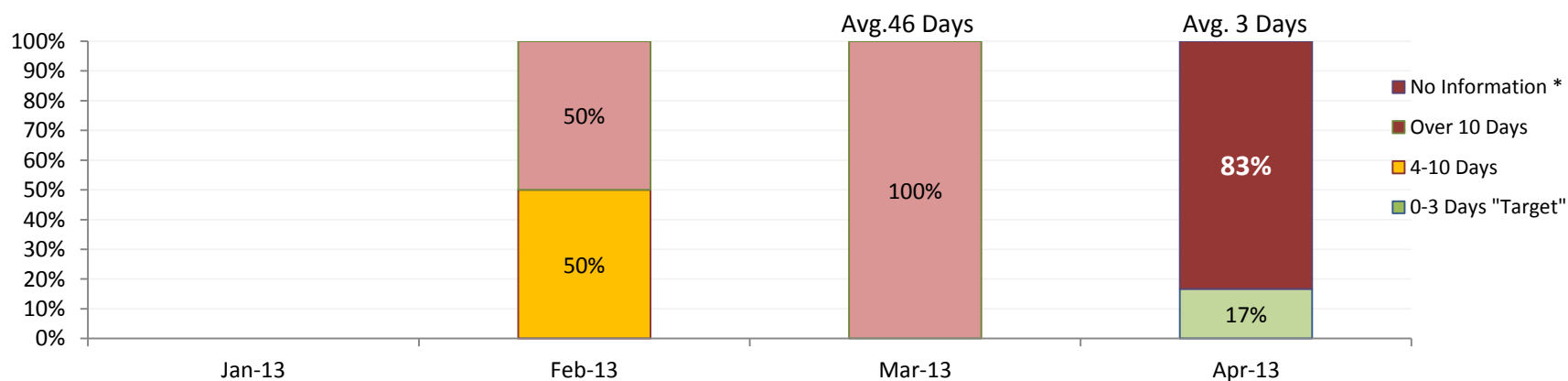
## RFP and RFQs: 2013 YTD Percentage of DBE Committed Award Value (Goal 35%)

Data excludes RFPs and RFQs for which DBE contracting requirements have been waived

Ytd 2013  
\$2.8M



### Time to Process RFP and RFQ DBE Validation by the Office of Supplier Diversity Requests Completed (Working Days)



\* Validation information was not provided to the Office of Supplier Diversity for review



Requisition

Procurement /  
DBE

Contract Creation  
and Routing

Contract  
Processing and  
Approval

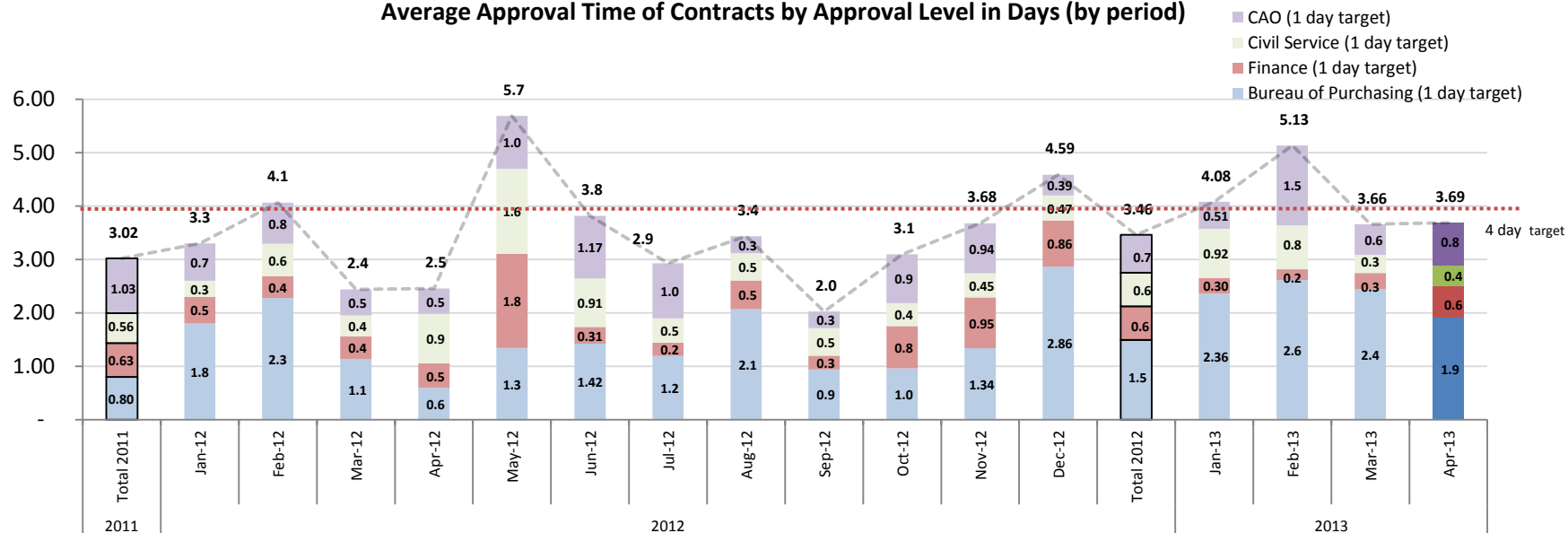
Payment

# Contract Package Routing

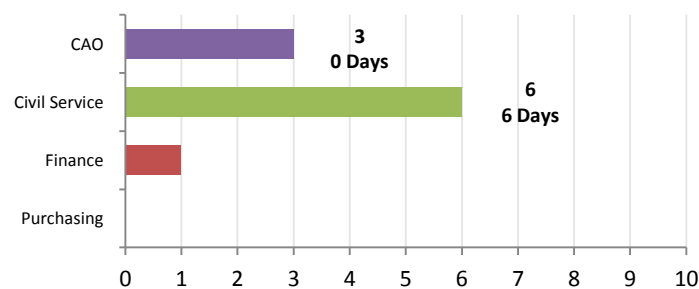
- Average Contract Routing Time

## Average Time to Approve Contracts Meeting Target

Average Approval Time of Contracts by Approval Level in Days (by period)



9 Contract Request in Q as of 4.30.2013



\* 2011 information only available since May, 2011

Source : ECMS 5.1.2013



Requisition

Procurement /  
DBE

Contract Creation  
and Routing

Contract  
Processing and  
Approval

Payment

# Contract Approval Process

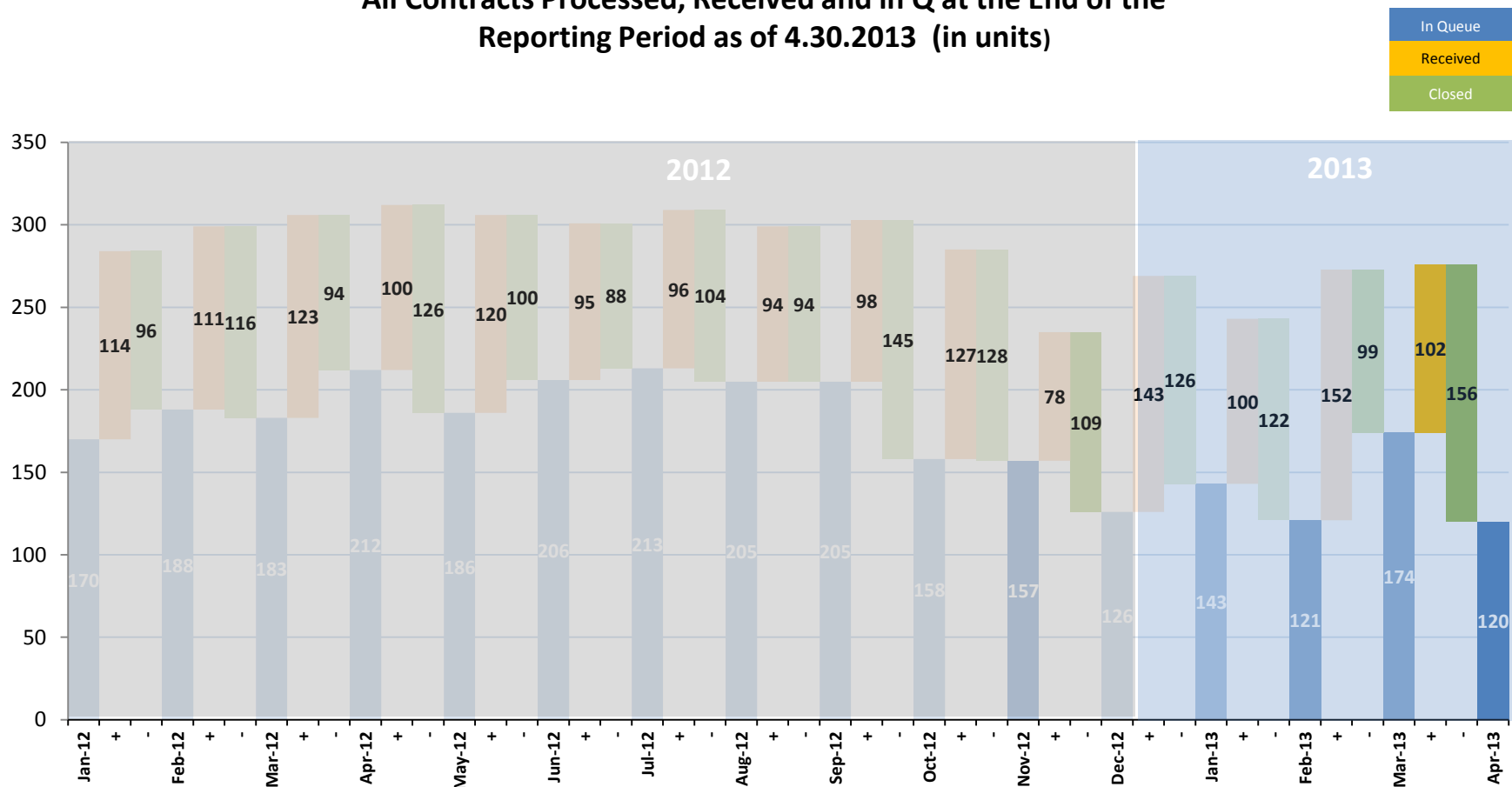
- Contract Processing and Approval

**Action Items \***

## Contracts: All Contracts Processed, Received and in Queue January 2012 – April 2013

(Legal Review, CAO, Vendor Signature, City Attorney, Executive Council, Mayor/City Council)

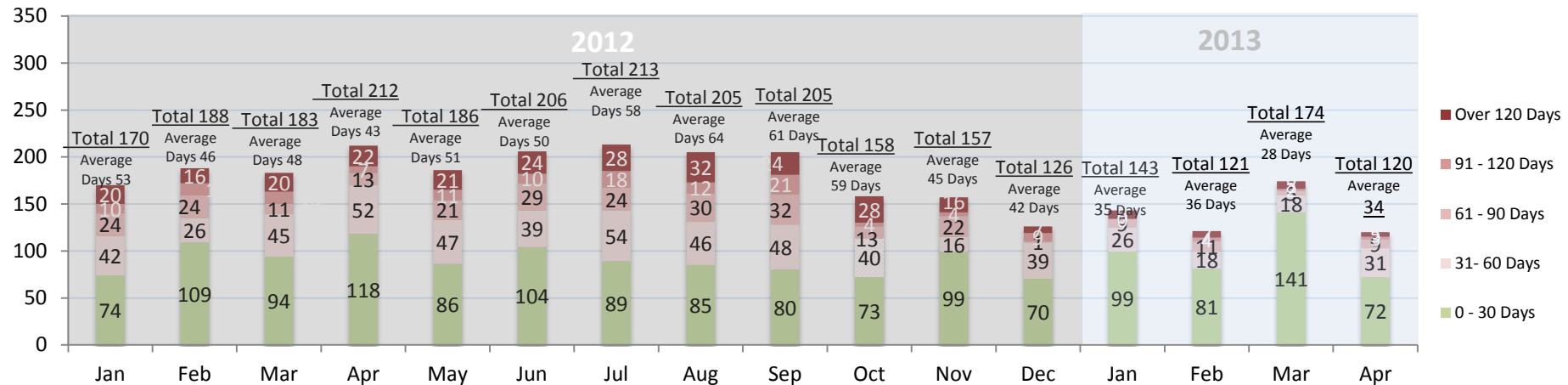
All Contracts Processed, Received and in Q at the End of the Reporting Period as of 4.30.2013 (in units)



## Contracts : All Contracts in Process by Period

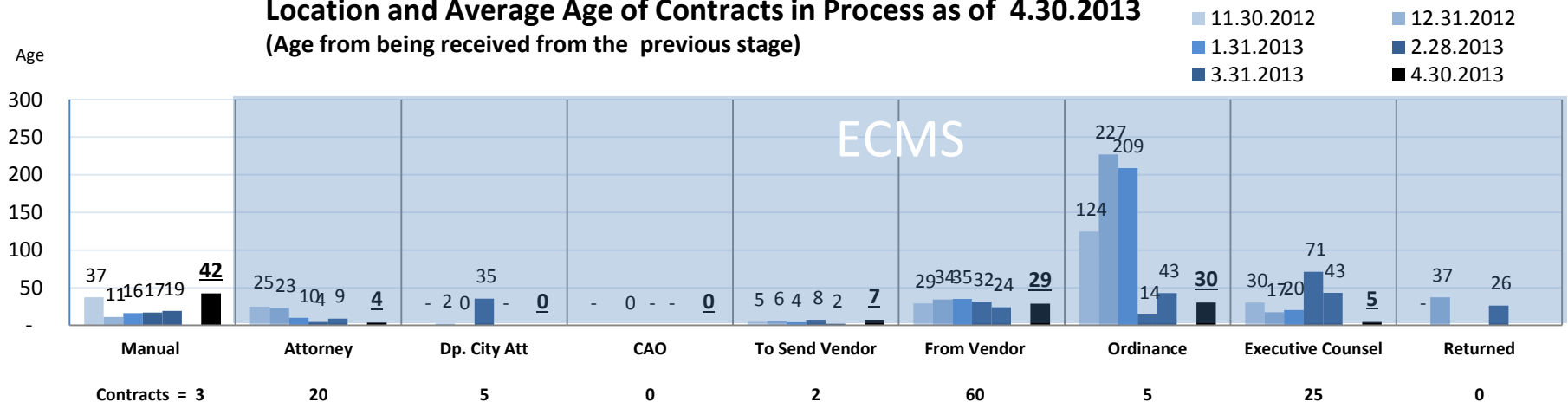
(Legal Review, CAO, City Attorney, Executive Counsel, Mayor/Council Approval)

### The Average Age of Contracts Awaiting Processing at 34 Days



### Location and Average Age of Contracts in Process as of 4.30.2013

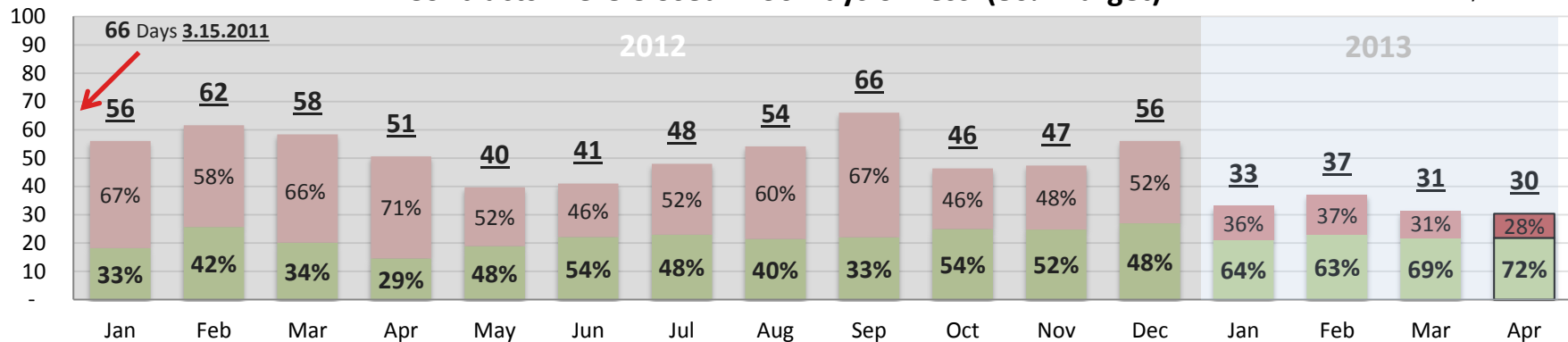
(Age from being received from the previous stage)



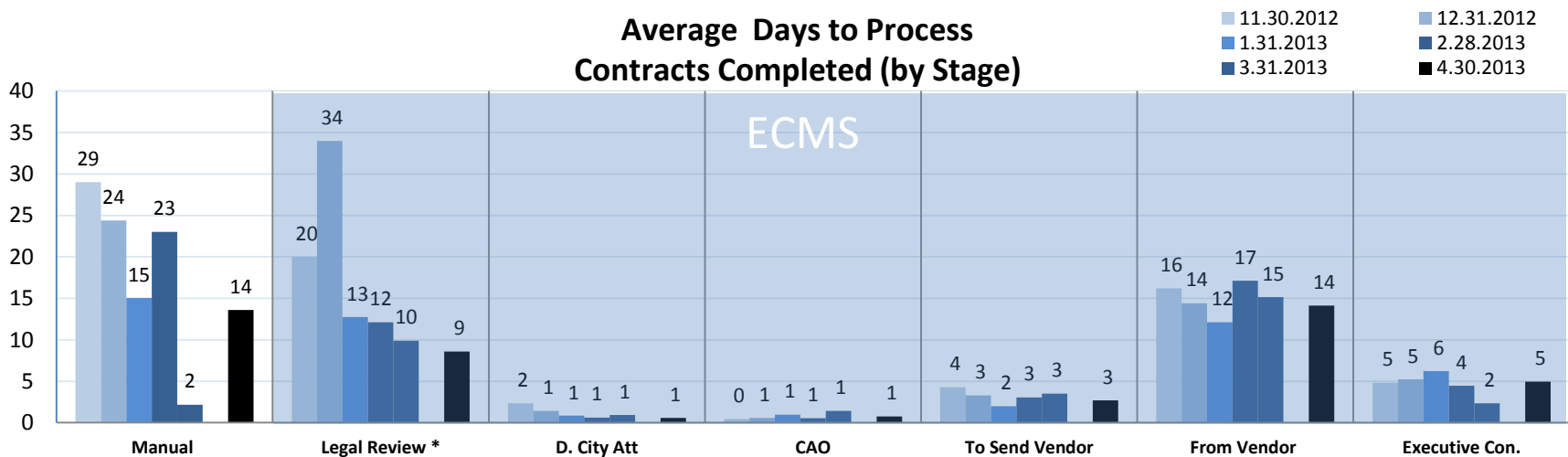
## Contracts : All Contracts Executed by Period

(Legal Review, CAO, City Attorney, Executive Counsel, Mayor/Council Approval)

The Average Time to Close Contracts During the Period at 31 Days. 72% of Contracts Were Closed in 30 Days or Less (80% Target)



### Average Days to Process Contracts Completed (by Stage)



\*Attorney time includes all the processing time for contracts that were returned at any stage of the process

## Contracts Awaiting Vendor Signature

Department	Average Age	Count
BLIGHT & REVITALIZATION	350	1
NEW ORLEANS BUILDING CORPORATION	68	1
AVIATION	47	10
CAO	41	4
MAYOR	40	4
CIVIL SERVICE	33	1
NORD RECREATION DEPARTMENT	30	3
ECONOMIC DEVELOPMENT	25	1
PROPERTY MANAGEMENT	19	2
POLICE DEPARTMENT	17	4
HEALTH DEPARTMENT	16	4
CAPITAL PROJECT	16	3
SANITATION DEPARTMENT	14	1
HOMELAND SECURITY	11	4
CANAL STREET DEVELOPMENT CORPORATION	7	1
PUBLIC WORKS	6	13
City Council	5	1
OFFICE OF TECHNOLOGY & INNOVATION	5	1
DISASTER CDBG UNIT	-	1
<b>Grand Total</b>	<b>29</b>	<b>60</b>

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.

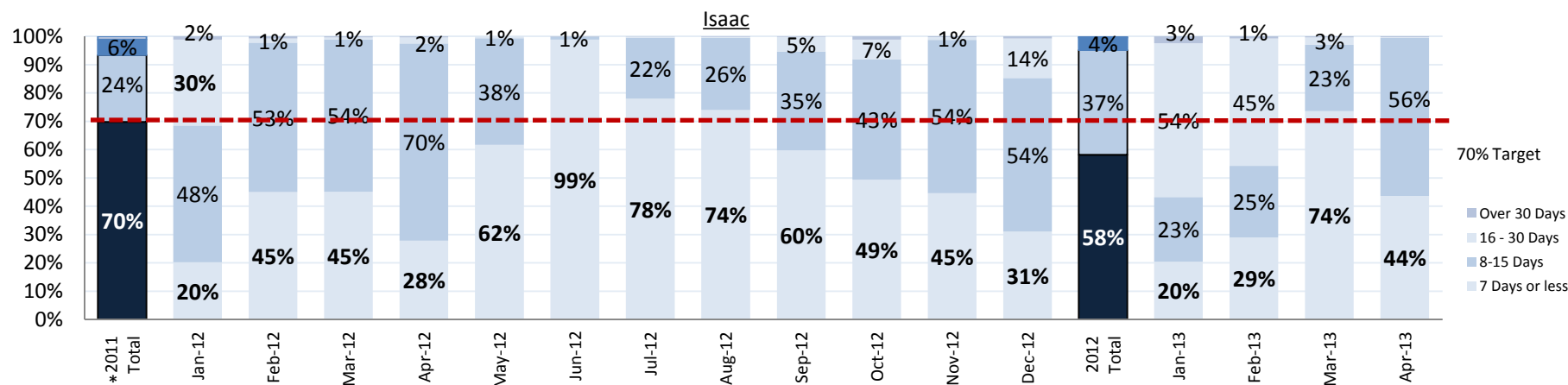
# The Check: Accounts Payable

- 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

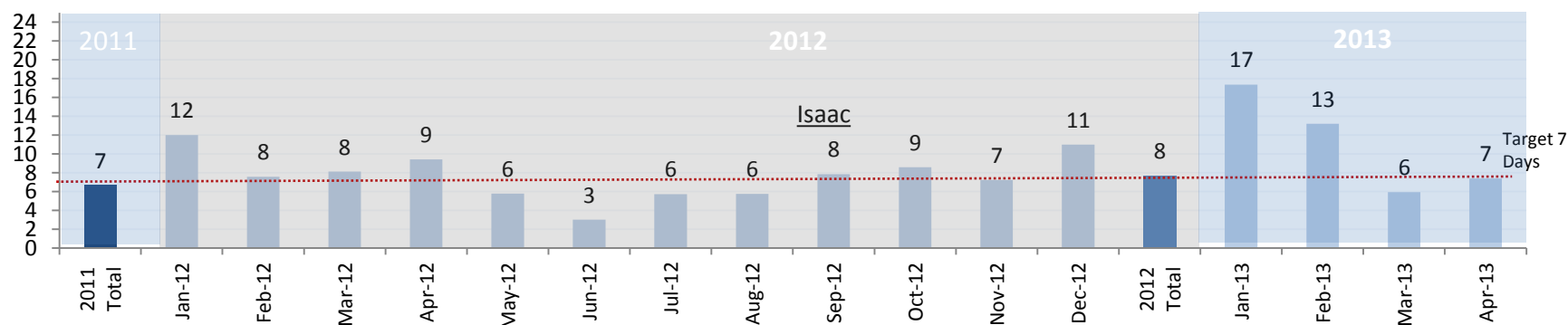
**Action Items \***

## The Percentage of General Fund (and Agency) Payments Processed in 7 Days Below Target at 44%

### Number of Days to Process GF Payment Requests by AP

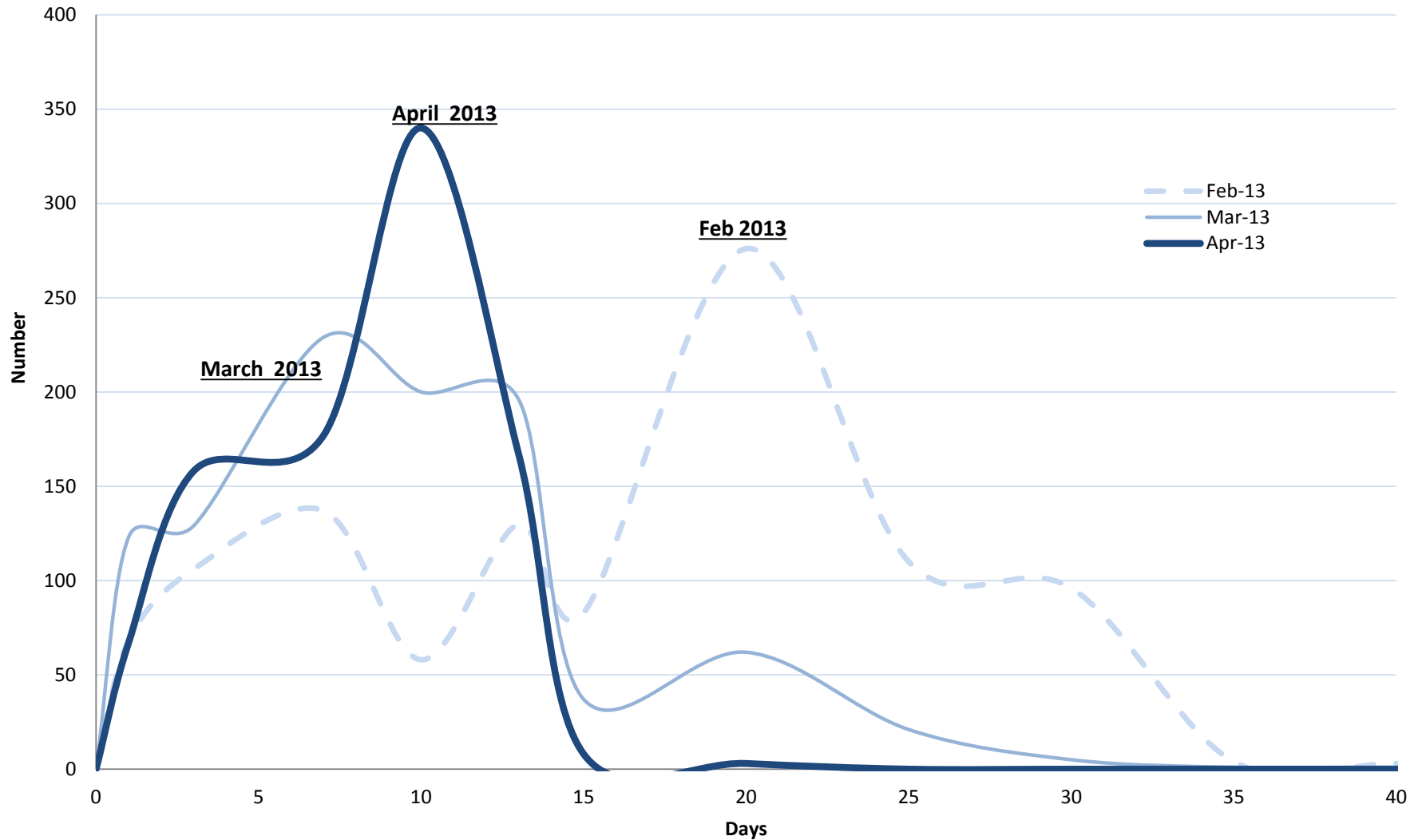


### Average Number of Days to Process Invoices by A/P Department (GF Expenditures)



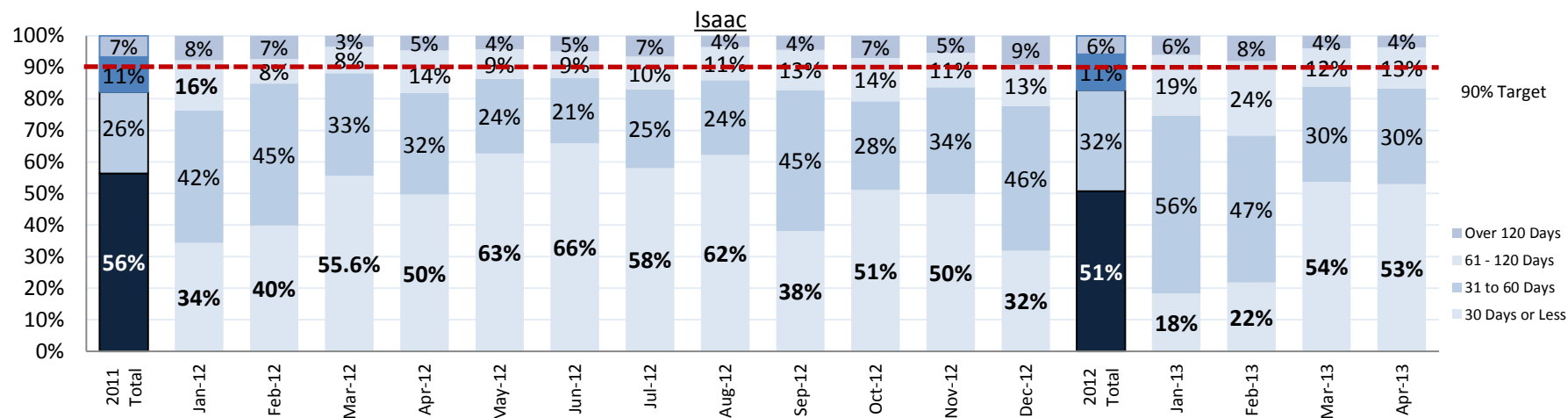
\* 2011 information only available since May, 2011

## Distribution of Accounts Payable Processing GF Payments

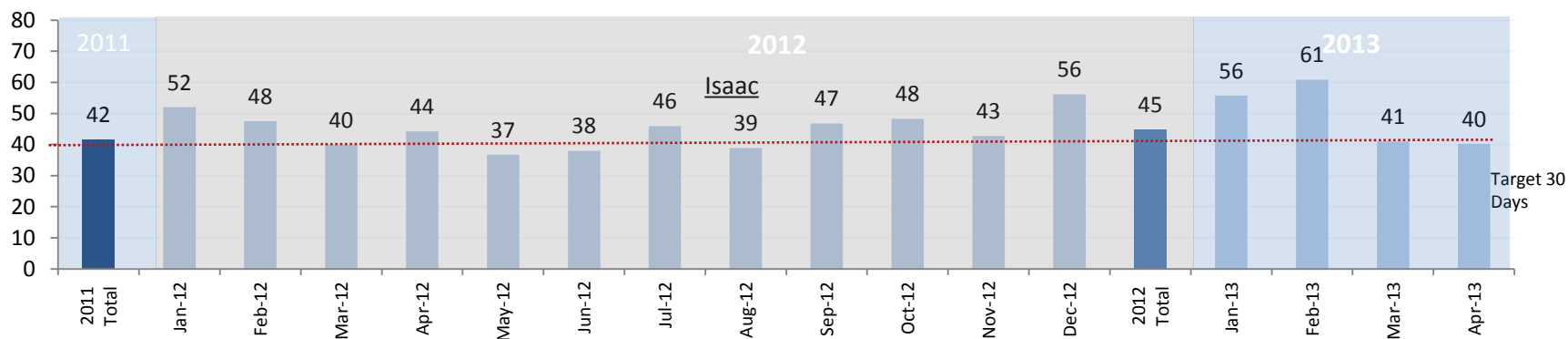


# The Percentage of General Fund (and Agency) Payments in 30 Days or Less at 53%

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

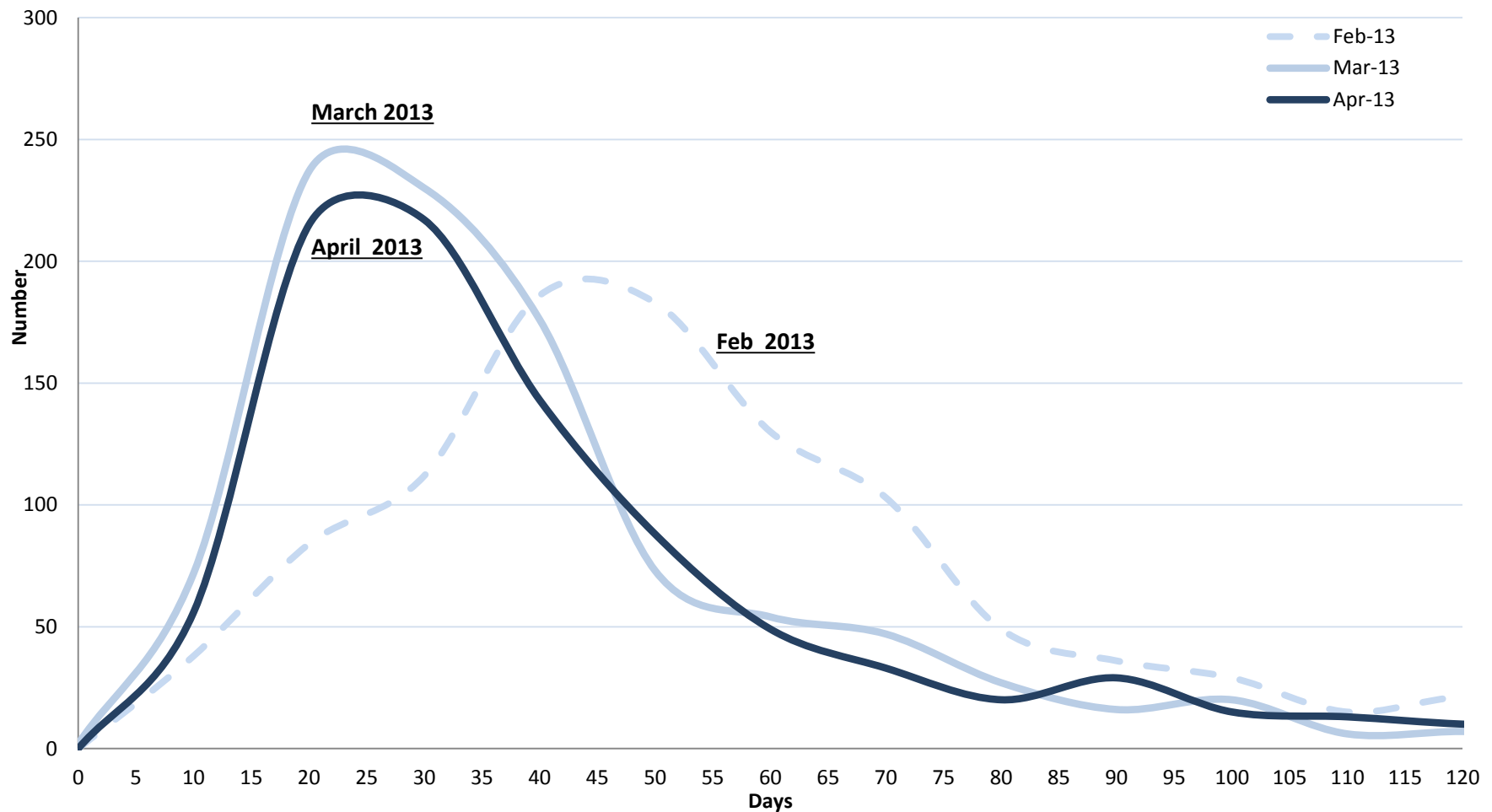


## Average Number of Days to Process Invoices by A/P Department (GF Expenditures)



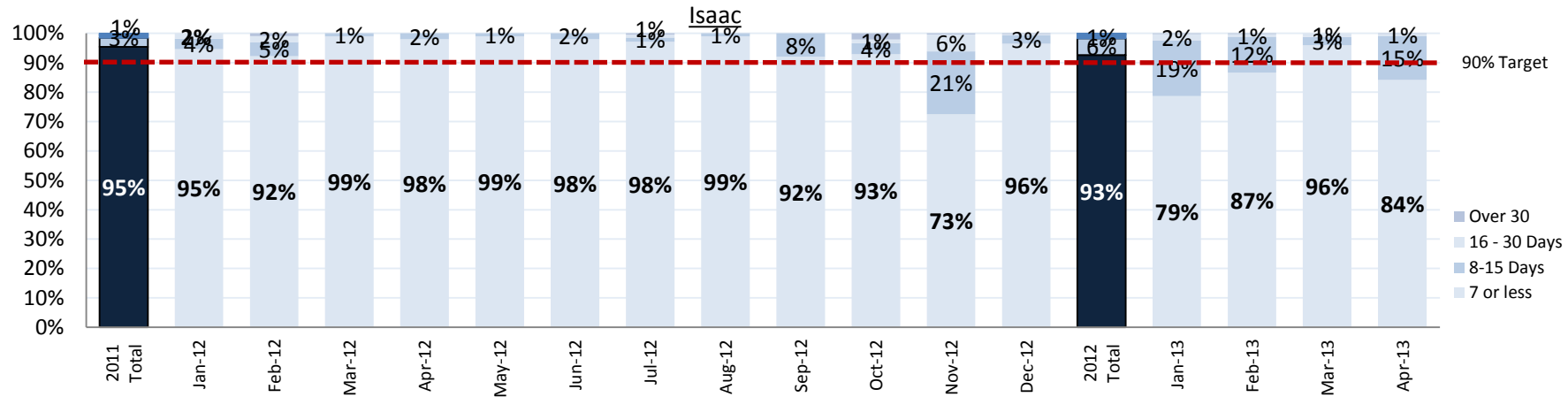
\* 2011 information only available since May, 2011

### Invoice Date to Check Date Distribution for GF & Agency Payments

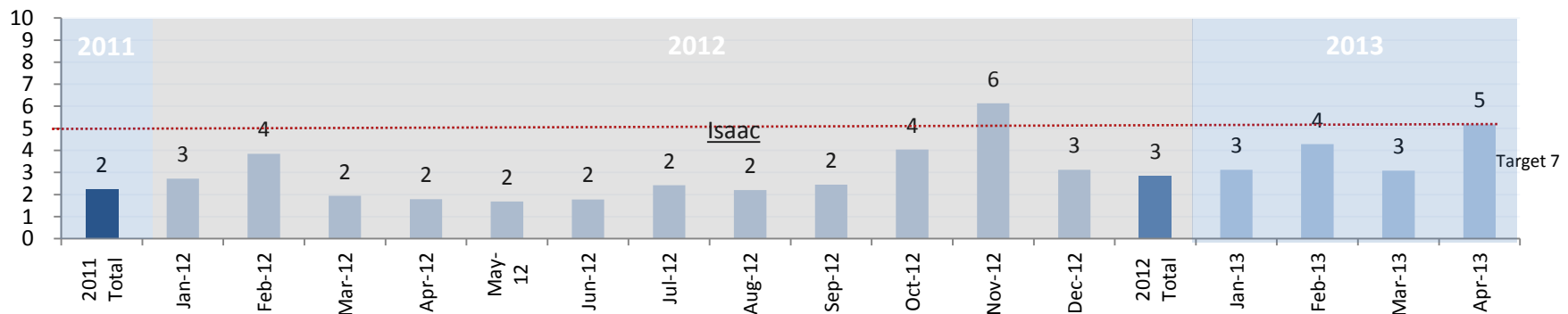


## The Percentage of Capital and Grant Payments Processed in 7 Days at 84%

### Number of Days to Process Capital Payment Requests by AP



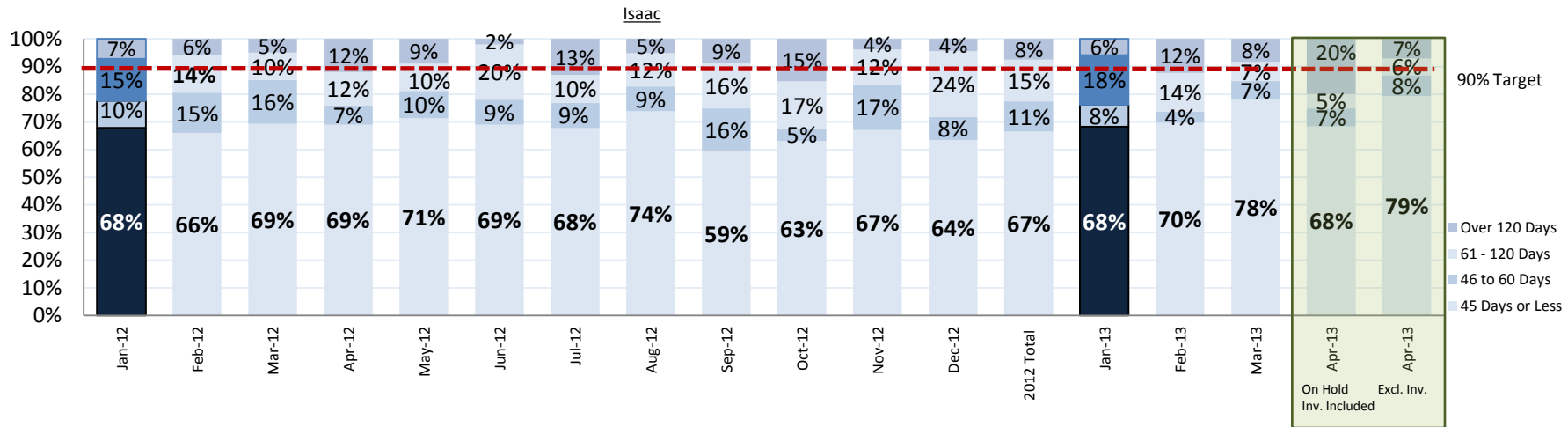
### Average Number of Days to Process Invoices by A/P Department (Capital and Grants)



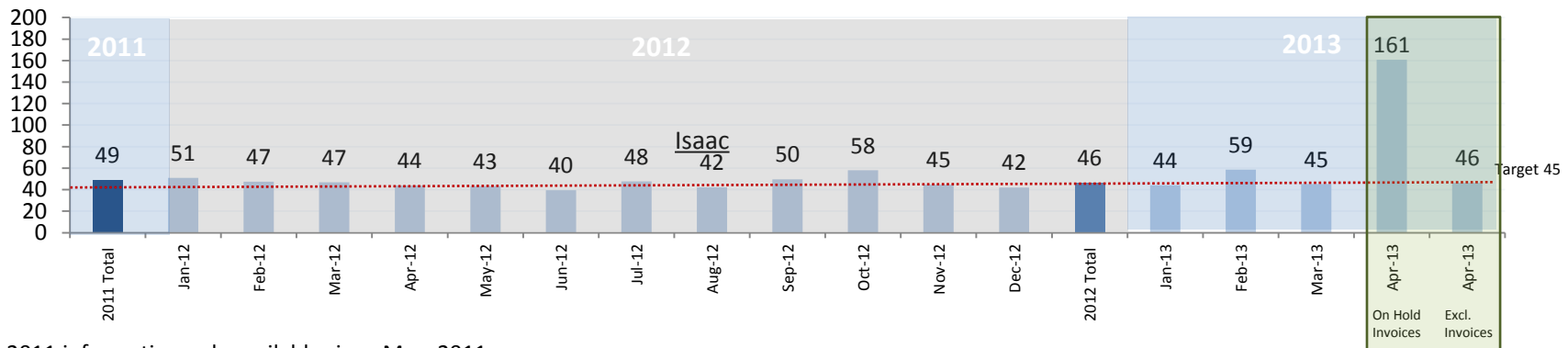
\* 2011 information only available since May, 2011

## The Percentage of Capital and Grant Payments Made in 45 Days or Less from Invoice Date at 68%

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

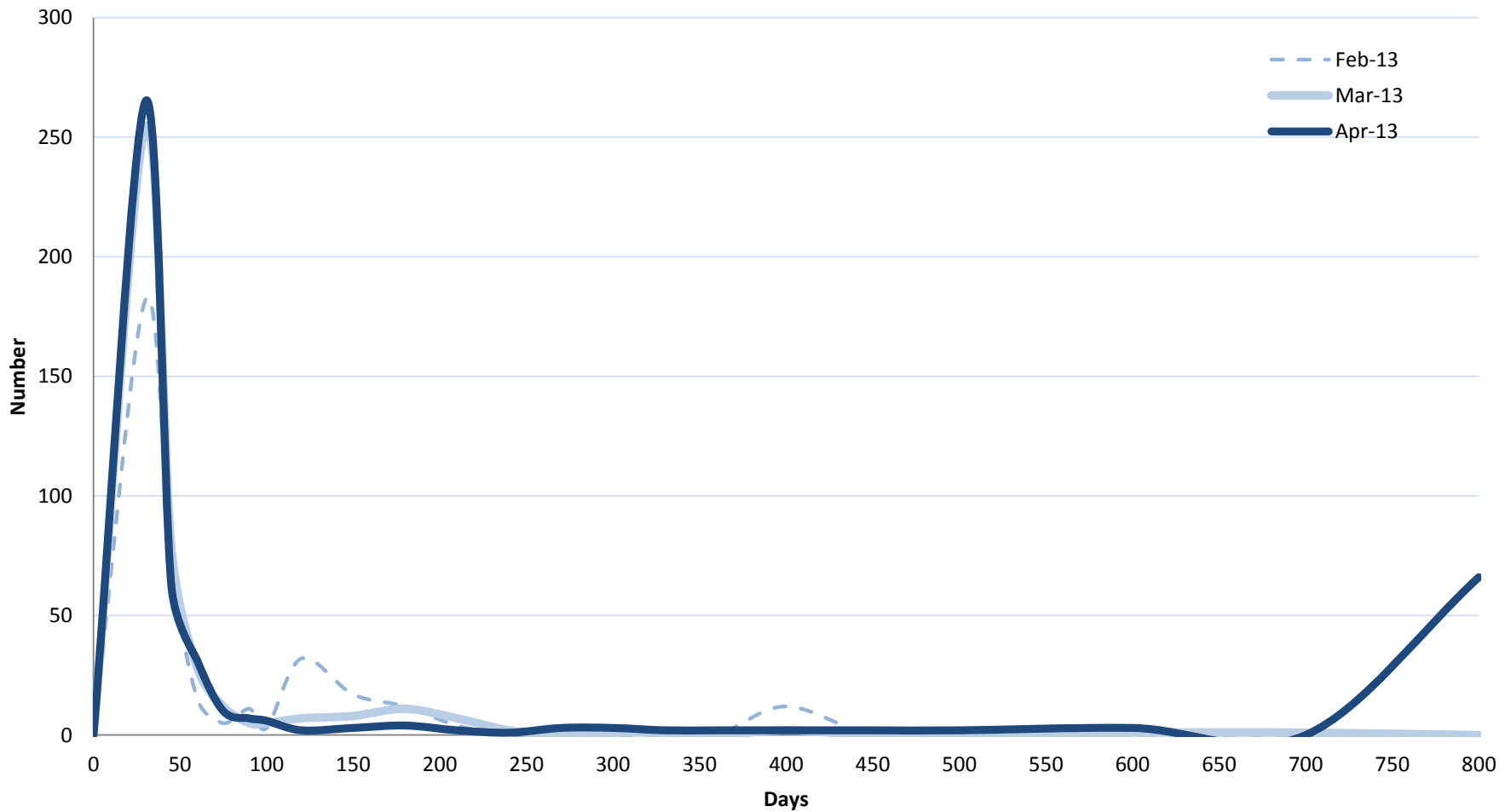


Average Number of Days to Pay Invoices From Invoice Date (Capital and Grants)



\* 2011 information only available since May, 2011

### Invoice Date to Check Date Distribution for Capital and Grants Payments



## Results for General Fund (and Agencies) Payments Vouched for the Month of April 2013

Department	2013								2012
	April				Mar	Feb	Jan	Aug - Dec	
	<= 60	>60	Total April	% >60 Days	% >60 Days	% >60 Days	% >60 Days	% >60 Days	
TREASURY	2	2	4	<div></div> 50%	<div></div> 18%	<div></div> 0%	<div></div> 67%	<div></div> 19%	
EMD	19	16	35	<div></div> 46%	<div></div> 37%	<div></div> 46%	<div></div> 8%	<div></div> 35%	
TOURISM, ARTS, & ENTERTAINMENT	4	3	7	<div></div> 43%	<div></div> 67%	<div></div> 18%	<div></div> 86%	<div></div> 0%	
CAO	18	7	25	<div></div> 28%	<div></div> 37%	<div></div> 58%	<div></div> 23%	<div></div> 24%	
CIVIL SERVICE	3	1	4	<div></div> 25%	<div></div> 50%	<div></div> 33%	<div></div> -	<div></div> *	
NORDC	16	5	21	<div></div> 24%	<div></div> 24%	<div></div> 26%	<div></div> 24%	<div></div> 14%	
ITI	25	8	33	<div></div> 24%	<div></div> 43%	<div></div> 40%	<div></div> 29%	<div></div> 25%	
AVIATION	119	33	152	<div></div> 22%	<div></div> 17%	<div></div> 42%	<div></div> 29%	<div></div> 18%	
SANITATION	12	3	15	<div></div> 20%	<div></div> 13%	<div></div> 20%	<div></div> 27%	<div></div> 33%	
LAW	26	6	32	<div></div> 19%	<div></div> 16%	<div></div> 22%	<div></div> 8%	<div></div> 29%	
HEALTH	17	4	21	<div></div> 19%	<div></div> 18%	<div></div> 27%	<div></div> 33%	<div></div> 38%	
FIRE	18	4	22	<div></div> 18%	<div></div> 36%	<div></div> 22%	<div></div> 20%	<div></div> 14%	
POLICE	42	8	50	<div></div> 16%	<div></div> 12%	<div></div> 30%	<div></div> 25%	<div></div> 25%	
MAYOR'S OFFICE	29	6	35	<div></div> 17%	<div></div> 23%	<div></div> 48%	<div></div> 44%	<div></div> 21%	
CITY PLANNING	11	2	13	<div></div> 15%	<div></div> 50%	<div></div> 0%	<div></div> -	<div></div> -	
OCD	6	1	7	<div></div> 14%	<div></div> 33%	<div></div> 60%	<div></div> 13%	<div></div> 28%	
COUNCIL	43	7	50	<div></div> 14%	<div></div> 12%	<div></div> 29%	<div></div> 23%	<div></div> 18%	
MOSQUITO CONTROL	38	6	44	<div></div> 14%	<div></div> 7%	<div></div> 44%	<div></div> 19%	<div></div> 15%	
HOMELAND SECURITY	7	1	8	<div></div> 13%	<div></div> 14%	<div></div> 38%	<div></div> 0%	<div></div> *	
LIBRARY	59	7	66	<div></div> 11%	<div></div> 16%	<div></div> 26%		<div></div> 16%	
REVENUE	9	1	10	<div></div> 10%	<div></div> 0%	<div></div> 29%	<div></div> 13%	<div></div> 19%	
REGISTRAR OF VOTERS	10	1	11	<div></div> 9%	<div></div> 25%	<div></div> 55%	<div></div> 67%	<div></div> 24%	
PUBLIC WORKS	28	2	30	<div></div> 7%	<div></div> 5%	<div></div> 24%	<div></div> 17%	<div></div> 13%	
EMS	28	2	30	<div></div> 7%	<div></div> 10%	<div></div> 42%	<div></div> 14%	<div></div> 4%	
OFFICE OF INSPECTOR GENERAL	18	1	19	<div></div> 5%	<div></div> 0%	<div></div> 7%	<div></div> 7%	<div></div> 3%	
PARKS & PARKWAY	36	1	37	<div></div> 3%	<div></div> 9%	<div></div> 39%	<div></div> 20%	<div></div> 19%	
PROPERTY MANAGEMENT	26		26	<div></div> 0%	<div></div> 19%	<div></div> 12%	<div></div> 16%	<div></div> 12%	
HUMAN SERVICES	22		22	<div></div> 0%	<div></div> 38%	<div></div> 32%	<div></div> 18%	<div></div> 12%	
CORONER	15		15	<div></div> 0%	<div></div> 6%	<div></div> 0%	<div></div> 0%	<div></div> *	
SAFETY AND PERMITS	9		9	<div></div> 0%	<div></div> 15%	<div></div> 25%		<div></div> 40%	
CAPITAL PROJECTS	8		8	<div></div> 0%	<div></div> 7%	<div></div> 30%	<div></div> -	<div></div> 23%	
FINANCE	2		2	<div></div> 0%		<div></div> 0%	<div></div> 0%	<div></div> *	
Other (Less than 16 in four months)	42	17	59	<div></div> 29%	<div></div> 14%	<div></div> 18%	<div></div> 9%	<div></div> 0%	
Grand Total	767	155	922	<div></div> 17%	<div></div> 17%	<div></div> 32%	<div></div> 25%	<div></div> 19%	

\* Small number of payments were vouched for this department during the period

Source :Accounts Payable Collected 5.15.2013-5.25.2013

## Results for Capital and Grants Payments Vouched for the Month of April 2013

Department	April				March	February	January	Aug - Dec
	<= 60	>60	Total March	% >60 Days	% >60 Days	% >60 Days	% >60 Days	% >60 Days
PROPERTY MANAGEMENT	1	66	67	99%	0%		0%	0%
HOMELAND SECURITY	22	13	35	37%	20%	13%	40%	12%
OCD	93	15	108	14%	3%	25%	19%	19%
MAYOR	22	3	25	12%	14%	6%	19%	4%
HEALTH	98	11	109	10%	8%	6%	8%	20%
PUBLIC WORKS	22	3	25	12%	29%	31%	28%	49%
CAPITAL PROJECTS	110	12	122	10%	16%	36%	26%	22%
CRIMINAL JUSTICE	4		4	0%	0%	11%	9%	0%
SANITATION					100%	100%	93%	*
Other (Less than 12 in 4 Months)	7	0	7	0%	17%	55%	43%	23%
<b>Grand Total</b>	<b>380</b>	<b>124</b>	<b>503</b>	<b>25%</b>	<b>12%</b>	<b>26%</b>	<b>24%</b>	<b>22%</b>

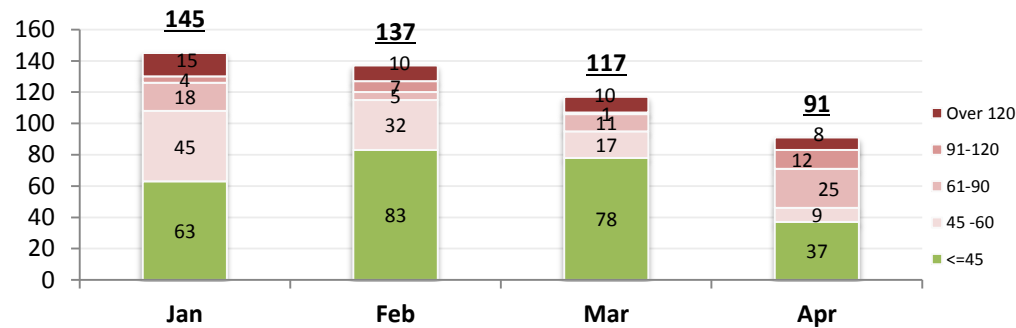
\* Small number of payments were vouched for this department in 2012

Source :Accounts Payable Collected 5.15.2013-5.25.2013

## OCD Invoices in the Pipeline

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	37	9				46
Dispute With Vendor			1			1
With the State			1	1		2
On Hold			1			1
Litigation					6	6
Other			16	7	1	24
Compliance Issues			3			3
Funding			1			1
Contract/Amendment			2			2
Not Processed Timely				4	1	5
<b>Grand Total</b>	<b>37</b>	<b>9</b>	<b>25</b>	<b>12</b>	<b>8</b>	<b>91</b>

OCD Aging of Invoices in the Pipeline by Period



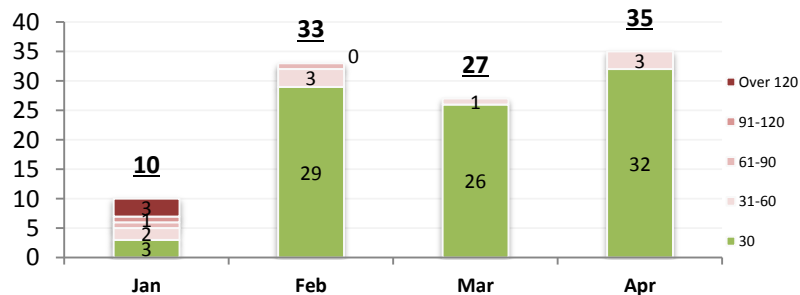
Information obtained from OCD 5.24.2013

## Capital Projects Invoices in the Pipeline

### Revolver

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular processing	32					32
With the State		3				3
Grand Total	32	3	0	0	0	35

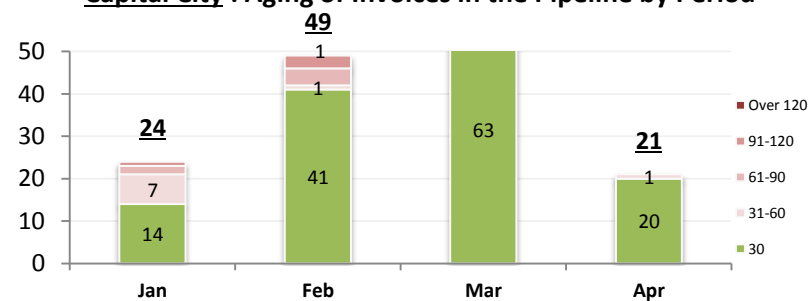
Capital Revolver: Aging of Invoices in the Pipeline by



### City

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular processing	20					20
On Hold		1				1
Grand Total	20	1	0	0	0	21

Capital City : Aging of Invoices in the Pipeline by Period

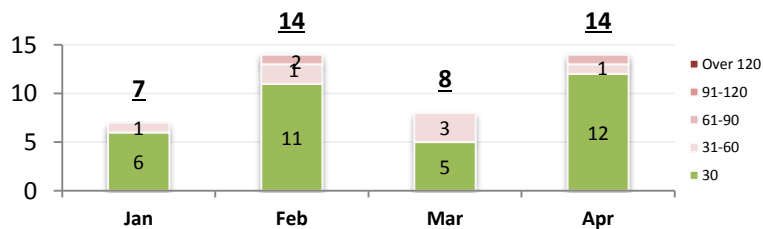


## DPW Invoices in the Pipeline

### Revolver

Status	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	12					12
On Hold		1	1			2
Grand Total	12	1	1	0	0	14

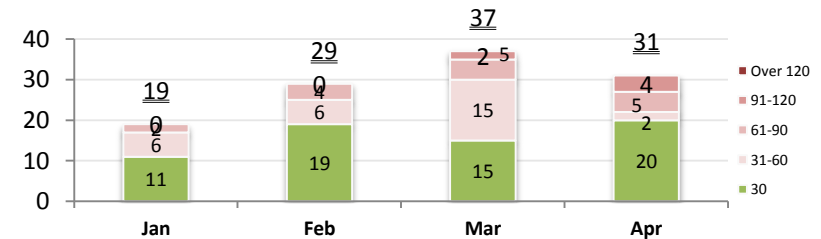
**DPW Revolver: Aging of Invoices in the Pipeline by Period**



### City

Comment	Age					Total
	<=30	31-60	61-90	91-120	Over 120	
Regular Processing	20					20
State			2			2
Other		1	2	1		4
Isaac				2		2
Not Processed Timely		1	1	1		3
Grand Total	20	2	5	4	0	31

**DPW City: Aging of Invoices in the Pipeline by**



# 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

## 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?