CITY OF NEW ORLEANS

ReqtoCheckSTAT

Reporting Period: Quarter 1 2015

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

ReqtoCheckSTAT April 30, 2015

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

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

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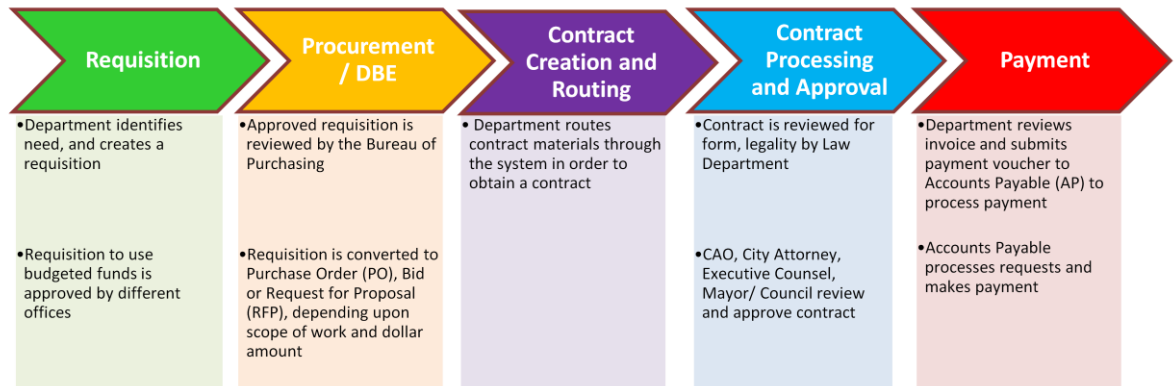
Action Items

Responsible Parties	Action Item	Status
F. Alexander; M. Kleinpeter	Automate purchase order approvals for general fund requisitions with small dollar amounts.	Waiting for ITI to remove the Purchasing Bureau's Buyers out of the applicable PO queues.
M. Kleinpeter; J. Meyer; N. Foster	Approval of standard terms and conditions for purchase orders	Purchasing and Law put together a list of standard terms and conditions (TCs) to be attached to all purchase order issued when a contract is not required.
J. Meyer; V. Spencer; M. Kleinpeter	Determine method a method for expedited approval process for "time only" amendments.	Law, Purchasing, and OPA had an initial meeting to discuss potential routing alternatives. Delegating such contracts to be signed by the CAO may be a viable option.
M. Kleinpeter; J. Meyer;	Revise CAO PM 24 on movables and non-professional services	Purchasing and Law have met to revise CAO PM 24. One more item (partial adoption of title 39) needs to be discussed before revisions are finalized.
M. Kleinpeter; J. Meyer; V. Smith; M. Jernigan	Revise CAO PM 113 on procurement of public works	Purchasing, Capital Projects, Public Works, and Law met in October 2014 to discuss changes to CAO PM 113. Law is working on first draft of a revised version. All parties will meet in February to move revised draft forward.
J. Meyer	List of contracts waiting for vendor signature	In concert with OPA, Law agreed to send weekly emails to requestors with contracts waiting for vendor signature over 14 days.
J. Meyer; Sarah Wellman; V. Spencer	Determine plan for consistently notifying departments of contracts likely nearing expiration	Law and OPA met with several departments to discuss their current processes for keeping track of when their contracts are going to expire. Law and OPA hope to propose a solution to facilitate an interdepartmental tracking process.

Procurement Process Overview*

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

*See a more detailed process map on slide 31

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.

Though there were no outages to the procurement systems in Q1 2015, email issues disrupted procurement system notifications to vendors and approvers from January 17 through February 2nd.

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

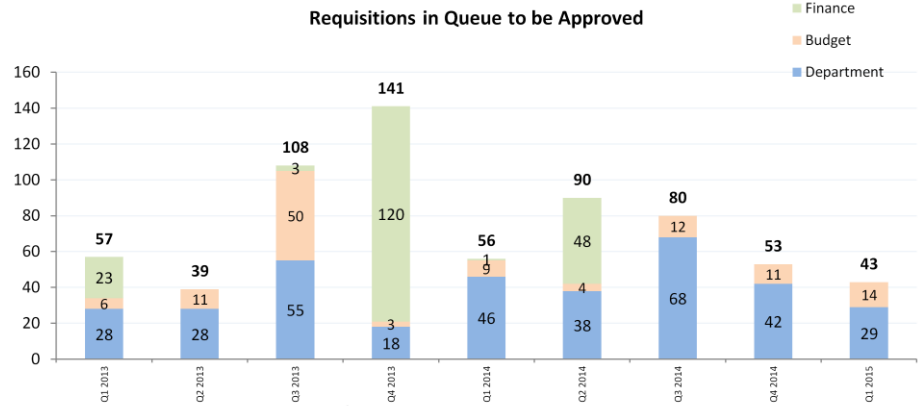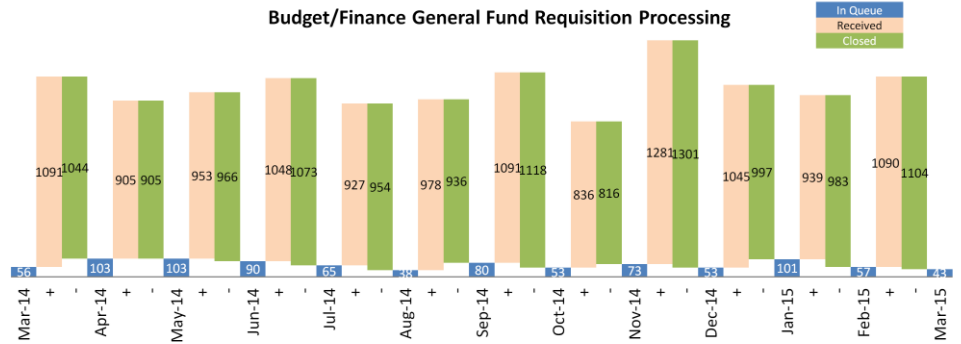| System	Q1 2014		Q2 2014		Q3 2014		Q4 2014		Q1 2015	
	Server	App.	Server	App.	Server	App.	Server	App.	Server	App.
BuySpeed - General Fund and Agencies (Procurement/Bids/RFPs)	0	1	0	0	0	0	0	0	0	0
ECMS - Contract Routing	0	0	0	0	0	0	0	0	0	0
AFIN - Capital and Grants (Procurement/Payments)	0	0	0	0	0	0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

Responsible Organizations:
Budget Office;
Finance Department

Data Source:
BuySpeed

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

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

The General Fund requisition queue was relatively low, at 43 awaiting approval.

Budget/Finance General Fund Requisition Processing

Legend: In Queue / Received / Closed

	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Received	1091	905	953	1048	927	978	1091	836	1281	1045	939	1090	
Closed	1044	905	966	1073	954	936	1118	816	1301	997	983	1104	
In Queue	56	103	103	90	65		80	53	73	53	101	57	43

Requisitions in Queue to be Approved

Legend: Finance / Budget / Department

	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015
Total	57	39	108	141	56	90	80	53	43
Finance	23		3	120		48			
Budget	6	11	50	3	1	4	12	11	14
Department	28	28	55	18	46	38	68	42	29

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

Responsible Organizations:
Budget Office;
Finance Department

Data Source:
BuySpeed

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

Notes:
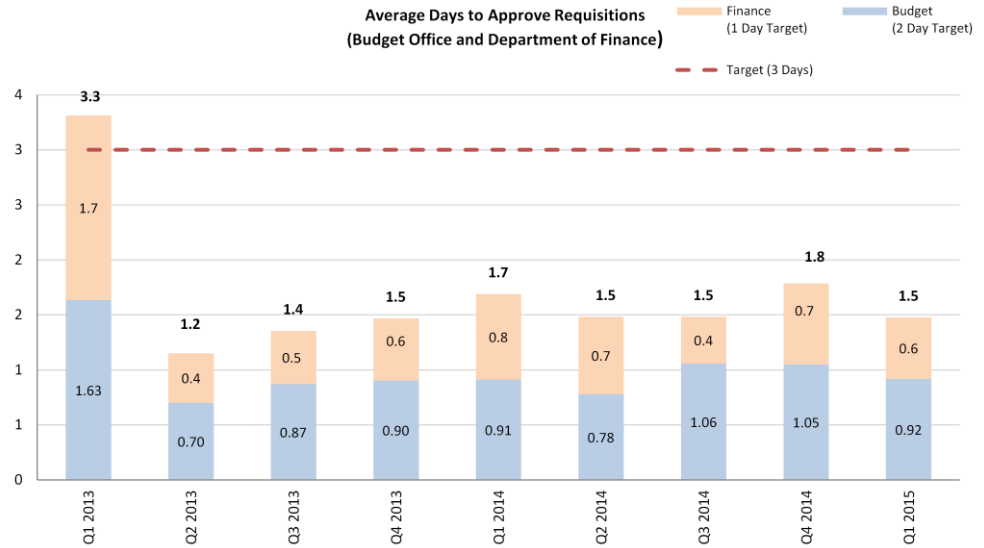2011 information only available from May to December.

Distributions subject to rounding error.

Legend:

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

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

Budget and Finance began 2015 well within 3 day target YTD.

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

Finance (1 Day Target) — Budget (2 Day Target) — — Target (3 Days)

Quarter	Budget	Finance	Total
Q1 2013	1.63	1.7	3.3
Q2 2013	0.70	0.4	1.2
Q3 2013	0.87	0.5	1.4
Q4 2013	0.90	0.6	1.5
Q1 2014	0.91	0.8	1.7
Q2 2014	0.78	0.7	1.5
Q3 2014	1.06	0.4	1.5
Q4 2014	1.05	0.7	1.8
Q1 2015	0.92	0.6	1.5

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

Requisition Approval

| | 2014 | | | 2015 | | |
KPI	Actual	Target Met?		Actual	Target	Status
Average Days to Approve Requisitions by Budget Office	0.95	🟢		0.92	< 2	🟢

The Bureau of Purchasing's end-of-quarter queue was at 223. 88% of requisitions were converted to purchase orders within four business days YTD in 2015.

Responsible Organizations:
Bureau of Purchasing

Data Source:
BuySpeed

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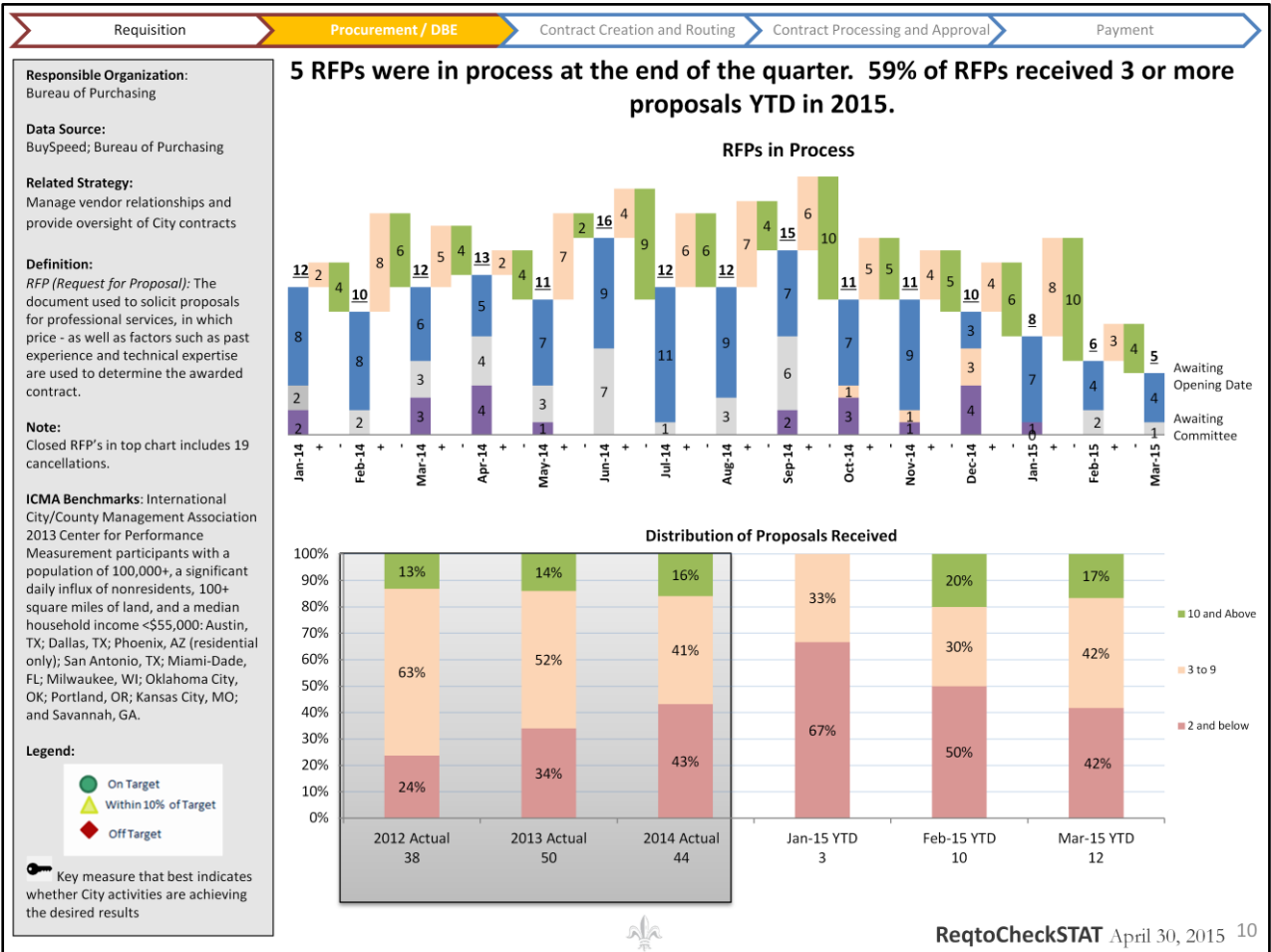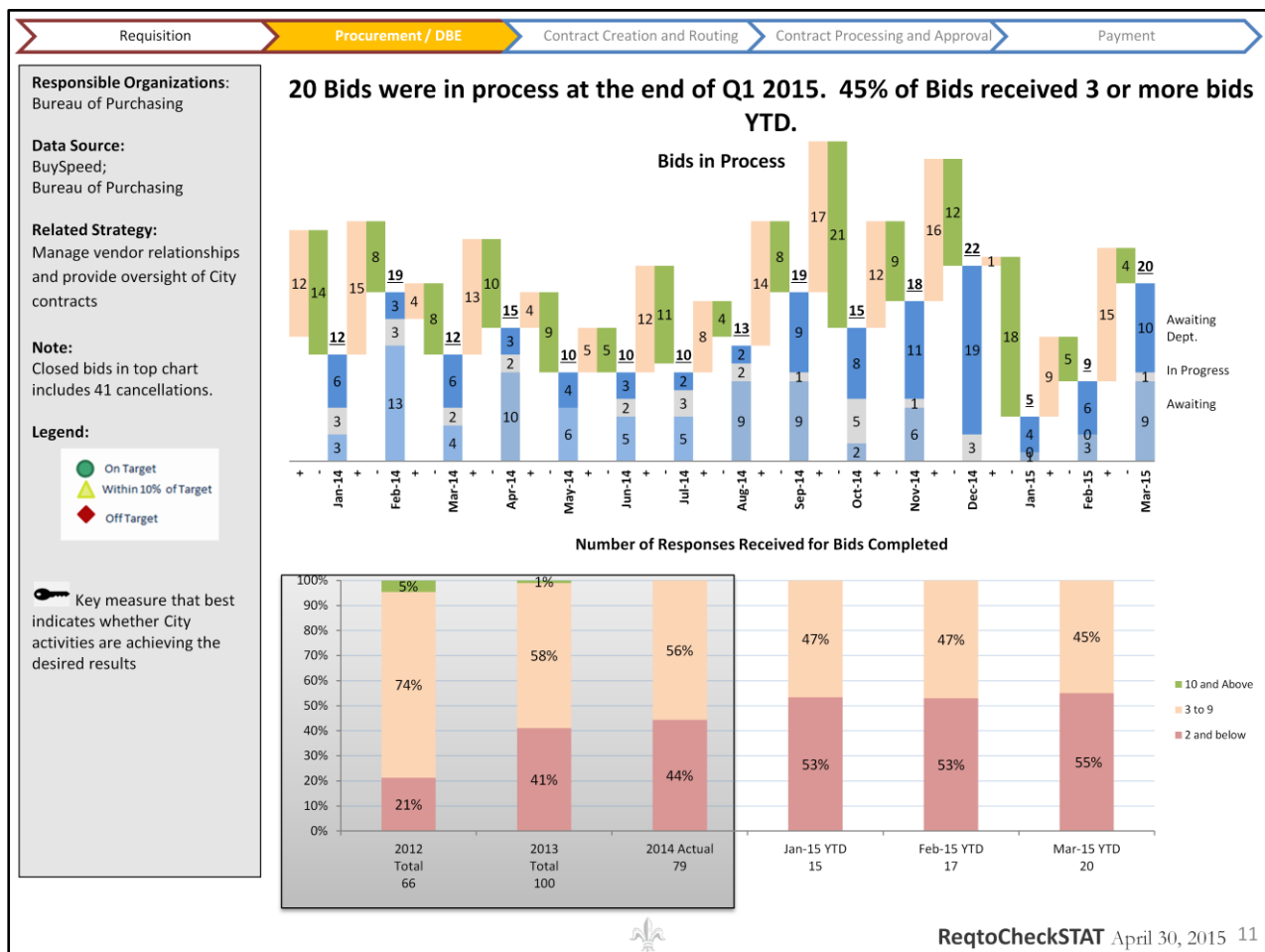Manage vendor relationships and provide oversight of City contracts

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.

General Fund Bureau of Purchasing Requisition Processing

In Queue
Received
Closed

Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
1032 901	1053 1071	1044 1093	905 949	966 952	1073 1028	954 1003	936 931	1118 1110	816 800	1301 1278	997 983	983 957	1104 1167
164	295	277	228	184	198	243	194	199	207	223	246	260	286	223

Average Number of Business Days to Process Requisitions

Actual — Target (4 Business Days)

2011 Actual*	2012 Actual	2013 Actual	2014 Actual	Jan-15	Feb-15	Mar-15
4.1	3.1	3.70	4.4	4.28	3.73	3.82

Distribution of Time to Process Requisitions

>=9 Days   5 - 8 Days   <=4 Days

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

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Responsible Organization:
Bureau of Purchasing

Data Source:
BuySpeed; Bureau of Purchasing

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

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

Note:
Closed RFP's in top chart includes 19 cancellations.

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

Legend:
- On Target
- Within 10% of Target
- Off Target

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

5 RFPs were in process at the end of the quarter. 59% of RFPs received 3 or more proposals YTD in 2015.

RFPs in Process

Awaiting Opening Date
Awaiting Committee

Distribution of Proposals Received

	2012 Actual 38	2013 Actual 50	2014 Actual 44	Jan-15 YTD 3	Feb-15 YTD 10	Mar-15 YTD 12
10 and Above	13%	14%	16%		20%	17%
3 to 9	63%	52%	41%	33%	30%	42%
2 and below	24%	34%	43%	67%	50%	42%

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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 41 cancellations.

Legend:

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

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

20 Bids were in process at the end of Q1 2015. 45% of Bids received 3 or more bids YTD.

Bids in Process

Number of Responses Received for Bids Completed

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Purchasing will look into similarities between bids and RFPs that did not attract many bids or proposals to try to improve competitiveness

Responsible Organization:
Office of Supplier Diversity (OSD)

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

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

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

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

YTD, vendors have committed 37% of bid contract value to DBE's.

Bids:

Percent of **bid** value awarded to DBEs
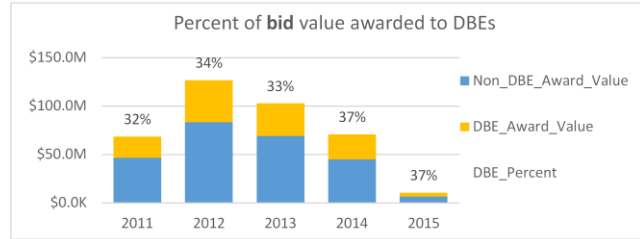
	Bids			
Year	Estimated_Contract_Value	DBE_Award_Value	Non_DBE_Award_Value	DBE_Percent
2011	$ 68,621,515.00	$ 21,958,884.80	$ 46,662,630.20	32%
2012	$ 126,894,504.73	$ 43,697,860.66	$ 83,196,644.07	34%
2013	$ 102,756,809.00	$ 33,501,039.20	$ 69,255,769.80	33%
2014	$ 70,920,452.00	$ 25,952,636.56	$ 44,967,815.44	37%
2015	$ 10,663,899.33	$ 3,979,480.60	$ 6,684,419.08	37%

Average Days to Validate Bids
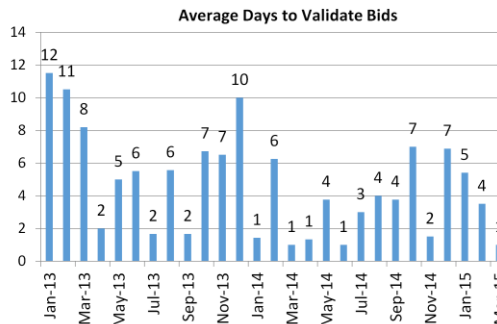
Bids 2013 – YTD 2015

Status	Bid
Cancelled/Re-bid	20
Ineligible (Under $15K)	
Not Tracked by OSD	1
TBD: Other	3
TBD: Requirements Contract	13
Validated	90
Waiver	49
Total	176

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Responsible Organization:
Office of Supplier Diversity;
Bureau of Purchasing

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

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

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

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

YTD, vendors have committed 12% of the value of contracts requiring and RFP to DBE's.

RFPs:

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

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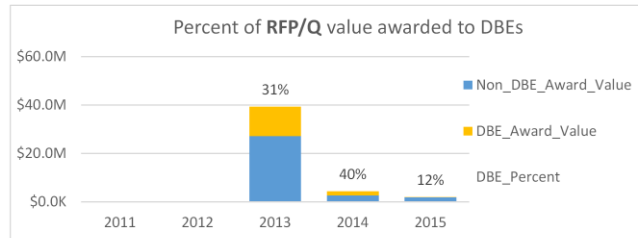
RFP/Q				
Year	Estimated_Contract_Value	DBE_Award_Value	Non_DBE_Award_Value	DBE_Percent
2011	N/A	N/A	N/A	N/A
2012	N/A	N/A	N/A	N/A
2013	$ 39,284,499.52	$ 12,188,373.75	$ 27,096,125.77	31%
2014	$ 4,287,611.47	$ 1,700,146.33	$ 2,587,465.14	40%
2015	$ 1,994,754.67	$ 237,150.00	$ 1,757,604.67	12%

Average Days to Validate RFPs
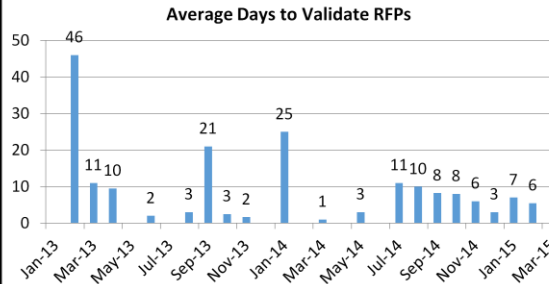
RFPs 2013- YTD 2015	
Status	RFP/Q
Cancelled/Re-bid	9
Ineligible (Under $15K)	7
Not Tracked by OSD	
TBD: Other	3
TBD: Requirements Contrac	10
Validated	34
Waiver	23
Total	**86**

Procurement/DBE

| | 2014 | | 2015 | | |
KPI	Actual	Target Met?	Actual	Target	Status
Average Business Days to Process Requisitions – Purchasing Bureau	4.4	🔺	3.94	> 4	🟢
Percent of Bids and RFPs with 3 or More Responses	56%	🔶	50%	> 70%	🔶
Percent of City Contract Value Awarded to Disadvantaged Business Enterprises	37%	🟢	33%	>35%	🔺

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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.

At 5.3 days on average for the quarter, Q1 2015's contract requisition approval was less timely than most other quarters. 21 contracts were in queue, with an average age of 0.9 days awaiting the next approver.

Average Contract Requisition Approval Time
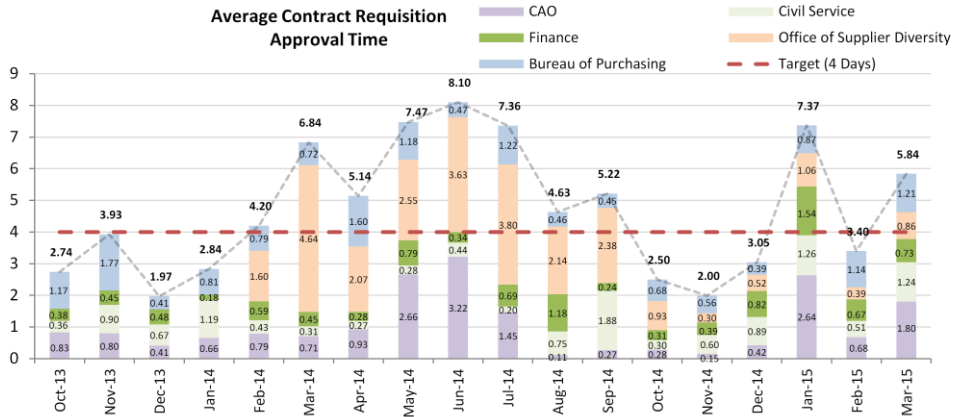
Contract Requisitions in Queue at the end of the Quarter
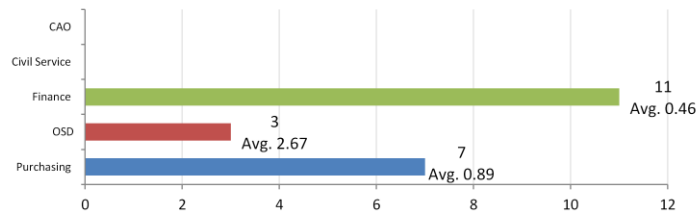
15

Responsible Organizations:
Law Department;
Chief Administrative Office*;
Department/agency requesting contract;
Executive Counsel;
Mayor's Office;
City Council*;
Property Management*;
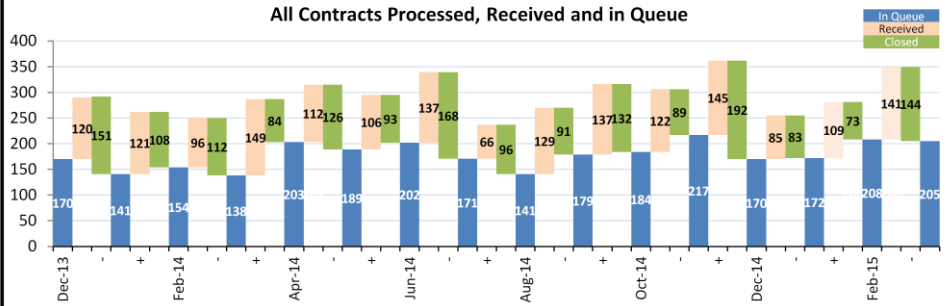
Data Source:
Electronic Contract Management System (ECMS)

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

Note:
A small number of contracts are executed by City Council, and some are delegated by the Mayor to be signed by the CAO or by the Director of Property Management.
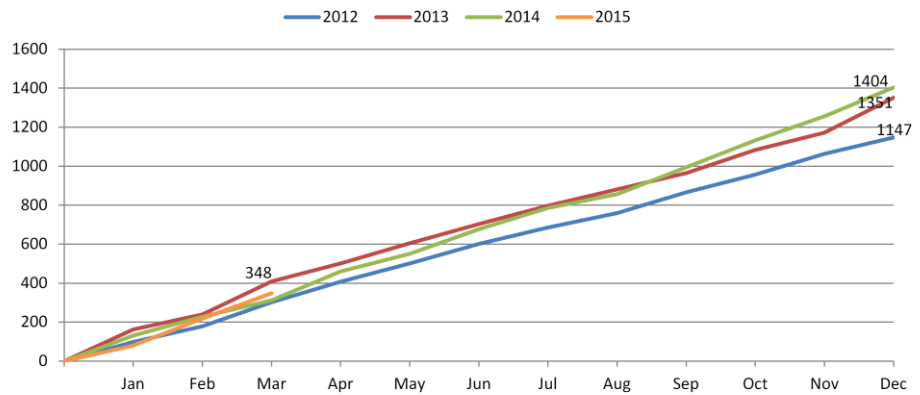
Closed contracts denote any contract that has been signed or cancelled during the month.

The number of contracts in queue at the end of Q1 2015 was at 205.

All Contracts Processed, Received and in Queue

Cumulative contracts submitted for approval - by Year

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

Data Source:
Electronic Contract Management System (ECMS); Law Department

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

Note:
"Returned" contracts are those that were sent back for revisions at any point during the contract process.

Executive signature queue includes contracts awaiting execution by Executive Counsel, City Council, the CAO, or Property Management.

"Final Law Approval" denotes when Law's contract manager approves in ECMS to signify that a contract is being brought down to the Mayor, Council or delegated authority to be signed.
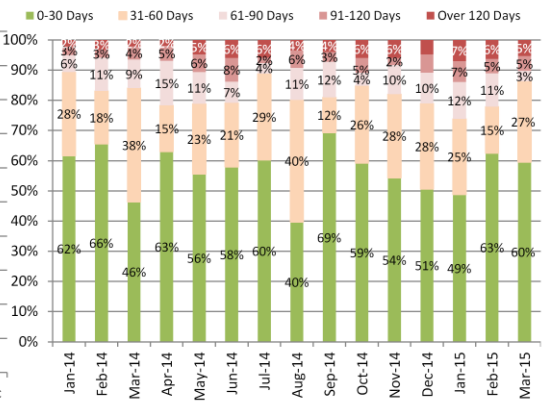
1 outlier was excluded in December 2014.

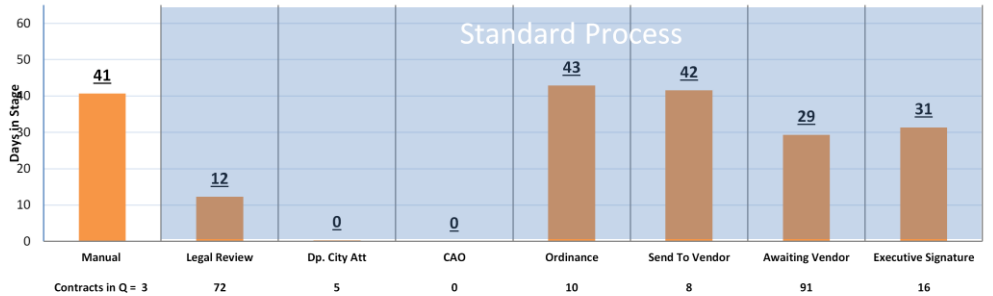# The average age of contracts in the queue trended down in Q1 2015.

Average Age of Contracts In Queue

Legend: 2013 Actual, 2014 Actual, 2015 Actual
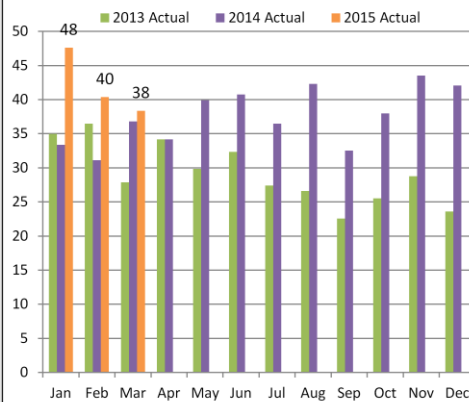
Distribution of Contracts in Queue

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

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

Standard Process

	Manual	Legal Review	Dp. City Att	CAO	Ordinance	Send To Vendor	Awaiting Vendor	Executive Signature
Days in Stage	41	12	0	0	43	42	29	31
Contracts in Q = 3		72	5	0	10	8	91	16

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 91 contracts awaiting vendor signature at the end of Q1 2015, and 16 awaiting final signature.

Contracts Awaiting Vendor Signature

Contracts Awaiting Vendor as of end of Q1 2015		
Department	Average Days in Stage	# of Contracts
Wisner	114	1
NOLA Patrol	113	1
AVIATION	62	14
DISASTER CDBG UNIT	61	3
MOSQUITO CONTROL BOARD	60	2
BLIGHT & REVITALIZATION	57	1
OFFICE OF TECHNOLOGY & INNOVATION	40	3
NEW ORLEANS BUILDING CORPORATION	36	1
HOMELAND SECURITY	35	7
HUMAN SERVICES	34	1
NEIGHBORHOOD STABLIZATION	30	3
PROPERTY MANAGEMENT	27	2
POLICE DEPARTMENT	20	6
FINANCE	16	1
PUBLIC WORKS	14	23
FACILITIES, INFRASTRUCTURE AND COMMUNITY DEVELOPMENT	13	2
HEALTH DEPARTMENT	13	2
LAW	13	5
CAPITAL PROJECT	8	4
CIVIL SERVICE	6	2
NORD RECREATION DEPARTMENT	6	1
Livable Claiborne Communities Initiative	6	1
ECONOMIC DEVELOPMENT	6	1
CITY PLANNING	4	1
OFFICE OF INSPECTOR GENERAL	1	1
HUMAN RESOURCES	1	2
Grand Total	**29.3**	**91**

Contracts Awaiting Final Signature

Contracts Awaiting Final Signature		
Row Labels	# of Contracts	Average Days in Stage
CAO	1	23.0
Council	3	22.8
Executive Counsel	10	17.9
Property Mgmt	2	116.0
Grand Total	**16**	**31.4**

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The average days to execute was 47 days in Q1 2015. However, when excluding contracts requiring a City Council Ordinance, the average was at 42.8 days.

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:
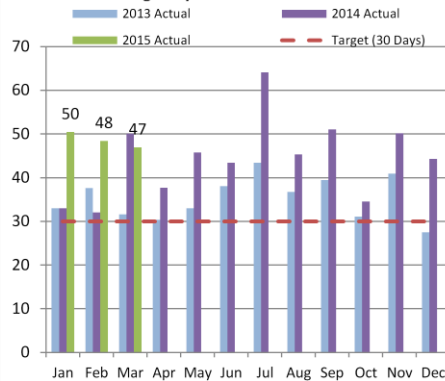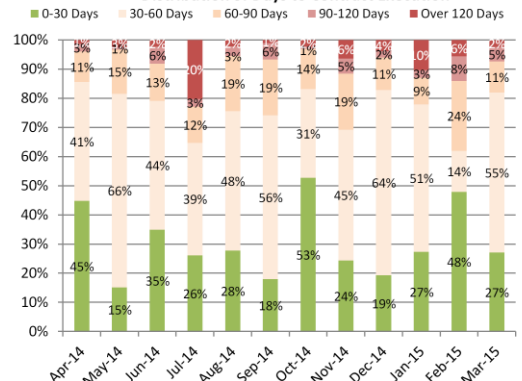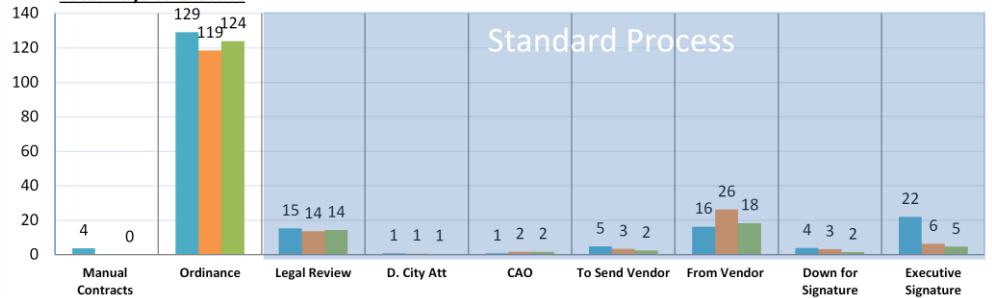Manage vendor relationships and provide oversight of City contracts

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

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

"Awaiting vendor" time not captured for contracts not returned directly to the law department from vendor, and is reported by Law.

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

Average Days to Contract Execution

Legend: 2013 Actual, 2014 Actual, 2015 Actual, Target (30 Days)

Values shown: Jan 50, Feb 48, Mar 47

Distribution of Days to Contract Execution

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

Average Days to Approve Contracts (by Stage)

Legend: Jan-15, Feb-15, Mar-15

Total Days to Execute

Standard Process

Stage	Jan-15	Feb-15	Mar-15
Manual Contracts	4	0	
Ordinance	129	119	124
Legal Review	15	14	14
D. City Att	1	1	1
CAO	1	2	2
To Send Vendor	5	3	2
From Vendor	16	26	18
Down for Signature	4	3	2
Executive Signature	22	6	5

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

Contract Approval Process

		2014			2015	
KPI	Actual	Target Met?		Actual	Target	Status
Percent of Contracts drafted, reviewed, and signed by the Law Department within 30 Days	95.7%	🟢		91.6%	< 80%	🟢

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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 Great Plains sample N= 627.

Chart totals subject to rounding error.

Accounts Payable was less timely in General Fund/Agency payment processing than in most previous quarters.

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)

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Accounts Payable noted that the downturn in processing times is largely explained by losing one of the three staffers who process payments for the City.

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

Data Source:
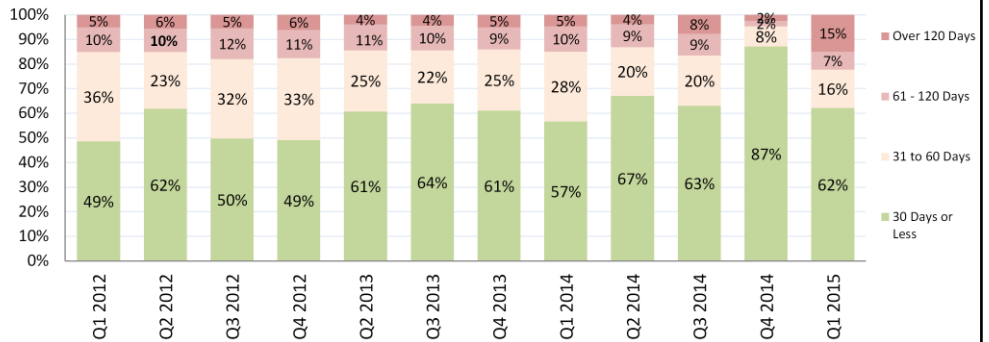Accounts Payable records; Great Plains

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

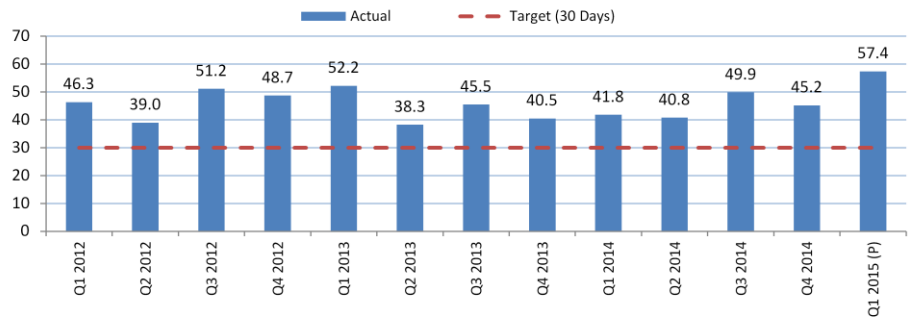**Note:**
Q1 Great Plains sample N= 627.

Chart totals subject to rounding error.

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

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

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

22

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

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 2015 sample N=327.

Chart totals subject to rounding error.

Accounts Payable was above its target percent of capital and grant payments processed within 7 business days.

Number of Business Days to Process Capital Payment Requests by Accounts Payable

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

Values (7 or less): Q1 2012 96%, Q2 2012 98%, Q3 2012 95%, Q4 2012 91%, Q2 2013 89%, Q3 2013 93%, Q4 2013 96%, Q1 2014 95%, Q2 2014 93%, Q3 2014 91%, Q4 2014 91%, Q1 2015 90%

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

Legend: Actual — Target (7 Days)

Values: Q1 2012 2.8, Q2 2012 1.8, Q3 2012 2.7, Q4 2012 4.4, Q1 2013 3.6, Q2 2013 4.2, Q3 2013 4.2, Q4 2013 3.0, Q1 2014 3.7, Q2 2014 4.0, Q3 2014 4.0, Q4 2014 4.1, Q1 2015 9.5

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Overall timeliness on Capital/Grant payment processing was on target.

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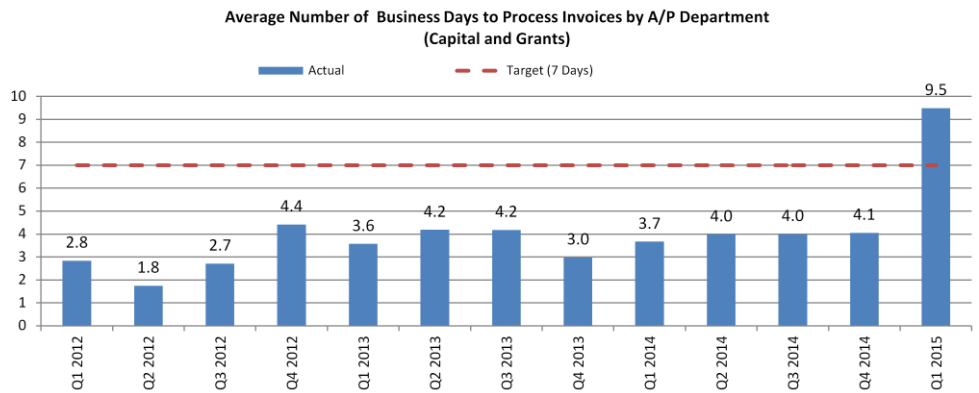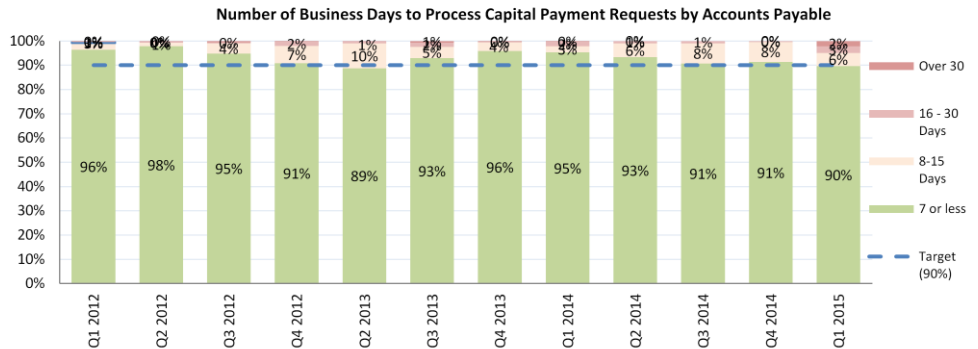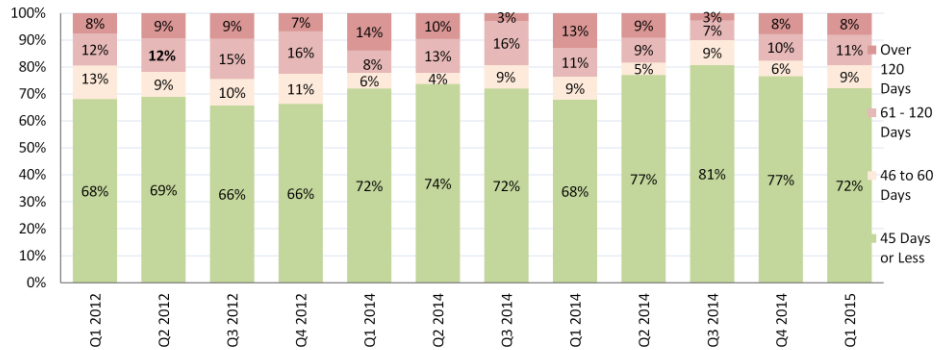
Data Source:
Accounts Payable records; AFIN

Related Strategy:
Manage vendor relationships and provide oversight of City contracts
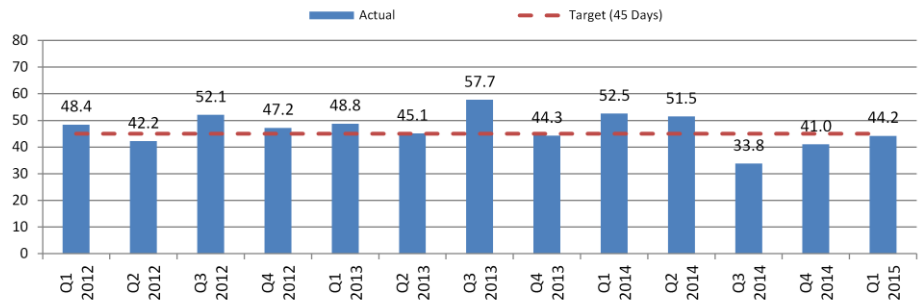
Note:
Q1 2015 sample N=327.

Chart totals subject to rounding error.

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

Quarter	45 Days or Less	46 to 60 Days	61 - 120 Days	Over 120 Days
Q1 2012	68%	13%	12%	8%
Q2 2012	69%	9%	12%	9%
Q3 2012	66%	10%	15%	9%
Q4 2012	66%	11%	16%	7%
Q1 2014	72%	6%	8%	14%
Q2 2014	74%	4%	13%	10%
Q3 2014	72%	9%	16%	3%
Q1 2014	68%	9%	11%	13%
Q2 2014	77%	5%	9%	9%
Q3 2014	81%	9%	7%	3%
Q4 2014	77%	6%	10%	8%
Q1 2015	72%	9%	11%	8%

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

Legend: ▬ Actual ▬ ▬ Target (45 Days)

Quarter	Actual
Q1 2012	48.4
Q2 2012	42.2
Q3 2012	52.1
Q4 2012	47.2
Q1 2013	48.8
Q2 2013	45.1
Q3 2013	57.7
Q4 2013	44.3
Q1 2014	52.5
Q2 2014	51.5
Q3 2014	33.8
Q4 2014	41.0
Q1 2015	44.2

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

"Other Departments" denote those with less than 2 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).

Q1 Great Plains sample is preliminary with March numbers not finalized. N= 422.

Chart totals subject to rounding error.

Q1 2015 general fund days to payment was slower than comparable periods in the past two years.

Sample of General Fund (and Agencies) Payments Vouched for 1st Quarter 2015 - By Department/Agency

Row Labels	Q1 2015 Average Days From Invoice to Check	# of Sampled Payments	Q1 2014 Days From Invoice to Check	Q1 2013 Days From Invoice to Check
Code Enforcement	96	12	N/A	43.0
CAPITAL PROJECTS	91	16	43.3	27.2
Law Dept.	91	20	44.7	24.2
ITI	82	21	50.1	42.1
NORDC	81	27	46.1	57.3
CAO	81	8	63.5	77.9
OCD	80	7	35.7	52.7
Homeland Security	76	19	22.8	33.1
AVIATION	74	96	36.6	38.5
Property Mgmt	71	23	33.5	27.2
EMS	65	8	22.3	38.9
Mosquito Board	64	14	23.1	29.0
Library	64	50	39.1	32.3
HDLC	63	7	16.4	17.8
Police	56	20	36.5	42.0
Mayor's Office - Core	55	23	32.0	44.1
Health	53	12	24.0	31.8
COUNCIL	49	18	28.3	24.3
Sanitation	47	13	25.9	41.1
Treasury	46	6	N/A	N/A
Youth Study Center	46	13	40.3	66.2
Fire Dept.	45	8	63.5	27.4
Public Works	45	24	20.0	22.5
Mayor's Office - Other	37	14	35.6	33.7
EMD	32	39	52.9	54.7
Safety & Permits	31	9	14.6	19.4
CORONER	30	7	11.4	25.0
Parks & Parkways	29	18	25.0	28.9
Revenue	25	9	28.5	70.7
CITY PLANNING	20	7	26.5	16.7
Police Secondary Emp	0	14	1.4	N/A
Other Departments	30	45	42.5	25.7
Grand Total	**58.6**	**627**	**37.2**	**34.3**

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

Data Source:
Accounts Payable records; AFIN

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

Note:
"Other Departments" denote those with less than 1 capital payment 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.

Q1 2015 sample is preliminary, with February and March numbers not finalized. N=268.

Chart totals subject to rounding error.

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

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

Department	Q1 2015 Average Days from Invoice to Check	Count of check #	Q1 2014 Average Days from Invoice to Check	Q1 2013 Average Days from Invoice to Check
OCD	40.6	77	31.1	58.3
Health	25.6	75	35.6	32.4
Public Works	64.0	69	54.4	71.5
Capital Projects	51.8	37	90.4	52.5
Homeland Security	35.2	17	29.2	34.1
Mayor	17.9	14	49.6	37.5
Property Management	19.0	13	52.7	30.5
Code Enforcement	141.7	7		
Other Departments	63.6	12	33.7	317.3
Grand Total	44.2	327	52.5	57.6

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Responsible Organizations:
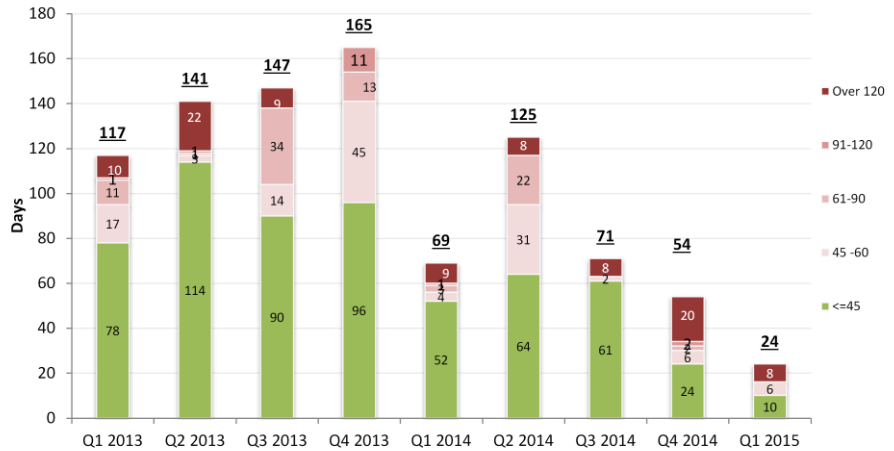Office of Community Development

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 60 days.

OCD Invoices in the Pipeline

OCD: Aging of Invoices in the Pipeline

Responsible Organizations:
Capital Projects
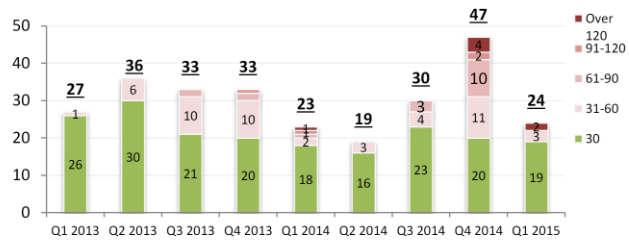
Data Source:
Capital Projects

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

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

Capital Projects Invoices in the Pipeline

Revolver

Capital Revolver: Aging of Invoices in the Pipeline

City

Capital City: Aging of Invoices in the Pipeline

28
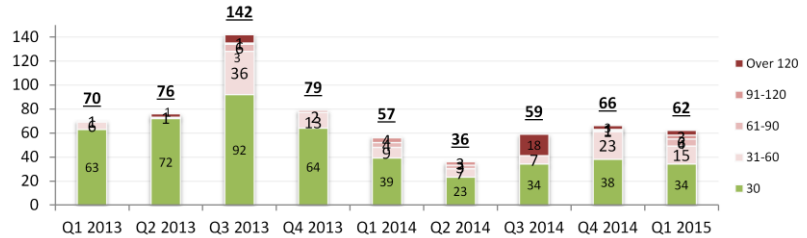
Responsible Organizations:
Department of Public Works

Data Source:
Department of Public Works

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

Most of Public Works' invoices were in process for less than 60 days.

DPW Invoices in the Pipeline

Revolver

DPW Revolver: Aging of Invoices in the Pipeline
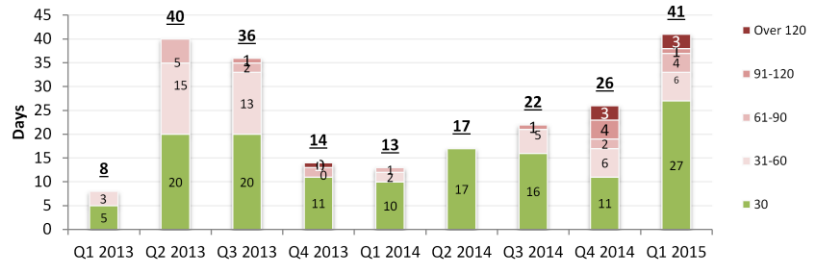
City

DPW City: Aging of Invoices in the Pipeline
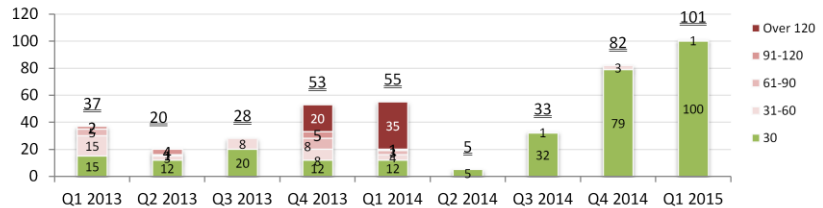
The Check: Accounts Payable

	2014			2015		
KPI	Actual	Target Met?		Actual	Target	Status
Percent of General Fund payments processed within 7 business days of being received by Accounts Payable	75%	🟢		38%	70%	🔴
Percent of Capital/Grant Fund payments processed within 7 business days of being received by Accounts Payable	94%	🟢		90%	90%	🟢

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
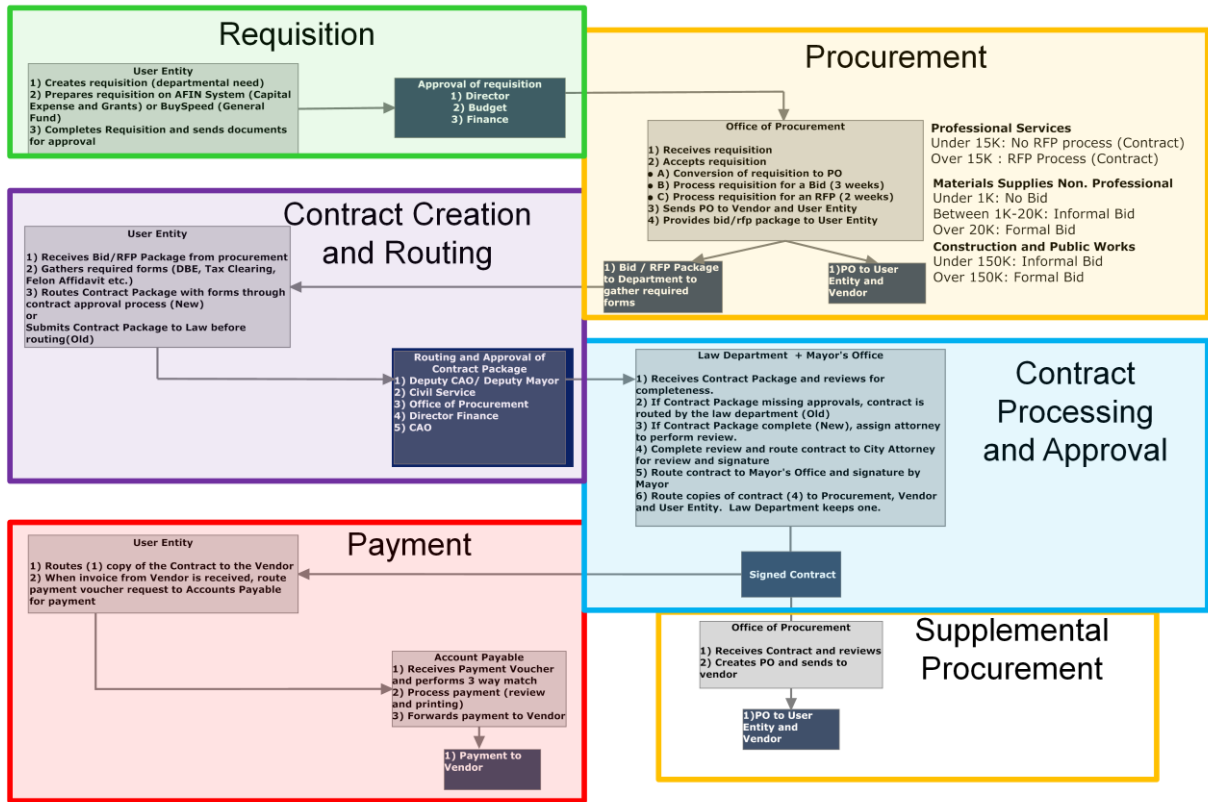1) Deputy CAO/ Deputy Mayor
2) Civil Service
3) Office of Procurement
4) Director Finance
5) CAO

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?