Internal Services Department Business Plan

Fiscal Years: 2018 and 2019

(10/1/2017 through 9/30/2019)

Approved by:

Tara C. Smith, Department Director

2/12/18
Date

Edward Marquez, Deputy Mayor

3/9/18
Date

Plan Date: February 12, 2018

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DEPARTMENT OVERVIEW

The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government and Economic Development strategic areas, ISD supports governmental operations by providing countywide procurement services, vendor services, facility management, design and construction management, fleet management, risk management, surplus property disposition services, capital inventory management, and small business development and services. Through these various business lines, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation, materials management and parking services.

Department Mission

The Internal Services Department provides a wide range of support to ensure the effective operation of Miami-Dade County government; delivering the highest quality service to internal and external customers and to our community through innovation and best practices.

Department Vision Statement

Success through collaboration.

Departmental Core Values

Internal Services Department: Where ***service*** is our middle name.

- **S**trategic: Planning for success
- **E**xpertise: Leadership through experience and knowledge
- **R**esponsive: Ready to serve
- **V**isionary: Forward thinking
- **I**ntegrity: Do the right thing
- **C**ollaborative: Leverage collective talent
- **E**ffective: Providing quality solutions

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Establishes departmental policies and goals, and provides legislative coordination

FY 16-17	FY 17-18
7	9

POLICY, LEGISLATION AND BUSINESS SERVICES

- Directs departmental legislative, agenda coordination, and policy initiatives; manages the County Store, including retail operations, surplus bid sales, and online auctions; manages Countywide printing, graphics, mail services, and Countywide capital inventory process; and manages Countywide office supplies purchasing and delivery

FY 16-17	FY 17-18
47	46

AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION

- Promotes and coordinates compliance with the ADA

FY 16-17	FY 17-18
2	2

BUDGET AND FINANCE

- Provides departmental support and coordination of fiscal operations, budget preparation and human resources; manages parking operations; and provides quality assurance, vendor support and administrative support to the risk claims payment process

FY 16-17	FY 17-18
56	54

SMALL BUSINESS DEVELOPMENT

- Certifies small businesses; promotes opportunities for small businesses and local workers on County contracts through enforcement of small business and workforce program goals, prompt payment policies and responsible and living wage requirements; and administers the Miscellaneous Construction Contract Program (MCC) and the Equitable Distribution Program (EDP)

FY 16-17	FY 17-18
73	74

FACILITIES AND UTILITIES MANAGEMENT

- Manages, renovates, and maintains County-operated facilities; administers Countywide security and energy performance contracts and manages utility use; regulates elevator equipment throughout Miami-Dade County

FY 16-17	FY 17-18
224	220

DESIGN AND CONSTRUCTION SERVICES

- Plans, designs, and manages new facility construction and major renovations of County facilities; develops Countywide construction management standards and policies

FY 16-17	FY 17-18
59	60

FLEET MANAGEMENT

- Maintains the County's light and heavy mobile equipment fleet; provides fuel and/or maintenance to County departments, municipalities and other governmental entities; and administers the Vehicle Replacement and Fuel Conservation Program

FY 16-17	FY 17-18
257	260

PROCUREMENT MANAGEMENT SERVICES

- Manages the procurement of goods and services purchased through bids, requests for proposals, and other solicitation instruments; administers the Architectural and Engineering (A&E) selection process and manages A&E technical certification prequalification for A&E services, vendor registration and vendor information and outreach

FY 16-17	FY 17-18
95	95

REAL ESTATE DEVELOPMENT

- Administers Countywide joint real estate development, real property lease negotiation and management, property acquisition, and sales

FY 16-17	FY 17-18
16	16

RISK MANAGEMENT

- Administers self-insured workers' compensation and liability programs, and Countywide safety and property/casualty programs

FY 16-17	FY 17-18
85	93

The FY 2017-18 total number of full-time equivalent positions is 953 FTEs

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 - Through the Department's Divisions of Facilities and Utilities Management, Design and Construction, Real Estate Management, ADA Coordination, Risk Management, Procurement Management Services, Fleet Management, Legislative and Business Services, Budget and Finance, and Small Business Development.
    - 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 government
- GG2 - Excellent engaged workforce - Through the Department's Divisions of Risk Management, Budget and Finance, Facilities and Utilities Management, Design and Construction, Real Estate Management, Procurement Management Services, Fleet Management, Legislative and Business Services, and Small Business Development.
    - 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
- GG4 - Effective management practices - Through the Department's Divisions of Facilities and Utilities Management, Design and Construction, Real Estate Management, ADA Coordination, Risk Management, Procurement Management Services, Fleet Management, Legislative and Business Services, Budget and Finance, and Small Business Development.
    - 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 - Through the Department's Divisions of Procurement Management Services, Small Business Development, Legislative and Business Services, Facilities and Utilities Management, Design and Construction Services, and ADA Coordination.
    - GG5-1 - Acquire "best value" goods and services in a timely manner
    - GG5-2 - Provide well maintained, accessible facilities and assets
- GG6 - Green Government - Through the Department's Divisions of Facilities and Utilities Management, Design and Construction, Procurement Management Services, Fleet Management, and Legislative and Business Services.
    - GG6-1 - Reduce county government's greenhouse gas emissions and resource consumption
    - GG6-2 - Lead community sustainability efforts

ISD supports the strategic area of Economic Development by focusing on the following goals:

- ED4 - Entrepreneurial Development Opportunities within Miami-Dade County - Through the Department's Divisions of Small Business Services and Procurement Management Services.
    - ED4-1 - Encourage creation of new small businesses
    - ED4-2 - Create a business friendly environment
    - ED4-3 - Expand opportunities for small businesses to compete for County contracts

Our Customer

The Internal Services Department serves a wide range of internal and external customers and stakeholders including County departments and employees, municipalities, the business community, and Miami-Dade County residents and visitors.

The Department serves customers by providing support to government operations through a number of comprehensive services including: countywide procurement services, vendor services, facility management, design and construction management, fleet management, risk management, surplus property disposition, capital inventory management, small business program development, real estate development, Americans with Disabilities Act services, elevator regulation, parking services, and more.

The Department continuously strives to connect with customers and stakeholders in order to effectively align services to meet continuously changing needs within a dynamic business environment. ISD collects formal and informal feedback from customers and stakeholders. Over the current and next fiscal years, a more systematic approach to feedback is being undertaken. When analyzed and tracked, this data will serve as a guide to determine and shape the core business services and the quality of these services. Formal feedback includes a variety of surveys and evaluations across different business lines that are used to track complaints, inquiries, and historical data trends. Informal feedback includes workshops, forums, feedback forms, and observations where opportunities for communication are provided.

KEY ISSUES

The Internal Services Department's senior leadership participated in a series of Strategic Business Planning Sessions where they collaboratively identified the Department's Strengths, Opportunities, Aspirations and Results as illustrated by the below SOAR analysis matrix.

*Internal Services Department **SOAR** Analysis Matrix*

What are our greatest Strengths and Opportunities?

Strengths	**Opportunities**
• Clear Mission Statement • Strong leadership and integrity • Highly skilled top-performing dedicated employees with diverse expertise • Collaboration with customers, partners, and stakeholders • Professional development training and Succession planning • Excellent Customer Service and timely responsiveness • Promotion of small business inclusion in County contracting and the growth of the small business community • Help County departments understand their obligations under the ADA • Employee morale and teamwork • Improve claims handling through the implementation of the Claims Management System (CMS) • Public Private Partnerships expertise	• Benchmarking with other agencies for best practices • Fleet centralization and standardization • Expand public/private business partnerships • Construction managers and designers who facilitate comprehensive and professional design and construction solutions • Partner with HR to develop recruitment initiative and alternative transportation options for candidates with disabilities • Identify potential for additional savings in the property insurance program • Procure better software to help employees perform their jobs more efficiently. • Maintain healthy relationships with Landlords and tenants by keeping the lines of communication open • Progressive procurement model • Delegation of authority for increased procurement efficiency • Organizational cultural reform • Aged Facilities and Infrastructures

What is our preferred future? What are the measurable results?

Aspirations	Results
• Improve government efficiency • Streamline legislative requirements in procurement • Updated technology tools • Communication of ISD successes • Improved facilities and excellent tenant satisfaction ratings • Competitive wages to attract and retain competent staff • Improving customer relations/collaboration • National recognition of our risk mitigation methods and claims handling model • Completing projects/deadlines ahead of schedule • Timely procurement processing • Transition from transactional to strategic organization • Increased local vendor participation • National recognition of risk mitigation methods and claims handling models • Leadership in sustainable building design and become fully prepared for climate change and energy conservation • Improve contract allocations across all departments • Countywide procurement training	• Fleet Benchmarking • Web-based Key Performance Indicators • Internal/External Stakeholder Surveys • Financial Sustainability • At least 10% of County awards for construction, A&E, and applicable goods and services go to small business enterprises • Number of competent candidates recruited via the recruitment program • Lower litigation and overall claims cost • Improved ratio of open to closed risk management files • Decrease in Workers' Compensation injuries • Increased coverage of County properties • Satisfied Customers • Improved employee retention rates • Demonstrate ISD's positive impact on the community • Safe and efficient facilities and infrastructure • Streamlined and efficient procurement • Outcomes based on efficiency

Below are the key issues to be addressed in the current and upcoming fiscal years that are reflected in ISD's budget submission:

- **Aging Infrastructure:** The Internal Services Department manages in excess of six million square feet of County owned space. There are 70 properties that will require their 40 year recertification in the next few years. These buildings will require significant repairs and improvements, with more than $120 million in unfunded capital needs outstanding. Routine and preventative maintenance levels have been reduced over the years due to budgetary constraints. Now that the economy has turned the corner, it is important to

restore previous levels of preventative maintenance in line with industry standards in order to prevent major breakdowns, maximize life cycles, better serve our customers, and maintain the appearance of County buildings.

Many of these facilities support critical County operations, such as courthouses, data centers, emergency dispatch, and the seat of County government, utility providers, and more. The inability to adequately maintain facilities continues to adversely affect the Department's operating costs and ability to meet customer needs.

The historic Dade County Courthouse, constructed in 1928, continues to serve as the County's only civil courthouse but faces many obstacles related to the increased cost of maintaining historic buildings and the need for additional courtroom space as a result of the growth of the Eleventh Judicial Circuit. The Department is committed to identifying a cost-effective solution to address the Court's long-term facility needs.

A comprehensive review of all fleet maintenance facilities revealed substantial repair needs at most fleet shops. In some places, heavy fleet vehicles exceed the clearance height of the facilities, requiring that maintenance be performed in outdoor areas. This exposes vehicles, parts, and workers to environmental elements resulting in delays and increased costs when work is forced to stop during rain, storms, and extreme weather. Over the past two years, fleet maintenance has been stalled for a reported 1,100 hours translating to $81,460 of lost work time. It is a priority of the Department to provide safe and adequate facilities to support the delivery of services for both our employees and customers.

The Department must have the ability to address concerns of our aging County facilities and prevent potential property damage from hurricanes, heavy rains, and the eventuality of rising seas.

- **Personnel:** A number of challenges are affecting the Department's ability to provide core business services, including: outside competition for a qualified workforce, comparable compensation of employees, lack of qualified candidates, hiring freeze and an increased number of retirements. These challenges place a strain on employee morale and productivity, and are being addressed by the Department in a number of ways.

  At this time, the Department is operating at a 14% vacancy rate while managing a full workload. The significant number of vacancies impacts ISD's ability to offer core business services without the use of temporary employees. The Department continues to aggressively address this issue internally in order to reduce the vacancy rate, improve employee morale, and retain talented employees.

  Inadequate staffing of the Department's Human Resources Section continues to be a hardship in meeting service demands, but positive strides are being made. With the hiring of a Chief, Human Resources and recruitment underway for two of the three current vacancies within the Section, we will be better able to meet service demands. Other departments of similar size have approximately twice as many human resource specialists per employee than ISD. The lack of resources impacts the Department's ability to meet the

needs of our customers and provide the level of human resources support that ISD employees need.

- **Procurement:**
  ISD is focused on increasing efficiencies and reducing cycle times in the County's procurement process. Advanced acquisition planning and improved communications with our customer departments will help ensure that acquisitions are more timely. As part of the Enterprise Resource Planning System (ERP) readiness project, ISD has mapped the current supply-chain related business processes for the Procurement Division and the major stakeholders in various County departments. A team of senior Procurement management professionals will be formed to review these current business process maps and develop a streamlined, efficient, and stable future-state of procurement processes that will be complemented by the new ERP system. A working group of departmental senior executives will be convened to address improved communications, responsiveness, and contract allocations. Additional training and development opportunities for procurement professionals will increase employee retention and improve accuracy in procurement work products.

  Increasing opportunities for local business participation is a priority for the Department and a focus of the work in the Procurement Division. The Division has implemented a new process in efforts to increase local business participation, especially in its list of pre-qualified vendors. This process includes re-advertising the pools through the BidSync portal, hosting workshops for local vendors, and outreach to local vendors through the Beacon Council and Chamber of Commerce.

- **Public Private Partnerships**: The Internal Services Department played a leading role in the facilitation and support of the Public Private Partnerships (PPP) Task Force created by the Board of County Commissioners in 2016, and has created the Miami-Dade County PPP Working Group. With the recent adoption of PPP legislation that created a legal framework for the formal procurement of PPP developments, a dedicated core of resources will need to be identified.

PRIORITY INITIATIVES

To address Key Issues, ISD will focus on the following priority initiatives identified by senior leadership in support of the County's strategic goals:

Infrastructure:

- Restore prior levels of routine and preventative maintenance to facilities that have been cut from the budget over the years.
- Conduct a review of County buildings nearing the 40 year recertification and prioritize funding to help keep the County's aging buildings safe, healthy, and resilient.
- Identify funding to address the cost of repairs to the County fleet maintenance facilities identified by the comprehensive evaluation that was conducted. There is approximately $100M of recommended repairs of which $40M are required due to the facilities being in such aged and poor conditions.

Technology:

- The ERP system offers exciting opportunities for ISD to streamline ISD's Inventory management, Asset management, and other Supply Chain related functions.
- ISD Business Solutions team will analyze and document the existing technology needs and gaps in ISD to develop a technology plan for the department. This will allow ISD to automate repeatable processes and bridge the gap between functional users and the available technology tools needed to optimize operational transactions.
- Where feasible, ISD will leverage the available functionalities of ERP system in ISD operations affecting inventory, asset, real-estate, and CIIS (system) among others.
- Develop new tools for effective tracking of training program in the Procurement division.
- Continue review of the Department's processes and procedures by the Enterprise Resource Planning (ERP) Readiness Team to prepare for the implementation of the new countywide ERP Solution.
- Centralized database is in place and will track the race and gender of contractors and subcontractors who are awarded County contracts to monitor the success of various small business programs.
- Continue the implementation of upgrading the existing fueling system to a newer version of hardware and software called EJ WARD 4 Fuel View (Ward 4). This newer version encompasses web-based software that allows users to monitor fuel inventory levels, set fueling parameters and have customized at-a-glance detailed views of the fuel system in real-time. As part of this upgrade, fuel site infrastructure and fueling hardware is being replaced or repaired which ensures continued fuel security at each of the 29 fuel sites maintained within Internal Services Department.

Operations:

- Implement the Local Business Outreach Workgroup to identify opportunities to reach businesses who are not registered County vendors.
- Work with stakeholders to identify barriers for local businesses to work with the County.

- Convene a working group of senior executives in multiple departments to address improvements in the procurement process.
- Continue to implement a formal, systematic customer feedback program in every division to better shape and drive operations.
- Improve procurement cycle times and quality through innovative best practices, modernized technology tools, and adequate resources to better address the needs of our customers.
- Address the need for a department-wide analyst to routinely audit controls and procedures throughout all divisions, to ensure effectiveness in all areas of the Department's large and varied, complex operation.
- Identify land that can generate revenues through leasing and expedite the disposal of property not needed for County purposes in order to increase revenues and minimize maintenance and liability expenses, with a goal to continue reducing the number of County departments in leased space.
- Identify, evaluate, and where feasible, implement alternative revenue-producing opportunities to expand core business services.
- Enhance level of security to more closely reflect prior years' levels, which have been reduced over the years.
- Publishing a revised scorecard in the Active Strategy Enterprise (ASE) system this year will help the Department focus on efficiencies and productivity.

FUTURE OUTLOOK

There are a number of factors that may affect the Department's operations within the next 3-5 years, including the following:

Enterprise Resource Planning (ERP) Solution:
In the coming years, this system will replace the Department's aging AS400 and other platforms to become the system of record for human resources, procurement, finance, budgeting, and reporting. The ERP system is a shared platform that will allow for more seamless and efficient County operations. This implementation will require additional resources and will be an involved integration spanning multiple departments and divisions within ISD, which will be realized in phases over the coming years. The Department is preparing to designate and backfill critical positions necessary for the successful implementation of ERP.

Image Work Flow Application (IWA):
The Internal Services Department processed an average of 82,000 invoices for payment per year over the last two years. As the County department that handles the highest number of payment invoices, outside of Finance, ISD must dedicate significant resources to ensure timely and accurate processing. It is anticipated that in the next two fiscal years the Department will transition to a new centralized method of processing invoices through IWA. This migration is expected to be a massive undertaking that will require the retraining of staff, new process implementation, and adequate resources to ensure a successful transition.

Retirements:
It is expected that nearly 7% of ISD's current workforce is set to DROP during the next 3 to 5 years. This number of anticipated DROP retirements by no means reflects all of the retirements that the Department is likely to face in the next few years. Many of these individuals are members of the Department's senior leadership with extensive institutional knowledge and management experience. The Department closely monitors these imminent retirements and will continue to accelerate succession planning, when appropriate, to avoid any disruption of service or loss of valuable knowledge and organizational history.

Capital:
ISD manages capital projects totaling approximately $332 million in construction and renovation. The Department continues to collaborate with RER on a Comprehensive Vulnerability Assessment of Critical Facilities to ensure that ISD's capital assets are prepared for the impact of sea level rise. The Department is working to improve top-quality project management for capital construction and renovation projects to address the needs of the Miami-Dade County government.

Internal Fees and Increased Costs:
The Internal Services Department is committed to the implementation of innovative ideas and process improvements to efficiently provide core business services for the continued operation of County government. As part of its business model, the Department assesses fees for services to other departments. Many of these fees have not been increased in more than 10 years and are no longer in line with industry standards. Although the fees have remained flat, the costs of doing business have increased, creating strain on the Department's ability to remain sustainable. Outdated fees impact the Department's ability to cover its overhead, to be competitive when hiring, and to provide certain core business services.

Disparity Study:
The last Disparity Study took place in 2015 implementing measures to ensure that all members of the community have an equal opportunity in being awarded County contracts. As part of the Division's Technology Priority Initiative, the Contract Compliance and Workforce Management System is in place and will be fully operational by May 2018. This has been SBD's top priority as we near the final implementation and permanent use of a centralized system to capture the race, gender and other important data of contractors and subcontractors. Once fully launched, SBD envisions conducting another Disparity Study within the next three to five years.

Business Plan Report - Internal Services Department (effective 10/01/2016)

Scorecard	Description	Owners
Internal Services Department (effective 10/01/2016)	Overview: ISD provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations. As part of the General Government and Economic Development strategic areas, ISD supports governmental operations by providing procurement services, countywide vendor services, facility management, design and construction management, fleet management, risk management, surplus property disposition services, capital inventory management, and small business development and services. Through these various business lines, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation, materials management and parking services. Mission: The Internal Services Department provides a wide range of support to ensure the effective operation of Miami-Dade County government; delivering the highest quality service to internal and external customers and to our community through innovation and best practices. Vision: Success through collaboration. Values: Internal Services Department: Where service is our middle name. I I Strategic: Planning for success I I Expertise: Leadership through experience and knowledge I I Responsive: Ready to serve I I Visionary: Forward thinking I I Integrity: Do the right thing I I Collaborative: Leverage collective talent I I Effective: Providing quality solutions	Smith, Tara C. (ISD)

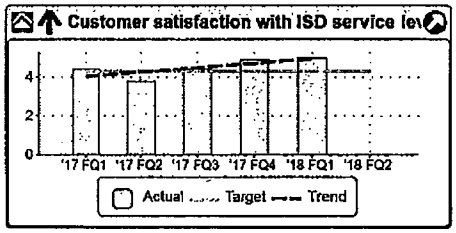
Customer

Objective	Description	Owners
ACHIEVE EXCELLENCE IN CUSTOMER SATISFACTION		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

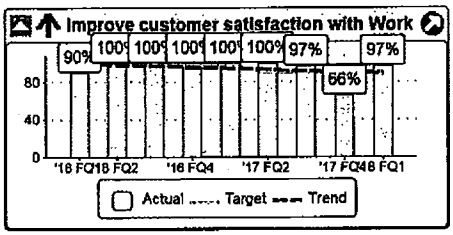
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Customer satisfaction with ISD service levels and quality of work		'18 FQ1	5.0 / 5.0	4.3 / 5.0	0.7 / 5.0	Shah, Smita (ISD); Caviglia, Bianca S. (ISD)



Improve customer satisfaction with Work Orders and Service Tickets		'18 FQ1	97%	90%	7%	Caviglia, Bianca S. (ISD); Bechtold, Richard (ISD)

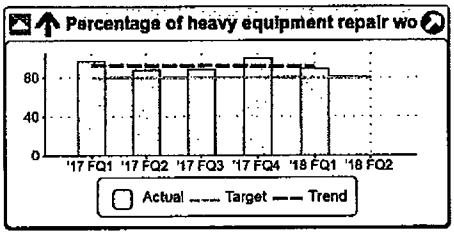


Objective	Description	Owners
MAINTAIN COMPETITIVE FLEET MANAGEMENT OPERATIONS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

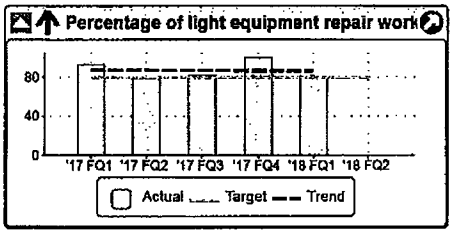
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County

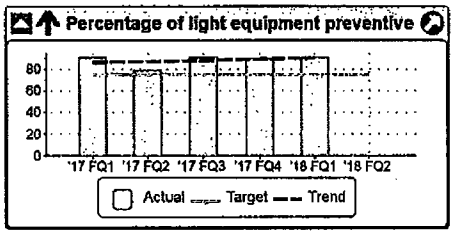
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of heavy equipment repair work orders completed by Fleet technicians in 8 days or less.		'18 FQ1	89%	80%	9%	Ortega, Rosa (ISD); Alfonso, Alex (ISD); Davis, Jacquelene (ISD)



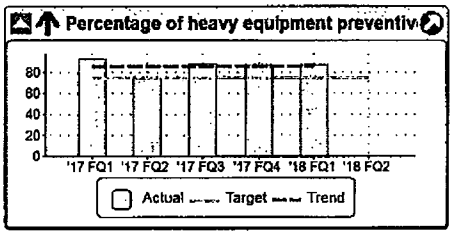
Percentage of light equipment repair work orders completed by Fleet technicians in 8 days or less	'18 FQ1	81%	80%	1%	Davis, Jacquelene (ISD); Alfonso, Alex (ISD); Ortega, Rosa (ISD)



Percentage of light equipment preventive maintenance jobs completed on or before the designated interval	'18 FQ1	91%	75%	16%	Alfonso, Alex (ISD); Davis, Jacquelene (ISD); Ortega, Rosa (ISD)



Percentage of heavy equipment preventive maintenance jobs completed on or before the designated interval	'18 FQ1	87%	75%	12%	Davis, Jacquelene (ISD); Alfonso, Alex (ISD); Ortega, Rosa (ISD)

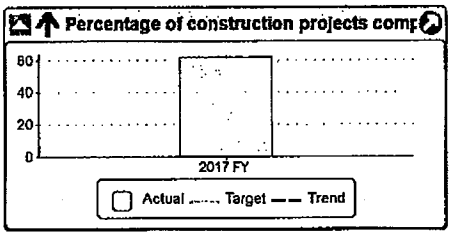


Objective	Description	Owners
PROVIDE EFFICIENT DESIGN AND CONSTRUCTION PROJECTS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

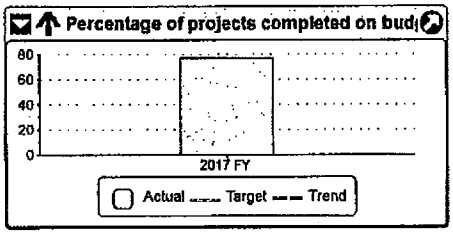
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

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
Percentage of construction projects completed on schedule	▲	2017 FY	62%	55%	7%	Caviglia, Bianca S. (ISD); Bechtold, Richard (ISD)



Percentage of projects completed on budget	▼	2017 FY	77%	80%	-3%	Bechtold, Richard (ISD); Caviglia, Bianca S. (ISD)

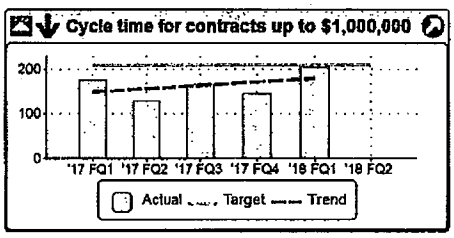


Objective	Description	Owners
BEST PRACTICES IN PROCUREMENT TO SUPPORT COUNTY OPERATIONS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

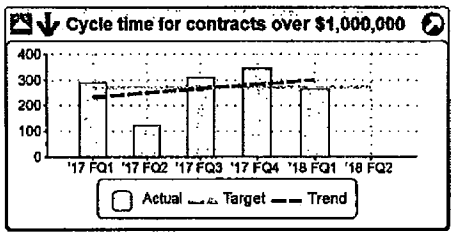
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County

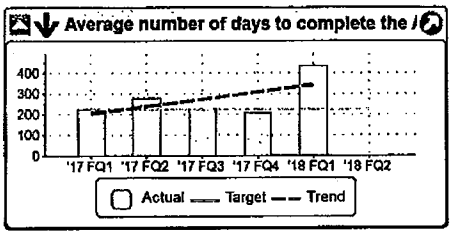
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Cycle time for contracts up to $1,000,000		'18 FQ1	206	210	4	Silva, Rita (ISD); Fulton, Jocelyn (ISD); Campbell, Kyndal (ISD)



Cycle time for contracts over $1,000,000		'18 FQ1	264	270	6	Campbell, Kyndal (ISD); Silva, Rita (ISD); Fulton, Jocelyn (ISD)



Average number of days to complete the A&E selection process, including Design Build Projects		'18 FQ1	435	225	210	Silva, Rita (ISD); Fulton, Jocelyn (ISD); Campbell, Kyndal (ISD)

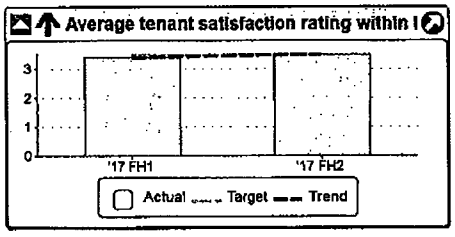


Objective	Description	Owners
MAINTAIN EXCELLENT FACILITIES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

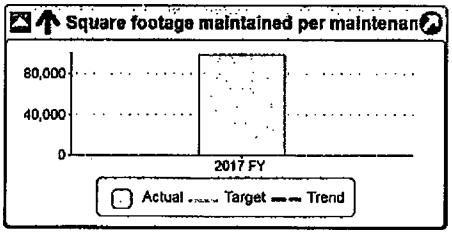
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Average tenant satisfaction rating within ISD managed facilities		'17 FH2	3.5 / 4.0	3.5 / 4.0	0.0 / 4.0	Silva, Juan C. (ISD); Shah, Smita (ISD)



Square footage maintained per maintenance employee		2017 FY	98,539Sq. Ft.	90,000Sq. Ft.	8,539Sq. Ft.	Shah, Smita (ISD); Silva, Juan C. (ISD)

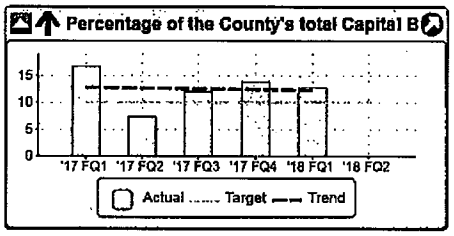


Objective	Description	Owners
ADVANCE OPPORTUNITIES FOR SMALL BUSINESSES IN MIAMI-DADE COUNTY		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

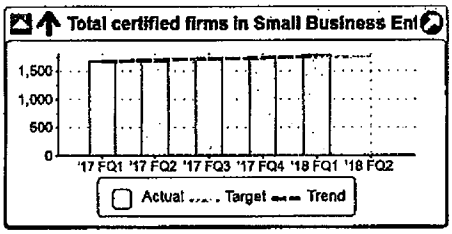
Grandparent Objectives	Description	Owners
ED4 Entrepreneurial development opportunities within Miami-Dade County		Miami-Dade County

Parent Objectives	Description	Owners
ED4-1 Encourage creation of new small businesses		Miami-Dade County
ED4-3 Expand opportunities for small businesses to compete for County contracts		Miami-Dade County

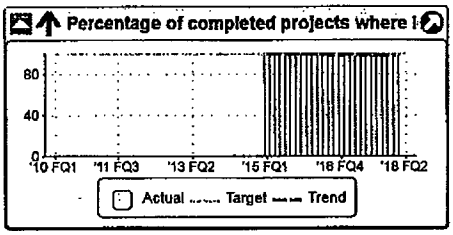
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of the County's total Capital Budget awarded to small business enterprises.		'18 FQ1	13%	10%	3%	Hartfield, Gary (ISD); Siewnarine, Rossi (ISD)



Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	'18 FQ1	1,789	1,741	48	Siewnarine, Rossi (ISD); Hartfield, Gary (ISD)



Percentage of completed projects where identified small business opportunities were achieved	'18 FQ1	100%	100%	0%	Anderson, Alecia (ISD); Hidalgo-Gato, Alice (ISD); Siewnarine, Rossi (ISD)



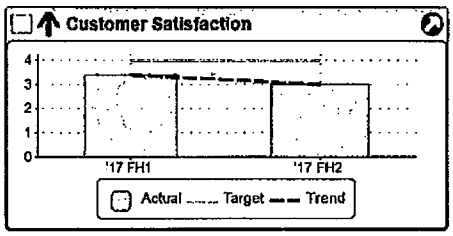
Objective	Description	Owners
PROVIDE EFFICIENT RISK MANAGEMENT SERVICES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Customer Satisfaction	☐	'17 FH2	3.0 / 4.0	4.0 / 4.0	-1.0 / 4.0	McConnell, Baunie (ISD); Joseph, Odilon (ISD)

Date	VR Comment	Author
10/27/2017	Towards the end of FY17 we experienced some difficulties in handling claims. The Workers Comp Unit went through a reorganization that might have caused some temporary adjustments in the handling of claims. This reorganization however will increase the customer service experience within the Unit by improving the handling of long-term claims. The Liability Unit also experienced difficulties within the same period as the result of Hurricane Irma and subsequent related claims. We have addressed these issues and are confident RMD's customer service will improve to expected levels by the next survey.	Joseph, Odilon (ISD)

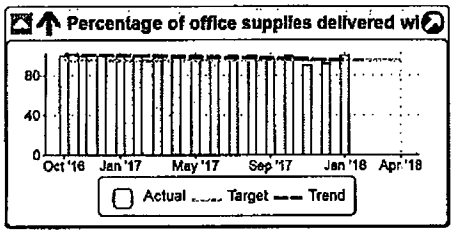


Objective	Description	Owners
OFFER EFFICIENT BUSINESS SERVICES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

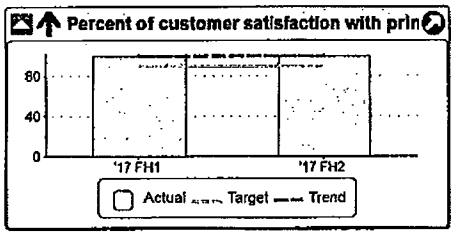
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of office supplies delivered within 5 business days	Jan '18	100%	95%	5%	Thompson, Terrence (ISD)



Percent of customer satisfaction with print shop services	'17 FH2	100%	90%	10%	Campos, David (ISD)



Financial

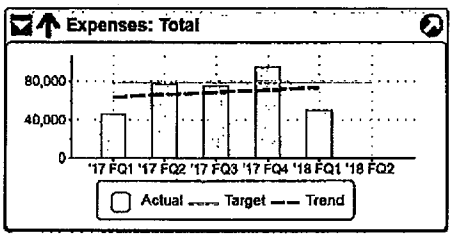
Objective	Description	Owners
MEET BUDGET TARGETS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

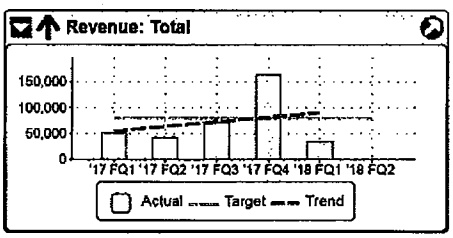
Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Expenses: Total	'18 FQ1	$49,933	$79,491	$-29,558	Abreu, Edsel (ISD); Palomino, Victoria (ISD) ; Chin Nuke, Joan V. (ISD)

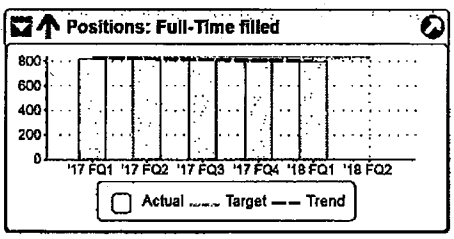
Date	VR Comment	Author
2/1/2018	Revenue for various divisions are collected at the end of the year but ASE calcuates the revenue on a striaght line basis, divided by quarters.	Shah, Smita (ISD)



Revenue: Total		'18 FQ1	$34,758	$79,491	$-44,733	Palomino, Victoria (ISD); Chin Nuke, Joan V. (ISD)



Positions: Full-Time filled		'18 FQ1	797	829	-32	Palomino, Victoria (ISD); Chin Nuke, Joan V. (ISD)



Total Accounts Receivable (ISD)	'18 FQ1	$8,686,400	n/a	n/a	Times, Juanita (ISD); Clark, Tekeia (ISD)

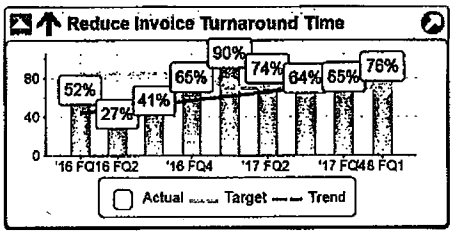
Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-30 days (ISD)	'18 FQ1	$1,560,091.0K	n/a	n/a	Times, Juanita (ISD); Clark, Tekeia (ISD)
Accounts Receivable: 31-60 days (ISD)	'18 FQ1	$1,548,044.0K	n/a	n/a	Clark, Tekeia (ISD); Times, Juanita (ISD)
Accounts Receivable: 61-90 days (ISD)	'18 FQ1	$445,281.0K	n/a	n/a	Times, Juanita (ISD); Clark, Tekeia (ISD)
Accounts Receivable: 91-120 days (ISD)	'18 FQ1	$1,602,809.0K	n/a	n/a	Clark, Tekeia (ISD); Times, Juanita (ISD)
Accounts Receivable: 121+ days (ISD)	'18 FQ1	$3,534,175.0K	n/a	n/a	Times, Juanita (ISD); Clark, Tekeia (ISD)

Objective	Description	Owners
ACCOUNTING COMPLIANCE WITH FINANCIAL LAWS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of Invoices Processed Within 30 Calendar Days of Receipt	▲	'18 FQ1	76%	70%	6%	Clark, Tekeia (ISD); Perez, Adela



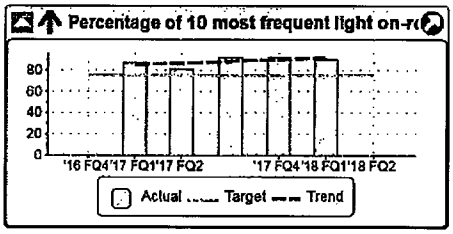
Internal

Objective	Description	Owners
MAINTAIN COMPETITIVE FLEET MANAGEMENT OPERATIONS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

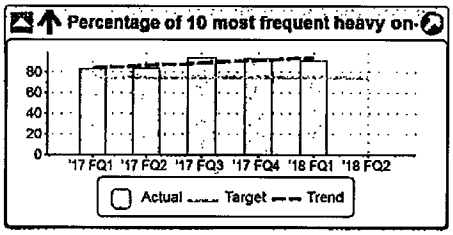
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County

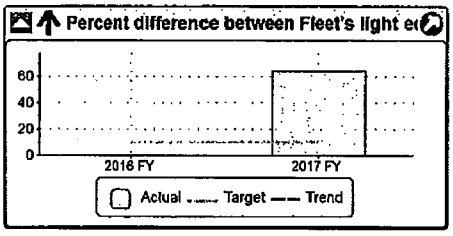
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of 10 most frequent light on-road equipment repair jobs completed at or below industry standard times		'18 FQ1	90%	75%	15%	Alfonso, Alex (ISD); Ortega, Rosa (ISD); Davis, Jacquelene (ISD)



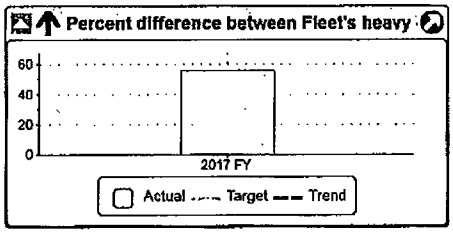
Percentage of 10 most frequent heavy on-road equipment repair jobs completed at or below industry standard times		'18 FQ1	91%	75%	16%	Davis, Jacquelene (ISD); Ortega, Rosa (ISD); Alfonso, Alex (ISD)



Percent difference between Fleet's light equipment labor rate and the average private sector rate		2017 FY	64%	10%	54%	Ortega, Rosa (ISD); Alfonso, Alex (ISD); Davis, Jacquelene (ISD)



Percent difference between Fleet's heavy equipment labor rate and the average private sector rate	2017 FY	58%	10%	48%	Davis, Jacquelene (ISD); Alfonso, Alex (ISD); Ortega, Rosa (ISD)



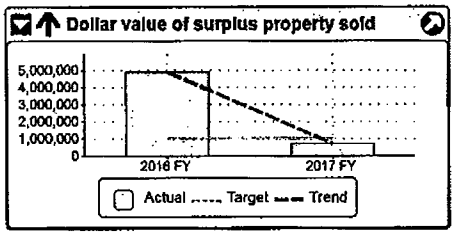
Objective	Description	Owners
PROVIDE COST SAVING REAL ESTATE MANAGEMENT SERVICES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

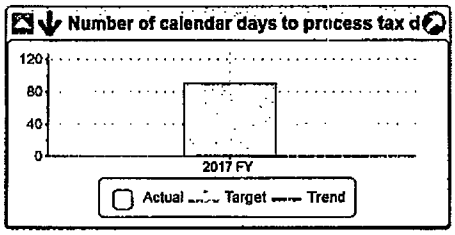
Parent Objectives	Description	Owners
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Dollar value of surplus property sold	2017 FY	$714,000	$1,000,000	$-286,000	Marin, Elva R. (ISD)

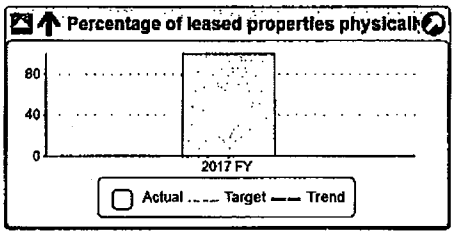
Date	VR Comment	Author
10/24/2017	Due to the hiring freeze, the Division was unable to replace the person who'se primary job functions was to process the sale of surplus property. The person retired in August of 2016 and was not replaced until August 2017.	Marin, Elva R. (ISD)



Number of calendar days to process tax deed properties either for County use or for surplus circulation	2017 FY	90	120	30	Marin, Elva R. (ISD)



Percentage of leased properties physically inspected that are compliant with all lease terms	2017 FY	100%	100%	0%	Marin, Elva R. (ISD)



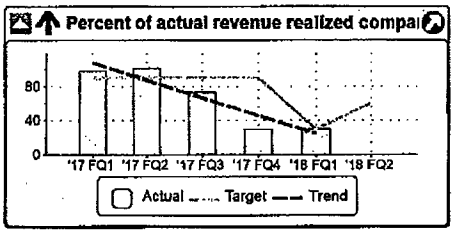
Objective	Description	Owners
PROVIDE EFFICIENT DESIGN AND CONSTRUCTION SERVICES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County
NI1 Responsible growth and a sustainable built environment		Miami-Dade County

Parent Objectives	Description	Owners
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County
NI1-2 Promote sustainable green buildings		Miami-Dade County

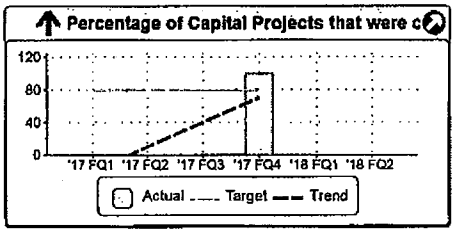
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percent of actual revenue realized compared to budget amount	'18 FQ1	30%	30%	0%	Caviglia, Bianca S. (ISD); Bechtold, Richard (ISD)

Date	VR Comment	Author
2/1/2018	Variance can be attributed to various reasons such as project funding cancellation and processing delays.	Shah, Smita (ISD)



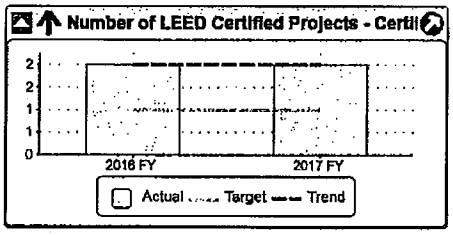
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Capital Projects that were competitively bid and awarded within 180 calendar days.	'18 FQ1	n/a	n/a	n/a	Caviglia, Bianca S. (ISD); Bechtold, Richard (ISD)

Date	VR Comment	Author
2/1/2018	No Capital Projects were awarded in this quarter.	Caviglia, Bianca S. (ISD)

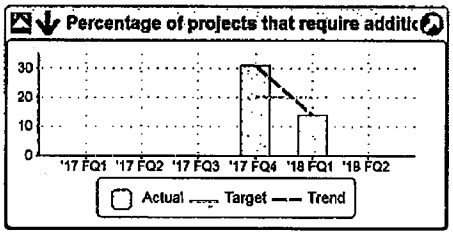


Number of LEED Certified Projects - Certified Gold	2017 FY	2	1	1	Bechtold, Richard (ISD); Shah, Smita (ISD) ; Silva, Juan C. (ISD); Caviglia, Bianca S. (ISD)

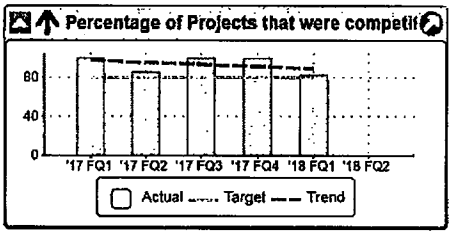
Date	VR Comment	Author
2/1/2018	West Lot facility and Childrens Courthouse are both Leed Certified facilities - certified Gold.	Shah, Smita (ISD)



Percentage of projects that require additional funding thru the issuance of a Change Order	'18 FQ1	14	20	6	Bechtold, Richard (ISD); Caviglia, Bianca S. (ISD)



Percentage of Projects that were competitively bid and awarded within 90 calendar days.	'18 FQ1	82%	80%	2%	Bechtold, Richard (ISD); Caviglia, Bianca S. (ISD)



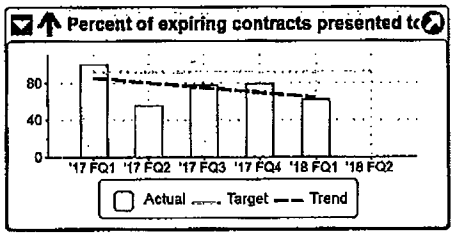
Objective	Description	Owners
BEST PRACTICES IN PROCUREMENT TO SUPPORT COUNTY OPERATIONS		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

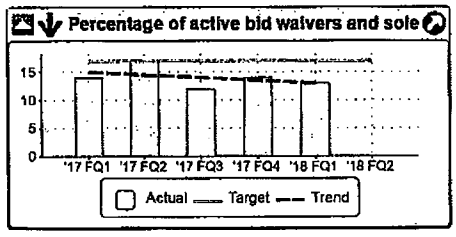
Parent Objectives	Description	Owners
GG5-1 Acquire "best value" goods and services in a timely manner		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percent of expiring contracts presented to the BCC 30 days prior to expiration in accordance with Resolution 841-06	▼	'18 FQ1	62%	92%	-30%	Silva, Rita (ISD); Fulton, Jocelyn (ISD); Campbell, Kyndal (ISD)

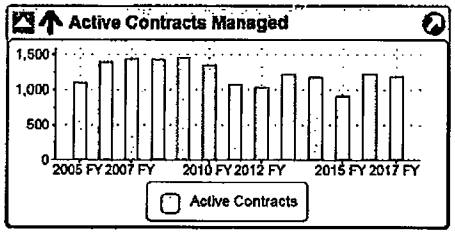
Date	VR Comment	Author
1/31/2018	Of the 13 items in this category that were presented to the Board during the quarter, 8 were timely and 5 were untimely. There were multiple factors which contributed to the delay, which we are addressing with other stakeholders who are part of the review process.	Campbell, Kyndal (ISD)



Percentage of active bid waivers and sole source contracts (Non-Competitive Contracts)	▲	'18 FQ1	13%	17%	4%	Campbell, Kyndal (ISD); Fulton, Jocelyn (ISD); Silva, Rita (ISD)



Number of Active Contracts		2017 FY	1,192	1,100	92	Campbell, Kyndal (ISD); Fulton, Jocelyn (ISD); Silva, Rita (ISD)

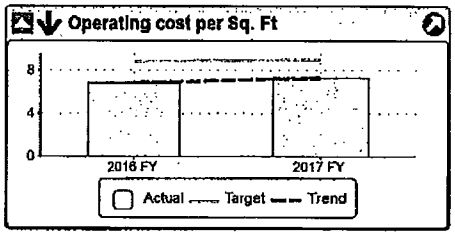


Objective	Description	Owners
MAINTAIN EXCELLENT FACILITIES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

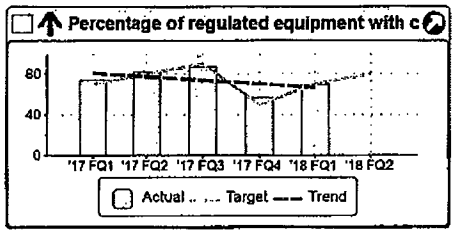
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County
NI4 Safe, healthy and attractive neighborhoods and communities		Miami-Dade County

Parent Objectives	Description	Owners
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County
NI4-1 Ensure buildings are safer		Miami-Dade County

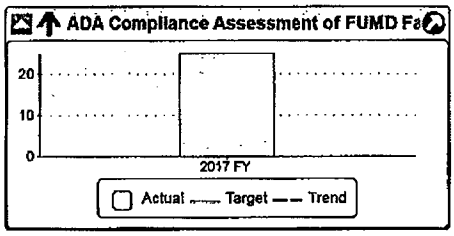
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Operating cost per Sq. Ft		2017 FY	$7.30	$9.00	$1.70	Silva, Juan C. (ISD); Shah, Smita (ISD)



Percentage of regulated equipment with current certificate of operation	'18 FQ1	69.00%	70.00%	-1.00%	Silva, Juan C. (ISD); Shah, Smita (ISD)



ADA Compliance Assessment of FUMD Facilities: Finding Barriers So We Can Address Them	2017 FY	25%	25%	0%	Johnson-Wright, Heidi (ISD); Alorda, Skarlex (ISD)

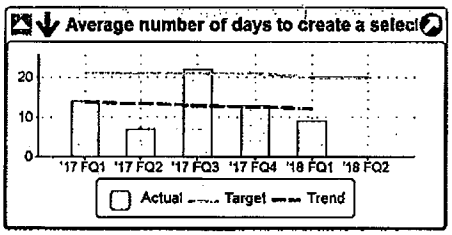


Objective	Description	Owners
ADVANCE OPPORTUNITIES FOR SMALL BUSINESSES IN MIAMI-DADE COUNTY		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

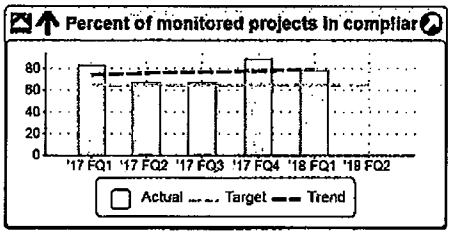
Grandparent Objectives	Description	Owners
ED1 A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries		Miami-Dade County
ED4 Entrepreneurial development opportunities within Miami-Dade County		Miami-Dade County

Parent Objectives	Description	Owners
ED1-1 Reduce income disparity by increasing per capita income		Miami-Dade County
ED4-3 Expand opportunities for small businesses to compete for County contracts		Miami-Dade County

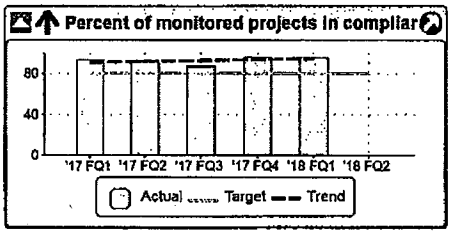
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Average number of days to create a selection committee	'18 FQ1	9	20	11	Siewnarine, Rossi (ISD); Hartfield, Gary (ISD)



Percent of monitored projects in compliance with Living and Responsible Wages	'18 FQ1	78%	65%	13%	Siewnarine, Rossi (ISD); Hartfield, Gary (ISD)

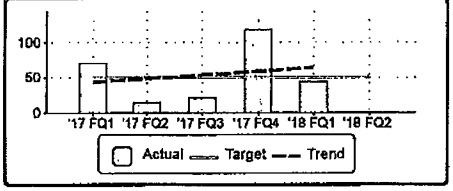


Percent of monitored projects in compliance with Small Business Programs	'18 FQ1	96%	80%	16%	Hartfield, Gary (ISD); Siewnarine, Rossi (ISD)



Percentage of identified underpaid wages on County contracts recovered.	☐	'18 FQ1	44%	50%	-6%	Hartfield, Gary (ISD); Siewnarine, Rossi (ISD)

☐ Percentage of identified underpaid wages



Objective	Description	Owners
PROVIDE EFFICIENT RISK MANAGEMENT SERVICES		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

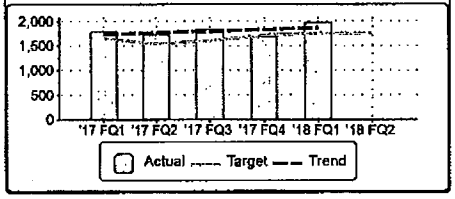
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County
GG5-3 Utilize assets efficiently		Miami-Dade County

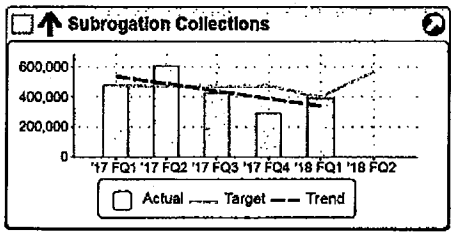
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Workers Compensation: Average Cost of Claims under $25k	☑	'18 FQ1	$1,971	$1,750	$-221	Joseph, Odilon (ISD); McConnell, Baunie (ISD)

Date	VR Comment	Author
1/16/2018	The WC unit has also experienced high adjuster's claims volume for a few fiscal years. This has impacted the adjuster's ability to dedicate the time on focusing on cost cutting measures.	Joseph, Odilon (ISD)

☑ Workers Compensation: Average Cost of (

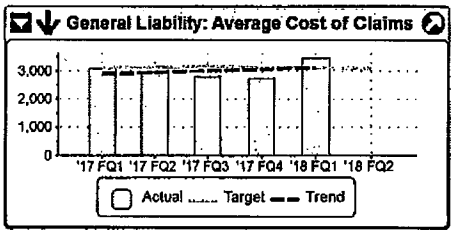


Subrogation Collections	☐	'18 FQ1	$390,634	$400,000	$-9,366	McConnell, Baunie (ISD); Joseph, Odilon (ISD)



General Liability: Average Cost of Claims under $25k	☑	'18 FQ1	$3,456	$3,100	$-356	Joseph, Odilon (ISD); McConnell, Baunie (ISD)

Date	VR Comment	Author
1/16/2018	The Liability Unit has experienced an increase in adjuster's claims inventory. In addition, an increase in hurricane related claims in early to mid Q1, futher impacted the volume of claims being handled by unit.	Joseph, Odilon (ISD)

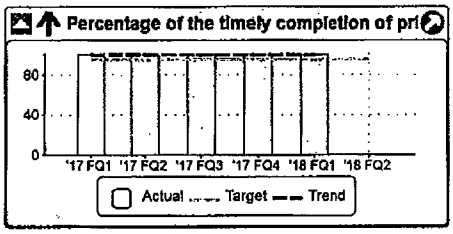


Objective	Description	Owners
OFFER EFFICIENT BUSINESS SERVICES		Caviglia, Blanca S. (ISD); Shah, Smita (ISD)

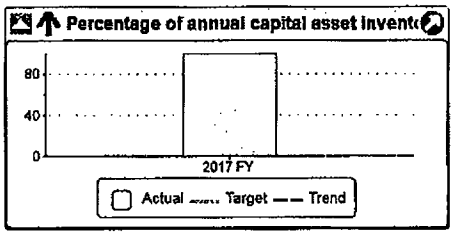
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

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
Percentage of the timely completion of print and mail assignments with standard manufacturing specifications following proof approvals		'18 FQ1	100%	95%	5%	Campos, David (ISD); Thompson, Terrence (ISD)



Percentage of annual capital asset inventory department reconciliations completed		2017 FY	100%	100%	0%	Thompson, Terrence (ISD)



Learning and growth

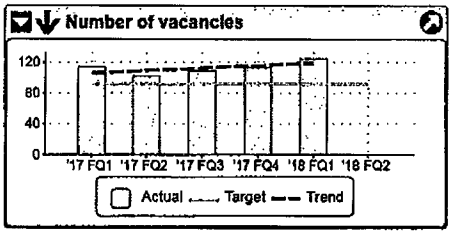
Objective	Description	Owners
RECRUIT, DEVELOP, AND RETAIN TALENTED HUMAN CAPITAL		Caviglia, Bianca S. (ISD); Shah, Smita (ISD)

Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

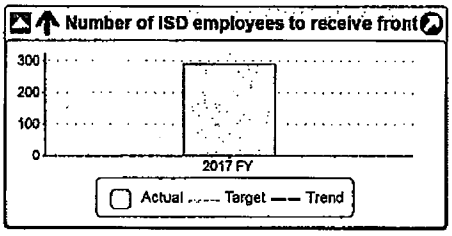
Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of vacancies	'18 FQ1	125	92	-33	Shah, Smita (ISD); Caviglia, Bianca S. (ISD)

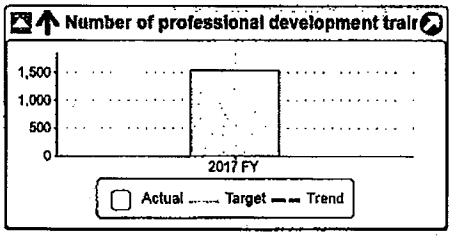
Date	VR Comment	Author
1/12/2018	Vacancies are only filled on an as-needed basis, depending on funding approval.	Shah, Smita (ISD)



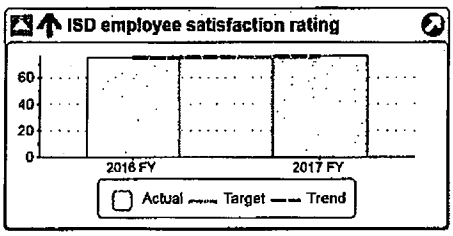
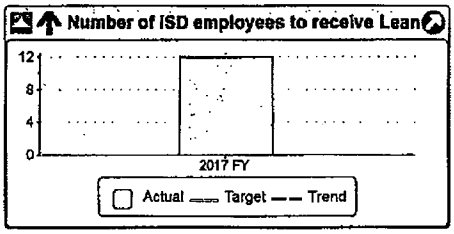
Number of ISD employees to receive frontline leadership development training	2017 FY	290	150	140	Shah, Smita (ISD); Caviglia, Bianca S. (ISD)



Number of professional development trainings attended by ISD employees	2017 FY	1,535	300	1,235	Caviglia, Bianca S. (ISD); Shah, Smita (ISD)



ISD employee satisfaction rating	2017 FY	76.5%	75.0%	1.5%	Shah, Smita (ISD); Caviglia, Bianca S. (ISD)



Number of ISD employees to receive Lean Six Sigma training	▲	2017 FY	12	10	2 Shah, Smita (ISD); Caviglia, Blanca S. (ISD)