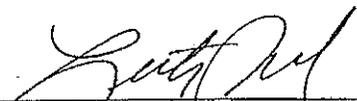




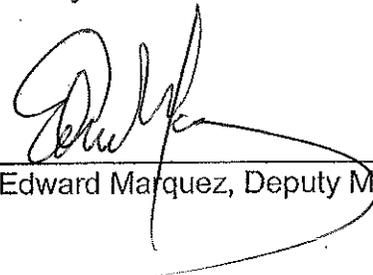
Internal Services Department Business Plan

Fiscal Years: 2014 and 2015
(10/1/13 through 9/30/15)

Approved by:



Lester Sola, Department Director



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Plan Date: January 17, 2014

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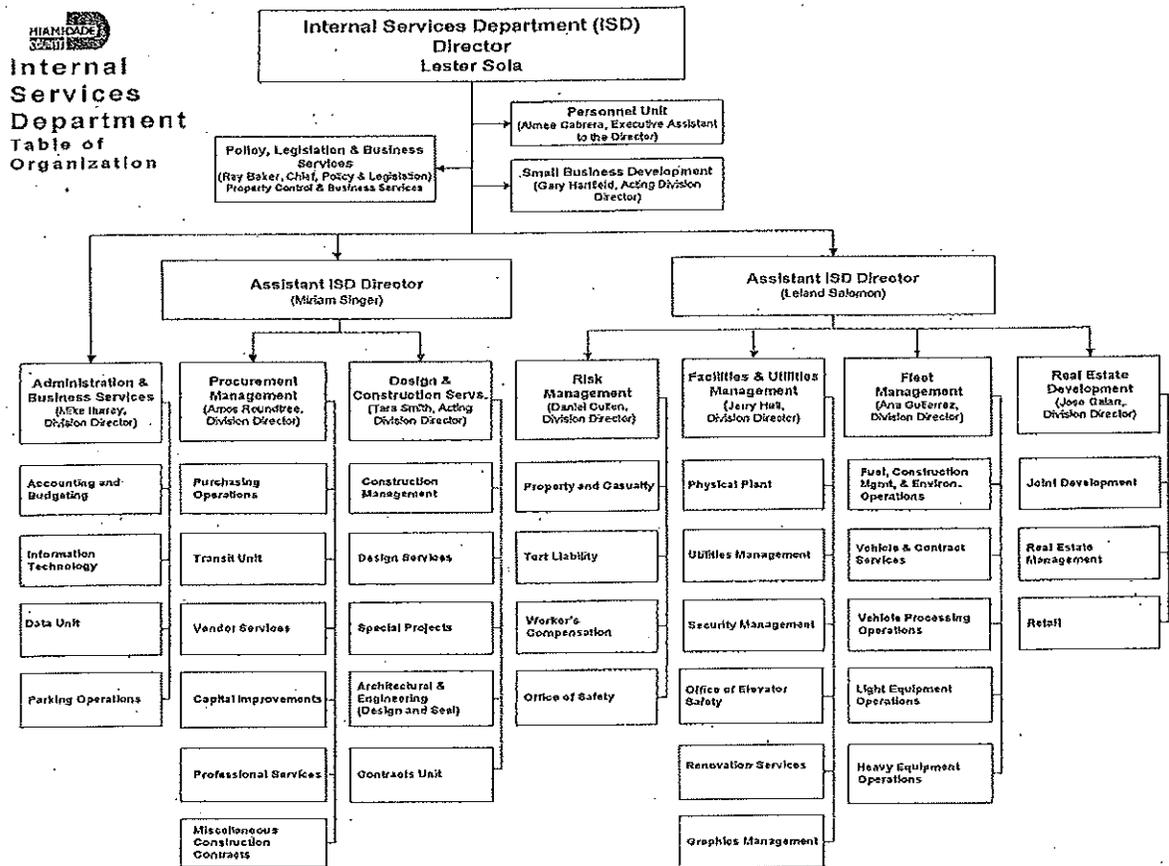


DEPARTMENT OVERVIEW

Department Mission

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

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Strategic Alignment Summary

- GG1 – Friendly Government
 - GG1-1 – Provide easy access to information and services
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 - GG1-3 – Foster a positive image of County government
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- GG3 – Efficient and effective service delivery through technology
 - GG3-1 – Ensure available and reliable systems
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- GG4 – Effective management practices
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- GG6 – Green Government
 - GG6-1 – Reduce county government's greenhouse gas emissions and resource consumption
 - GG6-2 – Lead community sustainability efforts

Our Customer

ISD is comprised of the following offices/divisions that have varied types of customers which are 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



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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:

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

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, disposal of all County surplus property including overseeing the County's only retail operation, manages the county's business supply warehouse, countywide graphic design, printing, and mail services.

- a. The General Supply 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. The warehouse houses approximately 1,000 pieces of line items within the 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 issuance 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 surplus County property, using sealed bids, public auctions, and a retail location that is open to the public, the County Store. There are approximately four or five vehicle auctions held throughout the year in which surplus vehicles including heavy trucks, cars, motorcycles, vans, etc., are awarded to the highest bidder. The unit administers sealed bid sales for scrap metal, heavy equipment, and other items available for surplus disposal also awarded to the highest bidder.
- 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.



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- 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.

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; coordinates through the Information Technology Department (ITD), IT support for departmental operations, including development and maintenance of over 60 applications and management of the Department's network and hardware and with the Community Information and Outreach Department (CIAO), webpage development and maintenance; ensures the integrity of all risk management claims data; and provides accurate and timely payment of workers' compensation benefits and liability settlements.

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 professional architects, engineers, construction managers, interior designers, and administrators in the effective management of many types of projects.

- a. This division is responsible for estimating and managing large capital construction projects, work orders for office reconfiguration or other minor construction work, small service tickets to replace a piece of furniture or equipment
- b. Development and oversight of interior and architectural design projects
- c. Management of the County's stacking plan to reduce the number of leased office spaces countywide
- d. Management of the construction and cash-flow revisions for 66 projects funded through the General Obligation Bond (GOB) Program, which comprise approximately \$71.3 million for FY 2013-14 and \$326 million through FY 2018-19

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

6. Facilities and Utilities Management Division:

The Facilities & Utilities Management Division (FUMD) provides a variety of facility-related services to a broad mix of County agencies and the public, assisting them to meet their service commitments by managing, maintaining and repairing facilities; managing and maintaining the distribution of electricity, chilled water, and emergency power within specified geographical areas; securing County staff, infrastructure and the public; regulating elevators, escalators and related equipment; and providing all manner of other facility-related services in the most efficient, cost-effective, and responsible manner.

- 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



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outcomes as it relates to specific project completion. Operation of individual work units, such as the Physical Plant and Renovation Services Sections, and the Office of Elevator Safety, is also 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:

Fleet is responsible for providing the centralized component of the County's fleet management program that oversees the efficient use of County resources while meeting the needs of County operational departments.

Fleet Management's main customers are the 25 County departments. Fleet Management provides the following services to our customers to satisfy their operational needs: the acquisition, maintenance, and fueling of Miami-Dade County's mobile equipment fleet. Currently, Fleet Management provides maintenance and repairs for approximately 8,500 pieces of diverse mobile equipment including police cars, sanitation vehicles, buses, off-road/construction and other equipment assigned to the departments. The repair and maintenance services are provided to all County departments with the exception of Water and Sewer Department (WASD) heavy equipment, Aviation light and heavy equipment, and Transit buses at 19 repair facilities located throughout the County.

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 Division supports the purchasing requirements (goods, services, and design), miscellaneous construction program, and the Equitable Distribution Program (EDP) management, of 25 County departments, and manages a supplier base of over 15,000. 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 227 contracts in excess of \$340 million. Staff performs a thorough analysis of the various markets from which products and services are being purchased to determine market structure and trends as appropriate.

The Division administers the County's Economic Stimulus Plan (ESP) that expedites capital projects to stimulate the economy, and provides claims and dispute resolution to support County departments. It provides innovative contracting methodologies such as but not limited to: Design/Build, Design/Build Operate, Design/Build/Operate/Maintain and Finance, Public/Private Partnerships, Guaranteed Maximum Price contracts.

- a. Internal customers – The Division provides construction management policy support and analysis, facilitates, monitors, standardizes and expedites County capital construction projects as well as ensuring the timely acquisition of "best value" services.



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- b. External customers – The Division maintains excellent customer service by creating a more business-friendly environment, providing an equitable distribution of County work/dollars for small projects among construction contractors and consultants through a streamlined procurement process.
- c. Customer satisfaction is collected via industry forums, individual meetings with industry representatives, public outreach and community meetings, correspondence, e-mails, bulletins, and surveys.
- d. 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.
- e. How would major customer trends impact our operations (internal and external)
 - i. Internal – (1) An influx of projects with limited staff and resources could potentially impact the timeframe to deliver services; (2) Creation of an expedited ordinance giving the County Mayor or the County Mayor's designee delegated authority to award, reject and/or approve change orders could expedite the processing time and allow departments to award and issue a notice to proceed in a shorter timeframe.
 - ii. External - Economic downturn resulting in more vendors applying and bidding on projects. Limited staff and resources could potentially impact the timeframe to deliver services.

9. Real Estate Development Division:

Real Estate Development has both internal and external customers. It is the official custodian of County property and maintains a database of all County-owned property. The Division provides Real Estate Services including acquisitions, sales, and leasing of real property to most County Departments as well as the State of Florida. Additionally, the Division serves as the focal point for public/private real estate development projects. These include office buildings, warehouse facilities, affordable housing projects and special use projects that are developed jointly with private sector participants. More specifically, the Division:

- 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. Manages joint development projects involving General Obligation Bonds (GOB) and Neighborhood Stabilization Program (NSP) funds and administers the draw of the funds
- i. Works with the County Attorney's Office on the creation of Development, Funding and Land Use Agreements
- j. Oversees contracts related to Marlins Park and the American Airlines Arena

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



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- c. Respond to questions regarding safety, insurance, general liability and workers' compensation
- d. Investigate claims to determine the County's liability and negotiate settlements. Provide response to complaints and requests for indemnification
- e. Assist the County Attorney's Office in defending suits
- f. Subrogate damages to County property caused by negligent third parties
- g. Provide information concerning safety guidelines and best practices. Provide reports and data to state and federal agencies
- h. Administration of the County's Self-Insurance program and the procurement of excess insurance to protect the assets of the County from financial loss
- i. Allocate contributions into the insurance fund from participating departments and cost centers

11. Small Business Development Division:

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 Programs (Community Small Business Enterprise (Construction); Community Business Enterprise (Architectural & Engineering); and Small Business Enterprise (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 run the gamut from first year start-ups to firms in business for 20 years or more. The primary need and concern of small businesses continues to be finances. Cash flow and the ability to obtain bonding remains at the forefront due to current economic conditions. Increased competition continues to be a concern since more 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. 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.

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.

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.

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.

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



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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.

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.
- b. The US Department of Justice's 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. With ADA currently consisting of a single position, staffing is a major challenge for the following functions:
 - i. Prior to October 2011, the Office of ADA 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 knowledge 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 time frame from County departments about whether specific programs and services are ADA compliant. Additional staffing is also necessary in order to respond to general constituent inquiries (multiple inquiries on a daily basis) on the ADA 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 most of CODI's committee meetings. 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



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meeting notices, preparing the biannual Sunset Review Report, arranging for sign language interpreters at meetings, etc. Since October 2011, no minutes memoranda have been drafted for the 3-5 monthly CODI committee meetings, in contravention of State Sunshine Law requirements. Adding staff experienced in working with public advisory bodies is essential to restoring this function to the level needed.

- v. 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.
- vi. Management of the Municipal Parking Fines Reimbursement Program, a program that is carried out as per statutory requirements.

2. Personnel Unit:

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

3. Policy, Legislation, and Business Services:

- a. Maximizing profits through Surplus Sales by evaluating alternatives to live auctions for the sale of surplus property such as online, sealed bid, and third party broker. Improve acquisition and disposal of County property awareness throughout all departments, which will allow improved tracking of surplus property and increase revenue through additional disposal outlets.
- b. Assess additional opportunities to solicit and provide business supplies to neighboring municipalities and jurisdictions.
- c. Retire current Fixed Asset System (FAS) and replace with EAMS which will increase flexibility and eliminate the limitations of current tracking system, and allow for the efficient and proper tracking of Capital Assets.
- 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 Office of Management and Budget (OMB) to identify other print and graphic functions countywide which may lend themselves to consolidation, e.g. within ISD or Communication Information and Outreach (CIAO).

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 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 support further consolidation.
- b. Continue to review accounting business practices to establish streamlined and efficient Accounts Payable and Accounts Receivable transactions.



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- 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. Upgrade of equipment in Parking Operations is being sought after through procuring a new Parking Access and Revenue Control (PARC) system to improve overall customer service and gain efficiencies in the management of all our parking locations. The recent completion of a fully automated parking garage (West Lot) is being used to train personnel, try out new processes and test out new systems that will help us in the selection process of equipment at our other locations.
- j. Improve process and add resources to better account for department operations with proper controls.

5. Design and Construction Services Division:

- a. Closer monitoring of project budgets, expenditures, and projections is required. Staff training is a priority, in order to ensure that resources and tools are available so staff is accountable.
- b. Continued budget cutbacks and layoffs have decreased employee morale significantly. Employee engagement activities are a priority in the coming year.
- c. Increased focus on uniform, standard procedures is needed in order to identify efficiencies and implement streamlined process improvements.
- d. A lack of stable, integrated system resources has an impact on cost management. 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. Implementation of Building Information Management (BIM) technology will assist in constructability reviews and project analysis.

6. Facilities and Utilities Management Division:

- a. Difficulty in adding and organizing administrative staff makes it more difficult to ensure accountable oversight of contracts, records, etc., and requires professional, technical staff to perform lower administrative/financial tasks.
- b. With the recent merger of the Renovation Services Section into the Division, it becomes an even higher priority to seek new efficiencies by sharing of resources and to improve customer's perception of the ways in which we bill for the work performed.
- c. A new enterprise-wide electricity billing/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 implementation stage with great participation by all departments and has already brought some efficiencies in the management of critical data.
- d. Slow development and implementation of software applications continues to hinder the achievement of objectives throughout the Division. We lack the departmental staff necessary to



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complete critical outstanding projects related to Security, Buildings (INFOR, Drawbase, Argus, etc.) and Elevator Tracking. 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 therefore, 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. Decentralized operations have hurt the Division's ability to coordinate and communicate within the affected service areas. Lack of policy enforcement regarding issues of product/service centralization (e.g. departments pulling out of ISD-managed security contract, lack of consistent standards for video and access control systems/cards, emergency generators, and so on).

7. Fleet Management Division:

- a. Fleet Management will continue with the implementation of the new fleet management software through fiscal year 2014. 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, improved 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 administration staff to implement software.
- 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.

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. Based on input from some of our newer staff, we have determined that the learning curve can be significantly reduced if we updated written standard operating procedures. We have identified key line level staff to participate in the development of written procedures that eliminate redundant transactions, streamline the process, and make learning easier.



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- 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 become necessary as the use of prequalified pools increases.
- e. The proposed revisions to the legislation for the acquisition of professional architectural, engineering, landscape architecture, land surveying and mapping (A/E) and 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, acquisition of professional A/E services, including the Equitable Distribution Program (EDP) (program to equitably distribute architecture and engineering assignments with construction costs less than \$2 million). The MCC 7040 and 7360 programs and the EDP program provide business opportunities for local vendors.
- f. 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).
- g. 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 considered.
- h. Continue industry and departmental research, review of existing processes, and modify legislation to further streamline and expedite capital development process.
- i. 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.
- j. 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.
- k. 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 improvements projects.
- l. Continue the development of funding strategies and process construction improvements to maximize utilization of available construction dollars.
- m. 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. Disposing of property that escheats to the County can be difficult due to the fact that most of these properties are non-buildable.
- c. Inability to charge for 1.5 FTE's who prepare and oversee the rent regulatory agreements with developers of GOB affordable housing projects, including the disbursement of construction draws.
- d. Loss of historical knowledge from employees retiring, resulting in an increase in the number of new employees requiring training.

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 County-wide 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 experience challenges in providing contracting opportunities to small businesses since the economic downturn over the last several years. These challenges include increased competition among large and small businesses due to the decrease in private sector contracting, decreased lending in the banking industry and maintaining the same or higher level of service to firms with a decrease in staffing resources. Additionally, businesses inability to sustain themselves through the contracting process has created a challenge for both the County and small businesses. SBD's accomplishments of identifying opportunities for small business participation, building partnerships with associations, larger firms, and the banking industry have yielded success in assisting small firms.
- 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



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- 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.
 - d. 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.
 - e. Conversely, weaknesses to the success of our mission include:
 - 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.
 - f. Notwithstanding the economic conditions, Small Business Development (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.
 - g. 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 2011-12 (25.9%) and FY 2012-13 (23.7%), with certified small businesses total awarded dollars valued at \$ 65,246,425, and \$ 105,054,810 respectively. The value of Architecture and Engineering (A&E) contracts awarded to small business enterprises was \$ 6,544,917 in FY 2011-12 (19.42%) and \$ 13,122,585 in FY 2012-13 (21.60%). The value of contracts awarded for procurement of goods and services to certified small businesses was \$ 101,460,436 in FY 2011-12 (7.8%), and \$ 49,167,960 in FY 2012-13 (2.55%). 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.
 - h. As of September 2013, SBD certified 1,561 small businesses, ensuring their eligibility to participate in small business opportunities. With the upcoming infrastructure construction, a return of previously certified firms is expected to apply for certification. 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.



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- i. Opportunities and contract oversight for small business enterprises are provided through the identification and application of small business contract measures and compliance monitoring. SBD has modified its methods of monitoring to optimize staffing resources and maintain compliance standards. In FY 2011-12, the methodology used for compliance monitoring was changed to a sampling methodology, utilizing capital departments to disseminate program requirements at pre-bid and pre-construction meetings. In FY 12-13, capital departments further supplemented compliance monitoring with the utilization of project managers and other field staff to conduct on site interviews, observations and documentation of work performed by employees, used by SBD to review compliance with wage requirements and identification of subcontractors fulfilling small business utilization requirements. At the end of FY 2012-13, the compliance rate for monitored projects was 65%, down from 68% in FY 2011-12. Increased interviews on construction sites with departmental staff resulted in increased findings of noncompliance rather. It is anticipated that the increased presence will result in lower rates of non-compliance in the future. To ensure firms doing business with the County are aware of small business, wage, and workforce program requirements, SBD provided compliance training to eight-two (82) firms. Through compliance monitoring and investigation of complaints, \$811,853 in underpaid wages were identified and \$459,591 recovered for employees on County procurement and construction projects pursuant to the Responsible and Living Wage requirements in FY 2012-13.
- j. 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).
 - Improvement of all parking facilities by implementing new equipment and technology that is adequate to provide industry standards in customer service (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).



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- 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)
- Attract and hire new talent (GG2-1)
 - Strengthen Accounting Section by hiring additional staff.
 - Increase competitiveness of employee healthcare benefits as a recruitment tool.
 - 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 (ongoing).
 - Conduct frequent worksite visits (ongoing).
 - Circulate and encourage employee training opportunities and engage them in the development of more efficient business processes to improve responsiveness to our client needs.
 - 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.
 - Cross-train Real Estate Development Division's (REDD) employees to multi-task in order to continue providing services in a timely and efficient manner.
 - 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.
 - Ensure that all employees understand what their co-workers do.
 - Provide customer-friendly human resources services (GG2-4)



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- Evaluate wellness activities and develop more prominent wellness initiatives (current and ongoing).
- Communicate priority initiatives to employees.
- Efficient and effective service delivery through technology (GG3)
- Ensure available and reliable system (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.
 - In the absence of man-power and budget constraints, 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 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)
 - 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 (FY 2013-14).
 - Increase use of reverse auction tools to secure better pricing (ongoing).



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- Implement use of electronic signatures to allow procurement vendors access to online registration, certification and pre-qualification processes (FY 2013-14).
 - Enhance the Capital Improvements Information System (CIIS) to comply with legislative actions.
 - Work collaboratively with the Information Technology Department (ITD) and other stakeholders to plan the deployment of ERP county-wide.
 - Work collaboratively with external departments to assist in the implementation of systems which will impact the County's HR/ Payroll system, e.g. Miami-Dade Transit (MDT)'s implementation of a new Transit Operating System which will replace the existing legacy payroll system for Bus and Rail Operators and Corrections and Rehabilitation's scheduling (time collection system).
 - Work collaboratively with the Information Technology Department (ITD) and other stakeholders to plan the deployment of ERP county-wide.
 - Continue to monitor implementation of the following projects:
 - a) Facilities and Utilities Management: INFOR Project
 - 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
- Effective management practices (GG4)
- Improve internal control through strengthened procedures, training, and internal and external assessment (GG4-1)
 - Increase Accounts Receivable collection efforts and improve Accounts Payable processing times through enhanced automation of ISD systems (ISD Accounts Receivable, Elevator Tracking Systems and Accounts Payable Invoice Log), 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.



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- 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 Community Small Business Enterprise (CSBE) and Small Business Enterprise (SBE) firms and all other vendors to ensure compliance with Prompt Payment policies and procedures (ongoing).
- 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 long-term lease in order to generate revenue and/or reduce expenses.
 - Establish permit fees for use of County land on temporary basis.
 - 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).
 - 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 consolidation 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.



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- 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.
- Expand payment methods to include on-line payments and debit/credit cards for ISD services, in areas where these payment types are not currently available.
- 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).
 - 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.
 - Continue to access other governmental entities' contracts, where applicable, to procure goods and services in a reduced time frame and at good pricing (ongoing).
 - Continue the use of surveys following the completion of a contract award to obtain feedback from user departments 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).



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- 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).
- Finalize the development of new standard contract language for professional services and construction.
- 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.
- Prepare Request for Proposals for Disability Income Protection Plans (short-term and long-term disability).
- Provide well maintained, accessible facilities and assets (GG5-2)
 - Partner with Elections and ISD to Facilitate Barrier Removal at specific locations.
 - Work in tandem with Public Works and Transit to ensure compliance with Nesbitt settlement.
 - Serve as an 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).



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- Set priorities for and oversee barrier removal construction projects.
- Perform enhanced maintenance and repair (sparkle) projects in facilities managed by FUMD.
- Periodically test performance of critical County emergency generators maintained by FUMD to ensure that they meet designed performance levels.
- Review, revise and test building evacuation policies and procedures for ISD Buildings so as to enhance effectiveness and achieve consistency and coordination with other buildings.
- Continued use of the Mahl Shrine parking lot.
- Timeliness of the completion of the West Lot Multi-use facility.
- 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.
- 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.
- Utilize assets effectively (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).
 - 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.
 - 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 in order to increase revenue.



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- 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)
 - Expand the implementation of Energy Performance Contracting Program projects in County facilities (ongoing).
 - 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).

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.



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- 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. The future outlook for the division is very positive. 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 opportunity to expand services to neighboring municipalities is realistic and should be pursued aggressively.
- 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, 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 at some point force a necessary service shift. Reductions in mail service personnel may become necessary as we adjust to meet customer demand.

4. Budget and Finance Division:

- a. The future outlook for the Division is positive. 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 Management 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. Continue to implement sustainable initiatives, the use of green products, new methodologies and lessons learned into future construction projects to follow the County's Sustainable Buildings Program.
- e. 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 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 a significant impact on the level of staffing and financial support required of ISD to manage the overall site.

7. Fleet Management Division:

- a. The current financial state of the County has continued the postponement of vehicle purchases. This limitation is challenging operational departments and service shops alike. Fleet Management will continue to evaluate vehicle repair service areas that are well suited for contracting out despite an on-going reduction in available and reliable resources in the private sector. Additionally, Fleet Management will be heavily involved in the implementation of the new Fleet Management software system which is projected to take another one to two years.

8. Procurement Management Division:

- a. The three-to-five year outlook for the organization is very positive. Efforts must focus on succession planning at all levels of management, an ongoing concerted investments in talent management, and skill enhancements, along with an urgent need for implementation of e-commerce technology tools is essential to maximize performance. Executive level positioning of the procurement division, delegation of authority, recognition and integration of value-added contributions on countywide business operations, are opportunities available now for immediate enhancement of business performance.



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- 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 streamlined further 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, as well as the PM Assistant Director's Office 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. This is the 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 through purchases on our County contracts, the resultant rebates may prove significant in relieving certain pressures 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 or elimination of purchasing staff, to maximize, leverage and secure better pricing for certain commodities.
- g. As one of the most respected public procurement organizations in North America, 49% of professional purchasing staff hold professional procurement certification. For the ninth consecutive year, the department was selected for the National Purchasing Institute "Achievement in Excellence in Procurement Award" for leadership, integrity and professionalism. Every day many state, local and educational entities consult with our professional staff on policy and process issues, accessing our contracts, and using our solicitation and contract documents as samples for purchases.
- h. The professional development investments made in the individual members of the division's team must continue. There is a considerable need to focus on a succession plan for the division. The management team is an area of significant opportunity in this regard. Given the tenure of many of the senior managers, the countywide succession and mentoring programs 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.
- i. 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.



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- j. Special analysis must be incorporated for business decisions to be more effective in reducing costs, and increasing value.

9. Real Estate Development Division:

- a. Prepare a succession plan for the positions of four employees that are currently in drop and will be retiring within the next 2-4 years.
- b. Continue developing a plan to reduce the number of excess properties in the County's inventory as well as work with County agencies to move from privately owned real estate into County owned facilities.
- c. Develop an on-line system to dispose of surplus real property.

10. Risk Management Division:

- a. Some programs may require increase 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. Liability claims costs are expected to increase due to recent state legislation which increased the sovereign immunity caps (the maximum amount government entities can be forced to pay to victims in a personal injury case). The limits were raised from \$100,000 per person and \$200,000 per incident to \$200,000 and \$300,000, respectively.
- c. Enhanced safety awareness and reorganization of our workers' compensation unit will build on recently achieved workers' compensation costs savings.
- d. 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.
- e. 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.

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 had shown that public sector opportunities increasingly had become the option of last resort for fledging and well-established small businesses. With an anticipated recovery in the economy, 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.



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- 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. 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. The Oracle database is undergoing a conversion of software to ensure continued support by the County's Information Technology Department. Completion of the conversion and continued expansion of the database 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.
- f. Business practices continue to be evaluated for streamlining opportunities, while maintaining the focus of sustainability and growth of small businesses. The synergies realized from the newly aligned departments are expected to address the myriad of needs in managing the Division's priorities to better utilize resources.
- g. SBD's future outlook envisions a restructured department 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.

