

ADVANCED NOTICE OF WAIVE COMPETITION

DATE: March 24, 2016
PROJECT TITLE: Process Improvement Consulting Services
PROCUREMENT CONTACT: Celeste S. Walker

It has been determined that the below described services will not be purchased through full and open competition.

DRAFT SCOPE OF SERVICES

BACKGROUND

The required consulting services will provide assistance in the development of a comprehensive business process improvement plan to improve the effectiveness and efficiency of the Procurement Management Services Division (PMS) of the Internal Services Department. The contractor will be responsible for providing services in the following areas: 1) Process Improvement and Efficiency, 2) Organizational Structure & Staff Assessment, and 3) Training and Professional Development.

SERVICES TO BE PROVIDED

The Consultant shall provide the following services to the County:

1.1 Process Improvement and Efficiency.

- 1.1.1 Review existing County Ordinances, Resolutions, Implementing Orders, Policies and Procedures to ensure consistency with current industry best practices. Develop recommendations on what policies need to be revised, enhanced, or eliminated based on best value and client departments' demands. Review legislative requirements inclusive of constraints and barriers that may impede efficiency.
- 1.1.2 Review business processes and procedures. Develop recommendations to ensure processes are standardized throughout the division for consistent application and comprehension by staff and client departments.
- 1.1.3 Update existing procedure manuals reflective of the accepted recommended process improvements. This will result in the production of three procedure manuals based on best practices. (Client Departments; Internal Procurement Process (PMS); and Vendor Procedures).
- 1.1.4 Review process map and timeline for dollar threshold approval authority. Develop recommendations how to significantly reduce cycle time to match industry standards. Recommendations should include business process efficiencies, workflow optimization, best practice procedures, technology assistance and elimination of non-value-add requirements.

- 1.1.5 Review the effectiveness of PMS' vendor outreach efforts. Develop recommendations to increase local and small business participation. These might include access to other entities local vendor database, regional cooperative, multi-entity advertisement, etc.
- 1.1.6 Review contracting methods and recommend strategies to reduce the wait time for legal review.
- 1.1.7 Conduct an assessment and make recommendations to maximize the effective use and utilization of the current technology. (BTS, PA, and ADPICS)

1.2 Organizational Structure and Staff Assessment

- 1.2.1 Review current organizational structure. Develop recommendations to redesign organizational structure in order to optimize strategic procurement functions, maximize efficiencies in cycle time, create fair and balanced workload distributions, and identify special procurement categories based on complexity, spend, risk, value and other criteria as appropriate.
- 1.2.2 Define appropriate roles and responsibilities for PMS staff. Develop recommendations to align these positions with industry standards and best practices based on level of expected autonomy, required critical thinking, and decision making.
- 1.2.3 Review workload levels of PMS staff benchmarked to industry best practices. Develop recommendations for workload and transaction targets for performance expectations, and staffing methodology.
- 1.2.4 Review transactional and strategic workloads. Develop recommendations to distinguish one from the other and how to effectively distribute workloads to reduce cycle time, ensure quality goods and services are received and minimize the overall acquisition cost.

1.3 Professional Development and Training

- 1.3.1 Develop recommendations to implement a training program that addresses the ongoing needs of PMS staff to ensure compliance with legislative requirements, policies and procedures. Such recommendations should include a method to ensure that policy and/or process changes are communicated promptly and in a consistent manner. Additionally, the recommendations must provide learning opportunities for vertical growth within the PMS division.
- 1.3.2 Develop recommendations to implement a training program that addresses the ongoing needs of client department's technical procurement staff with authority to engage in the procurement process.
- 1.3.3 Develop recommendations how to implement a County-wide certification program for all client departments' technical procurement staff to ensure a relevant body of knowledge is developed and sustained.
- 1.3.4 Review the division's communication protocol to client departments regarding matters of policy, process and procedures. Develop recommendations for specific strategies to improve how information is deployed to all persons with any level of authority to engage in the procurement process.

1.4 Project Deliverables (include but are not limited)

- 1.4.1. A comprehensive report(s) outlining specific recommendations on process efficiencies, benchmarks and best practices, based on current industry standards, surveys with relevancy of recent two years and benchmark data of 6-9 month. Proposed recommendations will also include benchmarking with other governmental entities of comparable size, including but not limited to City of Miami, Broward County and Jackson Health Trust.
- 1.4.2. Recommended legislative, policy, and procedural changes

- 1.4.3. Updated policy and procedure manuals (Client Departments; Internal Procurement Process (PMS); and Vendor Procedures).
- 1.4.4. A report with recommendations to redesign the organizational structure with specific roles and responsibilities for each position title and staffing metrics.
- 1.4.5. Staffing assessments and recommended professional development plans for PMS and client departments' staff.