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County Manager's Office

# Department of Procurement Management Business Plan

**Fiscal Years: 2010 and 2011**

(10/1/09 through 9/30/11)

Plan Date: March 12, 2010

Approved by:

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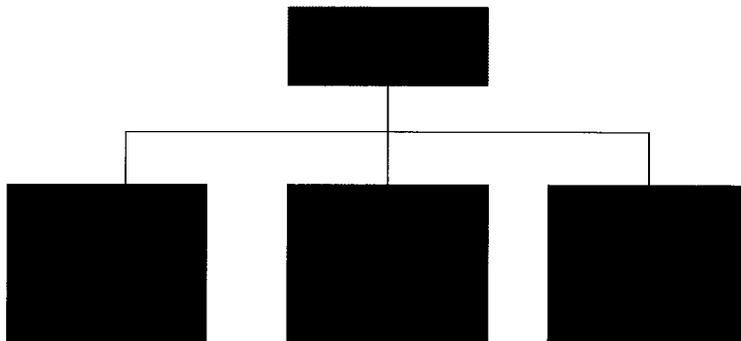
### **BUSINESS PLAN REPORT**

## EXECUTIVE SUMMARY

The Department of Procurement Management (DPM) anticipates continued enhancements in the delivery of valued-added procurement services over the next two fiscal years. The variety and complexity of purchases required to sustain Miami-Dade County Government and our internal and external clients continues to grow. Critical issues leading to the success of the department's ability to meet its business plan goals and objectives are a focus on talent management (recruitment, retention and development, and succession planning), competent and consistent support for existing technology tools, consistent commitment to streamlining the procurement process and reducing non-value added requirements, and the development and implementation of an integrated automation system for managing procurement and vendor services processes. Fluctuations in the price of fuel and petroleum by-products as well as consumer price indexes for other volatile commodities, as well as the instability in financial markets will continue to affect the cost and availability of many products and services. Efforts to implement cooperative "green" purchasing initiatives for fuel, paper, fleet and other areas of environmentally beneficial opportunities will be pursued, as DPM works closely with client departments, vendors and other jurisdictions, in effecting transition to commodities that offer environmentally beneficial alternatives. These strategic business alliances will continue to be pursued and strengthened to take advantage of optimal value for goods and services purchased.

DPM is a "center-led" professional procurement organization with certain key features of both centralized and decentralized purchasing agencies in the private and public sectors. The first county in history to be the recipient of a "Pareto Designation" (the highest level of peer recognition in North America), DPM is on the leading edge of world-class purchasing organizations. Daily consultations on best practices by colleagues in other jurisdictions, along with the many national recognitions and certifications bestowed upon the organization, provide an ongoing challenge for continual performance improvement to secure the very best value for the residents of our vibrant multi-cultural community. Strategic investments in professional development of staff will continue to ensure the highest level of competence and skill to yield successful results for the procurement organization.

The organizational structure for FY 2009-10 incorporates the addition of consolidated vendor services.



## DEPARTMENT PURPOSE/MISSION

### Purpose:

The Department of Procurement Management's purpose is to provide professional, value-added procurement services to more than 50 County departments and offices, while ensuring transparency and compliance with established policies and procedures.

### Mission:

The Department of Procurement Management (DPM) is dedicated to the timely acquisition of goods and services, with an emphasis on price, quality and customer service. Utilizing technology and sound business processes, we strive to bring the greatest value to Miami-Dade County with integrity, fairness, competition, and community inclusion.

Additional departmental information can be found in the Departmental Profile (Attachment 1), starting on page 13.

## STRATEGIC ALIGNMENT

- I. The department's efforts align with the following Miami-Dade County Strategic Plan Goal:
  1. Ensure the timely acquisition of "Best Value" goods and services while maintaining integrity and inclusion (ES3)
  2. Create a more business-friendly environment in Miami-Dade County (ED4)
  3. Enhance community access to reliable information regarding services and County government issues (ES2)
  4. Attract, develop and retain an effective, diverse and dedicated team of employees (ES5)
  5. Ensure the financial viability of the County through sound financial management practices (ES-8)
  6. Deliver on promises and be accountable for performance (ES9)
- II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:
  - 1.1. Streamlined and Responsive Procurement Process (ES3-1)
    - 1.1. a. Reduce procurement cycle times:
      - o Use hybrid bids/best value procurements (ongoing)
      - o Simplify solicitation documents (FY 2009-10)
      - o Implement new insurance process, require insurance prior to contract award (FY 2009-10)
      - o Continue to identify and implement new methodologies to enhance scoring methods and assist user departments in focusing on relevant criteria by utilizing weighted and/or subjective questions and responses, resulting in an improved and streamlined evaluation process. (FY 2009-10)

- Use the Expedited Purchasing Program (EPP), when appropriate, to further streamline the procurement process (ongoing)
  - Implement process for identifying qualified firms for future work using a streamlined/modified competition model, resulting in the expansion and redefinition of qualified pool contracts (FY 2009-10)
  - Continue to access other governmental entities' contracts, where applicable, to procure goods and services in a reduced time frame and at good pricing (ongoing)
  - Continue the use of surveys following the completion of a contract award to obtain feedback from user departments and vendors regarding the effectiveness, ease and length of the process (ongoing)
- 1.1.b. Management of increase in complexity of procurement workload (A list of complex procurements processed in FY 2008-09 are included on pages 22 and 23.)
- Fully implement assignment of staff resources in areas of increased workload (ongoing)
  - Automation of Procurement Process (ongoing)
  - Cross-training initiative for Sr. Procurement Contracting Agent and Procurement Contracting Officer staff on all procurement methods (ongoing)
  - Training of all vendor staff on newly transferred certification and pre-qualification processes (ongoing)
- 1.1.c. Improvement of Technology Tools Leading to Enhanced Quality/Efficiency:
- Develop and implement unified vendor services portal (County Mayor/Manager's priority for 2009-10 Budget)
  - Implement technology solutions, with in-house resources to maximize efficiency and improve quality (ongoing)
  - Implement enhancements to a web based solicitation tracking and reporting system allowing access of departmental information to client departments (continuing in FY 2009-10)
  - Implement Automated Project Administration for milestone analysis, simplified and automated document development, electronic routing, and accurate agenda items (FY 2009-10)
  - Enhancement of DPM Intranet webpage to improve and increase information available to client departments (FY 2009-10)
  - Improve procurement cycle times and quality through on-line vendor response, submission and tabulation of vendor quotes (FY 2010-11)
  - Implement Electronic Data Management System (EDMS) (FY 2010-11)
  - Increase use of reverse auction tools to secure better pricing (ongoing)
  - Implement use of electronic signatures to allow vendors access to online registration, certification and pre-qualification processes
- 1.2. Full and Open Competition (ES3-2):
- 1.2. a. Reduction in the number of non-competitive contracts (bid waiver and sole source solicitations):

- Increase efforts to identify competitive opportunities to provide goods and/or services traditionally provided by one vendor (ongoing)
  - Automation of the procurement process and adequate technical support will lead to enhanced competition and greater value (ongoing)
  - Training of client departments in specification development and project management to develop less restrictive specifications, to maximize the use of resources and reduce cost (ongoing)
  - Training of vendors through free monthly “How to” workshops on the Invitation to Bid and Request for Proposal process, “Meet the Director” Forums, tradeshow, one-on-one meetings and e-mail notifications (ongoing)
  - Survey vendors participating in DPM sponsored events to measure the effectiveness of training tools (ongoing)
- 1.3. “Best-Value” Goods and Services (Price, Quality, Terms and Conditions) (ES3-3)  
Combine similar contracts to secure best value and processing efficiencies (ongoing):
- 1.3. a. Establish co-operative contracts with other public entities
  - 1.3. b. Implement Green Purchasing Initiatives (ongoing):  
Refer to the Sustainability section on page 10 for details.
  - 1.3. c. Utilize best practices procurement models and innovative methods to procure goods and services:
    - Negotiate CPI increases at time of executing Options to Renew (OTRs) (ongoing)
    - Utilize Performance Based Contracting when procuring certain types of services to achieve optimum contracting results (ongoing)
    - Participate in Incentive Contracting by offering incentives if proposers use a certified Small Business Enterprise (SBE), when measures or goals are not included in the contract (FY 2010-11)
    - Implement appropriate methods to analyze the Total Cost of Ownership of major capital equipment (including computer software and hardware) and the construction of new facilities (ongoing)
    - Utilize Reverse Auctions to procure goods (ongoing)
    - Utilize Materials Requirements Planning by developing a scheduling procedure to plan for the acquisition of goods and services to coincide with the planned maintenance and/or other routine needs (FY 2009-10)
  - 1.3. d. Capture of Negotiated Savings – Three Methods (FY 2009-10):
    - Current Contract Price vs. New Contract Price (with existing contract)
    - Proposed Price vs. Negotiated Price (with no existing Contract)
    - Current Contract Price vs. Renegotiated Contract Price (during term prior to renewal)
  - 1.3. e. Initiate a countywide Spend Analysis Plan to identify opportunities for cost savings and to enhance strategic sourcing capabilities (FY 2009-10)

- 1.4. Customer friendly environment for regulated businesses and entities doing business with Miami-Dade County (ED4-2)
  - Fully implement a “one-stop-shop” experience for vendors, creating a seamless process for all vendor services in person, over the telephone, via e-mail and on the web
  - Promote vendor enrollment and registration for firms of all sizes to increase the number of vendors available to compete for County contracts
  - Cross train vendor staff for enhanced vendor services and efficient use of resources
  - Streamline processes, eliminate duplication and implement on-line vendor portal for enhanced vendor services
  
- 1.5. Easily accessible information regarding County services and programs (ES2-1)
  - Facilitate the ease of doing business with the County by unifying countywide vendor services on an intuitive web portal, incorporating useful information, programs and services
  - Efficiently manage vendor assistance functions through the use of technology, cross training of staff, and unified outreach to the vendor community to apprise them of County competitive processes and business opportunities.
  
- 1.6. Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (ES5-4)
  - Continue strategic professional procurement development/training investment for staff using internal and external training resources (ongoing)
  - Focus on high level training for new and existing staff to ensure proficiency in communications and professional procurement practices (ongoing)
  - Establish individualized development plans for each professional staff member and develop a legacy initiative to promote future leadership and support succession planning. (Five key managers are within 5 years of 30 years of service.) (ongoing)
  - Participate in the Human Resources Department (HR) Succession Planning, Mentoring and Internship Programs (ongoing)
  - Continue to promote procurement certification among DPM and County purchasing staff (Currently 50% of professional purchasing staff at DPM is certified.) (ongoing)
  
- 1.7. Planned necessary resources to meet current and future operating and capital needs (ES8-2)
  - 1.7.a. Increase participation in the User Access Program (UAP) to maximize revenues:
    - Focus on increased UAP collections from municipalities and other non-County agencies accessing County established contracts (ongoing)
    - Identify contract opportunities through initiation of spend analysis and the review of countywide Small Purchase Orders (SPOs) and Direct Purchase transactions for compliance with legislation and UAP applicability (on-going)

- 1.7b. Meet Budget Targets
- 1.8. Alignment of priorities throughout the organization (ES9-2) and achievement of performance targets (ES9-3)
  - 1.8.a. Evaluate and measure employee performance consistently and effectively (ongoing)
    - o Alignment of Senior Management appraisals with departmental strategic objectives, programs and initiatives (2009-10)

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

### **Department-wide Critical Success Factors**

1. Impacts on DPM reserves: DPM is funded solely through proprietary revenue generated through the User Access Program (UAP). This revenue allows for complete support of procurement management operations, and partial support to the Department of Small Business Development (SBD) operations (\$1.24 million in FY 2008-09). During FY 2009-10, the contribution of \$633,000 to SBD and the funding of nine additional positions (totaling \$784,000) that transferred from SBD and the Office of Capital Improvement to consolidate vendor services have significantly reduced the DPM reserves and will affect the department's ability to balance future budgets starting with FY 2010-11.
2. Enhance quality of work, while managing increase in complexity of workload, through automation, accountability, internal controls and professional development of investments.
3. Value-added services to support county department operations and success:
  - o Focus on effectively promoting implementation of advanced acquisition planning strategies
  - o Continue to promote open lines of communications and effective relationships with departments with large purchasing volumes and complex procurements
  - o Promote and develop ownership and teamwork between DPM, vendors and client department staff
  - o Conduct spend analysis for goods and services to improve assignment and management of resources
  - o Continue focused client department-specific business review meetings and front line training workshops to improve communications, efficiency, and knowledge of policies and procedures
  - o Vendor performance mediation and conflict resolution
  - o Market research to ensure sound, relevant specifications and competition

## **Critical Success Factors for Specific Objectives**

1. Improvement of staffing resources through professional development and human resources strategies: Continue to strengthen both DPM and client department staff competencies in specification development, writing skills, analytical skills and project/contract management. (Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)
2. Development and implementation of modern technology tools to automate agenda, procurement and vendor related processes. (Improvement of Technology Tools Leading to Enhanced Quality/Efficiency)
3. Continued streamlining and simplification of the countywide purchasing process to enhance ease of navigation and increase competition. (Reduce procurement cycle times)
  - o Reduction in the number of non-value added reports and process steps (administrative and legislative), particularly for vendor services functions recently transferred to DPM
4. Corporate support from all stakeholders for unified “one-stop-shop” for vendor services and funding for the vendor portal (Customer friendly environment for regulated businesses and entities doing business with Miami-Dade County)
5. Secure consistent legal support and opinions for procurement contracts and solicitations
6. Continue work on the Repeal of Section 511 of the Tax Increase Prevention and Reconciliation Act of 2005 (PL109-222). DPM has been the lead procurement agency in the nation in advocating repeal of Section 511, federal legislation that would impose a 3% federal tax to be paid by governmental entities, or their suppliers with contract spend over \$100 million per year. If successful, the tax would significantly impact to Miami-Dade County budget as the annual tax is estimated to exceed \$25 million annually. Implementation of this legislation has been successfully delayed to January 1, 2012. Continued advocacy is underway to identify a Senate sponsor for the repeal. In this effort, the County has partnered with the National Association of Counties Organization, National Institute of Governmental Purchasing, Government Finance Officers Association, a significant coalition of industry representatives, as well as support from the Board of County Commissioners (Board) and the Office of Intergovernmental Affairs.

## **INTERNAL SUPPORT REQUIREMENTS**

1. Continuation of Service Level Agreements (SLAs) with the Enterprise Technology Services Department (ETSD) for information technology support (Supports objective to Improve Technology Tools Leading to Enhanced Quality/Efficiency for a Streamlined and Responsive Procurement Process)
2. Continuation of Government Information Center (GIC) Service Level Agreement to enhance the DPM Intranet website and to maintain the Internet WebPages (Supports objective to Improve Technology Tools Leading to Enhanced Quality/Efficiency for a Streamlined and Responsive Procurement Process)
3. Ability to recruit and retain high-quality candidates and implement an effective succession plan for procurement and management positions in a timely manner, with support from the County Executive Office, the Office of Strategic Business Management and Human Resources Department. (Applies across department)

## **SUSTAINABILITY**

1. Establish environmentally friendly contracts
2. Promote the use of the “Buy Green” Purchasing Guide developed by DPM for countywide use to promote sustainability efforts in the purchase of goods
3. Participate in Green Vendor Trade Fairs
4. Promote the “DPM Goes Green” Initiative among staff to promote sustainability and efficiency efforts in the office
5. Educate staff on green purchasing policies and procedures
6. Develop standard process for the County for recycling and disposing electronic equipment
7. Award contracts with “green-only” products

## **3 to 5 YEAR OUTLOOK**

Over the past five years, the Department of Procurement Management has met or exceeded its Business Plan goals and objectives. Even with upturns and downswings in resources during these years, departmental performance continued to be stable, in certain areas, and exceeded expectations in many others. The impact of the resource swings, long term forced vacancies, and lengthy processes for recruitment approvals have had a considerable adverse impact on workload, management, processing time, and have impacted quality and efficiency for frontline staff and management team members. Recruitment approvals to replace vacancies need to be expedited. Spend analysis, full-fledged use of P-cards, implementation of e-Commerce solutions and shared services must continue to be pursued and implemented in order to relieve operational strain and to propel the department to the next level of excellent performance in creating a world-class procurement organization.

The three-to-five year outlook for the organization is positive. Efforts must focus on succession planning at all levels of management, an ongoing concerted investments in talent management, skill enhancements, and realignment of the table of organization, along with an urgent need for implementation of e-commerce information technology tools necessary to bring the agency in synchrony with other modern effective and efficient purchasing entities as well as to maximize performance. Executive level positioning of the department, recognition and integration of its value-added contributions on countywide business operations, and its impact on spend, must be recognized.

The department continues to be self-sustaining through the User Access Program (UAP). Countywide spend on contracts, which includes the UAP, continues to be carefully monitored and analyzed to ensure a stable stream of revenue.

Vendor services, support, collaboration and customer care continue to be priorities. Processes that affect vendors will be streamlined further as the “one-stop-shop” concept for vendors is fully realized. This will result in more streamlined vendor transactions, a significant improvement in ease of doing business with the County, a decrease in duplicative requests for information from vendors and staff reviews, and consistency and integrity of the procurement process. Ease of doing business with the vendor community enhances competition and leads to best value purchases.

The following initiatives are to be incorporated in the IT interim solution for consideration beyond FY 2010-11:

- **E-catalog Ordering** Streamline ordering processes by allowing County departments to place orders to approved vendors through an e-catalog process
- **Submission and Quotation Management**  
Improve procurement cycle through online vendor response submission and tabulation of vendor quotes
- **Electronic Requisitioning and Vendor Purchase Order Dispatch**  
Reduce procurement cycle time while managing purchase order tracking
- **Comprehensive Contract Management**  
Provide real-time tracking and reporting including department allocations and expenditure activities

The support provided to departments to meet the purchasing needs of the County will continue to be significant. In FY 2008-09, the Parks & Recreation Department realigned the structure of their procurement operations due to severe budget reductions. The restructured plan continues to require significant management and front line investment of DPM resources. DPM has fulfilled the role of coach, mentor, trainer and management consultant to Parks staff. Additionally, the DPM Transit Unit continues to enhance the current support provided to Miami-Dade Transit through the support of eight positions assigned to the Unit and with staff working closely with MDT end users to assist in procuring goods and services, develop sound specifications and contract language, conduct market research and enhance efficiencies in the materials management area. This first foray into the restructuring of a client department's operations requires focused support, which will provide benefits, including enhanced customer relations and a more strategic effort in which to support sourcing needs and achieve best value. Persistent challenges involving client staff's ability to develop sound technical specifications and responsiveness to address business and operational issues are the focus of attention for frontline staff, mid and senior managers as well as the DPM Director's Office. Multiple opportunities for improvement have been identified.

A significant opportunity to improve performance, reduction of cycle time, and the elimination of redundant data entry will continue to be pursued. A recent engagement hosted by Enterprise Technology Services Department (ETSD) working in collaboration with the Finance Department, explores opportunities to build an enterprise data warehouse. The resultant benefits will improve business management through predictive changes and trends in order to secure strategic advantages and savings. A strategic approach to managing the procurement organization, and impacting a reduction on spend by relying on sound data and analytics should be immediately pursued through the implementation of a technology solution, and spend analysis. This will facilitate the elimination of silo systems, implement strategic sourcing based on accurate measures and forecasts, and provide enterprise wide-value benefits based on business intelligence that is reliable and comprehensive.

Additional opportunities will be pursued to bring greater value, increased savings, and contain costs to client departments. These include development of a P-Card Roadmap for countywide implementation of a comprehensive P-Card initiative for payments to vendors. This would include payments for goods and services, as well as construction/design related expenditures. This implementation promises to dovetail on the data warehouse project, with benefits including detailed metrics and information to effectively analyze the County's spend and investments in managing the procurement organization. Additionally, the economic impact of this implementation offers a

revenue stream to the County in P-Card bank fee rebates that are now barely tapped. Given the spend through purchases on our County contracts, the resultant rebates may prove significant in relieving certain pressures on the General Fund. An electronic content management solution is being solicited to further assist with automation of data collection and analysis to support countywide business operations.

Another area of opportunity involves entering into targeted agreements with certain small jurisdictions who can no longer sustain procurement functions due to the recent economic downturn. "Service level agreement" relationships will continue to be developed with other jurisdictions. Additionally, collaborative efforts for cooperative purchasing will be pursued with Jackson Health System, the Miami-Dade School Board and small municipalities that have suffered reductions or elimination of purchasing staff, to maximize, leverage and secure better pricing for certain commodities.

A new approach to purchase the 30 million gallons of fuel utilized each year is being recommended to the Board. The option of establishing a competitive contract with a single vendor that has direct access, and a presence at Port Everglades offers benefits of stability in source of supply and potentially better pricing. Exploring other innovative methods or alternative approaches to the purchase of commodities where there is significant spend and value opportunities will continue to be pursued.

The Department of Procurement Management continues to be one of the most respected public procurement organizations in North America. A significant number of staff and most of the management team have now attained professional certification. For the seventh consecutive year the department was selected for the National Purchasing Institute "Achievement in Excellence in Procurement Award" for leadership, integrity and professionalism. Each day many state, local and educational entities consult with the professional staff on policy and process issues, accessing our contracts, and using our solicitation and contract documents as samples for purchases.

The professional development investments made in the individual members of the departmental team must continue. There is a considerable need to focus on a succession plan for the department. The management team is an area of significant opportunity in this regard. Given the tenure of many of the senior managers, the countywide succession and mentoring programs are being fully embraced and incorporated into the department's business planning initiatives. Transfer of knowledge, skill development and embedding a management culture that values self improvement and continuous learning is essential. In order to accomplish a smooth and effective transition of management succession, it will be important to focus on an updated table of organization that will prepare the Department for continual improvement, growth and leadership in bringing the very best value to the County. Executive support in the establishment of a modern, effective table of organization, as well as targeted succession planning positions for transfer of essential knowledge will be key to success.

**Attachment 1**  
**DEPARTMENTAL PROFILE**

**Department Description**

**OVERVIEW OF THE DEPARTMENT**

The Department of Procurement Management (DPM) is responsible for countywide purchase of goods and services for 50 departments and offices that serve 2.5 million County residents and visitors. DPM performs varied value added functions while managing County procurements including requisitions, development of scopes of work, bid evaluations, public hearings, bid protests, trend analysis and contract awards, among others. Additionally, DPM performs all the requisite tasks needed to compete solicitations, including review of technical responses, market research, vendor selection, and contract negotiations resulting in best value purchases.

In the current fiscal year, the department has a budgeted staff of 122 as outlined on page 25. Of these, 114 positions are currently filled. Additionally, two FTEs will be funded through Service Level Agreements with the Enterprise Technology Services Department (ETSD) for information technology support. The following describes the functions of the principal service areas.

**Office of the Director**

The Director's Office is responsible for the executive direction and management of the daily operations of the department. The Director's Office establishes departmental policy, develops and improves countywide procurement policies and procedures, and serves as a strategic purchasing consultant between departments and vendors. Additionally, the Office promotes a business culture that supports full and open competition, conducts high-level negotiations in the award of County contracts, implements and promotes IT procurement system enhancements, and recommends innovative policies for implementation as directed by the Board of County Commissioners (Board), Mayor, and the County Manager.

The Office is also responsible for preparing agenda packages for Board approval. The Office of the Director directs the development of staff competency requirements, training programs and sets performance standards for departmental personnel and for the scorecard to manage ongoing evaluation and improvement to meet performance targets in the departmental Business Plan. This includes alignment of management performance with targets, goals and objectives of the Business Plan and the County's overall Strategic Plan. A special focus is placed on, tailored outreach/educational activities for reaching a vendor base of 17,000, and internal and external staff. Significant new initiatives include a top to bottom review of all certification and pre-qualification functions for improvements, streamlining, efficiencies, and to ensure compliance with local, state and federal policies. Additionally, spend analysis, contract consolidation countywide implementation of P-cards for payment to vendors, and a continued interest in replacing dated and inefficient technology tools is being pursued.

## **Purchasing Division**

This Division manages the procurement of goods and services purchased through bids and requests for proposals, excluding countywide Information Technology (IT) procurements.

The Purchasing Division manages contracts for commodities; distributes and tracks contracts; conducts bidder competency reviews and pre-bid conferences; and uses management reviews to ensure compliance with established guidelines, resolutions, policies and procedures. Market research and negotiations are conducted, and reports are developed for the Department Director, the County Manager, the Board, media and the public on procurement related issues.

Staff is responsible for the development and processing of formal and informal Invitation to Bid (ITB), Request for Proposals (RFP), Request for Qualification (RFQ), and Request for Information (RFI). Terms and conditions (including price and negotiation strategies) are formulated for complex acquisitions. Contract terms and conditions, price and quality are effectively negotiated to ensure best value. Guidelines and criteria for advance acquisition planning are established. Specialized training programs for effective RFP and ITB procurements, procurement methods and contract negotiations are developed.

In keeping with the County's policy of ensuring full and open competition, a Competitive Acquisition (CA) Unit identifies and recommends appropriate action where there are artificial organizational, policy, process, or procedural impediments to competition. Staff reviews all requests for bid waiver and sole source acquisitions, performs market research to identify alternate sources of supply, and develops competitive solicitations to allow vendors the opportunity to compete. Similarly, the Transit Procurement Unit is a hybrid unit dedicated to Miami-Dade Transit Department acquisitions for goods and services. It is responsible for the development and processing of RFP, RFQ, RFI and ITB solicitations.

## **Technical Services/ Information Technology (IT) Systems Division**

The Technical Services Division manages the department's Management Information Systems functions, administers the local area network, and maintains the department's website. The Division develops and implements e-Procurement initiatives, manages the countywide Advanced Purchasing and Inventory Control System operations and training, and the Vendor Performance Database. Additionally, the Division coordinates all functions associated with the pending implementation of the procurement application modules of the County's Enterprise Resource Planning (ERP).

Additionally, all County-wide purchases for IT hardware, software, consulting and telecommunications including competitive and non-competitive purchases are managed in this Division. Staff is responsible for the development and processing of formal and informal Invitation to Bid (ITB), Request for Proposals (RFP), Request for Qualification (RFQ), and Request for Information (RFI), Bid Waivers (BW) and Sole Sources (SS). Terms and conditions (including price and negotiation strategies) are formulated for complex acquisitions. Contract terms and conditions, price and quality are effectively negotiated to ensure best value.

## **Administrative and Fiscal Division**

The Administrative and Fiscal Division prepares budgets, quarterly expenditure and revenue reports, and manages the department's fiscal accounting functions. Additionally, the Division makes purchases and monitors contracts used by the department, coordinates strategic business performance meetings, develops strategic and business plans, and tracks and monitors performance measures. Departmental recruiting, retention and training, payroll, preparation of personnel documents as well as leadership and guidance on employee performance and personnel actions are also housed here. The Division administers the County's User Access Program (UAP) (including billing and revenue collection), collection of fees and charges, manages vendor services, conducts quality control reviews of procurement processes, tracks and facilitates the completion of process improvement initiatives and supervises bid openings. In addition to advertising solicitations, the Division carries out management responsibilities involving insurance, bid and performance bonds on behalf of all County departments. The Division also manages the implementation of performance and process improvement initiatives, countywide spend analysis and streamlining initiatives for vendors. The Division also supports a variety of internal and external audit engagements.

Effective in FY 2009-10, nine positions were transferred to DPM (three from OCI and six from SBD) to support the implementation of the County's effort to consolidate vendor services. Firms wishing to conduct business with the County will be able to go to a single point in order to register as a vendor, to obtain a technical certification as an architecture or engineering firm, to be added to the miscellaneous construction contract pool, to submit an Affirmative Action Plan, and to determine eligibility to be certified in one of the County's disadvantaged or small business programs.

## **Significant Issues**

### **1. Consolidated Vendor Functions**

This fiscal year, certification and pre-qualification functions from the Department of Small Business Development and Office of Capital Improvements were transferred to DPM. The transitions were effected with great care and concern for transfer of knowledge to affected management and staff. Even though a significant investment of time and resources has been invested to ensure a smooth transition of these functions, management has identified a number of key concerns regarding the accuracy and integrity of the certification files and process, as well as the accuracy of the pre-qualification process involving two major miscellaneous construction contracts. Recommendations for a short term and a long term solution to address these matters are being developed.

### **2. Departmental Workload**

DPM procures goods and services using best industry practices to support countywide operations. The department is at the cutting edge in regard to progressive and new approaches to sourcing client departments. During FY 2008-09, 1,004 contracts valued at \$1.3 billion were awarded. The current workload includes 1,454 active contracts valued at approximately \$5.7 billion, representing a 2% increase in active contracts managed over the prior year.

Procurement staff is responsible for numerous highly complex procurement actions required to support its 27,595 internal clients, as well as recurring contracts necessary to facilitate countywide operations in support of internal and external service delivery. Over 50 County departments and offices are supported. Table 1 depicts the detail of the responsibilities involved in the day-to-day workload activities. The quantity of procurement actions supported serves to document the workload handled by DPM staff. Workload activity, volume and a comparison of FY 2007-08 through FY 2008-09 and future projections through FY 2010-11 are outlined in Table 1 on page 17.

Considering the assessment of financial capacity in light of current economic conditions and the impact on County departments, a 5% reduction in overall workload is projected. A decrease in the number of requisitions received, contracts awarded, one-time purchases and active contracts is anticipated. Although a slight decrease in workload is anticipated, the work demands remain significant when considering the complexity of many current and anticipated procurement actions, and other extraordinary projects assigned to staff. The list of extraordinary projects and complex procurements are outlined on pages 22 and 23.

Over 17,000 active vendors are supported. Almost 4,000 vendor applications were processed in FY 2008-09, representing an increase of 2,500 applications over the prior year following the June 2008 implementation of the new streamlined Vendor Registration and Affidavit Initiative. Consolidating vendor functions transferred from SBD and OCI and streamlining and improving vendor processes remain a priority. Excellent vendor relations and enhanced competition through the increase in the number of vendors, will lead to best value purchases.

**Table 1**  
**Summary of Procurement Workload Activity**  
*Comparison of FY 2008 through FY 2011 (projections)*

Procurement Action	Workload Activity	FY 2008 Actual	FY 2009 Actual	FY 2010 projection	FY 2011 projection	% Δ 08 to 09	% Δ 09 to 10	% Δ 10 to 11
Requisitions Received	Activities include Advanced Acquisition Planning with client departments, Market Research, reviewing and finalizing the scope of work and preparing the solicitation document.	759	698	663	630	-8%	-5%	-5%
Contracts Awarded (numbers include Options to Renew (OTR))	Activities performed prior to finalizing the award include: market research; processing requisition through ADPICS, BTS and e-Procurement systems; advertising/ posting solicitation; issuing addendum; conducting pre-bid conferences; coordinating small business participation with the DBD; consulting with County Attorney's Office as needed during various stages of the process; informing client departments of the status of the solicitation throughout the process; preparing numerous documents requiring approval of DPM supervisor, manager, division director, Director, County Manager and/or BCC; receiving bid/proposal responses; supervising bid openings; evaluation, tallying bid/proposal responses; coordinating selection committee meetings; processing insurance, bid and performance bond requirements; verifying vendor status; contract negotiations; facilitating evaluation process; chairing evaluation committees; conducting pre-award inspections / site visits; making recommendation of award, preparing item for BCC sub-committee, CITT and BCC agendas; addressing bid protests; forwarding notification of award to vendors and client department; prepare award sheet; preparing contract document; creating purchase order.	909	874	830	789	-4%	-5%	-5%
One-Time Purchases Processed	Includes purchases without a contract term, including some emergency purchases and hurricane purchases. Also included confirmation purchases which require verification of invoices prior to processing. All one-time purchases require coordination with Dept. Directors from the requesting department and their review and approval of each purchase. Activities noted above are applied, when relevant	126	130	124	117	3%	-5%	-5%
Active Contracts Managed (excludes contract modifications)	Post award activities include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant; assisting other agencies in accessing County established contracts; ensure the proper collection of UAP fees; issuing supplemental agreements; issuing contract addendum.	1431	1454	1381	1313	2%	-5%	-5%
Contract Modifications Processed	Includes modifications requested for time and/or money for an existing contract. Requires market research and preparing numerous documents requiring approval of DPM supervisor, manager, division director, Director, County Manager and/or BCC.	441	301	286	272	-32%	-5%	-5%
<b>Total Workload</b>		<b>3666</b>	<b>3457</b>	<b>3284</b>	<b>3121</b>	<b>-6%</b>	<b>5%</b>	<b>5%</b>

### 3. Procurement Cycle Times

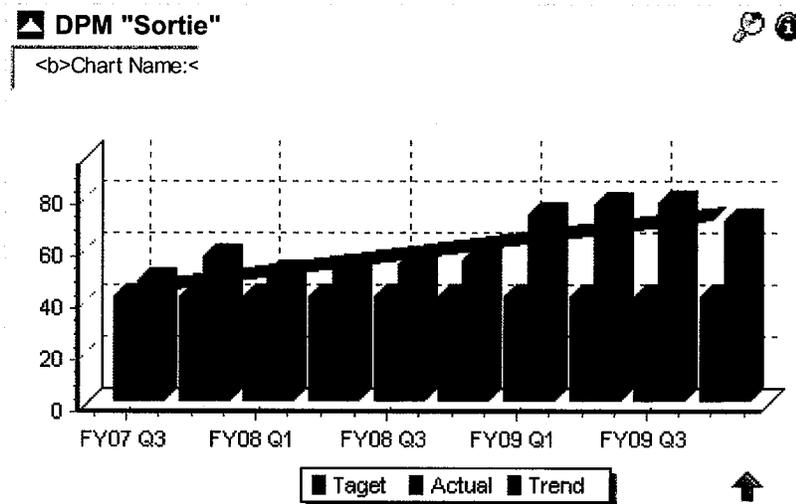
Procurement cycle times for most thresholds continue to decrease as streamlining efforts, legislative changes, and process improvements are implemented. Reduction in cycle times over the past year is noted in Table 2.

Procurement Type	Average Processing Time (Calendar Days)		Comparison of FY 2007-08 and FY 2008-09	FY 2009-10 Targets
	FY 2007-08	FY 2008-09		
<b>Request for Proposals</b>				
Up to \$500,000	125 Met target	64 Met target	Time reduced by 61 days (49% reduction)	110
Over \$500,000 up to and including \$1 million	130 Met target	156	Time increased by 26 days (20% increase)	110
Under \$1 million	110 Met target	75 Met target	Time reduced by 35 days (32% reduction)	110
Over \$1 million (Requires Board Approval)	217 Met target	213	Time reduced by 4 days (2% increase)	236
<b>Invitations to Bid</b>				
Up to \$500,000	91 Met target	75 Met target	Time reduced by 16 days (18% reduction)	110
Over \$500,000 up to and including \$1 million	144	130 Met target	Time reduced by 14 days (10% reduction)	110
Under \$1 million	95 Met target	79 Met target	Time reduced by 20 days (17% reduction)	110
Over \$1 million (Requires Board Approval)	326	247	Time reduced 79 days (24% reduction)	236

Processing times measure the entire procurement cycle, from the receipt of an approved requisition or start of process to the date of contract award.

## DPM “Sortie” – A Success Story That Will Continue

The goal of the DPM “Sortie” is to process 40% of its purchases up to \$500,000 in 90 days or less. During FY 2008-09, DPM processed **73%** of contracts within 90 days, exceeding the goal by **33%**. A depiction of the quarterly percentage is noted in the chart below.



## Current Innovation and Initiatives / New Services and Programs

### 1. Procurement Process Improvements and Efficiencies

DPM continues to implement improvements to streamline processes and reduce processing times. New and ongoing initiatives include:

- Eliminate multiple signatures for bid/proposal submittals (completed)
- Simplify solicitation documents (underway- pending CAO approval)
- Implement new insurance process- prior to contract award
- Move insurance reviews from Risk to DPM (vendor consolidation)
- Implement Automated Project Administration for milestone analysis, simplified and automated document development, electronic routing, and accurate agenda items
- Negotiating CPI Increases at time of executing OTRs – new savings initiative
- Capturing of Negotiated Savings – Three Methods:
  - Current Contract Price vs. New Contract Price (with existing contract)
  - Proposed Price vs. Negotiated Price (with no existing Contract)
  - Current Contract Price vs. Renegotiated Contract Price (During term prior to renewal)
  - Implement use of electronic signatures (vendor consolidation)
  - OSBM front-end approval of requisitions

## 2. Information Technology:

### ○ **Solicitation Tracking System**

The implementation of improved procurement management information systems to track and report the steps of the procurement process and to track and report vendor performance will be achieved through a Solicitation Tracking System. A comprehensive Solicitation Tracking System will be achieved through the web-based milestone tracking system through the internal Bid Tracking System. This system will allow for the establishment of milestones for each solicitation and the tracking of days for each step in the process. Full implementation of this project is expected during FY 2009-10.

### ○ **Solicitation Search**

This e-Procurement system will allow for access and search solicitation postings, addendum tracking and award information, and offer a solicitation bulletin board for online bidding and reverse auctions.

### ○ **Bid Tracking System (BTS) Enhancements**

Enhancements to the BTS were completed in FY 2008-09, providing client departments access to the database of solicitation and contract information, through a web-enabled system, resulting in efficiencies, enhanced customer services and streamlining the procurement process.

### ○ **Agenda Tracking System**

DPM has developed an automated agenda process to be incorporated into the BTS system during FY 2009-10. This automation tool will provide for consistency in the processing of agenda items and facilitate the review process.

### ○ **Web Page Enhancements**

During FY 2008-09, DPM and the Government Information Center (GIC) entered into a Service Level Agreement (SLA) for enhancement to the DPM Intranet webpage. The re-design of the Intranet web pages will enhance the effectiveness of the website as a communications tool for use by County staff. The new Intranet site will be finalized in FY 2009-10. The DPM Internet webpage was re-designed in FY 2007-08, resulting in a significant enhancement to available information to the public.

## 3. **Small Purchase Order Reviews**

During FY 2005-06, DPM conducted an extensive review of Small Purchase Order (SPO) transactions processed by departments. These transactions represented purchases under \$10,000, made under the delegation of authority to Department Directors or their designee. A review of these transactions is important to ensure that transactions are consistent with Administrative Order 3-38 and Procurement Guidelines. The improper use of SPOs and circumventing purchases on established contracts, could result in purchases made at a higher price to the County and the loss of UAP revenue. The ongoing review of the SPO process by DPM will be conducted as resources allow. The elimination of an Accountant position will impact the ability for DPM to monitor, on a regular basis, the proper use of these purchases. DPM will continue to inform and educate departments regarding these purchases.

In FY 2007-08, the Audit and Management Services Department began an extensive audit of the SPO process, including visits to county departments to review their processes and documentation in support of SPO purchases. The review is expected to be completed in FY 2009-10.

#### **4. User Access Program**

Continuation of the aggressive implementation of the User Access program (UAP) is another major DPM initiative. DPM has taken steps to implement the UAP in all eligible contracts. The UAP allows the Department to benefit from a 2 percent deduction on purchases for contracts established by DPM for goods and services (including new contracts, negotiated modifications and renewals of existing contracts). Outreach to municipalities, not for profit agencies and other non-County agencies to participate in the UAP through joint purchase agreements to access County established contracts will continue. Over 50 UAP Joint Purchasing Agreements with non-County agencies have been processed.

#### **6. Internal Training Initiative**

DPM will continue to develop a comprehensive internal training program for procurement staff. This program will identify a series of vital training modules to be completed by purchasing staff responsible for processing Invitations to Bid (ITB) and Requests for Proposals (RFP). Additionally, Vendor Service Section staff will be cross trained to provide optimal services to vendors for implementation of the “one-stop-shop” for vendors.

#### **7. Shared Services**

In FY 2008-09, DPM implemented a Shared Services module for purchasing in the Miami-Dade Transit Department. Additionally, a Shared Services module was implemented with the Human Services Department to provide support in the area of personnel management, following the elimination of the Departmental Personnel Representative (DPR) position at DPM. The Human Resources Department’s DPR provides support to both departments.

In the current fiscal year, DPM will also participate in a Shared Services opportunity in the area of Electronic Data Management System (EDMS). HR has implemented a successful EDMS project and has agreed to provide resources and support in assisting DPM with implementation of this project.

#### **8. Spend Analysis Program**

A spend analysis, the starting point of strategic sourcing, will identify historical spend (purchasing) data from all sources, for goods and services purchased to sustain Miami-Dade County operations. The process and use of analytic tools results in identifying spend by commodity, supplier and usage (quantities) by department. Understanding countywide spend allows for increased leverage with suppliers, opportunities to reduce costs and increase compliance with purchasing legislation. Other purchasing agencies that have implemented a Spend Analysis Program boast of savings of up to 25 percent of total spend.

#### **9. Extraordinary Projects and Complex Procurements**

There were a number of extraordinary projects and complex procurements that required significant time away from normal purchasing management functions during FY 2008-09 and the beginning of FY 2009-10. These projects and procurements, some of which will continue into FY 2010-11, include the following:

## Extraordinary Projects / Assignments

1. Emergency Preparedness and Response
2. Procurement Process Improvements
3. Consolidation and Process Improvements for Vendor Services
4. Vendor Portal Solution
5. Federal Transportation Administration Audit
6. KPMG External Audit
7. Office of Commission Auditor Audits (Delegated Authority, Non-Competitive Actions, Competed Contracts)
8. Small Purchase Order Review (Audit and Management Services)
9. Vendor Database Cleanup (contact information)
10. P-Card Study
11. Data Warehousing Project
12. e-Par Implementation
13. STS Bridge Project
14. ARRA Monitoring
15. Marlins Stadium Contract Development
16. Spend Analysis

## Complex Procurements

1. Tax Collection Management and Revenue Distribution Solution
2. Metro-mover Vehicles
3. Purchase of New Metrorail Vehicles
4. Auto Fare Collection System
5. Hybrid Buses for MDT
6. Haulover Restaurant Lease and Operation
7. Care and Custody Services for JAC
8. Real Estate Development for HOPE VI – Phase 2 at the Scott/Carver Sites
9. CDBG Program Administrator
10. Manufactures OEM Parts and Repairs for Fleet
11. Vehicle Immobilization
12. MDHA Section 8 Housing Oversight and Management Services
13. LFGS Gas to Electric Project for Solid Waste
14. Purchase and/or Lease of Micro Air Vehicle by MDPD
15. Telecommunication Pre-Qualification Pool
16. Self-contained Breathing Apparatus
17. Electronic Signage Information Systems
18. Integrated Library System (ILS)
19. Information Technology Consultant Services
20. WASD Security
21. Seaport Cranes
22. Baggage Conveyer Systems for Aviation
23. Medical Supplies
24. IT Hardware

25. 800 MHz Radio Re-Banding
26. EMS Billing
27. Security Guard (GSA)
28. AED Defibrillators
29. Banking Services
30. Head Start Services
31. Employee Vision Insurance Program
32. Employee Dental Program (Indemnity)
33. Employee Dental Program (Pre-paid)
34. Pest Control Pool
35. Crandon Park Marina Restaurant
36. Boat Storage Facility
37. Fire Rescue Apparatus
38. Governmental Consulting in Washington DC
39. Gasoline and Diesel Fuel
40. RFI for JIT System Implementation for MDT
41. RFP for Central Control Upgrade
42. RFP for STS Services
43. Bond, Disclosure Bond and Authority Bond Counsel Pools
44. Water Park, options for Family Entertainment Center (FEC) and Vacation Hotel (VH)
45. Electronic Content Management
46. RFI for Corrections – Krome
47. Automated Staff Scheduling System for MDCR
48. Causeway Toll Collection Upgrade and Enhancement
49. Turner Gilford Knight Security System Solution
50. Payment processing Services (Countywide)
51. 450 MHZ VHF Radio Upgrade Project
52. Advertising program at Port
53. Homeland Security Consulting Services
54. Security Guard Services for MDT
55. Security Guard Services for Sector 1A
56. Wireless Devices and Services

**Table of Organization**

<b><u>OFFICE OF THE DIRECTOR</u></b>			
<ul style="list-style-type: none"> <li>Provides executive direction and management of the daily operations of the Department, establishes departmental policy, develops and improves countywide procurement policies and procedures and serves as a strategic purchasing partner between departments and vendors; additionally the office promotes full and open competition and conducts high level negotiations in the award of County contracts, implements and promotes Information Technology (IT) procurement system enhancements, prepares agenda packages and implements policies enacted by the Board of County Commissioners</li> </ul>			
<u>FY 08-09</u> 6		<u>FY 09-10</u> 5	
<b><u>ADMINISTRATIVE AND FISCAL DIVISION</u></b>		<b><u>PURCHASING DIVISION</u></b>	
<ul style="list-style-type: none"> <li>Prepares division and departmental budgets, quarterly expenditure and revenue reports, and manages the Department's fiscal accounting functions; makes purchases and monitors contracts used by the Department; coordinates strategic management meetings and the development of the Department's Strategic and Business Plans and tracks and monitors performance measures; manages and tracks process improvement initiatives and Department-related recruiting and training; processes payroll, prepares and maintains personnel documentation, and provides guidance on employee performance evaluations and personnel actions; administers the County's User Access Program (UAP); and coordinates records management/storage and departmental audits</li> </ul>		<ul style="list-style-type: none"> <li>Manages the procurement of goods and services purchased through bids and requests for proposals, excluding countywide IT procurements; manages contracts for commodities through Invitations to Bid (ITB); distributes and tracks formal bid contracts; conducts bidder competency reviews and pre-bid conferences, uses management reviews to ensure compliance with established guidelines, resolutions, policies and procedures; develops and processes Requests for Proposals (RFP), Requests for Qualifications (RFQ), and Requests for Information (RFI); develops specialized training on procurement methods and contract negotiations</li> </ul>	
<u>FY 08-09</u> 11	<u>FY 09-10</u> 9	<u>FY 08-09</u> 75	<u>FY 09-10</u> 75
<b><u>VENDOR ASSISTANCE</u></b>		<b><u>TECHNICAL SERVICES / INFORMATION SYSTEMS DIVISION</u></b>	
<ul style="list-style-type: none"> <li>Conducts vendor outreach and assistance, coordinates vendor information between the Department and County departments; reviews vendor applications for compliance with County resolutions and ordinances; administers the Affirmative Action Plan; certifies architectural and engineering firms; prequalifies under the miscellaneous construction contract; certifies small businesses for Community Business Enterprises, Community Small Business Enterprises, Local Disadvantaged Business Enterprises, Micro/Small Business Enterprises, and the Disadvantaged Business Enterprise; advertises bid, RFP and A&amp;E solicitations in newspapers; conducts bid openings; conducts quality control reviews of procurement processes; and maintains insurance, bid deposits, and performance bonds on behalf of the Department</li> </ul>		<ul style="list-style-type: none"> <li>Manages the Department's Management Information System (MIS) functions, administers the local area network and maintains the Department's website; develops and implements e-Procurement and technology initiatives, manages the countywide Advanced Purchasing and Inventory Control System (ADPICS) operations and training; manages the procurement of all IT related goods and services, establishes and monitors countywide hardware, software, and sole source acquisitions</li> </ul>	
<u>FY 08-09</u> 9	<u>FY 09-10</u> 18	<u>FY 08-09</u> 15	<u>FY 09-10</u> 15

Departmental Business Plan and Outlook  
 Department of Procurement Management  
 Fiscal Years: 2009/2010 – 2010/2011

**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
Interest Earnings	380	80	49
Miscellaneous Revenues	85	6	6
Surcharge Revenues	-11	0	0
User Access Program Fees	10,807	11,981	9,547
Carryover	6,317	5,859	4,793
Bond Proceeds	0	0	83
<b>Total Revenues</b>	<b>17,578</b>	<b>17,926</b>	<b>14,478</b>
<b>Operating Expenditures Summary</b>			
Salary	6,839	7,472	7,330
Fringe Benefits	2,027	2,163	2,210
Other Operating	1,093	2,178	2,211
Capital	16	11	0
<b>Total Operating Expenditures</b>	<b>9,975</b>	<b>11,824</b>	<b>11,751</b>
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	4,862	2,011
Transfers	0	1,240	633
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>6,102</b>	<b>2,644</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Enabling Strategies</b>				
Administrative and Fiscal Management	1,114	897	11	9
Office of the Director	1,080	977	6	5
Purchasing	6,664	6,373	75	75
Technical Services and Information Systems	2,240	2,002	15	15
Vendor Assistance	726	1,502	9	18
<b>Total Operating Expenditures</b>	<b>11,824</b>	<b>11,751</b>	<b>116</b>	<b>122</b>

**CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Capital Outlay Reserve	200	0	0	0	0	0	0	0	200
<b>Total:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>Expenditures</b>									
<b>Strategic Area: Enabling Strategies</b>									
Computer and Systems Automation	76	32	34	34	24	0	0	0	200
<b>Total:</b>	<b>76</b>	<b>32</b>	<b>34</b>	<b>34</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

## **Current Business Environment**

DPM, a center-led professional procurement organization, supports all County departments by providing value-added procurement services. A vendor base of over 17,000 active vendors is maintained. Currently procurement staff administer over 1,600 separate procurement actions at any given time including processing requisitions, finalizing needs assessment with users, advertising solicitations, finalizing scopes of work, bid openings/closings and contract administration. Additionally, DPM performs all the requisite tasks to complete solicitations including review of technical responses, market research, vendor selection, negotiations and contract awards. The volume and complexity of these tasks and the lack of appropriate technology tools creates a challenge for DPM.

As part of the FY 2009-10 Budget, the Deputy Director, Departmental Personnel Representative and Accountant 1 positions were eliminated. The elimination of these managerial and administrative positions provided significant challenges in regard to establishing appropriate spans of control to ensure adequate management oversight and quality of work product.

The high performance expectations, detailed work and significant workload responsibilities add to a very challenging work environment. Customer service requirements and expectations are high, and the responsiveness of the DPM staff to internal and external clients continues to be exceptional. The professional business culture at DPM continues to thrive even though the level of stress and these expectations remain high.

DPM recognizes the strength of diversity in the workplace and considers this a significant factor in the success of the Department. As of December 31, 2009, DPM's diversity profile was as follows: Hispanics (49%), Blacks (35%), White (13%), Other (3%). Diversity in the Miami-Dade County vendor base is also supported. DPM sponsors workshops and participates in a variety of tradeshows and internal/external training and outreach events to promote diversifying and amplifying the vendor base. Also, with responsibility for implementing the Small Business Enterprise Certification Programs, MCC Pre-qualification and A&E Pre-qualification processes. DPM will promote increased contract opportunities to disadvantaged small, midsize and large businesses.

DPM is dedicated to providing exceptional customer service to County departments and vendors who are currently on contract or are interested in doing business with the County. The number of firms assisted and the level of support to departments is expected to continue to grow. During FY 2006-07, DPM implemented the use of Customer Feedback Forms designed to capture feedback on the client department's experience working with DPM. The survey questions pertain to specific procurement process and DPM's handling of the process and its client. The survey feedback has been consistently very positive.

As required in the FY 2009-10 adopted budget, the consolidation of vendor services will now include implementation of a unified countywide new Vendor Services Portal to consolidate and simplify registration and certification processes. Additionally, the procurement Intranet web page will be revitalized to highlight upcoming procurement events, provide easier access to contract award information, and online suggestion/survey options. Miami-Dade County purchasing activities will continue to be well publicized, providing easy access through on-line features to citizens, vendors, and County departments.

In efforts to build better customer relationships, DPM frequently meets with client departmental representatives and provides in-depth training for key client departments to improve service delivery and ensure continuity of operations and best value purchases. These relationships and continuing to invest time and support to them will be fostered through a variety of routine, scheduled and ad-hoc meetings, and procurement liaison workshops. DPM also acts as a host for professional procurement training for countywide purchasing staff, in the areas of fraud, professional practices, ethics, selection committees, among many others. The responsibility of the organization to invest in the leadership and competence development of professionals to lead the county into the future continues to be a high value priority.