

SPAGO
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Internal Services Department Business Plan

Fiscal Years: 2015 and 2016
(10/1/14 through 9/30/16)

Approved by:

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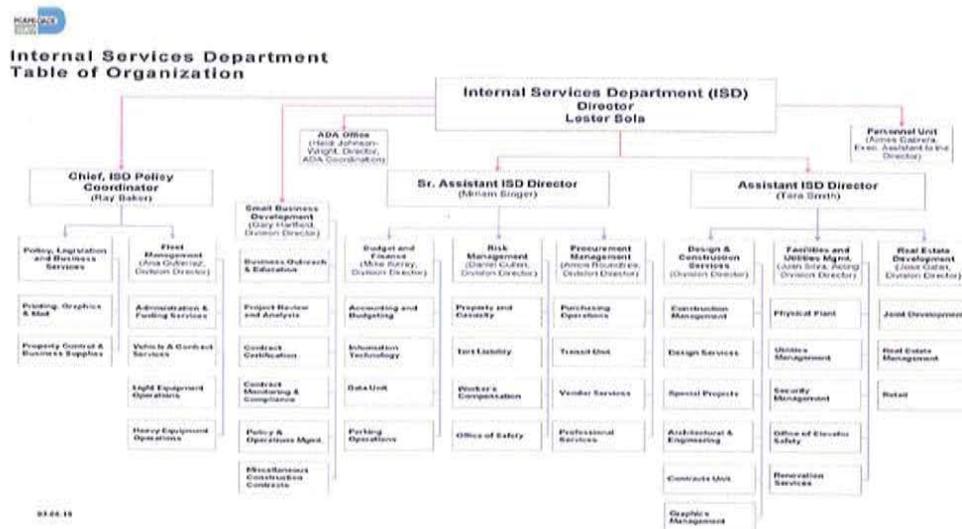
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DEPARTMENT OVERVIEW

Department Mission

Providing centralized support services that enable delivery of excellent public services at cost effective prices.

Table of Organization



Strategic Alignment Summary

The Internal Services Department (ISD) supports the Miami-Dade County Strategic Plan under the General Government Strategic Area by focusing on the following goals.

▪ **GG1 – Friendly Government**

GG1-1 – Provide easy access to information and services

GG1-2 – Develop a customer-oriented organization

GG1-3 – Foster a positive image of County government

GG1-4 – Improve relations between communities and governments

▪ **GG2 – Excellent engaged workforce**

GG2-1 – Attract and hire new talent

GG2-2 – Develop and retain excellent employees and leaders

GG2-3 – Ensure an inclusive workforce that reflects diversity

GG2-4 – Provide customer-friendly human resources services

▪ **GG3 – Efficient and effective service delivery through technology**

GG3-1 – Ensure available and reliable systems

GG3-2 – Effectively deploy technology solutions

GG3-3 – Improve information security

▪ **GG4 – Effective management practices**

GG4-1 – Provide sound financial and risk management

GG4-2 – Effectively allocate and utilize resources to meet current and future operating and capital needs

▪ **GG5 – Goods, services, and assets that support County operations**

GG5-1 – Acquire "best value" goods and services in a timely manner

GG5-2 – Provide well maintained, accessible facilities and assets

GG5-3 – Utilize assets efficiently

▪ **GG6 – Green Government**

GG6-1 – Reduce county government's greenhouse gas emissions and resource consumption

GG6-2 – Lead community sustainability efforts

Our Customer

As an organization, ISD serves primarily internal County customers. The Department is comprised of the following offices and divisions as outlined below:

1. Office of Americans with Disabilities (ADA):

The Americans with Disabilities Act of 1990 is a federal civil rights law which guarantees that people with disabilities have the same opportunities to participate in County services and programs in a way that integrates them into the overall community. The Office of ADA Coordination helps County departments understand the importance of the ADA as a federal civil rights law, their obligations under the Act, the options for meeting those obligations, and how different options will impact people with disabilities. It also helps the County minimize its exposure to ADA enforcement actions by the federal government and to lawsuits by private citizens. The office helps to shape policy and procedures to positively impact the delivery of services to people with disabilities. Its main customers are the 25 County departments, since the ADA's Title II programs, activities, services, and facilities access obligation affects every County department. Indirectly, the Office of ADA Coordination's customers are the 470,000 people with disabilities (as indicated by US Census data) who live in Miami-Dade County and use transit/paratransit, vote in elections, enjoy County parks, travel on County sidewalks/rights of way, go to the airport and seaport, access the County's website/e-government applications, live in MDPHA housing, consume County tap water, need accommodations for trash pick-up, adopt animals from the shelter, and many other County services and programs.

2. Personnel Unit:

The Personnel Unit provides departmental personnel services, including recruitment, labor relations, earned leave pool tracking, employee incentive programs, and departmental ADA coordination within ISD.

3. Policy, Legislation, and Business Services:

The Property Control and Business Supplies Services Section has both internal and external customers as it oversees the county's Fixed Asset System for all County owned capital assets, disposes of all County surplus property through the County Store and/or Online Auctions, manages the county's business supply warehouse, and provides countywide graphic design, printing, and mail services.

- a. The Business Supplies unit acquires and distributes general office supplies for Miami-Dade County agencies. The unit is responsible for managing and operating the County's business supplies warehouse which houses approximately 1,000 items within its inventory system. To purchase these line items, the section accesses approximately 15 contracts, and interacts with over 50 approved County vendors. Warehouse operations involve the purchase, receipt, storage, and delivery of business supplies throughout Miami-Dade County. Miami-Dade County's current system of competitive contracts, centralized distribution, and managed product selection has proven to be effective and efficient. Minority and local vendors are welcome participants as part of our competitive bid process. The unit achieves managed competition by working with multiple contracted vendors.
- b. The Surplus Sales and Distribution Unit is responsible for the advertising, sale, and disposal of a wide variety of surplus County property via either an online auction platform or

via direct sale to the public at our retail operation (County Store). Items sold include heavy and light trucks, cars, motorcycles, vans, scrap metal, industrial equipment, computer equipment, and many other items.

- c. The Capital Inventory Unit maintains the County's central records for capital assets, licensing of mobile equipment, tagging and identifying capital assets and oversees the annual countywide capital inventory process mandated by Florida Statute.
- d. The Print Shop and Copy Center provides an easy, cost efficient, environmentally conscious process for County departments and outside entities to buy quality design, print and mail services. Ordering services are available 24/7 through the County's eNet platform.

4. Budget and Finance Division:

The Budget and Finance Division provides departmental support and coordination of fiscal operations. Accounting and budgeting staff support departmental operations in the areas of billing and collection, budget preparation and monitoring, accounts receivables, accounts payables, financial reporting and management of the County's Insurance Funds. The Division also provides parking operations at six garages and five surface lots. The Division also provides quality assurance and vendor and administrative support to the risk management claims payment process and is responsible for accurate and timely payment of workers' compensation benefits and liability settlements.

Additionally, the Division coordinates through the Information Technology Department (ITD), information technology support for departmental operations, including development and maintenance of over 60 system applications and management of the Department's network and hardware requirements. The Division also coordinates with the Community Information and Outreach Department (CIAO), webpage development and maintenance.

5. Design and Construction Services Division:

The Design and Construction Services (DCS) division serves both internal and external customers, including County departments, outside agencies, contractors, consultants, and vendors. DCS employs licensed professional architects, engineers, construction managers, interior designers, and administrators in the effective management of many types of projects.

This division is responsible for estimating and managing large capital construction projects, work orders for office reconfiguration or other minor construction work, and small service tickets to replace a piece of furniture or equipment, as well as:

- a. Management and oversight of interior and architectural design projects
- b. Management of countywide roofing program for major roof replacements or repairs
- c. Management of interior office signage and specialized exterior signage
- d. Management of the County's stacking plan to reduce the number of leased office spaces countywide
- e. Management of the construction and cash-flow revisions for 50 projects funded through the General Obligation Bond (GOB) Program, which comprise approximately \$51.8 million for FY 2015-16 and \$469 million through FY 2019-20

DCS continues its mission to provide effective management of all projects that offer value to our community, and quality support services to internal customers.

6. Facilities and Utilities Management Division:

The Facilities & Utilities Management Division (FUMD) serves both the public and internal County customers in the operation and maintenance of over 60 County facilities encompassing over 6 million square feet of space that are critical to County operations and infrastructure; renovation and repair of County-operated facilities through licensed journeymen and skilled in-house tradespeople in the areas of painting, rough & finish carpentry, locksmith, tile setting, roofing, fencing, plumbing, air conditioning, electrical, masonry and paving; enforcement and interpretation of policies and procedures related to the statutory regulation of over 10,700 public and private elevators, escalators, moving walkways, and related equipment throughout Miami-Dade County, on behalf of the State of Florida; management of a complex utility infrastructure in downtown Miami that includes a 7-megawatt power distribution grid that feeds seven County facilities from a central substation, and two district cooling loops served by a 6,000-ton electric chiller plant and a 9,000-ton thermal storage ice plant; management of the County's primary, non-police security operation; implementation and oversight of the County's \$90 million Energy Performance Contracting program; management of maintenance and repair of over 300 emergency generators, for the prevention of loss in the event of electrical service interruptions to critical County facilities including elderly housing facilities, police stations, government centers, courthouses, correctional facilities, technology centers, and more.

- a. Information on internal and external customer satisfaction is collected during the course of business, through random use of surveys or by setting and monitoring targets for desired outcomes as it relates to specific project completion.
- b. Customer interactions are also monitored within individual work units, such as the Physical Plant and Renovation Services Sections, and the Office of Elevator Safety, as measured by the growth of online interaction between our web-based services and outside users. Where feasible, performance results are benchmarked against private industry standards, such as those set forth by the Building Owners and Management Association (BOMA), USEPA Energy Star, and so on.

7. Fleet Management Division:

The Fleet Management Division serves as the centralized component of the County's fleet management program that provides for the acquisition, maintenance, and fueling of mobile equipment fleet for most County departments.

Currently, Fleet Management provides maintenance and repairs for approximately 8,200 pieces of diverse mobile equipment including police cars, sanitation vehicles, buses, and off-road/construction equipment assigned to the departments. Repair and maintenance services are provided to most County departments at 19 repair facilities located throughout the County, with the exception of Aviation light and heavy equipment, MDFR light and heavy fleet, Transit buses, and WASD light fleet. A transition is currently underway to consolidate WASD's heavy fleet into ISD management and will continue to be evaluated.

Fleet Management provides unleaded and diesel fueling services to approximately 13,000 County owned/leased vehicles and other external agencies from its 29 fueling locations. In order to meet the needs of our customers, Fleet Management ensures that the fuel inventory is monitored so that all fuel sites maintain the appropriate level of fuel.

8. Procurement Management Division:

The Procurement Management Division supports the purchasing requirements (goods, services, architectural, engineering, and design), and the Equitable Distribution Program (EDP) management for 25 County departments, and manages a supplier base of over 12,412 vendors. Purchasing Operations consist of six teams of procurement professionals and function in a seamless unencumbered manner ensuring responsive, value added service to County departments. Our professional staff has been entrusted with the authority to act as agents of the County in certain matters regarding contracting and committing public funds. This includes awarding 235 contracts for goods and services valued in excess of \$643 million. Staff performs a thorough analysis of the various markets from which products and services are being purchased to determine market structure, supplier and contractor availability, and trends as appropriate. Procurement also is responsible for the management of the County Vendor registration process and vendor database. The Division assists all County vendors in maintaining compliance with County Code and associated procurement procedures.

- a. Internal customers – The Division provides guidance and establishes standard practices regarding all matters of policy, procedures, and administrative processes to ensure the timely acquisition of goods and services through full and open competition.
- b. Countywide contracts and pre-qualified pools are developed for use by various departments.
- c. Training is provided to various county departments to ensure integrity and transparency in the award of contracts to responsive and responsible bidders.
- d. External customers – The Division maintains excellent customer service by creating a more business-friendly environment, streamlined bidding and registration process to enhance competition for all goods and services. Also provides for an equitable distribution of County work/dollars for small projects among construction contractors and consultants through a streamlined procurement process.
- e. Customer satisfaction is collected via client feedback surveys, industry forums, individual meetings with industry representatives, public outreach and community meetings, correspondence, e-mails, and bulletins.
- f. Through direct interaction with our customers, issues that have resulted in customer dissatisfaction are immediately addressed. Remedial actions are identified and implemented and the customer is notified that their issues have been resolved.
- g. An influx of projects with limited staff and resources could potentially impact procurement cycle times and the ability to support County departments with goods and services in a timely manner; External - Further limitations on staff and resources could impact the procurement cycle time and our ability to provide timely support to current or prospective vendors.

9. Real Estate Development Division:

The Real Estate Development Division serves both internal and external customers in providing real estate services including acquisitions, sales, and leasing of real property to most County Departments as well as the State of Florida. The Division manages the County's private leased property portfolio of 125 leases totaling in excess of 4.26 million square feet, and over \$23 million in annual rental payments; management of County-owned, non-retail leased property portfolio of 107 leases over 15 million square feet of County land and/or buildings and over \$4.95 million in annual rental income; management of 20,000 square feet of retail space; management of the County's real estate inventory database system including over 4,700 parcels of property across 48,000 acres, assessed in excess of \$7.4 billion.

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The Division provides key support in the development and negotiation of countywide public/private real estate development projects, as well as provides the following specific services to internal and external customers:

- a. Coordinates the selection of appraisal services
- b. Manages contract for title services
- c. Prepares and negotiates purchase and sale contracts for the acquisition of real property
- d. Prepares and negotiates lease agreements as Tenant or Landlord
- e. Manages retail leases in ISD facilities
- f. Collects and pays rent for all leases managed by the Division
- g. Prepares easements, permit agreements, and other legal documents involving real property
- h. Negotiates agreements for joint development projects involving County property.
- i. Prepares rental regulatory agreements for affordable housing projects awarded through project number 249 of the General Obligation Bonds (GOB) and administers the draw of the funds.
- j. Oversees contracts related to Marlins Park, American Airlines Arena and Sun Life Stadium.

10. Risk Management Division:

Risk Management's customers are County employees, public citizens and public/private entities and their most important needs are:

- a. Provide information regarding the status of contracts and compliance with insurance requirements
- b. Ensure that the County's risks are minimized and costs are controlled effectively
- c. Respond to questions regarding safety, insurance, general liability and workers' compensation
- d. Provide prompt coordination of medical treatment to injured County employees.
- e. Provide timely workers compensation payments in coordination with Centralized Payroll.
- f. Ensure the exposure and cost on Workers Compensation claims are minimized and controlled effectively.
- g. Investigate claims to determine the County's liability and negotiate settlements. Provide response to complaints and requests for indemnification
- h. Assist the County Attorney's Office in defending suits
- i. Subrogate damages to County property caused by negligent third parties
- j. Provide information concerning safety guidelines and best practices. Provide reports and data to state and federal agencies
- k. Administration of the County's Self-Insurance program and the procurement of excess insurance to protect the assets of the County from financial loss
- l. Allocate contributions into the insurance fund from participating departments and cost centers
- m. Provide oversight and guidance to County departments on regulatory issues and pro-active measures related to the safety of County employees, operations, and County property, as well as the safety of the public and public property.
- n. Evaluate departments' safety concerns and accidents to identify common issues and develop countywide safety guidelines and recommendations.

11. Small Business Development Division:

- a. The Small Business Development Division (SBD) serves small and disadvantaged businesses throughout Miami-Dade County. Construction, goods, services, architectural and engineering services are program service areas included for program participation. By administering the County's three Small Business Enterprise (SBE) Programs (SBE/Construction, SBE/Architecture and Engineering and SBE/Goods and Services), SBD has the opportunity to provide comprehensive services with the authority to set small business goals, monitor for compliance, and impose penalties and sanctions for non-compliance. The small business enterprises range from first year start-ups to firms in business for 20 years or more. The primary need and concern of small businesses continue to be finances. Cash flow and the ability to obtain bonding remain at the forefront due to current economic conditions. Increased competition continues to be a concern since local and non-local businesses are turning to the public sector for work as the private sector work has decreased. As a result, businesses have turned to Miami-Dade County for contracting opportunities. As the economy improves, we expect the opportunities for small businesses to increase accordingly. While the needs of the program participants vary, all are dealing with issues of cash flow and prompt payments. All program participants expect professionalism and excellent customer service, including knowledge of their respective industry, knowledge of County contracting processes, and timely responses to issues that arise.
- b. Employees of firms contracting with Miami-Dade County are also SBD customers. Ensuring that employees are paid applicable wages and receive timely resolution to wage issues are top expectations of this customer group.
- c. SBD also services internal County departments in the review of County projects and the application of small business measures as mandated by County Code. Additionally, SBD serves as a liaison, assisting in the resolution of issues between firms and departments. Timely review and application of measures to projects, as well as fair and timely resolution of issues that arise are paramount to the requirements and expectations of County departments.
- d. Advisory boards, trade organizations, and unions are among SBD's stakeholders. They all expect to be kept abreast of changes planned and implemented, notice of adverse effects to their areas and advocacy on the part of SBD on their behalf.
- e. SBD utilizes its Business Profile Survey for new certification applicants and annually at the time of certification renewal to obtain valuable information to assist firms. The survey is a standardized one-page document that is an effective tool in compiling and determining needs of firms in order to prioritize resource assistance and outreach needs, as well as understanding the size, capacity and experience of each firm. This enables the tracking of trends in the business environment, identification of areas of interest and need for specific outreach activities. SBD also acquires needs and priority points at public meetings, in-house meetings and workshops with industry groups. Surveys and questionnaires are also distributed at workshop events to determine success of event and for planning of subsequent business activities.
- f. Constant benchmarking of other local/national small and minority business entities/advocate groups as well as input and feedback from internal County department staff, industry groups, community advocates, local residents and our small businesses are the key to determining and identifying innovative ways to improve and differentiate our deliverance of service more effectively.

KEY ISSUES

1. Office of Americans with Disabilities (ADA)

- a. The US Department of Justice has expressly stated that it has returned to an aggressive model of ADA enforcement actions. It has stated that it will pursue enforcement against non-compliant local governments in a manner more aggressive than it has ever done since the passage of the ADA. Consequently, ADA's mission of ensuring the County's compliance with the law has become that much more relevant, and will require the continued delivery of relevant training, policy development, and technical assistance to all County departments. To be fully effective and to further Miami-Dade County's reputation as an inclusive, progressive community, the ADA Office needs to be in a proactive – rather than reactive – stance. Increasing permanent staffing positions is paramount to this goal.
- b. The US Department of Justice's recent adoption of 2010 ADA Standards for Accessible Design. The regulations that affect the built environment have a significant bearing on capital projects and barrier removal functions.
- c. The impending enactment of Federal Regulations for Pedestrian Facilities in the Public Right-of-Way. Once adopted, these proposed administrative regulations for public rights-of-way will address various issues, including access for blind pedestrians at street crossings, wheelchair access to on-street parking and various constraints posed by space limitations, roadway design practices, slope and terrain. They will cover pedestrian access to sidewalks and streets, including crosswalks, curb ramps, street furnishings, pedestrian signals, parking and other components of public rights-of-way.

One example of how these rules will impact the County will be the requirement for the installation of audible traffic signals at signalized intersections. This requirement for accessible pedestrian signals and pedestrian pushbuttons will have impacts on public works' projects. Public Works currently does not provide accessible pedestrian signals and pedestrian pushbuttons when pedestrian signals are newly installed or replaced at signalized intersections.

- d. Although dismissed without prejudice, a lawsuit filed regarding ADA barriers at a number of court facilities should be further reviewed to ensure accessibility for the disabled.
- e. The ADA Office currently consists of one full-time position and a temporary administrative assistant position. This level of staffing continues to be a significant challenge for the support of the following functions:
 - i. Prior to October 2011, the ADA Office typically carried out more than two dozen trainings annually for many different departments and for many types of positions from front-line customer service personnel to capital project managers to Corrections officers (including positions that require ADA training for re-certification). Adding staff knowledgeable about ADA requirements and proficient in training techniques is essential to restoring this function to the level needed.
 - ii. Prior to October 2011, the Office of ADA had carried out, for various departments, ADA barrier assessments, i.e. investigating complaints from constituents alleging that County facilities have physical barriers or evaluating facilities that the County plans to acquire to determine if there are any access barriers. Adding staff knowledgeable about ADA built environment requirements is essential to restoring this function to the level needed.
 - iii. Additional staffing is essential to be able to respond to frequent inquiries within a reasonable timeframe from County departments about whether specific programs and services are ADA compliant. Additional staffing is also necessary in order to respond to the

general constituent inquiries that are received from the public on a daily basis regarding the ADA law and the rights of people with disabilities.

- iv. Providing administrative support to the Commission on Disability Issues (CODI), including attending the full commission monthly meetings and CODI's four committee meetings per month. This includes listening to the tapes of these meetings and preparing the minutes, plus other administrative functions, i.e. assisting in agenda preparation, placing all County calendar meeting notices, preparing the biannual Sunset Review Report, arranging for sign language interpreters at meetings, etc. The preparation of minutes memoranda is required by State of Florida Sunshine Laws. Adding staff experienced in working with public advisory bodies is essential to restoring this function to the permanent, on-going level needed. The Office -- through partnerships with other departments -- develops and refines County programs that provide opportunities to the disability community in such areas as housing, employment, and transportation. Adding staff knowledgeable about ADA requirements and proficient in training techniques is essential to restoring this function to the level needed.
- v. Continued management of the Municipal Parking Fines Reimbursement Program. In June 1987, the BCC adopted Ordinance 87-39 to establish a penalty for the misuse of specially marked parking spaces for use by persons with disabilities -- and to create a program whereby fines collected for violation of the ordinance could be reimbursed to the municipalities who issued the citations. Each year the County notifies all municipalities of the percentages of distribution of the disabled permit parking fine money for the upcoming annual period, totaling approximately \$187,000 on average. The percentage for distribution to the County and to the municipalities is based on a percentage of total revenue which is determined by calculating the total number of fines paid countywide. Each participating municipality executes a one-time interlocal agreement with the County which delineates the terms of the program, and submits an affidavit annually sworn by the chief administrative official stating the municipality will abide by the program requirements. The funds reimbursed must be used to improve accessibility and equal opportunity to persons who have disabilities in the municipality and to conduct public awareness programs in the municipality concerning persons who have disabilities.

2. Personnel Unit:

- a. Identify opportunities to expedite the department's internal recruitment process.

3. Policy, Legislation, and Business Services:

- a. Continue refining the development, use, and implementation of our online auction platform for the sale of surplus property, which has greatly improved the level of bidding participation by buyers interested in purchasing our surplus property, improved the quantity of items which can be sold at any given time, improved the pricing received for surplus items, and, by outsourcing payment collection from bidders, has decreased the administrative workload as compared to earlier disposal methods.
- b. Complete the evaluation and award phase of the Request for Proposals seeking a service provider to provide online ordering and delivery of business supplies to County departments.
- c. Continue working with ITD on transition of the current Fixed Asset System (FAS) to EAMS, which will increase flexibility and eliminate the limitations of the current tracking system, and allow for the more efficient tracking of Capital Assets.

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- d. Identify opportunities to enhance efficiencies in the County's graphic and printing functions through consolidation of countywide efforts in this area.
- e. Conduct thorough review of departmental print shop, graphic design, and mail room operations to determine appropriate classification and staffing level. Work with the Community Information and Outreach Department to identify other print and graphic functions countywide which may lend themselves to consolidation.

4. Budget and Finance Division:

The Budget and Finance Division continues to identify process improvements and information technology solutions, where applicable, to support operational efficiencies and internal controls department-wide. Consolidation and centralization of certain fiscal related functions within the Accounting Section are essential to ensure consistency of procedures and accountability. Key issues for the division are highlighted below:

- a. Continue to review department-wide accounting procedures and resources to ensure property internal controls.
- b. Continue to review accounting business practices to establish streamlined and efficient Accounts Payable and Accounts Receivable transactions.
- c. Continue to conduct departmental organizational review to identify areas which could benefit by consolidation.
- d. Establish procedures for improved intra-departmental communication.
- e. Continue enhancing the financial structure of the Self-Insurance Fund for improved reporting and reconciliation of funds and sub-funds.
- f. Review effectiveness of divisional operations coordinators and identify areas for retraining and economies of scale.
- g. Work with divisions to improve accounting and reporting of department capital projects.
- h. Enhance budget preparation process and identify opportunities for efficiencies.
- i. Continue implementation of the Parking Access and Revenue Control (PARC) system to improve overall customer service and gain efficiencies in the management of all parking locations.

5. Design and Construction Services Division:

- a. Closer monitoring of project budgets, expenditures, and projections is required. Continuation of staff training is a priority, in order to ensure that resources and tools are available so staff is accountable. Implementation of a new tool for budget monitoring will be rolled out in FY2014/15; the Monthly Project Reconciliation (MPR) worksheet will be a resource for Project Managers to monitor all aspects of capital project budgets.
- b. Employee engagement activities are a priority in the coming year, in order to improve employee morale impacted by countywide position reductions and reductions within the Division.
- c. Increased focus on standard operating procedures and forms within DCS is needed in order to identify efficiencies and implement streamlined process improvements.
- d. Implementation of Building Information Management (BIM) technology will assist in constructability reviews and project analysis. A budget request has been submitted for the funds necessary to continue training staff for effective use and implementation. A lack of

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stable, integrated systematic resources has an impact on project cost estimates and budget management.

- e. Systematic data, such as the cost of certain materials and comparisons of estimated to actual costs, is not available on a large scale in order to provide informed decisions and appropriate resources in the management of large or small projects.
- f. Work with Project Managers and Accounting staff to identify areas of opportunity for improved accounts receivable monitoring and reporting for ongoing construction projects.

6. Facilities and Utilities Management Division:

- a. Continued oversight of a new, enterprise-wide electricity billing and management system is improving the monitoring of electricity consumption, management of electrical accounts, and use of appropriate accounting controls. This system is currently in its production stage with great participation by all departments and has already brought some efficiencies in the management of critical data.
- b. Limited administrative resources makes it more difficult to ensure accountable oversight of contracts, records, etc., and requires professional and technical staff to perform administrative tasks less effectively.
- c. With the recent merger of the Renovation Services Section into the Division, new efficiencies must be sought by sharing of resources and to improve customer's perception of the ways in which we bill for the work performed.
- d. Finalizing the implementation of software applications continues to be a priority in order to reduce manual processes and achieve the objectives of the Division. Additional, timely support is necessary to complete critical outstanding system implementation projects related to Security, Buildings and Elevator Tracking functions. Completion of these projects will enable improved management of the division's preventive maintenance activities, enhanced provision of routine and non-routine repairs, and the increased productivity improvements to be derived from providing information to staff in the field.
- e. As funding becomes available, ISD-serviced generators should be replaced with state-of-the-art units or upgraded with automation that enables remote monitoring, and quicker, more effective response during emergencies. It is also critical to review staffing levels of the emergency generator team with the intention of improving responsiveness and adding efficiencies to service delivery.
- f. The decentralization of some operations has impacted the Division's ability to coordinate and communicate within the affected service areas, such as facility security contracting, consistent standards for video security systems, and the purchase of emergency generators.

7. Fleet Management Division:

- a. Fleet Management will continue with the implementation of the new fleet management software through calendar year 2015. This software has updated technology and best practices built into the system which will help us improve our operation. Some of the anticipated advantages are better control and management of vehicles, fewer manual processes, and improved productivity and accountability. The main issue we face with the implementation of the new software is the learning curve required to be proficient and the limited administrative staff to implement software.

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- b. The size of the fleet maintained continues to get smaller with replacements not keeping pace with the need to retire vehicles due to repair costs and the age of vehicles continuing to increase reducing vehicles available for operations.
- c. The consolidation of the County's heavy fleet is expected to continue with the addition of the Water and Sewer Department heavy equipment being added to the centralized fleet managed by ISD.

8. Procurement Management Division:

- a. 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 Procurement Management Division's ability to meet its business plan goals and objectives are a focus on talent management (recruitment, retention, development, and succession planning), the acquisition of advanced technology tools that will enable the streamlining of the procurement process, reducing non-value added manual transactions, and the development and implementation of an integrated technology solution for managing procurement and vendor services processes to make the process efficient.
- b. Due to the lack of efficient technology solutions the procurement process has become extremely transactional and requires multiple steps to accomplish most tasks. Over time, experienced staff members have independently discovered methods of accomplishing these tasks through trial and error. As a result, individual staff members may use different methods to accomplish the same tasks. This makes learning very difficult for new employees who may be trained by different individuals on the same task. Further automation and use of technological tools will be explored to further reduce the processing time for new procurements.
- c. The products and services purchased by Procurement Management for county departments are as varied as they are common. Some of the products and services are unique to the specific departments and some are used by multiple departments. Without sufficient technology, it is extremely difficult to forecast demand for these products and services for county-wide utilization. The expanded use of pre-qualified pools of vendors is a viable option in order to reduce the acquisition cycle time. County departments will be able to independently solicit for products and services based on specific requirements and closer forecast horizon.
- d. The complexities and challenges associated with County procurement have a direct impact on county departments. It is necessary to offer the existing internal training courses to procurement staff county-wide and to develop courses that encompass all phases of the procurement cycle. Expanded training for county departments will continue to ensure departments are trained with the requisite skills required to administer the active contracts in place.
- e. Continue to provide training for County construction managers and project managers, and for County staff in the use of the Capital Improvements Information System (CIIS) used to manage the County's Capital Improvements Plan (CIP).
- f. A proposal by Information Technology Department (ITD) to develop a patch to the CIIS application that would extend its serviceable period by ten (10) years or possibility of development of new system is being developed.
- g. Continue industry and departmental research, review of existing processes, and modify legislation to further streamline and expedite capital development process.
- h. Continue improvements to the A&E selection process to reduce the time required to complete solicitations through the completion of negotiations from a current average of 110 days to 95 days.

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- i. Continue management and expansion of the CIIS, which serves as the County's centralized database for architectural, engineering, and construction contracts, and facilitates the development of the County's capital budget.
- j. Continue the development of funding strategies and process construction improvements to maximize utilization of available construction dollars.
- k. Assess local, state, and federal legislation that may impact the County's ability to effectively implement and manage the Capital Improvement Program.

9. Real Estate Services:

- a. There has been a significant increase in the number of properties escheating to the County for non-payment of taxes. Once the properties escheat to the County, the County is responsible for maintaining them, which can be very costly, especially when there are dilapidated buildings on them that have to be demolished.
- b. Maintaining the centralized record of all County real property is challenged by the lack of information from Departments who own properties within the County's portfolio that are not under ISD. There is little ability to monitor the highest and best use of properties under the ownership of other departments; a shift in the resources for real estate management by departments into ISD would significantly improve the accuracy of property information and disposition.
- c. The Division's ability to ensure sustainability is impacted by the inability to charge for 1.5 FTE's who prepare and oversee the funding and rental regulatory agreements with developers of GOB affordable housing projects, including the disbursement of construction draws.

10. Risk Management Division:

- a. The state of the US economy has a negative impact on subrogation recoveries.
- b. Potential increase in liability and workers' compensation claims due to the current state of the economy.
- c. Change in the State's tort cap limits will have a negative impact on the County's cost of risk.
- d. The County's high deductible for a named windstorm loss presents an additional exposure to financial loss.
- e. The Heart and Lung sections of the State's Workers' Compensation Laws negatively impact the costs of workers' compensation claims to the County.
- f. Enhanced countywide safety efforts should assist in lowering the frequency and severity of claims against the County.
- g. The County's Service Duty Connected Disability programs acts as a disincentive for employees to return to regular work status.

11. Small Business Development:

- a. SBD continues to pursue and provide contracting opportunities to small businesses. Although there is evidence that the economic climate is improving, many small and emerging businesses still experience challenges accessing business loans and bonding due to their credit worthiness. The challenges experienced by some small businesses limit its ability to maintain the level of services or sustain itself throughout the contracting process. SBD's accomplishments of identifying opportunities and increasing small business participation, along

with assisting firms to access loans and bonds have yielded success for many small businesses. SBD will continue its efforts of providing financial and bonding assistance through establishing partnerships with financial institutions and Bond Agencies which will increase the opportunities to compete on larger projects.

- b. The County's Responsible and Living Wage Ordinances, administered by SBD, require minimum wages for the employees of firms doing business with Miami-Dade County in the areas of construction and services. Both Ordinances require monitoring and provide the authority to impose penalties and sanctions for non-compliance. These programs are designed to ensure that the workforce utilized by the County's vendors receive the wages and insurance needed to sustain themselves and their families. SBD's reduced staffing is challenged to monitor contracts to ensure compliance.
- c. New legislation passed over the last two years continue to challenge SBD to track and maintain data related to firms doing business with the County, demographics and payments to subcontractors. Technology must be enhanced to accommodate the Code requirements. The conversion of the Oracle database is delaying enhancements. With the assistance of the Information Technology Department (ITD), software has been identified to replace the Oracle software; implementation is planned for FY2014-15. This software will greatly increase the County's ability to monitor contracts, collect and maintain contractor payment data as required by County Code.
- d. On March 4, 2014, the Board adopted Ordinance No. 14-26 to establish Miami-Dade County Residents First Training and Employment Program which requires: (i) all persons employed by the contractor to perform construction shall have completed the OSHA 10 Hour safety training course established by the Occupational Safety & Health Administration of the United States Department of Labor; and (ii) the contractor will make its best reasonable efforts to promote employment opportunities for local residents and seek to achieve a project goal of having fifty-one percent (51%) of all construction labor hours performed by Miami-Dade County residents. There will be additional costs incurred by County staff in the construction management and for contract oversight activities necessary to monitor these additional requirements.
- e. Revisions to the legislation for the Miscellaneous Construction Contracts (MCC) Program (continuing contract program for construction projects \$5 million and under) are being proposed for approval. Proposed revisions will streamline the process for competitive construction bidding for the MCC 7040 and 7360 programs. The MCC 7040 and 7360 programs provide business opportunities for small local vendors.
- f. Continue to increase departmental use of the County's MCC Program which provides an alternative to the lengthy conventional contracting processes. This process has helped to significantly accelerate infrastructure improvement projects.
- g. The County is currently conducting a Disparity Study to determine the County's contracting practices and whether there has been disparity in minority and women contracting. Final results are expected during FY14-15.
- h. SBD's core competencies are central to its operation – providing growth opportunities and increasing customer values. SBD's core competencies include:
 - i. Knowledge and understanding of social and economic factors effecting small business developments.
 - ii. Ability to analyze projects to identify contracting opportunities across industries.
 - iii. Understanding of industry practices and local laws to promote fair wages and small business inclusion.
- i. Conversely, weaknesses to the success of our mission include:

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- i. Inability to control the economic conditions, which have an adverse affect on small businesses.
 - ii. Amid strict regulations, banks continue to shy away from anything but the strongest companies, which more often than not do not include small businesses.
 - iii. Bonding requirements often reduces the ability of small business to qualify for awards.
- j. Notwithstanding the economic conditions, SBD continues to play a major role in the growth and development of local small and emerging businesses and to ensure fair wages supporting the economic subsistence of residents working on County contracts.
- k. The County's goal is to provide a minimum of 10 percent of all contracting dollars to certified small business enterprises working on construction projects. This goal was exceeded for awards in FY 2012-13 (23.7%) and FY 2013-14 (26.10%), with certified small businesses total awarded dollars valued at \$ 105,054,810 and \$ 103,784,661.19 respectively. The value of architecture and engineering (A&E) contracts awarded to small business enterprises was \$ 13,122,585 in FY 2012-13 (21.60%) and \$ 43,908,627.87 in FY 213-14 (27.56%). The value of contracts awarded for procurement of goods and services to certified small businesses was \$ 49,167,960 in FY 2012-13 (2.55%) and \$26,296,191.50 in FY 2013-14 (2.12%). The goods and services area of contracting continues to be an area that is challenging as there are few or in some cases no small businesses in many commodity areas in which the County procures – such are fuel, automobiles, and transit related purchases. Resource reductions have limited the division's ability to focus efforts in this area to effectuate significant improvements. SBD will continue to engage stakeholders to explore alternative solutions to increase small business opportunities in this area. SBD's implementation of posting projects under review for small business measures on the SBD website has allowed for further input by firms prior to setting goals and increases input by interested firms.
- l. As of September 2014, SBD certified 2,402 small businesses, ensuring their eligibility to participate in small business opportunities. With the increase of construction activity in the community, a return of previously certified firms is expected. A more targeted approach to attracting firms to become certified is being employed to increase small business participation in procurement areas that have little or no small business participation. The three-year re-certification period with annual updates on certain documentation continues to allow for timely processing of applications allowing firms the opportunity to take advantage of small business measures.
- m. With budgetary impacts and organizational changes, business practices continue to be evaluated for streamlining opportunities. The synergies realized from the newly aligned departments are expected to address the myriad of needs in managing the Division's priorities with reduced resources.

PRIORITY INITIATIVES

➤ **Friendly Government (GG1)**

- Develop a customer-oriented organization (GG1-2)
 - Serve as a consultant on disability-related issues to Community Action Agency to ensure success of Rehabilitation Housing Program.
 - Implementation of better online accessibility the regulated public and the community to the services that are provided by the Office of Elevator Safety (current and ongoing).
 - Continue enhancement of parking facilities through the implementation of the Parking Access and Revenue Control (PARC) system to provide industry standards in customer service, Pay on Foot Kiosks, use of credit cards, consolidation of parking financial reporting and use of ID cards to access garages. (current and ongoing).
 - Fully implement a "one-stop-shop" experience for procurement vendors, creating a seamless process for all vendor services in person, over the telephone, via e-mail and on the web (ongoing).
 - Promote procurement vendor enrollment and registration for firms of all sizes to increase the number of vendors available to compete for County contracts (ongoing).
 - Cross train procurement vendor staff for enhanced vendor services and efficient use of resources (ongoing).
 - Streamline processes, eliminate duplication and implement on-line procurement vendor portal for enhanced services (ongoing).
 - Expand County-wide safety program for both external and internal customers (ongoing).
 - Streamline application template to facilitate the recruitment for certain classifications.

➤ **Excellent, engaged workforce (GG2)**

- Develop and retain excellent employees and leaders (GG2-2)
 - Continual improvement of communication amongst the Facilities and Utilities Management Division (FUMD) staff through all of the following initiatives:
 - Continue to hold annual work retreat for all FUMD staff
 - Conduct frequent worksite visits
 - Circulate and encourage employee training opportunities and engage them in the development of more efficient business processes to improve responsiveness to our client needs.

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- Implementation of a better system to share information across working groups with regards to available resources to improve efficiencies in the execution of day-to-day projects.
- Rotate Real Estate Officers in the Real Estate Development Division (REDD) so that they can learn how to do all of the real estate functions in the Division
- Engage employees in the development of more efficient business processes to improve responsiveness to client departments.
- Encourage more work life balance within all divisions of the department.
- Enhance employee safety knowledge, practices and compliance, thus reducing costs and operational efficiencies.
- Encourage employees to come up with ideas to be more efficient.
- Conduct cross-training to ensure that all employees understand what their co-workers do.
- Provide customer-friendly human resources services (GG2-4)
 - Communicate priority initiatives to employees.
- **Efficient and effective service delivery through technology (GG3)**
 - Transition from a sealed bid system for selling surplus real property to an on-line auction system.
 - Continue installation of the Parking Access and Revenue Control (PARC) system for enhanced customer service, consolidated reporting and improved technology solutions.
- Ensure available and reliable systems (GG3-1)
 - Address ADA information technology issues regarding the County's website and other electronic communication.
 - Implementation of new Fleet Management software.
 - The physical interconnection of the two County-owned chilled water loops is now completed. FUMD is closely working with the contractor in the review and fine-tuning of the building management systems (BMS) to achieve all preconceived design targets. This phase is critical to gain familiarity with all newly employed equipment and technology and in order to eventually transfer the management of the two plants to in-house staff. Gained system-redundancy now affords the County with unprecedented levels of effectiveness and reliability to produce and distribute chilled water to all served facilities under new optimal saving levels.

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- continuing deployment of ERP modules such as Discipline and eLearning county-wide. These two modules have been successfully piloted in several departments.
- Effectively deploy technology solutions (GG3-2)
 - FUMD is reviewing its management methods and employing new technologies to improve the monitoring capability of its Command and Control Center (SOC), developing and implementing a more effective Mass Notification Alert System, taking the lead role in the further implementation of the "One County ID card" project, deploying the new billing and monitoring system for countywide management of Florida Power & Light accounts on behalf of all County departments, amongst other initiatives to ensure a betterment of service delivery through technology.
 - Maximize efficiency by Develop and implement unified procurement vendor services portal (ongoing).
 - Enhance web-based systems to provide client departments access to departmental procurement information (ongoing).
 - Implement Automated Project Administration for milestone analysis, simplified and automated document development, electronic routing, and improved development of procurement agenda items (ongoing).
 - Improve procurement cycle times and quality through on-line vendor response, submission and tabulation of vendor quotes (ongoing).
 - Increase use of reverse auction tools to secure better pricing (ongoing).
 - Implement use of electronic signatures to allow procurement vendors access to online registration, certification and pre-qualification processes (ongoing).
 - Enhance the Capital Improvements Information System (CIIS) to comply with legislative actions.
 - Expand payment methods to include online payments and debit/credit cards for ISD services, in areas where these payment types are not currently available.
 - Work collaboratively with the Information Technology Department (ITD) and other stakeholders to plan the deployment of ERP countywide.
 - Continue to monitor implementation of the following projects:
 - a) Facilities and Utilities Management: INFOR/EAMS Asset Management Project, Elevator Tracking system
 - b) Design and Construction Services: Building Information Management (BIM) technology
 - c) Fleet Equipment Management System
 - d) Procurement: Vendor Portal/On Line Bidding
 - e) Enterprise Resource Planning (ERP) Solution
 - f) Risk Management: IVOS Modifications

- g) Countywide Accounts Payable Module-Imaging Workflow Automation (IWA)
- h) Real Estate: Online auctioning of surplus County property

➤ **Effective management practices (GG4)**

- Improve internal control through strengthened procedures, training, and internal and external assessment (GG4-1)
 - Increase Accounts Receivable collection efforts through continued training of staff at all levels and enhancing divisional and customer relations. (ongoing).
 - Continue training staff department-wide on fiscal procedures, to enhance compliance with policies and procedures, for uniformity and proper controls. Training emphasis: Accounts Payables/Prompt Payment of Invoices, Procurement, Accounts Receivables, Budget Preparation/Monitoring, Petty Cash, P-Card Use and Reconciliation. (ongoing).
 - Continue to enhance reporting and reconciliation functions of Self Insurance Fund to promote transparency and accountability.
 - Continue to document fiscal processes, formalize procedures and train/disseminate to staff.
 - Coordinate with ITD the assessment of IT related software and equipment inventory and develop Software and Equipment Replacement Plan.
 - Continue to collaborate with divisional staff and vendors to streamline the Accounts Payable process for certified Small Business Enterprises firms and all other vendors to ensure compliance with Prompt Payment policies and procedures (ongoing).
 - Develop a library of standardized real estate forms.
- Effectively allocate and utilize resources to meet current and future operating and capital needs (GG4-2)
 - Expedite the disposal of County-owned property not needed for County purposes in order to increase revenues and decrease maintenance and liability expenses to the County.
 - Continue renegotiating rental rates and lease terms in order to reduce lease expenses to County Departments.
 - Identify land that can be made available for short or long-term leases in order to generate revenue and/or reduce expenses.
 - Increase participation in the User Access Program (UAP) to maximize revenues:
 - Added Construction contracts to the UAP process.
 - Focus on increased UAP collections from municipalities and other non-County agencies accessing County established contracts (ongoing).

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- Identify contract opportunities through the review of countywide Small Purchase Orders and Direct Purchase transactions for compliance with legislation and UAP applicability (ongoing).
- Increase subrogation collections.
- Increase countywide utilization of the Copy Center and thereby reduce photocopier lease and maintenance costs.
- Continue review and consolidation where applicable of billing and collection functions currently decentralized throughout ISD.
- Work with ITD to identify and prioritize IT resources required to implement and maintain ISD projects and systems.
- Utilize research of countywide printing, graphic and mail operations to recommend efficiencies and enhance marketing efforts to increase workload during non-peak season, if feasible (ongoing).
- Continue to assess need for contractual services to ensure an alternative source to supplement current staff assigned to printing, graphic design and mail services, and to properly and effectively procure and maintain equipment and supplies.
- Enhance and consolidate tracking and reporting of computer related Capital Inventory assets and equipment department-wide.
- Assess equipment inventory needs and develop Equipment Replacement Plan for Print Shop.

➤ **Goods, services and assets that support County operations (GG5)**

- Acquire "best value" goods and services in a timely manner (GG5-1)
 - Reduce procurement cycle times:
 - Maximize use of Informal Bidding process (ongoing).
 - Use hybrid bids/best value procurements (ongoing).
 - Simplify procurement solicitation documents (ongoing).
 - Continue to identify and implement new methodologies to enhance procurement 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. (ongoing).
 - 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 procurement competition model, resulting in the expansion and redefinition of qualified pool contracts (ongoing).

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- Conduct a rate-market study, in conjunction with the Office of Management and Budget, of ISD's trade shop functions and billing rates that are charged for projects so that we are competitive with the private sector. (The same can be said for chilled water production and distribution rates).
- Continue to access other governmental entities' contracts, where applicable, to procure goods and services in a reduced timeframe and at good pricing (ongoing).
- Continue the use of surveys following the completion of a contract award to obtain feedback from user departments regarding the effectiveness, ease and length of the process (ongoing).
- Reduction in the number of non-competitive contracts (bid waiver and sole source solicitations).
- Training of client departments in specification development and project management to develop less restrictive specifications, and to maximize the use of resources and reduce cost (ongoing).
- Training of vendors through free quarterly "How to" workshops on the Invitation to Bid and Request for Proposal processes, "Meet the Director" Forums, tradeshow, one-on-one meetings, and e-mail notifications (ongoing).
- Combine similar contracts to secure best value and processing efficiencies (ongoing).
- Implement Green Purchasing Initiatives (ongoing).
- Negotiate Consumer Price Index (CPI) increases at time of executing procurement contracts' Options to Renew (OTRs) (ongoing).
- Utilize Performance-Based Contracting when procuring certain types of services to achieve optimum contracting results (ongoing).
- 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 (ongoing).
- Provide available information to the industry on consultant and contracting opportunities.
- Provide available information to the public on infrastructure projects impacting their neighborhoods and businesses.

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- Prepare Request for Proposals for Disability Income Protection Plans (short-term and long-term disability).
- Provide well maintained, accessible facilities and assets (GG5-2)
 - Continue to monitor and conduct Preventive Maintenance programs for County buildings
 - Perform enhanced maintenance and repair (sparkle) projects in facilities managed by FUMD.
 - Periodically test performance of critical County emergency generators and UPS back-up units maintained by FUMD to ensure that they meet designed performance levels.
 - Review, revise and conduct building evacuation policies and procedures for ISD Buildings to ensure occupants are aware of evacuation procedures, and to provide a consistent approach to enhance effectiveness and achieve consistency and coordination with other buildings.
 - Securing and continuing the lease agreement with the State for space at their lot in the Overtown area.
 - Manage limited resources effectively to perform enhanced-maintenance and repair projects throughout ISD-managed facilities. Gain efficiencies by the review and re-adaptation of work flow processes; especially after the recent merging of DCS's Trade Shops and the Facilities Management group.
 - Work in tandem with Public Works and Transit to ensure compliance with Nesbitt settlement relating to accessibility at bus stops.
 - Serve as ADA advisor to the Division of Consumer Services of the Regulatory and Economic Resources Department and as a member of the Taxi Advisory Group to improve availability of Wheelchair Accessible Cabs to the disability community.
 - Provide administrative support to Committee on Disabilities Issues (CODI).
 - Set priorities for and oversee barrier removal construction projects countywide.
 - Continue to monitor and perform Preventive Maintenance for County light and heavy fleet vehicles
- Utilize assets efficiently (GG5-3)
 - Identify, evaluate and, where feasible, implement alternative revenue-producing opportunities within ISD-Managed Facilities. (e.g. mural advertising on the exterior façade of the Central Support Facility Chiller Plant).
 - Review parking needs for the civic center area, and re-negotiate existing parking management agreements with the City of Miami to arrive at more efficient ways to use the existing real estate, equipment and parking staffing

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- Improve accuracy of construction cost estimates in order to keep projects within budget and attain revenue projections.
 - Work with clients to identify detailed, viable scope of work and realistic budget at project inception.
 - Recruit and hire professional Construction Cost Estimator.
- Completion of projects on time and within budget, to clients' satisfaction.
 - Provide professional development opportunities to focus on project and schedule management.
 - Create recognition programs to emphasize the importance of adhering to approved schedules and budgets.
- Explore opportunities to expand business model and encompass other municipalities or agencies for design or construction management work in order to increase revenue.
- Improve communication channels in order to highlight positive projects to gain confidence from customers and positively impact revenue.
- Continue to increase productivity and billable hours to improve revenue stream (ongoing).
- Identify, evaluate, and where feasible, implement alternative revenue-producing opportunities within ISD-Managed Facilities. To that end FUMD is closely working with OMB in the formulation of a Portfolio of Out-of-Home Marketable Assets and an RFP to hire a qualified firm to manage said portfolio, on behalf of the County, to seek new streams of revenue through marketing opportunities in County properties.
- Ensure consistency of quality Workers' Compensation (WC) claim management through best practice guidelines.
- Ensure consistency of quality Liability Unit claim management.
- Identify space in ISD-managed buildings that might be suitable for retail operations.

➤ **Green Government (GG6)**

- Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)
 - Continue implementation of electricity billing and management system in County buildings
 - Expand the implementation of Energy Performance Contracting Program projects in County facilities (ongoing).

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- Expand the implementation of sustainable initiatives and the use of high-efficiency lighting products to further cost-saving throughout County facilities (ongoing).
- Continue the efforts to pursue environmentally sound construction and building management and maintenance practices including, ultimately, the certification of viable County-managed facilities under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ for Existing Buildings Operation and Maintenance.
- Maintain the Print Shop “Green” certifications by the Forest Stewardship Council (FSC), the Program for the Endorsement of Forest Certification (FEFC), and the Sustainable Forestry Initiative (SFI).
- Continue the efforts to implement a Compressed Natural Gas (CNG) program for County heavy equipment to include Public Works Waste Management and Water and Sewer Department.

FUTURE OUTLOOK

1. Office of Americans with Disabilities (ADA):

- a. Further the Office's advocacy and outreach role, i.e., pursuing ways to reach out to the local business community, educating them on their responsibilities under the ADA and the advantages of compliance – such as tax incentives– and of hiring people with disabilities
- b. Continue to seek out opportunities to increase the availability of accessible housing for people with disabilities through such vehicles as partnering with other departments on projects that include housing on County-owned property and seeking similar partnerships with non-profits and private industry.
- c. Continue pursuing big picture legislative issues such as establishing a Florida specialty license plate that publicizes accessible housing with fees that go into an accessible housing fund (modeled after the existing affordable housing license plate).
- d. Nurture relationships with the ADA professionals of other counties and municipalities in order to maximize resources and share "best practices." Form a consortium of ADA offices modeled on the centers comprising the Disability and Business Technical Assistance Center (DBTAC), a national network of 10 regional ADA Centers that provide the most complete and experienced services for up-to-date information, referrals, resources, and training on the ADA to businesses, employers, government entities, and individuals with disabilities, as well as media.
- e. Complete a thorough review of all County facilities, resulting in accurate, current barrier removal plans and a complete review of all County programs and services held in those facilities.

2. Personnel Unit:

- a. Continue to support the department in the recruitment of employees to support its goals and objectives.

3. Policy, Legislation, and Business Services:

- a. Efforts must focus on replacing outdated equipment as an ongoing concerted investment in the necessary tools needed to continue to provide and deliver our services to user-departments. The Division has continued to expand its service reach beyond County departments to neighboring municipalities in the provision of Printing and Graphics services, and Surplus Auction services.
- b. The Division continues to be self-sustaining through revenues generated from surplus sales, capital inventory asset management fees, administrative fees for the processing of tags and titles, printing and graphics services, and the sale of business supplies through our online catalog.
- c. Replacement of the Fixed Assets System to provide greater user access with enhanced functionalities and more reporting capabilities, purchasing the system and achieving greater value are essential to an effective asset tracking inventory.
- d. Continuing declines in U.S. mail activity (a national trend) will continue to require changes to our current service delivery methods. Reductions in mail service personnel may become necessary as we adjust to meet customer demand.

4. Budget and Finance Division:

- a. As the fiscal operations are strengthened through centralization and consolidation of functions, where feasible, and efficiencies are gained through enhanced automation and improved and consistent internal processes, overall departmental and countywide support will be enhanced. As the administrative support to the Internal Services Department, it is the goal of the division to become the model for other County departments in terms of efficient, timely and customer focused services and operations.
- b. Sufficient resources and succession planning are key factors in achieving Business Plan goals and sustaining effective divisional operations.

5. Design and Construction Services Division:

- a. Continue to work closely with internal and external customers to provide quality, professional management services for service tickets, work orders and capital construction projects.
- b. Re-implement employee-centered activities and programs to improve morale and increase productivity.
- c. Within five years, most of the initial GOB and capital projects will be in the construction phase and staffing levels may need to be addressed at that time in order to manage projects within approved schedule and budget.
- d. Focus on efforts to exceed the Sustainable Buildings Program requirements of a minimum Silver LEED rating, in order to achieve Gold or Platinum ratings on new construction.

6. Facilities and Utilities Management Division:

- a. The establishment of a back-up or alternate primary power capability for County facilities in the Downtown Government Center is critically important in the long-term for the County's Continuity of Operations Plan (COOP), particularly for those facilities on the County-owned internal electricity distribution grid.
- b. Movement to a more technologically sophisticated means of communication and operation for emergency generators. As funding becomes available, ISD-serviced generators should be replaced with state-of-the-art units or upgraded with automation that enables remote monitoring, and therefore, quicker, more effective response during emergencies.
- c. The establishment of a back-up or alternate primary water source for the Central Support Facility and North District Chiller Plants is critically important in the long-term for the County's Continuity of Operations Plan (COOP), particularly for those facilities on the County-owned internal electricity distribution grid.
- d. Unmet capital needs to improve and maintain our physical assets is currently estimated at \$67M and we continue to mitigate maintenance issues as they arise.
- e. The development of the former Landmark Learning Center property is likely to occur over the next years. The pace and degree of future development will have an impact on the level of staffing and financial support required of ISD to manage the overall site.

7. Fleet Management Division:

- a. Due to limited resources, bulk purchases for the planned replacement of vehicles has not been in place for some years resulting in an aged fleet that is generally in poor operation condition. However, due to improved revenues, the County has now started to address these fleet needs

and is moving forward with purchases which will result in reduced costs and more efficient operations, ultimately improving all around services to our residents. Additionally, Fleet Management will be heavily involved in the implementation of the new Fleet Management software system.

8. Procurement Management Division:

- a. Efforts must focus on succession planning at all levels of management, an ongoing concerted investment in talent management and retention, skill enhancements, along with an urgent need for implementation of additional e-commerce technology tools is essential to maximize performance. The professional development investments made in the individual members of the division's team must continue. The management team is an area of significant opportunity and challenge in this regard. Given the tenure of many of the senior managers, the countywide succession and mentoring programs should be 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. The National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation was recently received. The Outstanding Agency Accreditation recognizes those agencies that are key leaders in the public procurement profession. While NIGP membership represents over 2,000 governmental agencies throughout the United States and Canada, only 114 governments have attained this recognition. The division has retained its accreditation for another three year term through 2017.
- b. The Division continues to be self-sustaining through the User Access Program (UAP). Countywide spending on contracts, which includes the UAP, continues to be carefully monitored and analyzed to ensure a stable stream of revenue.
- c. Vendor services, support, collaboration, and customer care continue to be priorities. Processes that affect vendors will be further streamlined and reviewed with the use of the Vendor Portal as the "one-stop-shop" concept virtual and in-person for vendors is fully realized. This will result in 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, enhancement, consistency and integrity of the procurement process. Ease of doing business with the vendor community enhances competition and leads to best value purchases.
- d. Enhancing customer relations through a continuing and re-energized approach to supporting client department's operations will provide a more strategic effort in which to support sourcing needs and achieve best value. Persistent challenges involve client staff's inability to develop sound technical specifications, and be responsive to address business and operational issues affecting their purchases. This results in a great investment of time by frontline staff, mid and senior managers in carrying out management and administrative functions to support client department areas of need. Another area of significant time and resource investment that is growing is vendor performance management, as a result of economic difficulties experienced by small firms as well as reductions in contract management staff in client departments.
- e. Implementation of the e-Payables solution and further research in expanding the County's P-Card Program will serve to bring greater value, increased savings, and contain costs to client departments. The economic impact offers a revenue stream to the County in rebates that are now barely tapped. Given the spend level of purchases on County contracts, the resultant rebates may prove significant in relieving pressure on the General Fund.
- f. Collaborative efforts for cooperative purchasing will continue to be pursued with Jackson Health System, the Miami-Dade School Board and municipalities that have suffered reductions

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or elimination of purchasing staff, to maximize, leverage and secure better pricing for certain commodities.

- g: Renew focus on streamlining opportunities and legislative changes that will allow for shorter procurement cycle times while maintaining transparency and integrity in all processes.

9. Real Estate Development Division:

- a. Continue to reduce the number of County-owned properties in the County's inventory that are not in use, in order to reduce ongoing costs of property maintenance and get them back on the tax roll.
- b. Continue to work with County agencies to relocate from privately owned leased space into County owned facilities.
- c. Transition from a sealed bid process to an online auction system to dispose of surplus real property more quickly and efficiently.

10. Risk Management Division:

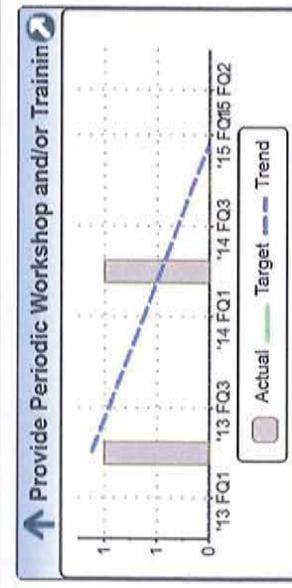
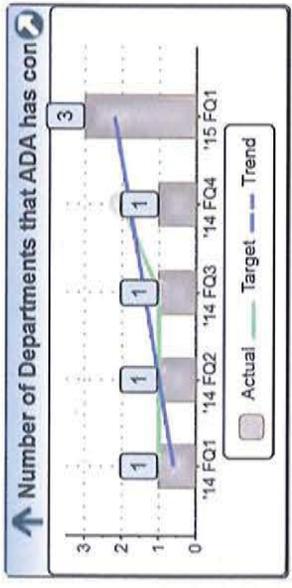
- a. Some programs may require increased reporting requirements, which will result in increased costs to the County. For example federal mandates to report all workers' compensation and liability claimants who are Medicare recipients (designed to ensure Medicare is not paying medical costs that employers and at-fault parties must pay) will result in higher County costs.
- b. Enhanced safety awareness and reorganization of our workers' compensation unit will build on recently achieved workers' compensation costs savings.
- c. The new insurance allocating rating engine will enhance staff's ability to accurately predict future self-insurance costs and to equitably distribute costs across departments.
- d. The WC Pharmacy Provide Network program request for proposal (RFP) will be distributed to interested service providers in the 2nd quarter of the year. This competitive process should provide additional services at a lower cost.
- e. Improve safety awareness and accident prevention methods by County departments through coordination with local academic institutions and recognized safety organizations to offer a free monthly professional safety training seminar. The seminars would provide County Departmental Safety Representatives, DPRs and other interested parties with the opportunity to expand their knowledge and application of safety practices and regulations.
- f. Assist Workers Compensation Unit in evaluating claims to improve the identification of claims where disability leave should be denied, thereby reducing the overall number of unnecessary lost work days.
- g. Collaboration between the Safety Unit and the Workers Compensation Unit on disability leave reviews is expected to improve the identification of employee injuries that were preventable on the part of the employee, thereby reducing the disincentive for employees to return to work and the resulting unnecessary lost work days.
- h. Work with Departments to provide optimal Underwriting information on insurance renewals.
- i. Continue to reach out to County Departments and provide strategic process training on how to properly handle incidents.

11. Small Business Development:

- a. The current state of the economy locally and nationwide has severely impacted all business sectors, particularly small business enterprises. Difficulty accessing capital from financial institutions due to more stringent requirements and reduced liquidity continues to create barriers that dramatically reduce a small business owner's ability to successfully compete in public and private sector contracting opportunities. Identifying alternative resource avenues through the development of public and private sector partnerships has been and continues to be an important focus for SBD.
- b. A surge in small business certification over the prior two years has shown that public sector opportunities increasingly have become the option of last resort for fledging and well-established small businesses. As the economy recovers, demand for new and existing services will grow, as well as the number of public and private sector small business contracting opportunities.
- c. Further streamlining and strengthening the County's small business enterprise programs is a major objective. However, the long-term success of this initiative greatly depends on input from certified firms, industry leaders, as well as internal stakeholders.
- d. Increasing the number of certified small businesses that are available to compete for County contracts in targeted areas is vital to effective competition and the ultimate success of the small business enterprise programs. SBD's three to five year goal is to further expand the small business enterprise programs effectiveness by establishing collaborative relationships with other governmental, business and professional entities. SBD will continue to focus on establishing private/public sector strategic alliances to bring more value-added services in the areas of training, education and financing to further strengthen Miami-Dade County's small business community.
- e. Depending on the outcome of the Disparity Study, the Board of County Commissioners may pass legislation requiring the establishment of Minority and Women Business Enterprise Programs (MBE/WBE), tailored to address the reported disparity. In order to implement and administer new MBE/WBE programs, additional staffing will be required.
- f. SBD continues to use technology to assist staff to become more efficient in performing their daily operations and to meet requirements of new business processes and legislative changes to programs. With the assistance of the County's Information Technology Department, new software (Business2Government) has been identified to replace the existing Oracle software. The purchase and implementation of the new software is necessary to meet the needs of the legislative requirements implemented over the last two years. This and upcoming applications will allow for a more streamlined submission, retrieval and posting of data for analysis and compliance.
- g. SBD's future outlook envisions a restructured division utilizing all of its expertise to build empowered and sustainable small businesses. Through development and implementation of technological initiatives and collaborative partnerships, both internal and external to the County, SBD will facilitate maximization of current and future resources for improved customer service. SBD's three to five year outlook continues to position the division as a central repository for County-wide data relating to small businesses participating on County contracts.

Business Plan Report - Internal Services Department

Scorecard	Description	Owners
Internal Services Department		Campbell, Kyndal (ISD); Sola, Lester
1.0 Customer		
Objective	Description	Owners
Increase understanding of ADA Title II Program Access Requirements and Educate on Disability Issues (ES1-1)	Customize ADA Title II training to ADA Coordinators	Johnson-Wright, Heidi (ISD); Americans with Disabilities Act Coordination
Measures Linked to Objective	Period	Actual
Number of Departments that ADA has consulted with on Barrier Removal Priority Plans	'15 FQ1	3
		Target
		n/a
		Variance
		n/a
		Owners
		Cabrera, Aimee (ISD); Johnson-Wright, Heidi (ISD); Abreu, Edsel (ISD)
Objective	Description	Owners
Provide and coordinate customer development initiatives		Abreu, Edsel (ISD); Mullings, Andrew; Valdes, Reinaldo (HR); Campbell, Kyndal (ISD)
Measures Linked to Objective	Period	Actual
Provide Periodic Workshop and/or Training Sessions to Employees about EDP	'15 FQ1	0
		Target
		n/a
		Variance
		n/a
		Owners
		Campbell, Kyndal (ISD); Cabrera, Aimee (ISD)



Business Plan Report - Internal Services Department

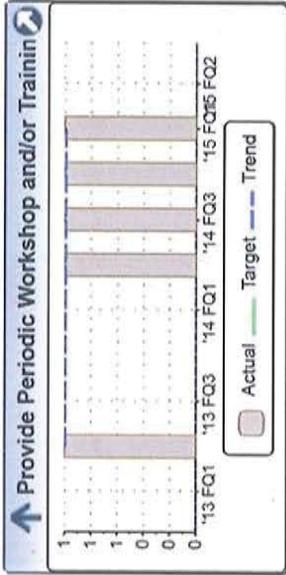
'15 FQ1

Provide Periodic Workshop and/or Training Sessions to Customers about EDP

1

n/a

n/a Campbell, Kyndal (ISD); Abreu, Edsel (ISD); Cabrera, Aimee (ISD)



Objective

Increase and retain the number of businesses participating in the County's small business programs

Description

SBD maintains its focus and efforts to increase the number of certified small and emerging businesses that are available to compete for Miami-Dade County contracts. Through on-going recruitment efforts, targeted outreach events, workshops, forums and established partnership collaborations, our goal is to continue to experience broad growth in all contracting disciplines and enhanced program benefits to certified small businesses. Certification targets will be established upon completion of certification back-log and the certification process has been normalized.

Owners

McGriff, Sherri (RER); Johnson, Laurie (ISD)

Grandparent Objectives

ED4 Entrepreneurial development opportunities within Miami-Dade County

Description

Miami-Dade County

Parent Objectives

ED4-3 Expand opportunities for small businesses to compete for County contracts

Description

Miami-Dade County

Measures Linked to Objective

Total certified small and disadvantaged businesses

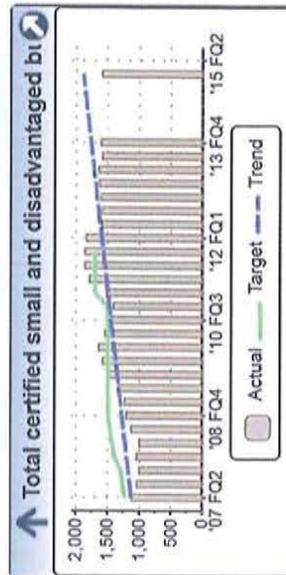
'15 FQ1

1,588

n/a

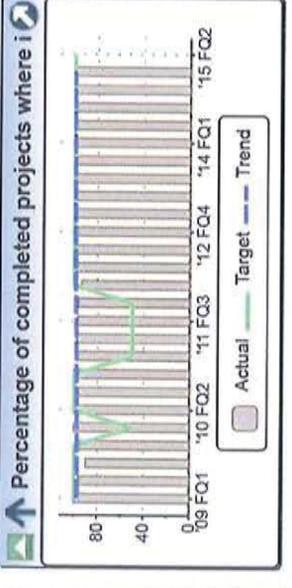
Variance

n/a McGriff, Sherri (RER); Johnson, Laurie (RER)



Business Plan Report - Internal Services Department

Objective	Description	Owners			
Increase contracting opportunities for small business	Part of SBD's mission is to increase contracting opportunities for small business enterprises on County contracts. SBD reviews contracts prior to bidding to identify opportunities for small business and set participation requirements. Projects awarded with small business measures are monitored through completion to ensure measures are met. CMC monitors awarded County construction projects for compliance with Community Small Business Enterprise goals. Procurement contracts are monitored for compliance with Small Business Enterprise goal requirements. & Engineering professional services agreements (PSAs) are monitored for Community Business Enterprise participation goal.	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD); Small Business Development			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of completed projects where identified small business opportunities were achieved	'15 FQ1	100%	100%	0%	Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD)



Objective	Description	Owners
Increase contract awards to small business enterprises	Total value of awards to all small business enterprises, the respective industries including A&E, goods and services, and construction. Also the value of awards to CBEs, SBE/Micros and CSBEs. The Business Plan Goals are 10% of A&E and Construction awards for CBEs and CSBEs respectively and 5% of goods and services awards for SBE/Micros.	Hill, Patrice (ISD)
Grandparent Objectives	Description	Owners
ED4 Entrepreneurial development opportunities within Miami-Dade County		Miami-Dade County
Parent Objectives	Description	Owners
ED4-3 Expand opportunities for small businesses to compete for County contracts		Miami-Dade County

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total value of awards to all small business enterprises	'15 FQ1	91,409,031	n/a	n/a	n/a Hill, Patrice (ISD)

Total value of awards to all small business:

Period	Actual
'09 FQ1	~10,000,000
'10 FQ2	~15,000,000
'11 FQ3	~20,000,000
'12 FQ4	~25,000,000
'13 FQ1	~30,000,000
'14 FQ2	~35,000,000
'15 FQ1	91,409,031

Objective	Description	Owners
Satisfied Customers (ISD)		Cabrera, Aimee (ISD)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Business Services to non-County Entities	2014 FY	15Entities	n/a	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Improve customer satisfaction with Work Orders and Service Tickets	'14 FQ4	83	n/a	n/a	n/a Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)

Improve customer satisfaction with Work

Period	Actual
'12 FQ3 FQ1	~100
'13 FQ3	~100
'14 FQ1	~100
'14 FQ3 FQ4	83

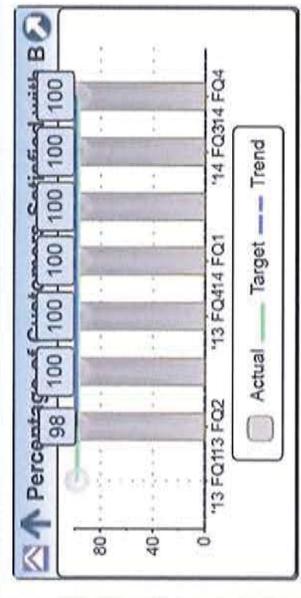
Business Plan Report - Internal Services Department

Child Measures	Period	Actual	Target	Variance	Owners
Number of Work Orders completed by Renovation Services	'13 FQ2	15 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets Completed by Renovation Services	'13 FQ2	814 Service Tickets	n/a	n/a	Jardine, Etta A. (ISD); Cabrera, Aimee (ISD)
Number of Work Order Completed by Design Services	'13 FQ2	13 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets Completed by Design Services	'13 FQ2	209 Service Tickets	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB projects completed by Design Services	'13 FQ2	0	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Work Orders Completed by Architectural/Engineering Section	'12 FQ4	8 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets completed by Architectural/Engineering Section	'13 FQ2	8 Service tickets	n/a	n/a	Jardine, Etta A. (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB Projects completed by the Architectural/Engineering Section	'13 FQ2	3 projects	n/a	n/a	Jardine, Etta A. (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Work Orders Completed by Construction Section	'13 FQ2	31 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets completed by Construction Section	'13 FQ2	83 Service Tickets	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Work Order initiated by Renovations Services	'13 FQ2	7 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Cabrera, Aimee (ISD)
Number of Work Order initiated by Design Services	'13 FQ2	6 Work orders	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets Initiated by Design Services	'13 FQ2	262 Service Tickets	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB Projects Initiated by Design Services	'13 FQ2	0 projects	n/a	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Zapustas, Lorena (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Work Orders Initiated by Architectural/Engineering Sections	'13 FQ2	35 Work Orders	n/a	n/a	Jardine, Etta A. (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)

Business Plan Report - Internal Services Department

Number of Service Tickets Initiated by Architectural/Engineering Sections	'13 FQ2	41 Service Tickets	n/a	Jardine, Etta A. (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB Projects Initiated by Architectural/Engineering Section	'13 FQ2	3 Projects	n/a	Jardine, Etta A. (ISD); Marrero, Asael (ISD); Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Work Orders Initiated by the Construction Section	'13 FQ2	20 Work Orders	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets Initiated by the Construction Section	'13 FQ2	15 Service Tickets	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB Projects Initiated by the Construction Section	'13 FQ2	2 Projects	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of GOB Projects Completed by Construction Section	'13 FQ2	2	n/a	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD); Brown, Patrick; Smith, Tara C. (ISD); Cabrera, Aimee (ISD)
Number of Service Tickets Initiated by Renovation Services	'13 FQ2	618 Service Tickets	n/a	Jardine, Etta A. (ISD); Mustafa, David; Cabrera, Aimee (ISD)

Percentage of Customers Satisfied with Business, Graphics, and Printing Services	'14 FQ4	100	98	2 Thompson, Terrence (ISD); Abreu, Edsel (ISD); Cabrera, Aimee (ISD)
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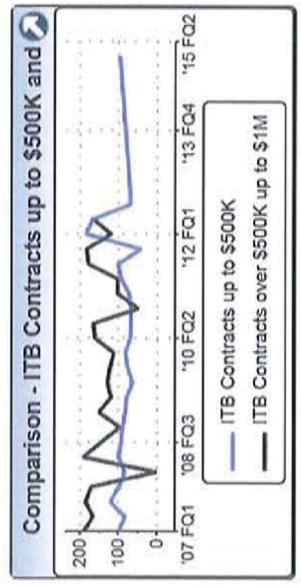
Ratio: Supply Items Delivered VS. Back Ordered	'15 FQ1	37%	15%	-22% Thompson, Terrence (ISD)
Business Supply Orders Filled	'15 FQ1	2,598 Orders	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Capital Assets Added to County Inventory	'15 FQ1	1,032 Assets	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Copy Center Production B & W	'15 FQ1	6,829,875 Copies	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Moving Crew Production	'15 FQ1	56 Moves	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Print Shop Production	'15 FQ1	776 Jobs Completed	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Processed Outgoing U.S. Mail	'15 FQ1	312,735 Pieces	n/a	n/a Thompson, Terrence (ISD); Cabrera, Aimee (ISD)

Business Plan Report - Internal Services Department

Special Orders for Business Supplies	'15 FQ1	309Orders	n/a	n/a	Thompson, Terrence (ISD); Cabrera, Aimee (ISD)
Vehicle Tags Issued.	2015 FY	115Tags	n/a	n/a	Thompson, Terrence (ISD); Cabrera, Aimee (ISD)

Objective	Description	Owners
Streamlined and Responsive Process (ISD-PM)		Singer, Miriam; Roundtree, Amos; Campbell, Kyndal (ISD)
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County
Parent Objectives	Description	Owners
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
RFP Processing Time for Contracts up to \$500,000	'15 FQ1	80	110	30	Casamayor, Marcia (ISD); Campbell, Kyndal (ISD)
ITB Processing Time for Contracts up to \$500,000	'15 FQ1	97	110	13	Casamayor, Marcia (ISD); Campbell, Kyndal (ISD)



Objective	Description	Owners
Streamline the Architecture and Engineering (A&E) Selection Process (ES3-1)	Streamline the A&E selection process from the approved Request-to-Advertise to the conclusion of negotiations; target in FY04 and FY05 was 120 days per AOC3-39; revised AO target will be 90 days in FY08	Campbell, Kyndal (ISD)
Grandparent Objectives	Description	Owners
ZZ_2003_Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion	Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion	Admin, Admin
Parent Objectives	Description	Owners
Effectively Manage Countywide Capital Improvements		Navarrete, George
ZZ_2003_Streamlined and responsive procurement process (priority outcome)	Streamlined and responsive procurement process	Admin, Admin

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of A/E projects advertised	'15 FQ1	7	3		4 Jardine, Etta A. (ISD); Campbell, Kyndal (ISD)
Number of A&E Proposals Received	'15 FQ1	15	n/a		n/a Campbell, Kyndal (ISD)
Number of Negotiations Completed	'15 FQ1	13	n/a		n/a Campbell, Kyndal (ISD)
Average number of days to complete A&E Selection Process	'15 FQ1	169days	130days	-39days	Campbell, Kyndal (ISD)
A & E Selection Process Time for Design Build Projects	'15 FQ1	148days	200days	-52days	Campbell, Kyndal (ISD)
Objective	Description				Owners
Increase utilization of Miscellaneous Construction Contract Program (MCC) 7040 & 7360 (ED4-2)	Provide a more equitable distribution of County work/dollars for smaller projects among construction contractors through the Miscellaneous Construction Contract Program (MCC) 7040 plan and 7360 plan.				Clark, Veronica (ISD); Hartfield, Gary (Elections)
Grandparent Objectives	Description				Owners
zz_2003_ Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion	Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion				Admin, Admin
Parent Objectives	Description				Owners
Effectively Manage Countywide Capital Improvements					Navarrete, George

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
MCC Contract Process Time	'15 FQ1	87days	2days	-85days	Clark, Veronica (ISD)
Number of MCC Releases/Work Orders	'15 FQ1	124	n/a	n/a	Clark, Veronica (ISD)
Number of MCC Change Orders	'15 FQ1	22	n/a	n/a	Clark, Veronica (ISD)
Turn-around time for the review process of new MCC RPQ's within 3 working days	'15 FQ1	100%	n/a	n/a	Clark, Veronica (ISD)
Turn-around time for the review process of MCC awards/change orders within 3 working days	'15 FQ1	99%	n/a	n/a	Clark, Veronica (ISD)
Conduct one MCC Contractor Recruitment meeting per Quarter	'15 FQ1	2	n/a	n/a	Clark, Veronica (ISD)

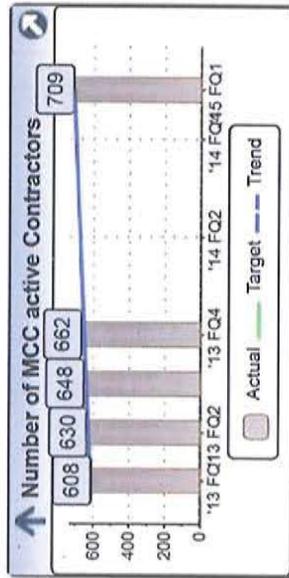
Business Plan Report - Internal Services Department

Number of MCC active Contractors

709

n/a

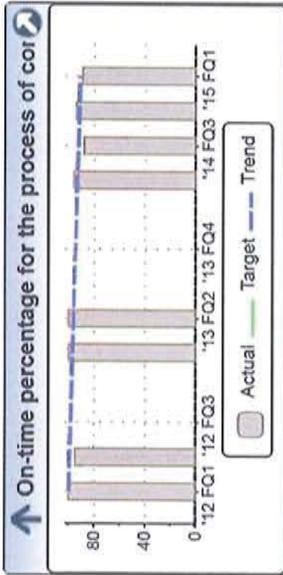
n/a Clark, Veronica (ISD)



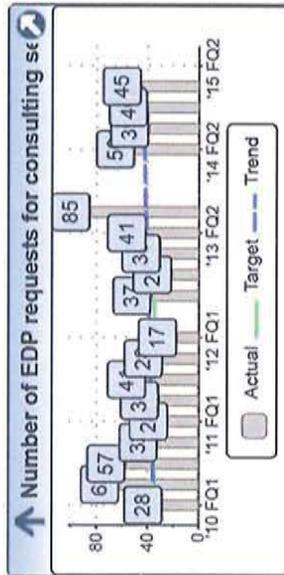
Objective	Description	Owners	
Increase usage of the Equitable Distribution Program (EDP) (ED4-2)	Increase participation in the EDP by user departments and professional consultants	Campbell, Kyndal (ISD)	
Grandparent Objectives	Description	Owners	
zz_2003_Create a more business-friendly environment in Miami-Dade County	Create a more business-friendly environment in Miami-Dade County	Admin, Admin	
zz_2003_Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion	Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion	Admin, Admin	
Parent Objectives	Description	Owners	
Effectively Manage Countywide Capital Improvements		Navarrele, George	
zz_2003_Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	Admin, Admin	
Initiatives Linked to Objective	Est. Start Est. End Type As Of Status %	Owners	
Provide workshops and training for user departments	10/1/2008 9/30/2015	In Progress	Codner, Eugene (OMB); Campbell, Kyndal (ISD)

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Average number of days to process EDP Professional Service Agreements	'15 FQ1	8 days	n/a	n/a	Campbell, Kyndal (ISD)
On-time percentage for the process of completed EDP requests within 3 working days	'15 FQ1	89%	n/a	n/a	Clark, Veronica (ISD); Campbell, Kyndal (ISD)



Number of EDP requests for consulting services received: 45 n/a n/a Campbell, Kyndal (ISD)



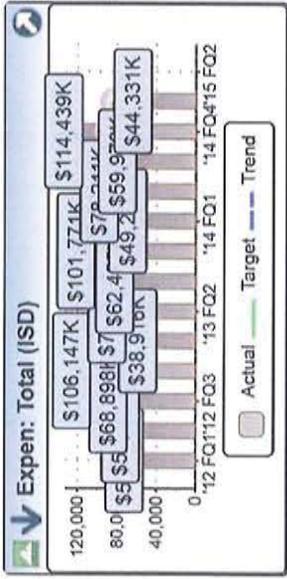
2.0 Financial

Objective	Description	Owners
Meet Budget Targets (ISD)		Sola, Lester
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objective to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Business Plan Report - Internal Services Department

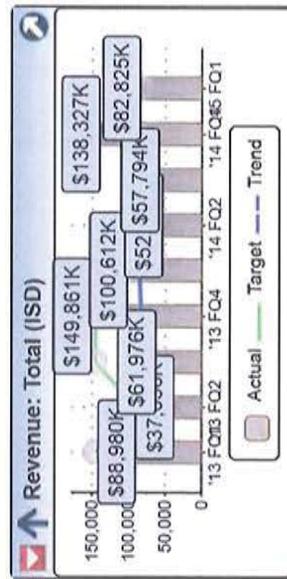
Measures Linked to Objective

Expen: Total (ISD) Actual \$44,331K Target \$84,693K Variance \$40,362K Sola, Lester



Child Measures

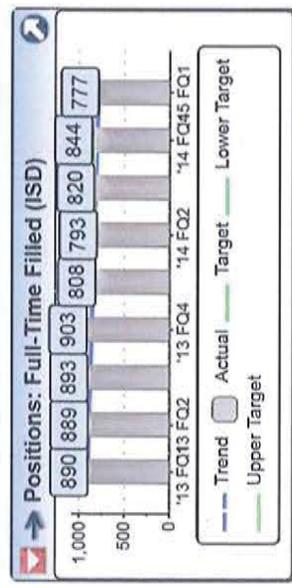
Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (ISD)	'15 FQ1	\$17,847K	\$20,351K	n/a	Sola, Lester
Expenditure: Court Costs (ISD)	'15 FQ1	\$1K	\$2K	n/a	Sola, Lester
Expenditure: Contractual Services (ISD)	'15 FQ1	\$7,596K	\$12,312K	n/a	Sola, Lester
Expenditure: Other Operating (ISD)	'15 FQ1	\$16,449K	\$21,021K	n/a	Sola, Lester
Expenditure: Charges for County Services (ISD)	'15 FQ1	\$2,000K	\$12,412K	n/a	Sola, Lester
Expenditure: Debt Service (ISD)	'15 FQ1	\$956K	\$9,530K	n/a	Sola, Lester
Expenditure: Depreciation, Amortization, Depletion (ISD)	'15 FQ1	\$0K	\$0K	n/a	Sola, Lester
Expenditure: Distribution of Funds in Trust (ISD)	'15 FQ1	\$556K	\$225K	n/a	Sola, Lester
Expenditure: Grants to Outside Organizations (ISD)	'15 FQ1	\$0K	\$0K	n/a	Sola, Lester
Expenditure: Intradepartmental Transfers (ISD)	'15 FQ1	\$-3,000K	\$0K	n/a	Sola, Lester
Expenditure: Transfers Out (ISD)	'15 FQ1	\$0K	\$3,626K	n/a	Sola, Lester
Expenditure: Reserves (ISD)	'15 FQ1	\$0K	\$3,576K	n/a	Sola, Lester
Expenditure: Capital (ISD)	'15 FQ1	\$1,926K	\$1,638K	\$-288K	Sola, Lester
Revenue: Total (ISD)	'15 FQ1	\$82,825K	\$84,693K	\$-1,868K	Sola, Lester



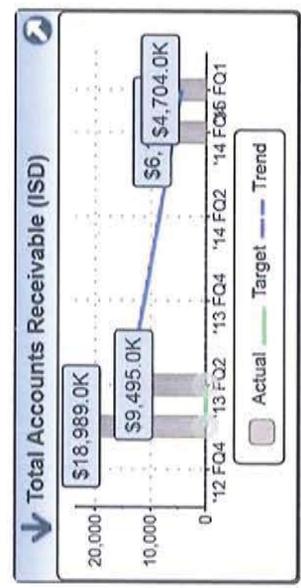
Business Plan Report - Internal Services Department

Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Internal Service Charge	'15 FQ1	0	56,810	-56,810	Cabrera, Aimee (ISD)
Revenue: Carryover (ISD)	'15 FQ1	\$49,739K	\$4,378K	\$45,361K	Sola, Lester
Revenue: General Fund (ISD)	'15 FQ1	\$0K	\$15,046K	\$-15,046K	Sola, Lester
Revenue: Proprietary (ISD)	'15 FQ1	\$2,722K	\$5,470K	\$-2,748K	Sola, Lester
Revenue: Federal (ISD)	'15 FQ1	\$0K	\$0K	\$0K	Sola, Lester
Revenue: State (ISD)	'15 FQ1	\$0K	\$0K	\$0K	Sola, Lester
Revenue: Interagency/Intra departmental (ISD)	'15 FQ1	\$30,364K	\$2,989K	\$27,375K	Sola, Lester

Positions: Full-Time Filled (ISD)	Period	Actual	Target	Variance	Owners
Positions: Full-Time Filled (ISD)	'15 FQ1	777	n/a	n/a	Sola, Lester



Total Accounts Receivable (ISD)	Period	Actual	Target	Variance	Owners
Total Accounts Receivable (ISD)	'15 FQ1	\$4,704.0K	n/a	n/a	Sola, Lester



Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-30 days (ISD)	'15 FQ1	\$495.0K	n/a	n/a	Sola, Lester
Accounts Receivable: 31-60 days (ISD)	'15 FQ1	\$1,521.0K	n/a	n/a	Sola, Lester
Accounts Receivable: 61-90 days (ISD)	'15 FQ1	\$399.0K	n/a	n/a	Sola, Lester
Accounts Receivable: 91-120 days (ISD)	'15 FQ1	\$98.0K	n/a	n/a	Sola, Lester
Accounts Receivable: 121+ days (ISD)	'15 FQ1	\$2,191.0K	n/a	n/a	Sola, Lester

Business Plan Report - Internal Services Department

Objective	Description	Actual	Target	Variance	Owners
Sound asset management and financial investment strategies					Cabrera, Aimee (ISD); Marin, Elva R. (ISD)
Measures Linked to Objective					
Subrogation Collections (in thousands)		\$1,694,916	\$320,000	\$1,374,916	Ramirez, Susana B. (HR); Somiano, Manny (ISD); Cruz, Angelica (ISD); Najarro, Salvador (ISD); Seco, Lupe (ISD); Cabrera, Aimee (ISD)
Cost of Penalties Imposed by the State for Untimely Filing of Workers' Compensation Claim Documents		4,200	0	-4,200	Valdes, Carrie; Ramirez, Susana B. (HR); Clodfelter, Beikis (ISD); Najarro, Salvador (ISD)
Accounting compliance with financial laws and generally accepted accounting principles (ISD-GSA)	This objective is linked with Administrative Services Scorecard				Cabrera, Aimee (ISD)
Grandparent Objectives					
GG4 Effective management practices					Miami-Dade County
Parent Objectives					
GG4-1 Provide sound financial and risk management					Miami-Dade County

Measures Linked to Objective

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Open Receivables Collected	'15 FQ1	46.55%	20.00%	26.55%	Clark, Tekeia (ISD); Cabrera, Aimee (ISD)

Percentage of Invoices Paid Within 30 Calendar Days of Receipt

'15 FQ1	86%	88%	-2%	Clark, Tekeia (ISD); Cabrera, Aimee (ISD)
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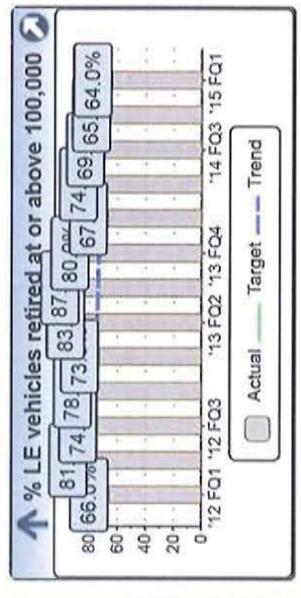
Child Measures

Child Measures	Period	Actual	Target	Variance	Owners
Number of Invoices Processed	'12 FQ2	20,741	19,000	1,741	Clark, Tekeia (ISD); Cabrera, Aimee (ISD)
Average turnaround time per invoice processed	'12 FQ2	12	10	-2	Clark, Tekeia (ISD); Cabrera, Aimee (ISD)
Average Number of Days to Process an Invoice	'15 FQ1	4	n/a	n/a	Cabrera, Aimee (ISD); Clark, Tekeia (ISD); Abreu, Edsel (ISD)

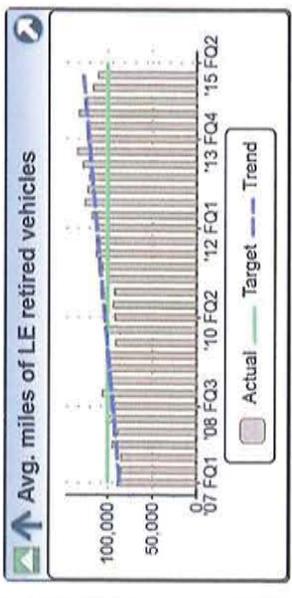
Business Plan Report - Internal Services Department

Objective	Description	Owners
Lowering capital costs through vehicle lifecycle extension (ISD-GSA)		Gutierrez, Ana (ISD); Diaz, Olga (ISD); Cabrera, Aimee (ISD); Ortega, Rosa (ISD)
Grandparent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County
GG5 Goods, services and assets that support County operations		Miami-Dade County
Parent Objectives	Description	Owners
Accounting compliance with financial laws and generally accepted accounting principles (ISD-GSA)	This objective is linked with Administrative Services Scorecard	Cabrera, Aimee (ISD)
GG5-3 Utilize assets efficiently		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% LE vehicles retired at or above 100,000 miles	'15 FQ1	64.0%	n/a	n/a	Gutierrez, Ana (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)



Avg. miles of LE retired vehicles	'15 FQ1	110,284.00miles	100,000.00miles	n/a	Gutierrez, Ana (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)
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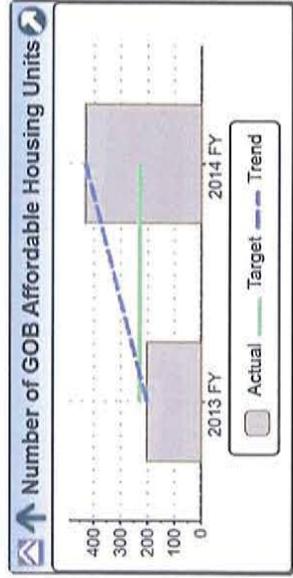


Business Plan Report - Internal Services Department

Objective	Description	Owners
Business Services Sound Asset Management and Financial Investment Strategies (ISD-GSA)	This objective can be found in the Materials Management Scorecard.	Cabrera, Aimee (ISD)
Grandparent Objectives	Description	Owners
ED3 Expanded international trade and commerce		Miami-Dade County
GG4 Effective management practices		Miami-Dade County
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County
Parent Objectives	Description	Owners
ED3-2 Support international banking and other financial services		Miami-Dade County
GG4-1 Provide sound financial and risk management		Miami-Dade County
Maintain Competitive Rates & Efficient Services (ISD-GSA)	This objective will include measures that will ensure that Fleet Management service rates and services are competitive in both the public and private sector.	Gutierrez, Ana (ISD); Diaz, Olga (ISD); Cabrera, Aimee (ISD); Ortega, Rosa (ISD)

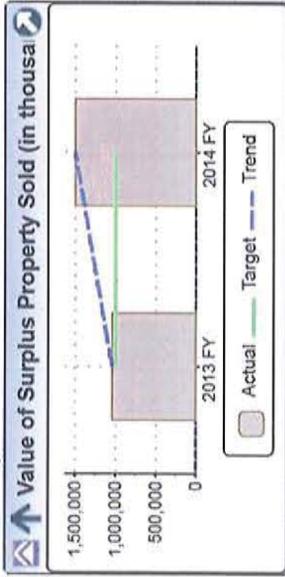
3.0 Internal

Objective	Description	Owners
Manage real estate transactions	Increase overall customer satisfaction by minimizing the amount of time necessary for GSA Real Estate Management to complete projects and/or transactions.	Marin, Eiva R. (ISD)
Measures Linked to Objective	Period	Actual
Number of GOB Affordable Housing Units Placed in Service	2014 FY	432
	Target	230
	Variance	202
		Marin, Eiva R. (ISD); Cabrera, Aimee (ISD)



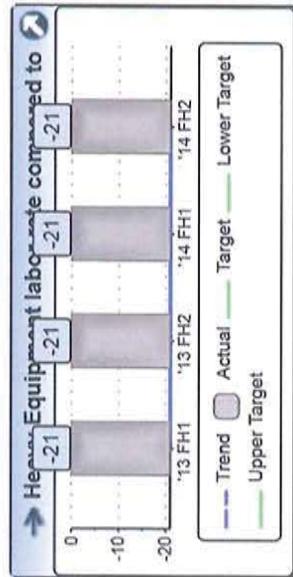
Business Plan Report - Internal Services Department

Value of Surplus Property Sold (in thousands) 2014 FY
 500,000 Cabrera, Aimee (ISD); Marin, Elva R. (ISD)
 1,000,000
 1,500,000



Objective	Description	Owners
Maintain Competitive Rates & Efficient Services (ISD-GSA)	This objective will include measures that will ensure that Fleet Management service rates and services are competitive in both the public and private sector.	Gutierrez, Ana (ISD); Diaz, Olga (ISD); Cabrera, Aimee (ISD); Ortega, Rosa (ISD)
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County
Parent Objectives	Description	Owners
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Heavy Equipment labor rate compared to private sector (based on contract)	'14 FH2	-21	n/a	n/a	Diaz, Olga (ISD); Ortega, Rosa (ISD); Gutierrez, Ana (ISD); Cabrera, Aimee (ISD); Bravo-Soriano, Yanira (ISD)



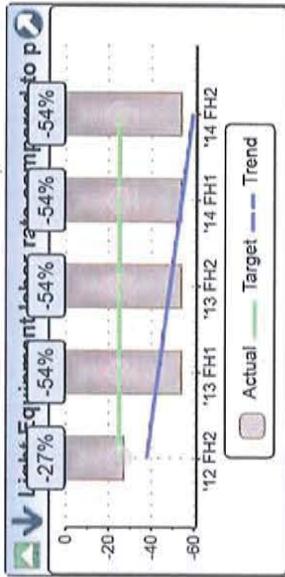
Business Plan Report - Internal Services Department

Light Equipment labor rate compared to private sector

-54%

-25%

'14 FH2



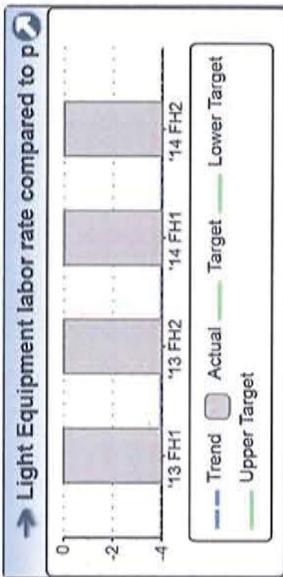
n/a Ortega, Rosa (ISD); Gutierrez, Ana (ISD); Diaz, Olga (ISD)

n/a

-4

'14 FH2

Light Equipment labor rate compared to private sector (based on contract)



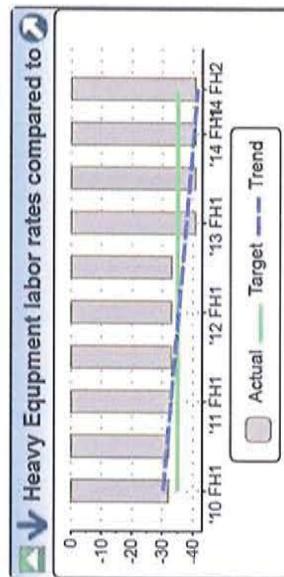
n/a Bravo-Soriano, Yanira (ISD); Gutierrez, Ana (ISD); Cabrera, Aimee (ISD); Diaz, Olga (ISD); Ortega, Rosa (ISD)

-35%

-41%

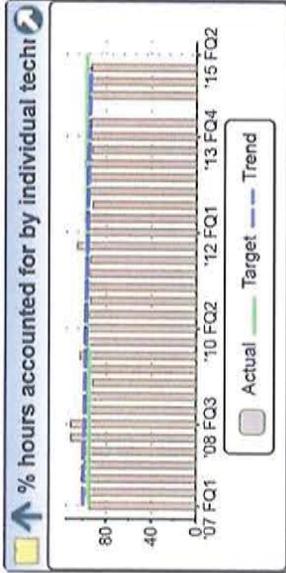
'14 FH2

Heavy Equipment labor rates compared to private sector



Business Plan Report - Internal Services Department

% hours accounted for by individual technician as compared to his/her total hours at the shop 93.0% 97.0% -4.0% '15 FQ1 Gutierrez, Ana (ISD); Diaz, Olga (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)



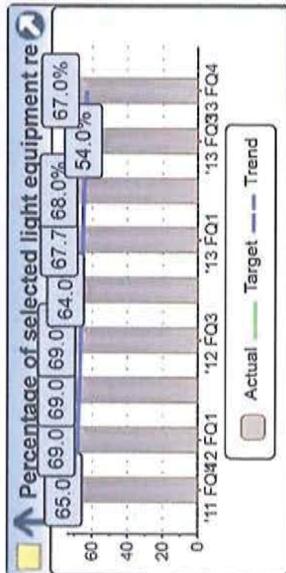
Child Measures	Period	Actual	Target	Variance	Owners
Heavy Equipment: Accountable vs. Available Hours	'15 FQ1	98.9%	97.0%	1.9%	Gutierrez, Ana (ISD); Diaz, Olga (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)
Light Equipment: Accountable vs. Available Hours	'15 FQ1	87.0%	97.0%	-10.0%	Gutierrez, Ana (ISD); Diaz, Olga (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)

Objective **Description**
 Develop and Monitor Performance Standards for Production Employees (ISD-GSA-FLEET) **Description** Develop and monitor performance standards for production employees in Heavy Equipment. Monitor the performance of Light Equipment production employees for certain repairs versus industry standards.

Grandparent Objectives **Description**
 GG4 Effective management practices **Description** Miami-Dade County
 Lowering capital costs through vehicle lifecycle extension (ISD-GSA) **Description** Gutierrez, Ana (ISD); Diaz, Olga (ISD); Cabrera, Aimee (ISD); Ortega, Rosa (ISD)

Parent Objectives **Description**
 Develop and Monitor Performance Standards for Production Employees (ISD-GSA) **Description** n/a

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of selected light equipment repairs that surpass industry standards	'13 FQ4	67.0%	70.0%	-3.0%	Gutierrez, Ana (ISD); Diaz, Olga (ISD); Ortega, Rosa (ISD); Cabrera, Aimee (ISD)



Business Plan Report - Internal Services Department

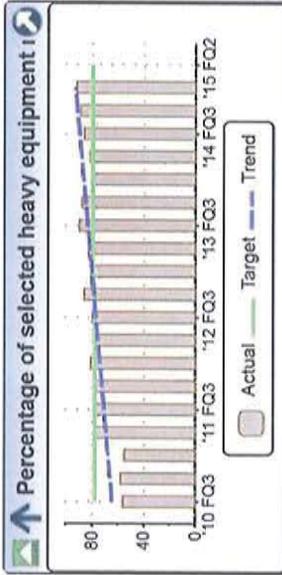
Percentage of selected heavy equipment repairs that surpass industry standards

'15 FQ1

92%

80%

12% Ortega, Rosa (ISD); Gutierrez, Ana (ISD); Diaz, Olga (ISD); Cabrera, Aimee (ISD)



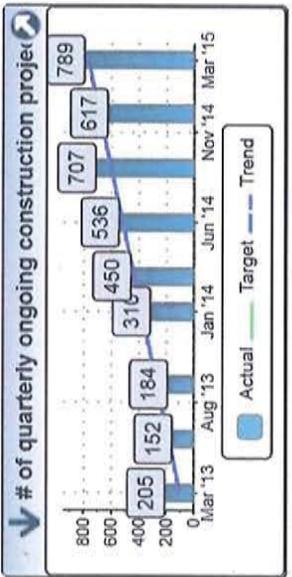
Objective	Description	Owners			
Procurement Activities (ISD-PM)		Campbell, Kyndal (ISD); Roundtree, Amos; Singer, Miriam			
Grandparent Objectives		Owners			
GG5 Goods, services and assets that support County operations		Miami-Dade County			
Parent Objectives		Owners			
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Options to Renew (OTRs) Exercised	'15 FQ1	46	n/a	n/a	Singer, Miriam; Roundtree, Amos; Adames, Melissa (ISD); Campbell, Kyndal (ISD)
Rejected Contracts	'15 FQ1	3	n/a	n/a	Singer, Miriam; Roundtree, Amos; Adames, Melissa (ISD); Campbell, Kyndal (ISD)
Solicitations Advertised	'15 FQ1	29	n/a	n/a	Singer, Miriam; Roundtree, Amos; Adames, Melissa (ISD); Campbell, Kyndal (ISD)
Number of Active Contracts	2014 FY	1,372	n/a	n/a	Singer, Miriam; Roundtree, Amos; Adames, Melissa (ISD); Campbell, Kyndal (ISD)
Child Measures	Period	Actual	Target	Variance	Owners
Contracts Managed Dollar Value	2011 FY	3.2	n/a	n/a	Roundtree, Amos; Singer, Miriam; Adames, Melissa (ISD); Campbell, Kyndal (ISD)

Business Plan Report - Internal Services Department

Objective	Description				Owners	
Bid Protests (ISD-PM)	Number of bid protests filed				Singer, Miriam; Hudson, Celia (ISD); Campbell, Kyndal (ISD)	
Grandparent Objectives	Description				Owners	
GG5 Goods, services and assets that support County operations	Miami-Dade County					
Parent Objectives	Description				Owners	
GG5-1 Acquire "best value" goods and services in a timely manner	Miami-Dade County					
Measures Linked to Objective	Period	Actual	Target	Variance	Owners	
Percent of Contracts Protested	'15 FQ1	2% (1/42)	n/a	n/a	Singer, Miriam; Campbell, Kyndal (ISD)	
Child Measures	Period	Actual	Target	Variance	Owners	
Number of Bid Protests	'12 FQ1	1	n/a	n/a	Singer, Miriam; Campbell, Kyndal (ISD)	
Number Awarded Contracts	'12 FQ1	78	n/a	n/a	Singer, Miriam; Campbell, Kyndal (ISD)	
Objective	Description				Owners	
Increase full and open competition (ISD-PM)	Increase full and open competition through the reduction of non-competed sole source and bid waiver contracts.				Singer, Miriam; Roundtree, Amos; Adames, Melissa (ISD); Uppal, Namita; Campbell, Kyndal (ISD)	
Grandparent Objectives	Description				Owners	
GG5 Goods, services and assets that support County operations	Miami-Dade County					
Parent Objectives	Description				Owners	
GG5-1 Acquire "best value" goods and services in a timely manner	Miami-Dade County					
Measures Linked to Objective	Period	Actual	Target	Variance	Owners	
Non-Competitive Contracts	'15 FQ1	14%	17%	3%	Singer, Miriam; Roundtree, Amos; Campbell, Kyndal (ISD)	
Objective	Description				Owners	
Ensure High Quality Construction Management	Jardine, Etta A. (ISD); Castellanos, Ruth (ISD)					
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status
Children's Courthouse	8/25/2005	3/23/2015		3/6/2015	95%	In Progress

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
# of Quarterly active construction projects	Mar '15	789	n/a	n/a	n/a Jardine, Etta A. (ISD)



Objective	Description	Owners
Increase number of businesses complying with Responsible and Living Wage requirements	The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to the local workers that provide services on its construction and service contracts to ensure that they earn sufficient wages to support themselves and their families. The ordinances have been very successful in combating "working poverty" for those doing county or county-financed work. seek to reduce the number of Miami-Dade county residents who live below the poverty level, their dependence on taxpayer funded healthcare and social service while simultaneously increasing their dignity and economic security.	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD)
Grandparent Objectives	Description	Owners
ED1.A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries		Miami-Dade County
zz_2003_Lead the coordination of economic development activities throughout Miami-Dade County	Lead the coordination of economic development activities throughout Miami-Dade County	Admin, Admin
Parent Objectives	Description	Owners
ED1-1 Reduce income disparity by increasing per capita income		Miami-Dade County
zz_2003_Maximization of living wage opportunities for all Miami-Dade County residents	Maximization of living wage opportunities for all Miami-Dade County residents	Admin, Admin

Business Plan Report - Internal Services Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Value of Underpaid Wages Identified on County Contracts	'15 FQ1	\$478,121	\$133,966	\$344,155	Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD)
Child Measures					
Value of Underpaid Responsible Wages Identified	'15 FQ1	\$465,351	\$128,597	n/a	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD)
Value of Underpaid Living Wages Identified	'15 FQ1	\$12,770	\$5,369	n/a	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD)
Value of Underpaid Wages Recovered on County Contracts	'15 FQ1	\$70,911	\$100,185	\$-29,273	Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD)
Child Measures					
Value of Underpaid Responsible Wages Recovered	'15 FQ1	\$70,911	\$79,148	\$-8,235	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD)
Value of Underpaid Living Wages Recovered	'15 FQ1	\$0	\$21,039	\$-21,039	Hidalgo-Gato, Alice (ISD); Anderson, Alecia (ISD)

Business Plan Report - Internal Services Department

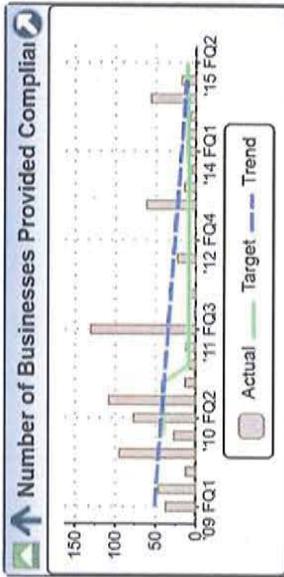
Number of Businesses Provided Compliance Training for Responsible or Living Wages

'15 FQ1

18

11

7 Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD)



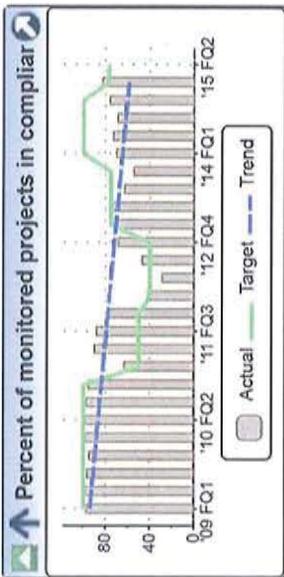
Percent of monitored projects in compliance with Living and Responsible Wages

'15 FQ1

82%

77%

5% Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD)



Objective

Provide well-maintained facilities (ISD-GSA)

This objective can be found in the Facilities and Utilities Management Scorecard.

Description

Cabrera, Aimee (ISD); Silva, Juan C. (ISD); Horne, Charlotte (ISD)

Owners

Grandparent Objectives

Business Services Sound Asset Management and Financial Investment Strategies (ISD-GSA)

Description

Cabrera, Aimee (ISD)

Owners

GC5 Goods, services and assets that support County operations

Miami-Dade County

GC5-2 Provide well maintained, accessible facilities and assets

Miami-Dade County

Satisfied customers (ISD-GSA)

Cabrera, Aimee (ISD); Gutierrez, Ana (ISD)



Miami-Dade Transit Business Plan

Fiscal Years: 2015 and 2016
(10/1/2014 through 9/30/2016)

Approved by:


Ysela Llorca, Department Director


Alina T. Hudak, Deputy Mayor

Plan Date: February 2015

Delivering Excellence Every Day



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DEPARTMENT OVERVIEW

Purpose: "Provides public transportation services"

Vision: "To be the #1 Transportation Choice in Miami-Dade County."

Mission: "To meet the needs of the public for the highest-quality transit service:
Safe, Reliable, Efficient and Courteous."

Values: Customer Focus
Honesty and Integrity
Diversity
Respect, Trust and Fairness
Empowerment
Employee Well-Being
Winning Attitude

Summary:

Miami-Dade Transit consistently ranks in the top tier of all transit agencies in passenger trips, revenue miles and vehicles operated in maximum service. It is the largest transit agency in the state of Florida, and one of the largest Departments in Miami-Dade County government. The Department provides transit service via four modes of transportation: Metrobus, Metrorail, Metromover and Special Transportation Service.

Metrobus –The Bus Operations division provides bus service throughout Miami-Dade County and parts of Monroe and Broward Counties on 93 routes. MDT's total bus fleet is comprised of 815 buses whose average age is 10.62 years, with the core bus service of 29 million scheduled revenue miles directly operated. Bus Operations employs approximately 1,564 full-time employees, 312 part-time bus operators, with a total operating expenditures of approximately \$322 million in FY14. Annual bus ridership for fiscal year 2014 was 77 million boardings.

MDT Bus Maintenance Division takes a functional and holistic approach to the maintenance and servicing of the bus fleet that emphasizes regular preventative maintenance, comprehensive inspections and overall efficiency and cost effectiveness. This approach assures a safe, reliable and cost effective bus maintenance program.

Metrorail- is a 25 mile double-track heavy rail system that includes the legacy line from Dadeland South to Palmetto stations (Green Line) and the new AirportLink extension from Earlington Heights to Miami International Airport stations (Orange Line); servicing 23 stations. The Metrorail vehicle fleet consists of 136 vehicles operating an average of 22 million annual passenger trips with total annualized revenue miles of 7.8 million. Metrorail employs approximately 543 full time employees with a total operating expenditures of \$90 million.

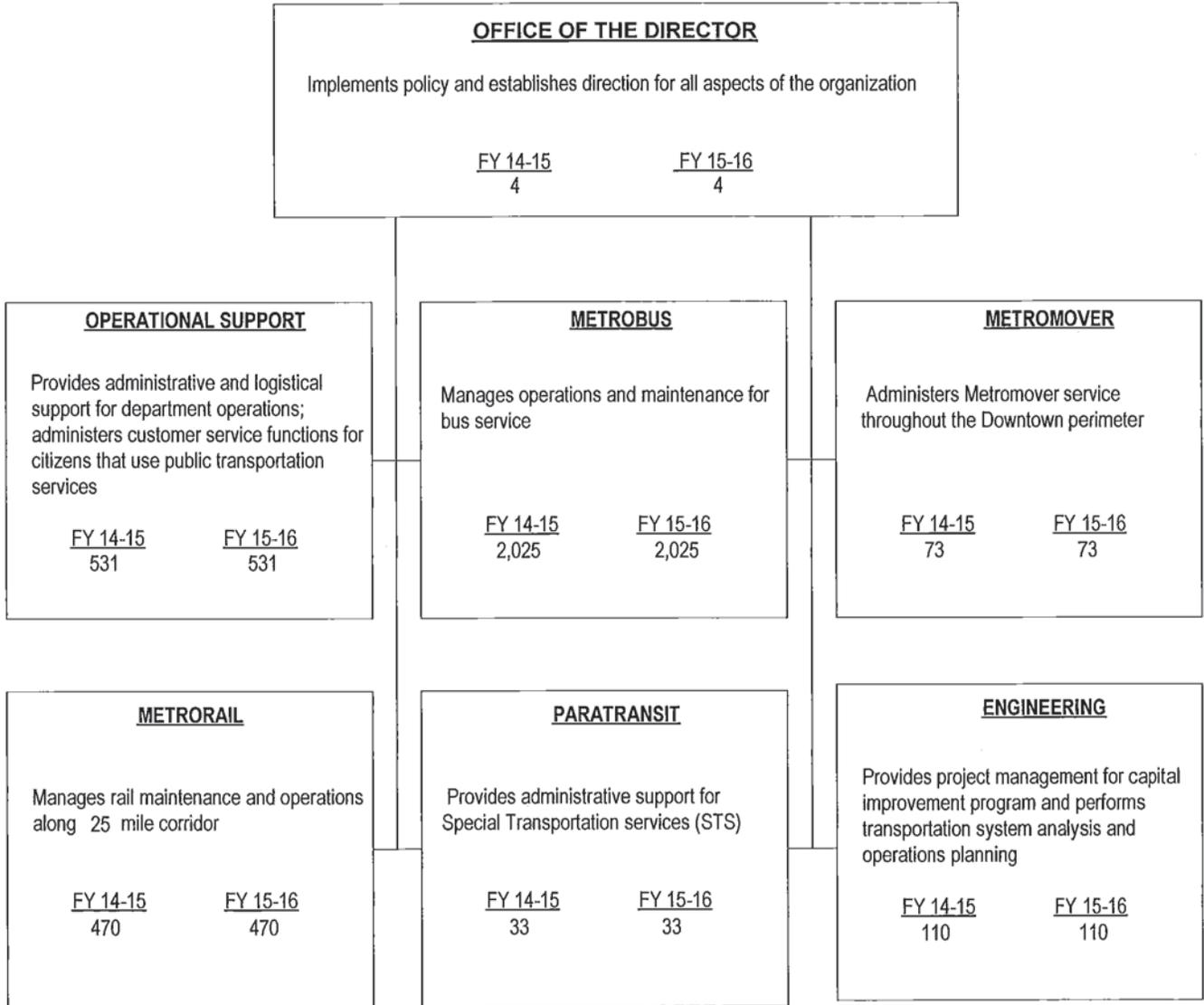
Departmental Business Plan and Outlook
Department Name: Miami-Dade Transit
FY2014-15 & FY2015-16

Metromover- is a fully automated people mover system consisting of 4.4 miles of elevated dual-lane track and guideway. It offers convenient access to a variety of government, businesses, entertainment and cultural centers in the Central Downtown, Omni and Brickell areas, servicing 21 stations. The Metromover vehicle fleet consists of 29 vehicles operating 1,321,864 total annualized revenue miles. Metromover employs approximately 73 full time employees with a total operating expenditures of \$26 million reported in FY14.

Special Transportation Service (STS) - is a MDT Paratransit service program. Established in 1976 to meet and provide service throughout most of urbanized Miami-Dade County, and some parts of southern Broward County and Monroe County, STS is a door-to-door service that can be used for work, school, shopping, recreation, and medical appointments. One (1) privately contracted transportation company provides an average of 5,600 trips per week and 2,100 per weekend. As of September 2014, the STS vehicle fleet consists of 379 vehicles (191 sedan, 180 vans and 8 mini vans). The average monthly trips were 139,964, a total of 14,824,199 annual miles serviced and 1,676,153 total trips. Paratransit employs 33 full time employees with a total operating budget of \$1.7 million. STS is in compliance with the Americans with Disabilities Act (ADA) of 1990.

Annual transit ridership ending September 30, 2014 for all modes combined reached approximately 110 million.

TABLE OF ORGANIZATION



Total number of FT employees as of 2/11/2015 is 3246

STRATEGIC ALIGNMENT

Miami-Dade Transit's department and respective division scorecards are aligned with the objectives and key performance targets from the Miami-Dade County Strategic Plan (Transportation) as listed below:

Additional departmental information can be found in the Departmental Profile.

Customer Perspective:

➤ TP1-1 Minimize traffic congestion

Improve level of Service on Major Roadway Corridors aligns with TP1 through the development of several new bus corridors and the completion of several park-and-ride facilities and other projects under the leadership of the Engineering, Planning & Development Directorate at Miami-Dade Transit.

- Continue with the development of Dadeland North Metrorail Station
- Continue consultant selection process, advance design for Enhanced Bus Service (EBS) or advance planning for Bus Rapid Transit (BRT) of the North Corridor (NW 27th Avenue)
- Continue consultant selection process, advance design of the East-West Corridor (SR 836 Express)
- Continue planning of the Dolphin Station (Park-and-Ride/Transit Terminal Facility)
- Continue planning of the East-West Corridor (Flagler EBS)
- Continue planning of the Northeast Corridor (Biscayne Enhanced Bus Service)
- Continue planning of the Kendall Corridor (Kendall Enhanced Bus Service)
- Finalize design, advance construction of the Park-and-Ride/Transit Terminal Facility at Kendall Drive and SW 127th Avenue
- Continue the procurement process for a design-build firm, advance design/construction of the Park-and-Ride Facility at Quail Roost Drive (Busway and SW 184th Street)
- Complete construction of the Park-and-Ride transit terminal Facility at Busway and SW 344th Street
- Complete procurement of the construction contract and complete construction of the Pedestrian Overpass at University Metrorail Station
- Continue Construction phase of the Metrorail Bike Path Improvements (M-PATH) SW 67th Avenue to Miami River Drive
- Finalize design, continue construction phase of the Dadeland South Intermodal Station
- Finalize construction on remaining ARRA municipalities Shelter and Enhancement Programs
- Continue procurement process of the construction contract, and complete construction of the ADA Pedestrian Improvements along the Busway. This work is being done by Miami-Dade Public Works Waste Management Department and is under the purview of Design and Engineering

➤ **TP1-3 Provide reliable transit service**

Miami-Dade Transit has aligned with the County's revised Strategic Plan to provide reliable transit service through tracking department performance measures and Key Performance Indicators (KPIs)

- Continue to track and report On-Time Performance Metrobus and Metrorail
- Continue to track and report Mean Distance Between disruptions on Metrobus and Metrorail
- Complete the installation of the new Central Control Room system in the Government Center.
- Replacement and upgrade of existing 800 MHz radio infrastructure system.
- Implementation of Kendall Drive Traffic Signalization Prioritization (TSP) Project.

➤ **TP1-4 Expand public transportation**

Utilizing grant funding through the Florida Department of Transportation (FDOT), and existing funding from the People's Transportation Plan (PTP), MDT has aligned with the County's revised Strategic Plan to expand public transportation (TP1-4) through the following projects:

- Perform Beach Corridor (F.N.A. Baylink corridor) Transit Connection Study. MDT, FDOT and City of Miami are working with the Miami-Dade Metropolitan Planning Organization (MPO) to perform a study that will explore premium transit service (modern streetcar/Light Rail Transit) between Miami Beach and Downtown Miami
- Procurement of eleven (11) 60' articulated alternative fuel buses for the East-West Corridor (SR 836 Express Bus Service)
- Procurement of Eleven (11) 60' articulated alternative fuel buses for the North Corridor (NW 27th Ave. Enhanced Bus Service)
- Procurement Eighteen (18) 60' articulated alternative fuel buses for the Northeast Corridor (Biscayne Enhanced Bus Service)
- Procurement of Fourteen (14) 60' articulated alternative fuel buses for the South Dade Corridor (Busway routes)
- Implement 95 Express bus service from Broward Boulevard and Sheridan Street to Civic Center.
- Procurement of Nine (9) 60' articulated alternative fuel buses for the (95 Express Civic Center routes)

➤ **TP1-5 Improve mobility of low income individuals, the elderly and disabled**

MDT has aligned with the County's revised Strategic Plan by monitoring and tracking services to low income, elderly and disabled individuals through:

- On-Time Performance STS reporting

- On-time Performance Metrobus and Metrorail reporting
- Special Pass Program (Golden & Patriot Passport Program)
- Transportation Disadvantaged Program

➤ **TP1-6 Facilitate connections between transportation modes**

Currently, Miami-Dade Transit provides connection service between Tri-Rail and Miami International Airport via the Tri-Rail bus shuttle service to Doral and to MIA and connects to bus and trolley services provided by the municipalities. In addition, MDT connects to Broward County Transit (BCT), Tri-Rail and Greyhound Bus at the Golden Glades Park-and-Ride Lot.

➤ **TP2-3 Ensure the safe operation of public transit**

MDT is in alignment with TP2-3 through efforts to reduce petty and serious crimes on transit properties and to ensure staff is in compliance with safety protocols through the following measures and ongoing programs:

- NTD Reportable Part I Crimes (Serious)
- NTD Reportable Part II Crimes (Petty)
- Acts of Vandalism (Part II crimes reportable)
- Fleet Preventable Accident Rate per 100,000 miles (Bus)
- Fall Protection Program
- FY 15-16: New Supervisor Safety Training Program
- FY 15-16: New Hire Safety Awareness Training
- Oversight of ARRA funded municipalities and contractors to provide mandated compliance to FTA Drug & Alcohol procedures
- Oversight of new County contractor, Jackson Memorial hospital, to ensure adherence to FTA and County drug & alcohol testing and employee physicals

➤ **TP2-4 Ensure security at public transit facilities**

By working in concert with the Miami-Dade Police Department, 200 uniformed and/or plain-clothed; police details will be conducted annually in an effort to address security related incidents on the MDT system (TP2-4). In addition, the department will continue to provide oversight of all the security details assigned to transit properties.

- Ongoing: Conduct average monthly security post inspections.

➤ **TP2-6 Ensure excellent customer service for passengers**

This objective aligns with TP2-6 by providing excellent customer service for passengers by responding to and providing resolutions for customer complaints on all Miami-Dade

Transit modes. Customer service with MDT is enhanced through the use of technological innovations such as the implementation of a real-time bus tracking system, and improved Internet accessibility through enhanced technology.

- Document and respond to customer complaints and service issues
- Document and respond to all complaints submitted by Paratransit patrons
- Track customer complaints per 100K boardings for Metrobus, Metrorail and Metromover
- Conduct regular reviews of customer feedback to identify problems and trends, as well as take proactive actions to correct
- Provide customers a variety of contact points to facilitate communications with Miami-Dade Transit through 311 Answer Center, Transit Website, Customer comment cards, Office walk-ins, Web enabled devices and other correspondences
- Quarterly customer service training for Transit Service Specialists and other customer service staff at high public contact areas including the Transit Service Center, Pass Sales Office, Golden Passport Office, EASY Card Financial Services and selected Metrorail stations

➤ **TP3-2 Provide attractive, well maintained facilities and vehicles**

MDT will provide attractive, well maintained facilities and vehicles (TP3-2) through ongoing maintenance. The maintenance garages oversee vehicle preparation for daily service dispatching. This includes performing major, minor, and preventative maintenance, engine/transmission overhauls, body repair/refinishing, road recovery, and vehicle servicing programs. Maintenance division ensures that all repairs, preventative maintenance (PM) Inspections and other ancillary maintenance work are performed in a timely manner.

MDT's Vehicle Replacement Programs also assure an infusion of new vehicles. MDT assures its facilities up-keep through its Infrastructure Repair Program.

Internal Perspective:

➤ **GG3-1 Ensure available and reliable system**

MDT is in alignment with TP2-5 through the efforts of the Information Technology Department to provide the technological enhancements in the following areas:

- Implementation of the Bus Tracker System/Computer Aided Dispatch/Automated Vehicle Locator (CAD/AVL) technology to facilitate delivery of real-time bus predictive arrival/departure via Web, to mobile devices and Electronic signs, using the County's satellite/radio technologies
- Implementation of Transit eStore phases 3 and 4
- Metrobus Electronic real-time Signage-furnish LED signs to facilitate additional predictive arrivals at select bus stops

- EASY Card Financial Center supports the Automated Fare Collection System (AFCS) serves and supports external and internal customers with fare collection processes and products to improve the use of the EASY Card to optimize the benefits and value of the AFCS
- Transit Service Centers provides customers with fare media purchase options and trip planning information
- Station Services Program supports the new Automated Fare Collection System (AFCS) equipment by assisting customers with Ticket Vending Machine (TVM) transactions, promoting EASY Card registration; respond to customer inquiries regarding agency policies, rules, directions and payment of fares
- Transit Store Website provides customers with online fare media options to load cash value, passes, register for balance protection and dispute charges.

Learning and Growth:

➤ **GG2-2 Develop and retain excellent employees and leaders**

Continue to provide enhanced Transit training:

- Semi-annual Pre-Line Up training for Bus Operators
- Training for all classifications of Rail Services employees
- Transit Specific New Hire Orientations Program
- Enhancing employee satisfaction and lowering staff turnover
- Recognition of employees through Employee of the Month Program

Sustainability:

➤ **GG6-1 Reduce County government's greenhouse gas emissions and resource consumption**

Miami-Dade Transit is working on a priority initiative to transition from diesel fuel to Compressed Natural Gas (CNG), for its bus fleet at various locations, as well as developing a comprehensive implementation strategy that will optimize cost savings.

➤ **GG6-2 Lead community sustainability efforts**

Miami-Dade Transit has developed sustainability initiatives to reduce waste and ensure that transit operations do not have a negative impact on the environment. Below are listed the sustainability initiatives:

- Spill prevention control and counter measures
- Lighting As a Service Initiative (Replace existing lighting with energy efficiency LED lights and control system)
- Transition MDT's Bus fleet from Diesel to Compressed Natural Gas (CNG)

OUR CUSTOMER

Customers Served

MDT's key customer groups/market segments consist of the workers, students, recreational groups, tourists, the disabled and elderly. The Department recognizes passenger's expectations for economical, safe, reliable, convenient, clean, comfortable, and user-friendly service. MDT's objective is to provide an excellent transportation system that delivers these services to all riders.

Customer Feedback

MDT utilizes feedback from customers throughout many aspects of its business, from daily operations to long-range planning and its public image.

The primary customer feedback initiative for improving customer satisfaction with day to day operations is how MDT provides multiple ways its customers can seek information and voice concerns. This contact may be via the County's Call Center, website and written correspondence. Customer feedback is documented using a computerized system, then forwarded to the appropriate area for review and response, as well as tracking resolutions to customer issues.

The Department reviews and responds to comments and complaints received through its multiple communications channels. MDT provides excellent customer service for passengers by responding to and providing resolutions for reported customer complaints on all four MDT modes which are documented on the Active Strategy Enterprise (ASE) Scorecard monthly. To provide balance, Miami-Dade Transit also reports on a monthly basis the number of commendations for Bus Operators in ASE. MDT acknowledges those employees who our customers have recognized for demonstrating outstanding performance and excellence. The Department also conducts ongoing detailed review of STS complaints. The information gathered on Paratransit patrons, as well as other ongoing complaint and comment mechanisms, is used to ensure compliance with Title VI and ADA requirements.

Through the Metropolitan Planning Organization's (MPO) Origin-Destination Surveys for Local and Express Bus Service Studies, MDT interviews bus and rail riders about their usage of the

transit system, and in the case of non-users, why they don't use the system. In addition, the interviews, solicit passenger attitudes toward system safety programs to encourage usage and recommend improvements. The results tell the organization how well it is doing, what improvements can be made, and how the organization has fared compared to responses over the past decade.

The studies specifically focus on changes in ridership, ridership patterns and demographics; customer satisfaction with the service; shifts in the non-rider and potential rider populations; and attitudes toward the organization and how well the organization is performing.

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The information, such as customer inquiries, service delivery issues, and trip planning assistance, has been successful in motivating improvements, including introducing new service options. MDT also aggregates complaint data to find patterns that indicate other opportunities for improvement. MDT will continue to implement several phases of the study for the next three to five years. In addition, the survey will provide the information for the MDT submission to the FTA as part of Title VI requirements.

The primary customer feedback initiative for service planning encompasses all the support of the process to solicit and consider public comment on fare increases and service reductions. Hearings are held to support proposals before the Board of County Commissioners (BCC), Citizens Independent Transportation Trust (CITT), Citizens' Transportation Advisory Committee (CTAC), and applicable subcommittees, such as (TAC). This longstanding feedback method ranges in application from near term changes in routes and headways to long range transportation plans. The Department also participates in a large number of well attended community events throughout the year to distribute service related information and obtain feedback. These options include public meetings and participation at major public events.

Staff maintains an extensive list of community civic and other organizations that are contacted periodically in order to schedule appearances by a rotating list of informed staff members from the department based on the topics in which an organization expresses interest.

MDT staff works with individual County Commissioners to organize transit town hall meetings in their districts to provide their constituents with updates on the PTP Projects, as well as other transit-related projects. These meetings enable staff to tailor messages to specific audiences by highlighting local PTP projects. They also work to build community support for transit at the grass-roots level.

MDT staff members also speak at meetings of homeowners associations, as well as business and civic organizations, to provide information and answer questions on transit programs and projects. These meetings help MDT maintain good relations with community leaders while enlisting their organizations' support for transit-related programs and incentives.

KEY ISSUES

The first four key issues listed below apply department-wide or to MDT's mission. The remaining eight apply to one or two specific objectives.

1. Organizational: The cultural environment emphasizes the concepts of results-oriented government; improving efficiency by optimizing resources; constantly measuring and tracking progress through performance indicators; enhancing employee recognition and communication and encouraging employees to share their ideas and suggestions for improving operational efficiency in their respective areas.
2. Operational: Competition against other transit properties for limited federal and state funds is a major consideration both for new initiatives as well as for on-going programs

affected by federal formula grant allocation. Key issues for Bus Operations: Age of bus fleet, fluctuation of cost of fuel and materials and decreasing of federal grants that support transit capital programs pose an on-going challenge to current operating budgets.

An absolutely critical issue for Rail Vehicle Maintenance can be summarized as follows: The 136 car Rail Fleet must be replaced as soon as possible. In the interim, in order to provide quality service which is expected, full staffing of needed technical personnel is essential. There are planned retirements scheduled for 2015 thru 2018. These mission-critical positions which have a significant impact on the department's ability to fulfill its mission and on the cost of operating transit service. Expeditious provision of parts necessary for repair campaigns receive full priority funding to maintain the current fleet at an acceptable standard of operation until replacement trains arrive.

3. Performance Management is a systematic, widely-deployed approach to share skills and best practices across work units, jobs, and locations, including the effective use of available data and organizational learning. It is a key aspect in MDT becoming a high performance organization, as well as in avoiding work duplication.
4. Human Capital: Attracting and retaining talent remains difficult in an environment that is challenged in several ways:
 - i. Demand for certain skills outpaces supply, where large portions of the operational staff have begun retiring and economic conditions also drive staff reductions
 - ii. Modern bus and rail technology requires substantial on-going training initiatives
 - iii. Union agreement 13C restricts the recruitment of qualified candidates for certain critical technical positions from outside sources
 - iv. Filling all existing division vacancies to efficiently manage the overall operation and ensure budgetary limit compliance
 - v. To ensure all training objectives are complete Bus, Rail and Mover Services will continue to provide ongoing training to include annual/semi-annual refresher training, customer service and other training requirements

The following highlights provide specifics on how the 13C recruitment process limits recruitment for MDT:

No Minimum Qualifications: Because there are no minimum qualifications, employees are selected to fill 13C positions based solely on seniority. The applicants have to be thoroughly trained and re-trained prior to being allowed to perform the duties of the position to compensate for the lack of minimum qualifications. Due to this type of closed shop recruitment the external pool of eligible applicants is limited. The training process takes longer in certain 13C job classifications that are highly technical, in many cases the training has to be extended an additional four months to include basic coursework to compensate for the lack of minimum qualifications.

Selection by Seniority: The selection process used for 13C positions in lieu of not having minimum qualifications is a process that requires staff to look at each employee's file individually in order to determine their current seniority date based on classification. A position may have several hundred applicants and the seniority score is fluid and needs updating with each future application. Another obstacle with selection by seniority is that in many cases selected employees may be close to retirement so there is no long term employment relative to the training invested.

Past Evaluations: With recruitments that are based solely on seniority, staff is not able to refer to past evaluations to minimize selecting an employee with a problematic past work history.

Disciplinary Action Report (DAR): With recruitments based solely on seniority, staff is not able to refer to past DAR actions in determining whether or not to hire the employee.

Past Attendance: With recruitments that are based solely on seniority, staff is not able to refer to past attendance records to identify employees with a history of attendance problems.

5. Community-related: Changing the mindset of the public-at-large that transit is not only for the economically disadvantaged and the ongoing efforts to improve the perception of public transportation. Educating the public regarding the expanding services and necessary service adjustments is an ongoing process.
6. Minimize effect of traffic congestion on Metrobus operations, continued maintenance efforts of aging fleet and maintain funding of Preventative Maintenance and related programs in Metrobus, Metrorail and Metromover while securing incremental funding to optimize useful equipment life initiatives such as the Bus Component Replacement Plan (aligns with objective TP3-2 "Provide attractive, well maintained facilities and vehicles").
7. Maintain secure transit environment without inconveniencing riders. (TP2-4 "Ensure security on public transit facilities" and TP2-3 "Ensure the safe operation of public transit").
8. Identify public/private partnerships, state and federal funding sources particularly for Infrastructure Renewal Program (aligns with objectives TP1-3 "Provide reliable transit service and TP3-2 "Provide attractive, well maintained facilities and vehicles"). Assure satisfactory vendor and contractor performance which enhances accountability for performance among workforce and partners.
9. Meeting residents' expectations for delivery of PTP; promote awareness of transit progress and challenges, provide information related to scheduling adjustments. (Applies to TP2-5 "Provide easy access to transportation information").
10. Utilize American Recovery and Reinvestment Act (ARRA) projects for MDT and municipalities, and monitor to meet compliance and other performance requirements of stimulus grants (applies to TP1-4 "Expand public transportation").
Miami-Dade Transit is finalizing projects funded by ARRA funds benefiting the community by improving the current transportation infrastructure. Some projects projected to be

completed in 2015 are Replacement and Installation of Metromover CCTV, Metromover Fiber Replacement Project and Installation of Bus Shelters across various municipalities.

11. Follow FTA guidelines to improve Miami-Dade Transit internal controls, procedures and record-keeping process in order to comply with the Federal Transit Administration (FTA) requirements and continue to receive federal funding to support transit projects and operational initiatives.

Miami-Dade Transit monitors procurement from project advertisement to completion to ensure compliance with applicable federal, state, and local requirements in all federally funded projects. The Transit Contracts section uses federal checklists and compliance memos as part of its enforcement of FTA requirements with contractors during the bid or RFP and award contracts.

12. Advancement of the Department's programs and initiatives to include the People's Transportation Plan, depends on other County departments such as the following:
 - Office of Management and Budget: proper budgeting, planning and measurement support is critical department-wide.
 - Internal Services: timely and quality execution of key milestones such as contracts or Notice To Proceed (supports most Department objectives).
 - Internal Services: ability to recruit high quality candidates, as well as labor relations, compensation, etc. (applies across Department).
 - Information Technology: timely support for IT needs and customer information (applies across Department).
 - Internal Services: Real Estate Development (support of initiatives such as Transit Oriented Development and land sales).
 - Citizens' Independent Transportation Trust (a key interface with the CITT review and approval process).
 - Public Works: timely implementation within budget for PTP programs (support objective of reliable transit service).
 - Metropolitan Planning Organization: for developing County's transportation plans (supports some of the Department's objectives and initiatives).
 - Internal Services: timely and quality execution of key milestones (supports some of the Department's objectives and initiatives).

PRIORITY INITIATIVES

The most significant programs/initiatives planned for the next two fiscal years include not only the continuation of highly successful transit endeavors to date, but also, new programs that improve customer service, maximize revenue, new inventory systems, renew infrastructure,

and increase transit efficiency, and effectiveness and sustainability listed by the projects below.

Transition MDT's Bus Fleet from Diesel to Compressed Natural Gas (CNG):

Miami-Dade Transit is working on a priority initiative to transition to Compressed Natural Gas (CNG) fuel in its heavy truck and bus fleets at various locations, and to develop a comprehensive implementation strategy that will optimize cost savings. The initiative includes the lease/purchase of up to 300 buses.

The Near Term Transportation Plan:

Proposes enhanced bus service with two premium bus route services based upon results of analyzing origin/destination patterns. These two routes, SR 836 Express and Northwest 27th Avenue, will feature incremental implementation of BRT with stations instead of merely shelters. These new enhanced bus services will feature new 60-foot articulated diesel/electric hybrid, clean diesel, compressed nitrogen gas (CNG), or other alternative fuel buses, transit signal priority, robust stations, Wi-Fi, real-time "Where is the Bus?" information, and branding of buses stations. The SR 836 Express Enhanced Bus routes will serve a proposed Park-and-Ride/Bus Terminal Station at SW 8th Street and SW 147th Avenue. Revenue service is anticipated to begin in 2019.

Northeast Corridor (Biscayne Enhanced Bus Service):

Miami-Dade Transit is pursuing incremental improvements along Biscayne Boulevard and US-1 from Downtown Miami to Aventura Mall, and in the area next to 163rd Street Mall. Revenue service is anticipated to begin in 2016 using new 60-foot diesel/electric hybrid, clean diesel, compressed natural gas (CNG), or other alternative fuel buses. The bus purchase component is considered Phase I for this corridor. The MPO, in cooperation with MDT, is performing an Implementation Plan for the Biscayne Boulevard Enhanced Bus Service project. This Enhanced Bus Service route will feature robust stations, Wi-Fi, real-time "Where is the Bus?" arrival times via the internet or on web-enabled mobile devices, real-time "Next Bus" arrival information via electronic signs, transit signal priority and park-and-rides..

NW 7th Avenue Transit Village:

This project will include a transit hub, including twenty-five parking spaces for the exclusive use of transit patrons, 27,000 square feet of commercial space and a two phase residential component with a minimum of 161 units of affordable housing for seniors and families. MDT has entered into a ground lease with a private developer to construct, maintain and operate the commercial and residential components of the project. MDT will retain responsibility for the operation and maintenance of the transit hub component.

Park-and-Ride Facility at Busway and SW 344th Street:

A large Park-and-Ride facility is proposed to be located between SW 344th Street (Palm Drive) and NW 2nd Street and from NW 2nd Avenue to NW 3rd Avenue, adjacent to the South Miami-Dade Busway in Florida City. The proposed facility will incorporate bus bays

and shelters, a large surface parking lot (approximately 260 spaces) that will provide parking for Busway users and a rest/break facility for MDT Bus Operators. Construction is expected to be completed by July 2015.

Pedestrian Overpass at University Metrorail Station:

The project consists of construction of a Pedestrian Overpass within the University Metrorail Station complex located at the intersection of US-1 and Mariposa Court in Coral Gables, Florida. The project entails the construction of two vertical circulation tower structures containing elevators and stairs that provide access/egress to a low profile Pedestrian/Bicycle Overpass bridge that spans US-1 (South Dixie Highway). One tower structure is located on the southwest quadrant of the intersection of US-1 and Mariposa Court and the other between US-1 and the Metrorail station. Construction is expected to be completed by August 2016.

Metrorail Central Control Upgrade:

Project will provide a new complete rail transit Central Control system at the Stephen P. Clark Center with redundancy at Lehman Center and the integration of all controls and indications at the location. This upgrade will provide a new modernized efficient and reliable transit control center including but not limited to a new interior design, new electrical system, and new communication and mechanical equipment.

Materials Management:

Miami-Dade Transit has restructured its contracts program by merging the management of capital and non-capital projects, goods and services contracts, small purchasing activities, and financial management of MDT contracts into one division managed by Engineering, Planning and Development through the Transit Contracts Division. This responsibility includes oversight of the procurement and availability of critical goods and services required to support Miami-Dade Transit (MDT) operations. Transit Contracts has improved purchasing's communication and coordination with the County's Internal Services Department/Procurement division in order to benefit Miami-Dade Transit and its customers.

As part of this restructuring initiative, responsibilities for oversight of inventory control and management was transferred to Miami-Dade Transit Operations under the Performance Management Division. . Material price increases, parts shortages, change in suppliers, long lead times, quantity determination, quality of parts and logistics are factors that are evaluated by the Performance and Materials Management division.. A key initiative planned for the future is implementation of the Vendor Managed Inventory Program (VMIP) for supply-chain management of the Miami-Dade Transit's parts for the bus fleet at each of the four satellite storerooms and the Central Warehouse.

Lehman Center Test Track:

This project will be implemented using a Design/Build Procurement method in conjunction with the Lehman Yard Rehabilitation-Expansion (Phase I) project. The project consists of constructing a new Rail Vehicle Test Track (2,500 feet long) at the existing Lehman Center

Metrorail Facility. This project is necessary to provide the required test facility in support of the procurement of the new Rail Vehicle (136) fleet.

Lehman Yard Expansion:

This project will be implemented using a Design/Build Procurement method in conjunction with Lehman Center Test Track. The project consists of constructing five (5) Storage Tracks and two (2) Maintenance-of-Way (MOW) Tracks at the existing Lehman Center Metrorail Facility. This project is necessary to provide the required storage capacity for old vehicles and vehicle transition process facility in support of the procurement of the new Rail Vehicle (136) fleet.

Transit Operations System (TOS) Replacement Project:

MDT with this project will acquire a system to replace the current Transit Operation System to support an improved operator workforce management system, as well, as to provide seamless integration with the fleet management system to improve transit operations, service, monitoring and reporting. This system will consist of comprehensive system with advance automated functions for bidding and picking, daily operators dispatch, vehicle assignments, vehicle availability, workforce management, performance and discipline, absence tracking, operators incentives, service incidents, timekeeping and property specific reports, all conforming to the State of Florida 1490 safety rules current and future Collective Bargaining Agreement requirements. The system will interface seamlessly with other MDT systems, including but not limited to, its fixed-route scheduling system, Automated Fare Collection-Smart System, Miami-Dade County Payroll System, Computer-Aided Dispatch/Automated Vehicle Location System (CAD/AVL), complaints system, Enterprise Asset Management System (EAMS), Random Drug and Alcohol Substance Abuse System, Disciplinary Action Reporting System and the Automatic Passenger Counter (APC) System.

Other Capital Projects:

- Metrorail Vehicle Replacement-Complete all design work on the new rail vehicles, manufacture, qualify and commission the pilot vehicles and all remaining production rail vehicles (3-5 years)
- MDT team will assume engineering services for the vehicle acquisition project
- Infrastructure Renewal Projects

FUTURE OUTLOOK

The following programs/initiatives are expected to progress through 2017-19

- Douglas Road Metrorail Station
- Omni Bus Terminal Air Rights and Connection Rights to the Adrienne Arsht Metromover Station
- SW 296 Street and the Busway (Phil Smith Property)
- NW 215th Street
- HEFT Park-and-Ride near Dolphin Mall
- Connections to planned inner-city and commuter rail systems such as All Aboard Florida and Tri-Rail Coastal Link will be realized with the construction of the Downtown Intermodal Terminal. A Downtown Miami Intermodal Terminal east of the Government Center Metrorail Station between NW 1st Street and NW 3rd Street would accommodate various transportation modes. The existing Downtown Miami transit center site would be consolidated with this new intermodal facility which would feature bus bays, layover bays, internal bus circulation areas, kiss-and-ride, bus stops and boarding areas.
- Metrorail Vehicle Replacement
- Northeast Corridor (Biscayne Enhanced Bus Service)
- Four Park-and-Ride Lots throughout Miami-Dade County
- Replacement of the Transit Operations System
- Metromover Switch Logic Control Cabinets overhaul Project
- Metromover Data Transmission System replacement Infrastructure Renewal Program (IRP)
- Metromover Wayside overhauls Infrastructure Renewal Program (IRP)
- Compressed Natural Gas Program (CNG)
- Lighting as a Service Program (LASP)
- Bus Tracker System CAD/AVL Replacement
- Transit e-Store Phases 3 and 4
- Upgrade of network infrastructure at Transit facilities to facilitate additional network redundancy and increase reliability
- Miami Beach Corridor Study

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- Continue to seek grant opportunities to offset operating costs and acquire new buses
- Implement the Enterprise Asset Management System for Bus, Rail and Facilities Maintenance
- Develop a Transit Asset Management Plan that meets FTA MAP-21 Compliance



ATTACHMENT - 1

BUSINESS PLAN REPORT (ASE Scorecard)

Scorecard - MDT Scorecard FY 14-15

Information

Name: MDT Scorecard FY 14-15

Description: Miami-Dade Transit's department and respective division scorecards are aligned with the objectives and key performance targets from the Miami-Dade County Strategic Plan (Transportation) as listed below:
 1. Minimize traffic congestion (TP1-1)
 2. Provide reliable transit service (TP1-3)
 3. Expand public transportation (TP1-4)
 4. Improve mobility of low income individuals, the elderly and disabled (TP1-5)
 5. Facilitate connections between transportation modes (TP1-6)
 6. Ensure the safe operation of public transit (TP2-3)
 7. Ensure security on public transit facilities (TP2-4)
 8. Provide easy access to transportation information (TP 2-5)
 9. Ensure excellent customer service for passengers (TP2-6)
 10. Provide attractive, well maintained facilities and vehicles. (TP3-2)
 11. Provide a well-trained customer-friendly County government workforce (NU2-3- per Strategic Plan for 2003)
 12. County processes improved through information technology (ES4-6- per Strategic Plan for 2003)
 13. Retention of excellent employees (ES5-2- per Strategic Plan for 2003).

Domain: Transit
Owners: Hines, Michelle (MDT)

Details

	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
Customer					
TP1-1 Minimize traffic congestion (MDT)					
Initiative Name	Type	As Of	Status	%	Owners
East West Corridor - State Road 836 Enhanced Bus Service-Planning Phase		1/31/2015	In Progress	90%	Hernandez, Albert A. (MDT); Cejas, Monica (MDT); Sosa, Mercedes (MDT); Villanueva, Amando
North Corridor- N.W. 27th Ave. Enhanced Bus- Design Phase		1/31/2015	In Progress	75%	Hernandez, Albert A. (MDT); Rasheed, Ahmed (MDT); Sosa, Mercedes (MDT); Villanueva, Amando
Percentage completion of Park and Ride at S.W. 344 St. and Busway (Construction)		Jan '15		70%	n/a
Percentage completion of Park and Ride at Kendall Dr. and S.W. 127 Ave. (Design)		Jan '15		15%	n/a
TP1-3 Provide reliable transit service (MDT)					
On-time Performance (Metrorail)		Dec '14	▲	97.97% (8,215.00/8,385.00)	95.00% ▲ (23,879.00/24,637.00)
Peak Vehicle Requirement - Weekday (Metrorail)		Dec '14	▼	86.0%	100.0% ▼
Mean Distance Between Service Failure (Rail): KPI		Dec '14	▲	46,513	39,000 ▲
Online Performance/Schedule Adherence - Weekday-Bus (Overall System)		Jan '15	▼	70.07% (122,432.00/174,723.00)	78.00% ▼ (413,021.00/586,161.00)
Mean Distance Between Disruptions (Mover)		Nov '14	▼	951	1,500 ▼
Mean Distance Between Failures (Bus): KPI		Dec '14	▼	3,393	4,000 □
TP1-4 Expand and Improve public transportation (MDT)					
Total number of revenue miles, monthly -Bus		Dec '14		2,401,050	n/a
Bus Service Revenue Miles-Yearly (Millions)		2014 FY		28.4	n/a
Total number of revenue miles (Rail)		Dec '14		744,221	n/a
Total monthly revenue miles (Mover)		Nov '14		86,555	n/a
TP1-5 Improve mobility of low income, elderly and disabled individuals (MDT)					
Total monthly boardings (STS)		Dec '14		133,752	n/a
On-Time Performance STS		Dec '14	▼	86.76%	80.00% ▼
Number of Newly Activated Golden Passports-Monthly		Dec '12	▼	4,079	16,666
STS Trips provided (millions)-Annual- TP1-5		2014	▲	1,676,153.00	1,600,000.00

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▼ TP1-6 Facilitate connections between transportation modes (MDT)	Average Weekday Boardings - Bus (133 - TRI-RAIL AIRPORT SHUTTLE)	Dec '14		316	n/a	1,350	n/a
▼ TP2-3 Ensure the safe operation of public transit (MDT)	NTD Reportable Part I Crimes (Serious)	Dec '14	▲	1	25	14	75
	NTD Reportable Part II Crimes (Petty)	Dec '14	▲	3	14	20	42
	Fleet Preventable Accident Rate per 100,000 miles (Bus)	Nov '14	▲	1.47	1.50	n/a	1.50
▼ TP2-4 Ensure security at public transit facilities (MDT)	Security Post Inspections	Jan '15	▲	1,008	750	3,586	3,000
▼ TP2-6 Ensure excellent customer service for passengers (MDT)	All Complaints per 100K boardings for Bus, Rail, Mover	Dec '14	▼	14.88	12.00	14.87	12.00
	Complaint Ratio of Total Trips (STS)	Dec '14	▲	0.20%	0.50%	0.25%	0.50%
▼ TP3-2 Maintain and enhance MDT facilities and properties (MDT)	Elevator Availability (Metrorail & Metromover)	Dec '14	▲	99.3% (56,219.8 / 56,637.0)	96.0%	99.0% (166,383.1 / 168,084.0)	96.0%
	Escalator Availability (Metrorail & Metromover)	Dec '14	▲	98.6% (55,856.3 / 56,637.0)	95.0%	98.4% (165,326.8 / 168,084.0)	95.0%
	Bus Stop Inspections	Sep '14	▲	287	250	337	250

▼ **Financial**

▼ **Meet Budget Targets (MDT)**

Initiative Name	Type	As Of	Status						%	Owners		
Continue to seek grant opportunities to offset operating costs and acquire new capital.		6/25/2014	In Progress	▲	▲	▲	▲	▲	30%	Villar, Robert (MDT); Carson, Edward J. (MDT); Gray, Maritza (MDT)		
Expen: Total (Transit)		'15 FQ1	▲							\$116,446K	\$154,496K	
Revenue: Total (Transit)		'15 FQ1	▼							\$40,887K	\$154,496K	
Positions: Full-Time Filled (Transit)		'15 FQ1	▼							3,247	n/a	n/a
										(3,220 - 3,247)		

▼ **Internal**

▼ **GG3-1 Ensure available and reliable systems (MDT)**

Initiative Name	Type	As Of	Status						%	Owners
Development and Implementation of the Vendor Managed Inventory Program (VMIP)		2/23/2015	On Hold						0%	Amores, Sandy (MDT); Young, Vontressia

▼ **Upgrade Transit Operations System (TOS) (MT-ARRA 5)**

Initiative Name	Type	As Of	Status						%	Owners
Replacement of the Transit Operations System (TOS)		2/6/2015	In Progress	▲	▲	▲	▲	▲	65%	Perez, Rosie; Tan, Boon; Morales, Rosaline (ITD); Schult-Aine, Nancy (MDT)



Departmental Business Plan and Outlook
Department Name: Miami-Dade Transit
FY2014-15 & FY2015-16

▼ **Learning and Growth**

▼ **GG2-2 Develop and retain excellent employees and leaders (MDT)**

Initiative Name	Type	As Of	Status						%	Owners
Revision of Training Package for Train Operators April 2013		8/21/2013	In Progress						95%	Robinson, Gregory (MDT); Fuller, Selina (MDT)
Number of technical and professional "quick" trainings provided for Rail Maintenance Vehicle employees		Jan '15							30	n/a 277 n/a
Number of MDT Bus Operators who participated in semi-annual pre-lineup instructional classes		'14 FH2							545	n/a 1,643 n/a
Percentage of Bus Operators who completed and passed CDL Training and Testing-Quarterly		'13 Q4							100 (8/8)	n/a n/a n/a

▼ **Recognize winning attitudes of Bus Operators**

Number of Commendations for Bus Operators, monthly		Jan '15							60	n/a 214 n/a
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▼ **Sustainability**

▼ **GG6-1 Reduce County government's greenhouse gas emissions and resource consumption (MDT)**

Initiative Name	Type	As Of	Status						%	Owners
Conversion of MDT Bus Fleet from Diesel to Compressed Natural Gas(CNG)		2/19/2015	In Progress						0%	Llort, Ysela; Amores, Sandy (MDT); Raine, William (MDT)

▼ **GG6-2 Lead Community Sustainability Efforts (MDT)**

Initiative Name	Type	As Of	Status						%	Owners
Spill Prevention Control and Counter measures(SPCC) Plan-Quarterly		9/4/2014	In Progress							Sharifi, Akbar (MDT); Mondesir, Daniel; Gomez, Ivonne (MDT)
Secure funding for ISO 14001 for Certification of Metromover Operation-Quarterly		9/30/2011	On Hold							Sharifi, Akbar (MDT); Mondesir, Daniel; Gomez, Ivonne (MDT)



Departmental Business Plan and Outlook
Department Name: Miami-Dade Transit
FY2014-15 & FY2015-16

Linked Objects

- ▼ Child Scorecards
- ▼ Parent Scorecards

Name	Owners
MDT Information Technology Services Division	Perez, Rosie; Morales, Rosaline (ITD)

- ▼ ActiveViews

- ▼ Initiatives

Name	Type	As Of						%	Status	Owners
Development and Implementation of the Vendor Managed Inventory Program VMIP)		2/23/2015						0%	On Hold	Amores, Sandy (MDT); Young, Vontressia
Metrobus Electronic Real-Time Signage		2/6/2015	▲	▲	▲	▲	▲	30%	In Progress	Perez, Rosie; Garrica, Hector; Viciado, Alcides (MDT); Morales, Rosaline (ITD)

- ▼ Objectives

Name	Owners
TP1-1 Minimize traffic congestion (MDT)	Llori, Ysela; Hernandez, Albert A. (MDT)
TP1-3 Provide reliable transit service (MDT)	Beckford, Marlon (MDT); Robinson, Gregory (MDT)
TP1-4 Expand and Improve public transportation (MDT)	Bryan, Gerald; Williams, Zandra (MDT)
TP1-5 Improve mobility of low income, elderly and disabled individuals (MDT)	Llori, Ysela; Velez, William (MDT); Transit
TP1-6 Facilitate connections between transportation modes (MDT)	Llori, Ysela; Gordon, Derrick (MDT)
TP2-3 Ensure the safe operation of public transit (MDT)	Llori, Ysela; Muntan, Eric (MDT); Gordon, Derrick (MDT); Robinson, Gregory (MDT)
TP2-4 Ensure security at public transit facilities (MDT)	Llori, Ysela; Muntan, Eric (MDT)
TP2-6 Ensure excellent customer service for passengers (MDT)	Llori, Ysela; Bermudez, Doug (MDT)
TP3-2 Maintain and enhance MDT facilities and properties (MDT)	McClellan, Robert (MDT); Rodriguez, Raonel (MDT)
Meet Budget Targets (MDT)	Llori, Ysela; De La Torre, Carlos; Villar, Robert (MDT)
GG3-1 Ensure available and reliable systems (MDT)	Perez, Rosie
Upgrade Transit Operations System (TOS) (MT-ARRA 5)	Morales, Rosaline (ITD); Llori, Ysela; Perez, Rosie; Transit
GG2-2 Develop and retain excellent employees and leaders (MDT)	Gordon, Derrick (MDT); Blackman, Jerry (MDT); Llori, Ysela
Recognize winning attitudes of Bus Operators	Bailey, Jackie (MDT); Gordon, Derrick (MDT)
GG6-1 Reduce County government's greenhouse gas emissions and resource consumption (MDT)	Llori, Ysela; Amores, Sandy (MDT)
GG6-2 Lead Community Sustainability Efforts (MDT)	Chen, Hugh (MDT)

- ▼ Program Groups
- ▼ Stoplight Charts
- ▼ Tasks





Community Information and Outreach Business Plan

Fiscal Years: 2015 and 2016
(10/1/14 through 9/30/16)

Approved by:

A blue ink signature of Henry F. Sorí, consisting of stylized initials and a horizontal line.

Henry F. Sorí
Department Director

A blue ink signature of Michael A. Hernandez, consisting of stylized initials and a horizontal line.

Michael A. Hernandez
Director of Communications,
Office of the Mayor

Plan Date: February 9, 2015

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DEPARTMENT OVERVIEW

Departmental Mission

Community Information and Outreach's (CIAO) mission is to provide residents, businesses, visitors and employees with direct access to government through the County's customer service and information channels. These channels enable both self-service and direct service for customers. They include web, social media, phone, in-person, TV and print media. CIAO's mission was developed to align with the County's Strategic Plan under the General Government strategic area to provide information on all County services as well as promote a friendly and accessible government. Our vision is to continuously evolve the customer experience through communication strategies, innovation and technology. CIAO is able to realize its vision by enhancing functionality and performance of the County's channels to better meet the needs of the community.

County channels serve as a means to communicate government information and promote programs to both internal and external customers. The department also provides Countywide creative and business services including brand development, social media content management, standards and policy compliance, market research and survey design, feedback management, graphic design, translation, video production, photography, media planning and ad placement for print, radio and digital media.

CIAO serves as a key resource in the support of various Mayoral initiatives, executive call center support, constituent management and directives from the Board of County Commissioners. In addition, CIAO is responsible for Citizen Relationship Management (CiRM) and transactions by phone through the 311 Answer Center and in-person at the three 311 Service Centers. Through the County's web portal technology, CIAO is also responsible for digital media communications and online transactions. The combination of channels offers reliable ways for residents to interact with government at their convenience. As such, the department monitors customer service data, facilitating performance tracking that drives quality improvement.

To further support transparency and consistent delivery of information, CIAO has been charged with developing a unified countywide communication strategy to achieve greater public awareness and improve internal communication. To this end, in the latter part of 2014, CIAO engaged departments to assess countywide advertising, planning and placement activities with the goal of establishing a more coordinated media negotiations and ad placement function. Other areas for improved collaboration include creative graphic design, video production, photography services, knowledgebase content and public education. Throughout the coming years, these functions will be overseen by CIAO for the purpose of finding synergy and efficiencies.

Key functions that CIAO performs on a regular basis include but are not limited to the following:

- Provide access to government information and services through the 311 Answer Center, 311 Service Centers, the County web portal (miamidade.gov) and Miami-Dade Television.
- Develop digital and multi-media solutions such as social media, mobile technology, online marketing and print media to inform customers on how to access County information and services.
- Maintain and enhance web applications that enable citizen self-service, community engagement and open access to data.

Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

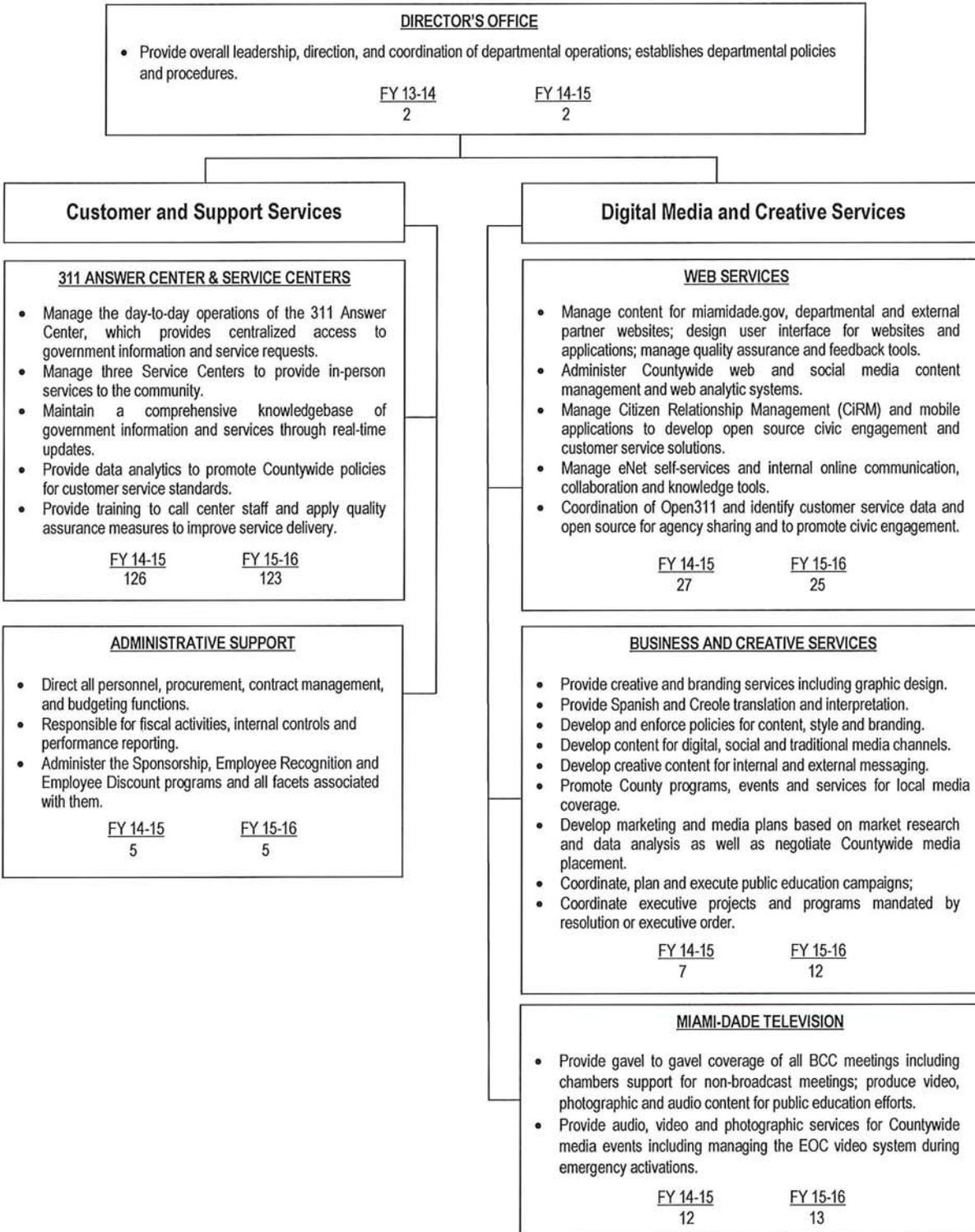
FY2014-15 & FY2015-16

- Execute integrated marketing strategies that merge new digital media tools such as social media, eNewsletters and web with traditional media such as print, TV, radio and outdoor to reach all potential target audiences in the effort to deliver effective public education campaigns.
- Conduct market research to target customers for messaging that promotes County services through a multi-media mix, such as social media tweets, eNewsletters, magazine editorial, online content, 311 call on-hold messaging and other communication opportunities on various media channels.
- Develop public education campaigns to better inform the community and increase awareness of County services, programs and initiatives that result in improved quality of life and engage our residents.
- Promote County programs and services through the dissemination of creative content to result in media coverage and improve the county image.
- Leverage open data, online analytics, social media insights, 311 intelligence and user feedback to improve service delivery and the user experience.
- Provide web maintenance, webcasting, audio visual support, translation, advertising, graphic design and photography services to departments, partner agencies, the Board of County Commission and the Office of the Mayor.
- Develop original video content and photography that illustrates County special initiatives and department overviews. Provide departments with video production services to enhance external messaging.
- Develop web based video content for placement on social media channels such as YouTube, Instagram, Facebook, etc.
- Create customer service reports for departments and executives to provide insight into resident requests, frequently hit topics and web pages to respond to community needs.
- Collect and coordinate the review of internal and external customer suggestions and feedback through the Idea Machine on eNet and MyGovIdea on miamidade.gov.
- Coordinate Employee Discount, Education and Wellness events as well as participate in other outreach opportunities to engage employees and the community.
- Develop and maintain policies and standards for the web to ensure continuity across all department websites, ADA compliance and implementation of user feedback.



Table of Organization

COMMUNITY INFORMATION AND OUTREACH
FY 2015 – 2016 FUNCTIONAL TABLE OF ORGANIZATION



Strategic Alignment Summary

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- **GG1-1 Provide easy access to information and services**
- **GG1-2 Develop a customer-oriented organization**
- **GG1-3 Foster a positive image of County government**
- **GG1-4 Improve relations between communities and governments**

CIAO's efforts align to three departmental strategic goals:

Strategic Goals

- Improve quality and accessibility of government information and services
- Encourage civic engagement with communities and partners
- Foster employee engagement and outreach opportunities

Several principals stand out as we strive to achieve these goals: innovation, customer service, openness and efficiency. These values are woven into the fabric of our business resulting in creative approaches to problem solving, cost savings and strong organizational agility.

Our Customer

As part of the General Government strategic area, CIAO is an essential link between Miami-Dade County government and the 2.6 million residents and 135,000 businesses it serves. CIAO brings County government closer to residents, businesses and visitors through the 311 Answer Center, three local 311 Service Centers, the County web portal (miamidade.gov), County social media pages and Miami-Dade Television (MDTV).

Through the 311 Answer Center, CIAO is able to provide services to residents on behalf of County departments, Commission Districts and other municipal governments. Approximately 2 million customer calls are processed annually. In Fiscal Year 2014-15, the 311 Answer Center integrated a portion of the WASD Customer Service Unit functions to assist with customer service performance. In December of 2014, 311 began handling four call types which represent approximately 30% of the total calls handled by WASD representatives.

In addition, 311 generates over 280,000 service requests annually, most of which interface with departmental operating systems for efficiency. Some examples of the most frequent service requests handled at 311 are:

- Trip planning services for Miami-Dade Transit
- Replacing of recycling bins
- Requesting a pothole be repaired
- Reporting a neighborhood code violation like overgrown lots or junk and trash piles
- Requesting a stop sign or traffic signal be installed at a busy intersection

If residents prefer in-person service, they can visit one of three service centers located conveniently throughout the County at the South Dade Justice Center, North Dade Justice Center and the Permitting and Inspection Center.

Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

FY2014-15 & FY2015-16

In addition to serving the public by phone and in-person, CIAO offers online solutions through miamidade.gov that include transit pass sales, inmate searches, property information and maps, tax payment, bulky waste pickup, service requests, water bills, legislative search, webcasting and more. The miamidade.gov website hosts over 26 million visits a year.

County departments are also CIAO's customers. We continuously promote departmental programs and services through the most effective combination of digital and print media communications, eGovernment web applications, photo and video production and traditional advertising placements.

A variety of feedback tools keep us further connected to our customers. CIAO provides feedback functionality on every page of the web portal and County websites. Hundreds of residents have received personalized responses directly from CIAO staff and subject matter experts.

KEY ISSUES

Internal and external factors both impact the way County government conducts its daily business. This, in turn, has a direct effect on CIAO.

Internal factors include:

- Effectiveness of part-time utilization as an alternative to full time staffing in the 311 Answer Center. Will need to evaluate turnover rates, additional training demands and target performance standards for the call center to ensure that part-time staffing is cost efficient.
- Ability to provide adequate training to 311 staff due to reduced training resources throughout the years and added responsibilities assumed by the existing trainers.
- Timely response from ITD for infrastructure support, as well as desktop and telephony support for 311.
- Space at SPCC and 311 is at capacity and any additional personnel would require reconfiguration or supervision from a satellite location.
- Obtain buy-in, cooperation and adherence from departments to effectively carry out the centralization efforts in the areas of advertising negotiation, graphic design, customer service data and information as well as call center services.

External factors include:

- The pace of emerging technologies, particularly in modern web development, often exceeds the pace at which the County has historically been able to implement new technology - a result of legacy applications and complex, binding contracts with vendors. Furthermore, the research and development time associated with discovery and implementation of this new technology is difficult to budget/justify in the short run with limited staffing.
- Efforts to privatize CIAO services can impact quality of service and loss of institutional knowledge and expertise within the organization.
- Continue to secure local sponsors for external funding of Countywide communications and outreach initiatives.

PRIORITY INITIATIVES

CIAO's key programs and strategies help us achieve our mission by improving or enhancing the channels that provide access to government information and services. The departmental priorities and initiatives are as follows:

- Improve the WASD customer service experience through the integration of 311 Call Specialists trained to handle over 30% of the WASD Customer Service Unit calls from residents.
- Establish a formal Open Data Program, consisting of an official open-data platform (Socrata), an open data policy and a network of community partners that will leverage the increased accessibility to create new technology for our community.
- Re-architect the County's content management system to enable greater re-use of information across systems, including miamidade.gov, 311, mobile and external platforms. The new approach will ensure a single, accurate source of information for internal and external visitors to the County's online presence.
- Expand CiRM/311Hub to strengthen service request reporting, data integrations and self-service configuration/administration. Enhancements will allow us to add municipal partners and extend data visualization/performance management capabilities.
- Establish customer service and public education benchmarks as well as a mechanism for measuring the effectiveness of communication initiatives.
- Evaluate possible expansion of the Answer Center's Pay-by-Phone, which is currently limited to property tax payments.
- Enhance mobile applications to enable service request submission and County information lookup through smartphones and other mobile devices.
- Launch an enhanced 311 Answer Center closed loop feedback program to inform customers who wish to receive notification upon completion of a request for service.
- Explore advanced technologies that can be integrated with 311Hub/Answer Center to provide self-service options to customers and improve overall customer experience.
- Develop simple interfaces to County web applications that can reside as links on the County's portal as well as external websites, mobile and social media platforms. This makes it easier to find information and easier for other entities to promote the County's services.
- Continue to enhance the functionality of the employee web portal, eNet, by better integrating with miamidade.gov and enhancing the Employee Discount Program section to include an automated vendor sign-up portion and search capabilities.
- Incorporate Mayoral initiatives through one unified Engage305 program to connect residents to County programs and resources.

Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

FY2014-15 & FY2015-16

- Develop new advertising strategies, research and reports to better achieve public education reach and added value in countywide media buys.
- Continue to develop existing and establish new partnerships with grant administrators such as Knight and Miami Foundations to garner support and funding of innovative ideas, new communication technologies and digital projects.
- Foster partnerships with ‘think-tanks’ like Code for America to collaborate, innovate and develop new applications for the community.
- Re-establish the Employee Recognition program highlighting employees with outstanding performance, innovative ideas and dedication to public service to reflect a better image of the government employee in the community.

FUTURE OUTLOOK

As indicated by a number of articles in local and national publications, the County is solidifying its leadership in entrepreneurship, technology and the arts. Long-time residents and new-comers alike seem to be increasingly embracing their communities and looking for opportunities to take an active part in Miami-Dade County’s next chapter. The next few years will see Community Information and Outreach supporting this momentum in significant ways. True public empowerment and engagement will require that government fully commit to accessibility. CIAO will reinforce that Miami-Dade County is a proactive partner to this end – making data “open” by default, establishing clear avenues for residents to easily participate in government and ensuring cost-effective ways to extend the reach of accurate government information.

Openness is the new mantra. CIAO most recently embraced the concept while developing the Citizen Relationship Management (CiRM) / 311Hub platform. The CIAO-built system, which powers service request submission and information look-ups for the 311 Call Center and other partner agencies, is largely built using open-source technology. The approach saves the County over a million dollars annually and serves as a cost-effective model for building applications in the future. Furthermore, our team has made the underlying application code freely available to the public, making it easier for outside developers and technologists to participate in the project. CiRM already has a limited number of outside contributors, but the next few years will see an expansion of this contributor network as municipalities and civic technology partners have already expressed significant interest in building upon our work. The 2-3 year goal is to achieve widespread adoption of the CiRM/311Hub platform across municipalities in Miami-Dade County. This will create a more standardized, seamless experience for our residents and new opportunities for process improvements across municipal boundaries.

Our Open Data Initiative will strengthen citizen engagement by making County datasets more available. While many datasets have been available for years through public records requests and/or cumbersome online searches, “open data” raises the bar by making sure those data sets are free and available in formats that can be easily retrieved and processed by computers. The recent explosion of new open-source technologies to visualize city and urban activity has created public demand for such data sets as people look to get more involved in their neighborhoods. It is a tremendous opportunity to earn public trust; CIAO will support the movement by maintaining open-data software, advising on the development of open-data policy and networking with civic technologists in our community.

Departmental Business Plan and Outlook

Department Name: **Community Information and Outreach**

FY2014-15 & FY2015-16

Over the next few years we will use modern web technologies to advance citizens' ability to transact with the County. Examples include a new mobile application for submitting service requests and a redesign of the Water and Sewer Department's online billing/payment experience. Mobile and personalization will remain a key consideration throughout future projects.

CIAO has taken an active role in leveraging resources within the civic tech community – largely through our collaborations with the Code for Miami Brigade and Code for America. These organizations help foster new approaches to problem-solving. Furthermore, we will be working with universities to help us realize the analytical value of our open data, hopefully inspiring students to problem solve alongside us. Municipal leaders must also be involved as we move toward shared data standards and increased collaboration. These approaches have all been proven to strengthen civic engagement in other communities.

As we highlight all our efforts to be more open and accessible, it becomes increasingly important to strengthen the quality of our content – online, on the phone and in print. The next few years will see us making ongoing strides to improve and consolidate the content repositories accessed by County residents and internal staff. We will upgrade our content management system, making it possible to structure content in more useful ways. “Re-use” will be the goal, allowing us to feed content from one source into multiple systems. For example, the same data entry might feed a County website, a 311 knowledge base topic, a mobile application, a social media post and a news item on a non-County blog. Today, these systems are often fed content from different sources. The effort will require a substantial effort by web publishers/knowledge specialists to manually consolidate thousands of data entries and also a re-architecture of the way we use our content management technology.

With the integration of the WASD Customer Service Unit, 311's service expands to include a new customer base and functions that involve more case management activities. This positions the call center to engage other agencies who can benefit from a centralized call center that is proven to create efficiencies while maintaining a high level of customer service. The recent reconfiguration within the call center allows for additional stations to accommodate a larger number of part time employees who will be scheduled to meet the peaks of incoming calls. This new mix of full time and part time agents provides greater flexibility to embrace additional call volume without negatively affecting performance. Future initiatives will involve transforming the call center to a full contact center that enables residents to contact the County on multiple platforms including phone, email, text chat, and web interfaces.

Customer service and innovation remain top priorities within CIAO. This continuous zest for creativity, service and emerging digital trends will provide the County more opportunities for revenues and engagement of targeted segments of the population -- increasing reach to otherwise untapped markets -- thus improving the citizens experience with government.



Scorecard - Community Information and Outreach

Name:	Community Information and Outreach
Description:	n/a
Domain:	CIAO
Owners:	Sori, Henry; Martinez, Aimee (CIAO); Suarez, Angelica (CIAO)

Details

	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
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▼ 1.0 Customer

▼ Increase Access to and quality of Government Information and Services (CIAO)

Initiative Name	Type	As Of	Status						%	Owners
311 Closed Loop Feedback by Email		3/5/2015	In Progress						25%	Suarez, Angelica (CIAO); Martinez, Aimee (CIAO); Gomez, Jorge (CIAO)
Improve WASH Customer Service Wait Time		3/5/2015	In Progress						25%	Suarez, Angelica (CIAO); Martinez, Aimee (CIAO); Gomez, Jorge (CIAO)
Develop and Implement WASH Customer Service Application - Phase 1		3/5/2015	In Progress						25%	Suarez, Angelica (CIAO)
Re-architect the County's Content Management System		3/5/2015	In Progress						45%	Suarez, Angelica (CIAO); Martinez, Aimee (CIAO); Chammas, Ana (CIAO); Sarasti, Michael A. (CIAO)
Enhance the 311 Mobile App		3/5/2015	In Progress						90%	Suarez, Angelica (CIAO); Martinez, Aimee (CIAO); Chammas, Ana (CIAO); Sarasti, Michael A. (CIAO)

311 Total Call Volume	Feb '15		140,242	166,666		735,433	833,
311 Average Speed of Answer	Feb '15		163seconds	150seconds		139seconds	150seco
Average Abandon Rate	Feb '15		20.45%	15.00%		18.18%	15.0
% Increase of Net Likes on Facebook	'15 FQ1		14%	8%		n/a	
311 Service Center Walk-Ins	'15 FQ1		8,295	7,500		n/a	
Number of Visits to the County Portal	Sep '14		1,177,778	1,500,000		n/a	15,000,
County Portal Subscribers	Feb '15		187,488	100,000		186,721	100,

▼ 2.0 Financial

▼ Meet Budget Targets (CIAO)

Expen: Total (CIAO)	'15 FQ1		\$5,085K	\$4,824K		\$5,085K	\$4,8
Revenue: Total (CIAO)	'15 FQ1		\$2,558K	\$4,824K		\$2,558K	\$4,8
Percent of Invoices Paid within 45 calendar days	Dec '14		100%	85%		n/a	
Positions: Full-Time Filled (CIAO)	'15 FQ1		168	179		n/a	

(178 - 180)

▼ 3.0 Internal

▼ Enable transparency of service delivery

Initiative Name	Type	As Of	Status						%	Owners
Establish formal Open Data Program		3/5/2015	In Progress						10%	Suarez, Angelica (CIAO); Martinez, Aimee (CIAO); Chammas, Ana (CIAO); Sarasti, Michael A. (CIAO)
Number of Data Sets in the Socrata Platform	'15 FQ2		4	2		4				
Average Time to Complete a Task (Days)	'15 FQ1		4.89 Days	5.00 Days		n/a				
Total Tasks Requested per Quarter	'15 FQ1		3,057	1,500		n/a				

▼ 4.0 Learning and Growth

▼ Professional Development through Training

% Employees Using Active Training Licenses	'15 FQ1		30%	100%		n/a	
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