



Section II – Shared Services



Shared Services

Overview

This section includes an assessment of the shared administrative categories identified across the 20 departments within project scope. Categories are comprised of administrative services representing critical support to the operation of the City. Sections are referenced by page number in the table below.

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For each shared service category, a description of the administrative services comprising the category is provided, as well as key considerations noted and a breakdown of such services across the 20 departments within project scope.

Budget



Description of Service Category

Overview

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Budget Preparation	Develop budget requests, request capital equipment, review budget to actual expenditures, make budget adjustments as necessary, produce budget reports for management.	11	28	19.6	\$ 3,051,000
Budget Preparation and Monitoring		6	6	2.5	\$ 157,000
Budget Analysis and Tracking		5	25	8.8	\$ 669,000
Totals		12	59	30.9	\$ 3,877,000

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages.



Budget

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- The City's current budget process is manually intensive. Departmental personnel must input their budget requests into the City's financial system. From the financial system, the information is shared with the Finance Department who then exports the data into Microsoft Excel where a manual reconciliation is performed. Once the reconciliation is completed and all the formulas have been verified, the information is reloaded into the financial system to finalize the budget. When budget revisions are necessary, this manual process must be repeated.

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **Technology / Automation:** The City should consider investing in an automated tool to help streamline the budget planning and compilation processes, as well as provide real-time visibility into budget modification and actual spend figures. Automation of the budget planning and compilation process can be achieved either through investment in an enterprise resource planning tool (ERP) or through a strategic sourcing agreement with an external business process outsourcing (BPO) company. A BPO may be utilized to perform transactional services within the Accounting, Budget, Purchasing, and Treasury divisions.

Budget

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	Budget Preparation			Budget Preparation & Monitoring			Budget Analysis and Tracking		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -	-	-	\$ -
Development Services	1	0.6	\$ 53,000	-	-	\$ -	-	-	\$ -
Equipment Management	-	-	\$ -	1	0.2	\$ 9,000	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -	-	-	\$ -
Finance	8	5.2	\$ 446,000	1	0.1	\$ 9,000	-	-	\$ -
Fire	1	0.6	\$ 54,000	-	-	\$ -	7	3.4	\$ 298,000
Grants Administration	-	-	\$ -	-	-	\$ -	-	-	\$ -
Human Resources	1	0.3	\$ 20,000	1	0.2	\$ 17,000	-	-	\$ -
Human Rights	1	0.5	\$ 28,000	-	-	\$ -	-	-	\$ -
Information Technology	-	-	\$ -	1	1.5	\$ 70,000	-	-	\$ -
Internal Audit	-	-	\$ -	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	1	0.2	\$ 17,000	-	-	\$ -
Mayor's Office	1	2.5	\$ 158,000	-	-	\$ -	-	-	\$ -
Municipal Courts	1	0.7	\$ 57,000	-	-	\$ -	-	-	\$ -
Parks and Recreation	1	.3	\$ 2,000	-	-	\$ -	10	1.1	\$ 64,000
Performing Arts Center	-	-	\$ -	1	0.3	\$ 35,000	1	0.2	\$ 21,000
Planning	-	-	\$ -	-	-	\$ -	-	-	\$ -
Police	2	2.3	\$ 1,239,000	-	-	\$ -	-	-	\$ -
Public Works	10	6.2	\$ 970,000	-	-	\$ -	5	4.0	\$ 259,000
Working In Neighborhoods	1	0.4	\$ 24,000	-	-	\$ -	2	0.1	\$ 27,000
Totals	28	19.6	\$ 3,051,000	6	2.5	\$ 157,000	5	4.0	\$ 259,000

Grants



Description of Service Category

Overview

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Grant Development	Research grant opportunities, apply for grants, coordinate compliance monitoring, provide monthly status reports to City personnel.	6	10	2.8	\$ 335,000
Grant Administration	Grant accounting, records maintenance, grant monitor and auditor assistance in documentation requests and responses, report preparation, stakeholder coordination, subrecipient compliance monitoring, subrecipient contract preparation and processing, subrecipient grant application and selection, project goal setting, measurement, and monitoring assistance.	9	24	15.4	\$ 1,084,000
Totals		11	34	18.2	\$ 1,419,000

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages.



Grants

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- The City lacks a grant development function. Current grant development activities are fragmented and done on an ad hoc basis with no governance or process oversight to help ensure consistency in process and compliance.
- In addition the City's grant administration functions occur in a fragmented fashion which can lead to inconsistent compliance monitoring.
- The City's current grant portfolio is mainly comprised of formula grants that are noncompetitive in nature (e.g., CDGB).

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **Shared Service Model:** The City should centralize its governance over grant pursuit, acceptance, and management to help ensure compliance is maintained. In addition, these resources should be centralized to help manage specialized grants obtained by City departments (e.g., public safety).

Grants

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	Grant Development			Grant Administration		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	-	-	\$ -
Equipment Management	1	0.4	\$ 4,000	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	3	4.1	\$ 365,000
Fire	2	0.5	\$ 42,000	-	-	\$ -
Grants Administration	-	-	\$ -	8	8.0	\$ 491,000
Human Resources	-	-	\$ -	-	-	\$ -
Human Rights	1	1.0	\$ 49,000	1	1.0	\$ 49,000
Information Technology	-	-	\$ -	-	-	\$ -
Internal Audit	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	-	-	\$ -
Mayor's Office	1	0.2	\$ 13,000	3	0.9	\$ 74,000
Municipal Courts	-	-	\$ -	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -
Performing Arts Center	-	-	\$ -	1	0.2	\$ 9,000
Planning	2	0.7	\$ 57,000	1	0.1	\$ 9,000
Police	3	0.3	\$ 170,000	3	0.4	\$ 41,000
Public Works	-	-	\$ -	2	0.2	\$ 16,000
Working In Neighborhoods	-	-	\$ -	2	0.5	\$ 30,000
Totals	10	2.8	\$ 335,000	24	15.4	\$ 1,084,000

Council, ABC, and Citizen Support

Overview

Description of Service Category

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
City Council Requests	Receive inquiry, collect and review information, create appropriate solution, and respond to the Council.	3	6	2.7	\$ 162,000
Authorities, Boards, and Commission Requests	Review and revise agendas for meetings, review monthly project financial reports, compile report materials for committees, advise on how and when to post and correct any deficiencies, attend meetings, respond to emails and phone calls, research and provide answers to questions from Board members.	11	42	22.0	\$ 2,755,000
MAC Citizen Inquiries	Receive inquiry, collect information, create appropriate solution, and respond to requestor.	3	4	6.0	\$ 405,000
Totals		12	52	30.7	\$ 3,322,000

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages



Council, ABC, and Citizen Support

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- Support for the City's various authorities, boards, and commissions (ABC) totaled approximately \$2.8 million in personal services cost and 22.0 FTE in staff resources. ABC support is provided primarily from the Mayor's Office.
- The City lacks a centralized process to receive and track City Council requests, as the council members currently appear to request information directly from department resources. Responding to City Council inquiries represents approximately \$162,000 in personal services cost and 2.7 FTE, primarily impacting the Public Works department.
- The Mayor's Action Center (MAC) receives public information inquiries and forwards the requests to the appropriate department. Responding to these requests totals approximately \$405,000 in personal services cost and 6.0 FTE, heavily impacting both the Public Works and Police departments.

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **ABC Support:** Given current constraints on City resources, an inventory and assessment of current levels of support provided to each ABC should be performed to identify what support is mandated and critical to the needs of the City. For ABC support deemed to be less critical, alternative methods of staff support may be explored, such as inter-agency support from county or regional agencies as well as staff support from outsourced providers.
- **City Council Requests:** The City should centralize the intake of council member inquiries similar to citizen customer service processes within MAC. This would help ensure requests are routed to the appropriate department personnel, enhance visibility into request activity, and help to establish a consistent approach to vetting requests and assigning responsibility for information gathering.
- **MAC Requests:** The City should consider analyzing MAC information requests to identify frequent types of information and opportunities to enhance information available for self-service. MAC requests may also be vetted further by departments to identify critical and non-critical information requests before engaging in research and retrieval processes.

Council, ABC, and Citizen Support

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	City Council Requests			ABC Requests			MAC Citizen Inquiries		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	1	0.2	\$ 16,000	-	-	\$ -
Equipment Management	-	-	\$ -	-	-	\$ -	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	8	7.6	\$ 507,000	-	-	\$ -
Fire	-	-	\$ -	-	-	\$ -	-	-	\$ -
Grants Administration	-	-	\$ -	-	-	\$ -	-	-	\$ -
Human Resources	-	-	\$ -	8	2.6	\$ 175,000	-	-	\$ -
Human Rights	-	-	\$ -	2	1.0	\$ 63,000	-	-	\$ -
Information Technology	-	-	\$ -	-	-	\$ -	-	-	\$ -
Internal Audit	-	-	\$ -	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	5	1.3	\$ 113,000	-	-	\$ -
Mayor's Office	2	0.3	\$ 11,000	10	3.8	\$ 735,000	-	-	\$ -
Municipal Courts	-	-	\$ -	1	0.0	\$ 1,000	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -	-	-	\$ -
Performing Arts Center	-	-	\$ -	1	0.2	\$ 9,000	-	-	\$ -
Planning	-	-	\$ -	1	0.6	\$ 47,000	-	-	\$ -
Police	1	0.1	\$ 12,000	-	-	\$ -	1	1.3	\$ 118,000
Public Works	3	2.3	\$ 139,000	4	4.6	\$1,084,000	2	3.6	\$ 228,000
Working In Neighborhoods	-	-	\$ -	1	0.1	\$ 5,000	1	1.1	\$ 59,000
Totals	6	2.7	\$ 162,000	42	22.0	\$2,755,000	4	6.0	\$ 405,000

Payroll



Description of Service Category

Overview

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Payroll Entry	Enter timesheet data into system, update leave taken in system.	8	8	6.4	\$ 513,000
Time and Attendance Verification	Verify timesheets completed and submitted, record and maintain leave slips.	12	33	16.4	\$ 1,302,000
Personnel/Payroll Action Preparation	Prepare and submit status reports for hires, separations, promotions, or transfers.	7	9	3.4	\$ 256,000
Payroll Balancing	Verify leave and regular hours input into payroll worksheets and ERP system. Ensure money and hours balance to validate payroll.	2	3	3.6	\$ 425,000
Payroll Processing and Management	Payroll setup and records review, semi-monthly payroll processing and reporting.	1	6	4.5	\$ 241,000
Totals		14	59	34.3	\$ 2,737,000

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages.



Payroll

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- Similar to the City's budgeting processes, the City's current payroll processes are manually intensive. The services of Payroll Entry, Time and Attendance Verification, Personnel and Payroll Action Preparation, and Payroll Balancing are all manual, and require several layers of duplicative data entry, review, and approval. For example, in Public Works there are at least four layers of review, data entry, and approval before payroll is processed each pay cycle.
- The City lacks a centralized record for employee leave and benefit information. Information requests are frequently forwarded to departmental personnel for details on employees leave balances and benefits because the information is either not available or current within Human Resources.

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **Shared Service Model:** The City should consider centralizing its payroll balancing and entry through an automated tool. The City should maintain a single for employee leave balances and benefits to be managed by the Human Resources department.
- **Technology / Automation:** The City should consider investing in an automated tool to help streamline payroll entry and time and attendance verification. The automated tool should include a workflow for the approval of section, division, and departmental payroll. Automation of the payroll process can be achieved either through investment in a payroll system or through a strategic sourcing agreement with an external business process outsourcing (BPO) company. A BPO may be utilized to perform transactional services within the Accounting, Budget, Purchasing, and Treasury divisions.

Payroll

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	Payroll Entry			Time and Attendance Verification			Payroll/Personnel Action Prep.		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	1	0.2	\$ 12,000	1	0.0	\$ 3,000
Equipment Management	1	0.1	\$ 6,000	1	0.8	\$ 37,000	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	2	0.5	\$ 28,000	-	-	\$ -
Fire	1	1.7	\$ 151,000	-	-	\$ -	-	-	\$ -
Grants Administration	-	-	\$ -	-	-	\$ -	-	-	\$ -
Human Resources	1	1.3	\$ 78,000	1	0.1	\$ 5,000	1	0.2	\$ 14,000
Human Rights	-	-	\$ -	1	0.2	\$ 9,000	1	0.8	\$ 56,000
Information Technology	-	-	\$ -	1	1.8	\$ 148,000	1	1.0	\$ 91,000
Internal Audit	-	-	\$ -	-	-	\$ -	-	-	\$ -
Legal	1	0.3	\$ 35,000	-	-	\$ -	-	-	\$ -
Mayor's Office	1	0.6	\$ 35,000	1	0.7	\$ 46,000	1	0.6	\$ 35,000
Municipal Courts	1	0.9	\$ 68,000	1	0.6	\$ 46,000	1	0.1	\$ 13,000
Parks and Recreation	1	0.5	\$ 34,000	10	0.7	\$ 49,000	-	-	\$ -
Performing Arts Center	-	-	\$ -	1	0.4	\$ 43,000	1	0.2	\$ 21,000
Planning	-	-	\$ -	-	-	\$ -	-	-	\$ -
Police	-	-	\$ -	3	3.8	\$ 377,000	-	-	\$ -
Public Works	1	1.0	\$ 106,000	10	6.6	\$ 502,000	2	0.5	\$ 23,000
Working In Neighborhoods	-	-	\$ -	-	-	\$ -	-	-	\$ -
Totals	8	6.4	\$ 513,000	33	16.4	\$1,302,000	9	3.4	\$ 256,000

Payroll

Department Breakdown of Services (cont'd)

Department Detail

Department	Payroll Balancing			Payroll Processing and Management		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	-	-	\$ -
Equipment Management	-	-	\$ -	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	6	4.5	\$ 241,000
Fire	-	-	\$ -	-	-	\$ -
Grants Administration	-	-	\$ -	-	-	\$ -
Human Resources	-	-	\$ -	-	-	\$ -
Human Rights	-	-	\$ -	-	-	\$ -
Information Technology	-	-	\$ -	-	-	\$ -
Internal Audit	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	-	-	\$ -
Mayor's Office	-	-	\$ -	-	-	\$ -
Municipal Courts	-	-	\$ -	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -
Performing Arts Center	-	-	\$ -	-	-	\$ -
Planning	-	-	\$ -	-	-	\$ -
Police	2	2.6	\$ 319,000	-	-	\$ -
Public Works	1	1.0	\$ 106,000	-	-	\$ -
Working In Neighborhoods	-	-	\$ -	-	-	\$ -
Totals	3	3.6	\$ 425,000	6	4.5	\$ 241,000

Records



Description of Service Category

Overview

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Records Maintenance and Retrieval	Store and manage City records, manage content of hardcopy and electronic record repositories, upload new reports to electronic record repositories, provide OnDemand document support, maintain scanners.	6	8	4.5	\$ 399,000
Open Records Requests	Review record request(s), refine search parameters as necessary, conduct searches and review results, provide results to the requestor.	5	7	3.0	\$ 197,000
Totals		8	15	7.5	\$ 596,000

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages.



Records

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- The City lacks a consistent process for the response of open records requests. The current process is fragmented and it is unknown what records, to whom records are provided, and if records should be provided by City management.
- The City lacks a centralized record repository. Records are maintained by various departments throughout the City without a centralized cataloging system to help increase document retrieval efficiency and decrease retrieval costs.

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **Shared Service Model:** The City should centralize the storage and management of its public records to reduce costs. Records maintenance should be centralized under the City's Legal Department to help ensure compliance with document management and retention laws. In addition, a consistent, documented process should be established for the response of all open records requests received by the City.
- **Technology / Automation:** The City should consider establishing a centralized, electronic catalog of its public records to help increase efficiency and decrease the costs of retrieval.

Records

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	Records Management & Retrieval			Open Records Requests		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	-	-	\$ -
Equipment Management	-	-	\$ -	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -
Finance	2	1.2	\$ 55,000	-	-	\$ -
Fire	2	1.4	\$ 112,000	-	-	\$ -
Grants Administration	-	-	\$ -	-	-	\$ -
Human Resources	-	-	\$ -	1	0.0	\$ 3,000
Human Rights	-	-	\$ -	-	-	\$ -
Information Technology	1	0.4	\$ 68,000	1	2.0	\$ 117,000
Internal Audit	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	1	0.2	\$ 15,000
Mayor's Office	1	0.0	\$ 4,000	2	0.3	\$ 32,000
Municipal Courts	1	0.5	\$ 30,000	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -
Performing Arts Center	-	-	\$ -	-	-	\$ -
Planning	-	-	\$ -	-	-	\$ -
Police	1	1.0	\$ 130,000	2	0.5	\$ 30,000
Public Works	-	-	\$ -	-	-	\$ -
Working In Neighborhoods	-	-	\$ -	-	-	\$ -
Totals	8	4.5	\$ 399,000	7	3.0	\$ 197,000

Supply Chain

Overview

Description of Service Category

The following services were inventoried as part of this service category across City departments. The following table highlights key activities that occur for each type of service, number of departments where services occur, number of services across such departments, estimated full-time equivalents, and estimated cost of service.

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Contract Specification Writing*	Determine requirements, Select products or services; Prepare contract documents.	4	6	3.3	\$ 155,000
Contract Development	Coordinate advertisements, distribute contract documents, communicate with the Legal Department, coordinate pre-bids and pre-construction meetings, request reproduction of pre-bid books and plans.	4	5	10.8	\$ 628,000
Contract Management	Review each invoice to ensure it conforms with the contract, review quality of contractors work product, manage contract change orders.	10	32	21.3	\$ 1,689,000
Inventory Management and Control	Maintain capital assets database, inspect new capital assets upon delivery, tag capital assets with a fixed asset number, deliver or collect all surplus items, conduct spot inventory audits.	4	9	33.5	\$ 2,616,000
Purchase Requisition Preparation and Entry*	Track P-Card transactions, determine procurement method, renew support agreements, coordinate purchases, input completed and approved purchase requisitions into the City's financial system.	12	37	20.6	\$ 1,296,000

* Cost does not include contract expense of \$260,000 for Contract Vendor Management Program within the IT Department's Database Services' Section.

Supply Chain

Description of Service Category (cont'd)

Overview

Service	Activities	Departments	Services	Est. FTE	Est. Cost
Invoice and Payment Request Processing*	Receive, review, and approve invoice and partial pay estimates, verify goods and services received match purchase orders and contracts, forward approved invoices to Finance for payment.	8	17	14.4	\$ 1,301,000
Accounts Payable Processing	Review accuracy of invoice and appropriate supporting documentation, match payment release/authorization, enter invoice into financial system.	1	2	3.8	\$ 203,000
Totals		15	108	107.7	\$ 7,888,000

* Cost does not include contract expense of \$260,000 for Contract Vendor Management Program within the IT Department's Database Services' Section.

A further breakdown of services by department, as well as current state observations and future state considerations, are included on the following pages.



Supply Chain

Current State Observations

Considerations

The assessment process afforded the following insights into the current state of this service category.

- The City's purchasing and invoice payment processes are manual. Its current procurement tools lack a robust automated workflow to help decrease data entry and streamline purchase request and invoice payment approvals.
- The City lacks visibility into enterprise-wide contract operations, and does not maintain a centralized list of all City contracts. The City does not maintain a contract management system to manage critical dates, payments, change orders, and service level agreements.
- The City's contracting processes are fragmented. The Purchasing division supports most departmental contracting needs, but some departments, such as Public Works, engage in their own contracting activities (e.g., development, award, and management).
- The City lacks a well maintained and current fixed asset registry to help control and manage its capitalized assets.

Future State Considerations

The following should be considered as the City moves to take action to improve the performance of this service category.

- **Shared Service Model:** All City contracting functions should be centralized within the City's procurement division to help ensure proper governance, compliance, and oversight into the development, award, and management of contracts.
- **Technology / Automation:** The City should consider investing in an automated supply chain system to help streamline its purchasing, contracting, receiving, and accounts payable processes. In addition, and as recommended for its budgeting and payroll processes, investment in an enterprise resource planning tool (ERP) or a strategic sourcing agreement with an external business process outsourcing (BPO) company will help centralize fixed asset and inventory management through a fixed asset register. The City's fixed asset register should continue to be centrally managed by the Finance department to help ensure depreciation schedules are accurate and all capital assets and equipment are properly tagged and inventoried.

Supply Chain

Department Breakdown of Services

Department Detail

The table below details services in this category which were inventoried within multiple City departments. For each department, the number of services, estimated full-time equivalents, and estimated cost of service are provided.

Department	Contract Specification Writing			Contract Development			Contract Management		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	-	-	\$ -	-	-	\$ -
Equipment Management	1	0.1	\$ 3,000	-	-	\$ -	1	0.1	\$ 3,000
Event Centers	-	-	\$ -	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	1	6.0	\$ 314,000	-	-	\$ -
Fire	-	-	\$ -	-	-	\$ -	1	0.8	\$ 75,000
Grants Administration	-	-	\$ -	-	-	\$ -	-	-	\$ -
Human Resources	-	-	\$ -	-	-	\$ -	12	2.1	\$ 401,000
Human Rights	-	-	\$ -	-	-	\$ -	6	1.5	\$ 82,000
Information Technology	2	0.4	\$ 35,000	-	-	\$ -	2	0.7	\$ 38,000
Internal Audit	-	-	\$ -	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	1	0.4	\$ 33,000	1	0.2	\$ 16,000
Mayor's Office	-	-	\$ -	-	-	\$ -	-	-	\$ -
Municipal Courts	-	-	\$ -	-	-	\$ -	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -	-	-	\$ -
Performing Arts Center	-	-	\$ -	-	-	\$ -	1	0.1	\$ 4,000
Planning	-	-	\$ -	-	-	\$ -	-	-	\$ -
Police	1	0.7	\$ 7,000	-	-	\$ -	1	0.5	\$ 5,000
Public Works	2	2.1	\$ 110,000	2	4.3	\$ 277,000	6	14.3	\$1,022,000
Working In Neighborhoods	-	-	\$ -	1	0.1	\$ 4,000	1	1.0	\$ 43,000
Totals	6	3.3	\$ 155,000	5	10.8	\$ 628,000	32	21.3	\$1,689,000

Supply Chain

Department Breakdown of Services (cont'd)

Department Detail

Department	Inventory Management and Control			Purchase Requisition Preparation and Entry		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	1	0.0	\$ 3,000
Equipment Management	-	-	\$ -	1	0.2	\$ 9,000
Event Centers	-	-	\$ -	-	-	\$ -
Finance	1	1.5	\$ 144,000	2	2.2	\$ 120,000
Fire	1	0.8	\$ 75,000	1	0.7	\$ 59,000
Grants Administration	-	-	\$ -	-	-	\$ -
Human Resources	-	-	\$ -	1	0.2	\$ 15,000
Human Rights	-	-	\$ -	-	-	\$ -
Information Technology	-	-	\$ -	5	2.5	\$ 172,000
Internal Audit	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	-	-	\$ -
Mayor's Office	-	-	\$ -	1	1.4	\$ 91,000
Municipal Courts	-	-	\$ -	1	0.6	\$ 46,000
Parks and Recreation	-	-	\$ -	10	1.8	\$ 119,000
Performing Arts Center	-	-	\$ -	1	2.0	\$ 21,000
Planning	-	-	\$ -	-	-	\$ -
Police	3	16.4	\$ 1,348,000	4	3.9	\$ 370,000
Public Works	4	14.8	\$ 1,049,000	9	5.1	\$ 271,000
Working In Neighborhoods	-	-	\$ -	-	-	\$ -
Totals	9	33.5	\$ 2,616,000	37	20.6	\$ 1,296,000

Supply Chain

Department Breakdown of Services (cont'd)

Department Detail

Department	Invoice and Payment Request Processing			Accounts Payable Processing		
	Services	Est. FTE	Est. Cost	Services	Est. FTE	Est. Cost
Communications	-	-	\$ -	-	-	\$ -
Development Services	-	-	\$ -	-	-	\$ -
Equipment Management	1	0.3	\$ 13,000	-	-	\$ -
Event Centers	-	-	\$ -	-	-	\$ -
Finance	-	-	\$ -	2	3.8	\$ 203,000
Fire	1	0.2	\$ 21,000	-	-	\$ -
Grants Administration	-	-	\$ -	-	-	\$ -
Human Resources	1	0.4	\$ 123,000	-	-	\$ -
Human Rights	-	-	\$ -	-	-	\$ -
Information Technology	3	0.8	\$ 90,000	=	=	\$ -
Internal Audit	-	-	\$ -	-	-	\$ -
Legal	-	-	\$ -	-	-	\$ -
Mayor's Office	1	1.2	\$ 76,000	-	-	\$ -
Municipal Courts	-	-	\$ -	-	-	\$ -
Parks and Recreation	-	-	\$ -	-	-	\$ -
Performing Arts Center	2	0.4	\$ 30,000	-	-	\$ -
Planning	-	-	\$ -	-	-	\$ -
Police	1	2.3	\$ 290,000	-	-	\$ -
Public Works	7	8.8	\$ 466,000	-	-	\$ -
Working In Neighborhoods	-	-	\$ -	-	-	\$ -
Totals	17	14.4	\$ 1,109,000	2	3.8	\$ 203,000