Consolidation Inquiry – Examining Opportunities
June "Kick-Off" Meeting

Revenue Collection
There are (at least) ten bureaus that collect revenues for the City. As a result, customers may need to interact with multiple bureaus to pay the City, and there are multiple billing system platforms used by bureaus including manual systems (Excel), in-house, Lien Accounting System, Cayenta, SAP, and TRACS/ITAP. There are Citywide financial and accounting policies and procedures that dictate key requirements, as well bureau-specific practices. Programs may be integrally tied to revenue collection activities, which may require program knowledge or necessitate dispersed collection points.

Facilities Management and Maintenance
There are seven property- and facility-owning bureaus in the City. Some bureaus own, manage and maintain their own buildings and facilities. OMF also owns, manages and maintains numerous buildings and facilities on behalf of City bureaus. For purposes of this inquiry, "facilities management and maintenance" is broadly defined to encompass maintenance, repair, improvements, and replacement of facilities and the systems and services integral to running those facilities, such as HVAC, work order systems, custodial and security services. Information that is essential to effective facilities management includes an inventory of real property, an assessment of the condition of facilities, maintenance reserve policies and practices, and information about the acquisition and disposition of City-owned property.

PTE Contracting
Most contracting processes in the City are centralized, but PTE contracting is a notable exception. Bureaus manage PTE contracts in a semi-decentralized manner, which has advantages and disadvantages. The policy and central oversight provided by Procurement Services occurs toward the end of the process. The PTE process is time consuming for both the operating and central bureaus. Errors and omissions in the PTE process and resulting materials create the risk of protests from vendors and delay.

For each of these topics,

1. What opportunities for improvements would be worthwhile to explore?
2. What information do you need?
3. Who should we talk to in order to better understand the problems and opportunities?