



STREAMLINING BUSINESS PROCESS REENGINEERING

April 21, 2008



STREAMLINING BUSINESS **PROCESS REENGINEERING**

- Process issues as a result of linking BPR and Managed Competition
- Total of 26 BPR functions identified for pre-competition assessment
- Due to pre-competition assessment and/or the meet and confer process BPRs implementation has not occurred



BACKGROUND

- Number of BPR studies that have been completed over the last two years: 26
- Number of BPRs that have been approved by Council and fully implemented: 7
- No BPRs have been brought to Council since last July, although 17 new studies have been completed



BACKGROUND

- 16 Functions within General Services and Environmental Services were announced for pre-competition assessment in Nov 07
- An additional 10 functions were announced in Feb 08
- Lengthy period exists between when a study is completed and the assessment results



BACKGROUND

Dept/Function

Facilities
ESD-Collections
GSD-Streets
GSD-Publishing Services
Development Services
Libraries
Custodial Services
Park Maintenance
Reservoir Recreation

Date Study Completed

November 06
January 07
March 07
May 07
May 07
November 07
February 08
February 08
February 08

Police and Fire BPRs (exempt from MC) completed in Feb 08



KEY ISSUES

- The results of completed BPR studies are taking too long to implement (identified savings, service improvements not being realized).
- BPR results are being withheld from Council if the function is in pre-competition assessment/managed competition.
- The docketing process called for in the BPR Ordinance is unnecessarily cumbersome and lengthy.



ISSUE #1 – Timely Implementation of BPRs

- The results of completed BPR studies are taking too long to implement
 - Identified savings, service improvements not being realized
- Knowing that cost savings, efficiencies and/or service enhancements can be achieved makes timely implementation of BPRs particularly important given the fiscal challenges facing the City.



ISSUE #2 – Providing Information to Council

- BPR results are being withheld from Council if the function is in pre-competition assessment/managed competition.
- If BPR studies show that service level enhancements are possible, Council should be apprised of this upon completion of the study.
 - All information is currently withheld as procurement sensitive to safeguard employee bid
 - The information will enable Council to fulfill their obligation under Prop C to ensure that service quality is maintained



ISSUE #3 – **Streamlining the BPR Docket Process**

- The docketing process called for in the BPR Ordinance is unnecessarily cumbersome and lengthy.
- The current process requires a 60-day posting period prior to BPR implementation and that four Council members send a memo to the Council President requesting that the BPR be docketed. The Council President has waived this requirement in the past to respond to Council interest and to facilitate timely implementation.



COUNCIL AUTHORITY

BPR Ordinance

- Council approval is required prior to BPR implementation

Managed Competition Charter

- Council is obligated to ensure service quality is maintained



RECOMMENDED AMENDMENTS
TO BPR ORDINANCE



ISSUE #1 – RECOMMENDATION A

- BPRs will be docketed for Council review to initiate implementation within six months of study completion
- Meet and Confer and Pre-comp. assessment to be completed prior to Council review
- A function involved in active managed competition procurement process would be exempt



ISSUE #2 – RECOMMENDATION B

- Prior to meet and confer and pre-competition assessment, the Mayor will provide service level information to the Council from the BPR study, as defined in IBA Report No. 08-25.
- If a function is not chosen for managed competition, the Mayor will submit the complete BPR report to Council with the information previously withheld.



ISSUE #3 – RECOMMENDATION C

- Eliminate 60 day waiting period and provide for “direct docketing” of BPR studies to reflect current practice.



COMMITTEE ACTION

- Recommendations A, B, and C were presented to the Budget and Finance Committee on March 26, 2008
- Committee voted unanimously to adopt, support and refer this item to the full City Council.