



# Internal Services Department Business Plan

**Fiscal Years: 2020 and 2021**  
(10/1/2019 through 9/30/2021)

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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, Economic Development, and Neighborhood and Infrastructure strategic areas, ISD supports governmental operations by providing a wide variety of essential services to County departments including: countywide procurement and vendor services, capital program management, construction and renovation management, facility management, surplus property disposition, fleet management, risk management, capital inventory administration, small business development, real estate development, Americans with Disabilities Act compliance, elevator regulation and elevator contract management, materials management, printing services, 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.

### **Department Core Values**

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

- **Strategic:** Planning for success
- **Expertise:** Leadership through experience and knowledge
- **Responsive:** Ready to serve
- **Visionary:** Forward thinking
- **Integrity:** Do the right thing
- **Collaborative:** Leverage collective talent
- **Effective:** Providing quality solutions

**Our Customer**

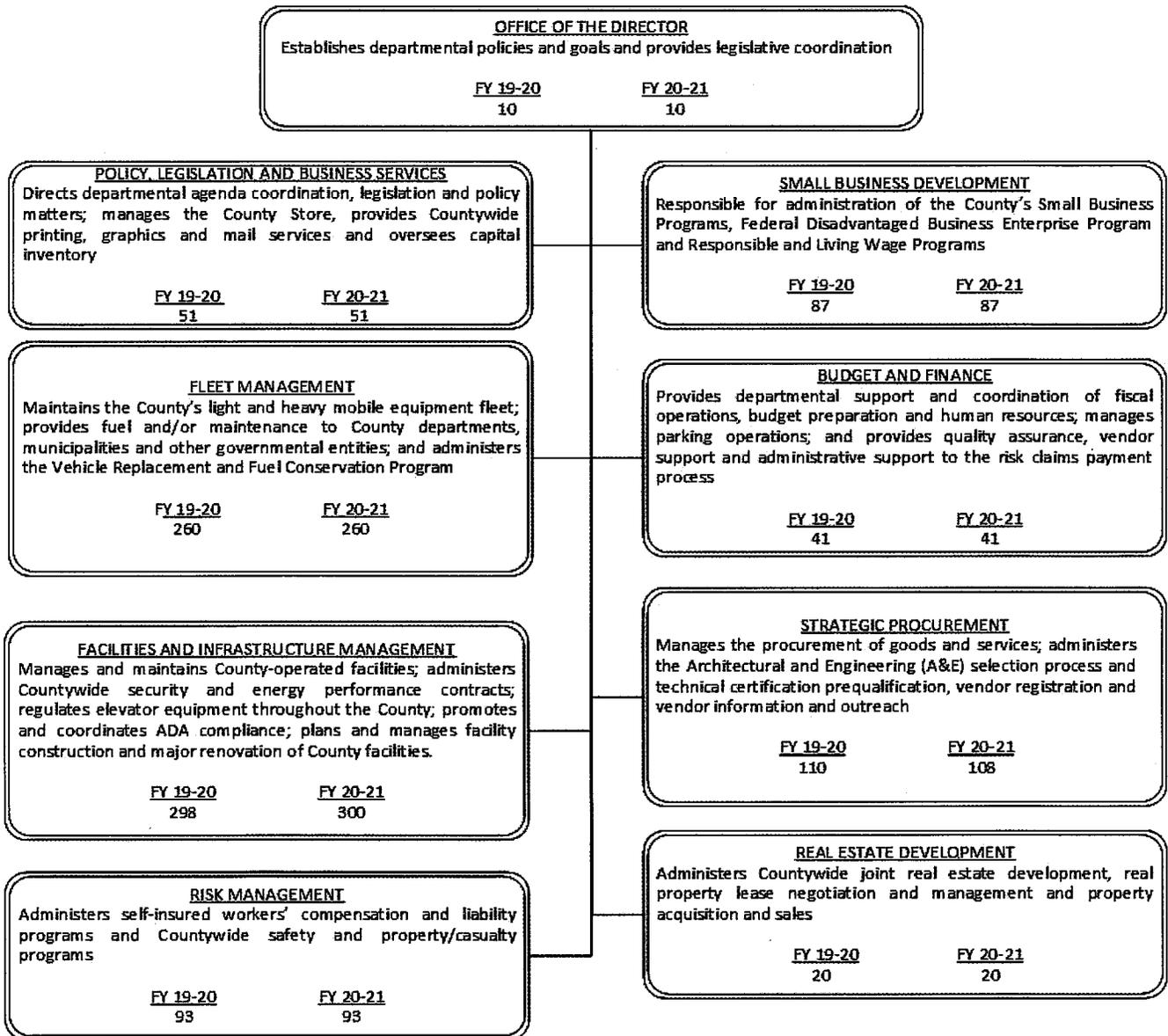
The Internal Services Department serves a wide range of internal and external customers and stakeholders including County departments and employees, municipalities, the business community, and Miami-Dade County residents and visitors.

The Department serves customers by providing essential support to government operations through a wide variety of comprehensive services. Every department within Miami-Dade County government depends on ISD to provide services to the residents of this community.

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. When analyzed and tracked, this data serves 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. All of this data is reviewed by ISD leadership and shared with staff in order to provide a continuous process of self-review and improvement.

**Departmental Business Plan and Outlook**  
**Department Name: Internal Services Department**  
**FY2019-20 & FY2020-21**

**Table of Organization**



The FY 2019-20 total number of full-time equivalent positions is 976.

**Strategic Alignment Summary**

**ISD supports the Miami-Dade County Strategic Plan under the General Government strategic area by focusing on the following goals:**

- **GG1 – Accessible, Fair and Responsible Government - Through the Department’s Divisions of Facilities and Infrastructure Management, Real Estate Development, ADA Coordination, Risk Management, Strategic Procurement, Fleet Management, Legislative and Business Services, Budget and Finance, and Small Business Development.**
  - GG1-1 - Provide easy access to information and services
  - GG1-2 - Support a customer-focused organization
- **GG2 - Excellent, engaged and resilient workforce - Through the Department’s Divisions of Risk Management, Budget and Finance, Facilities and Infrastructure Management, Program Management Office, Real Estate Development, Strategic Procurement, Fleet Management, Legislative and Business Services, and Small Business Development.**
  - GG2-1 - Attract and hire new talent
  - GG2-2 - Promote employee development and leadership
  - GG2-3 - Ensure an inclusive and diverse workforce
- **GG3 - Optimal internal Miami-Dade County operations and service delivery - Through the Department’s Divisions of Risk Management, Budget and Finance, Facilities and Infrastructure Management, Program Management Office, Real Estate Development, Strategic Procurement, Fleet Management, Legislative and Business Services, and Small Business Development.**
  - GG3-3 - Acquire “best value” goods and services in a timely manner
  - GG3-4 - Effectively utilize and maintain facilities and assets
- **GG4 - Effective Leadership and Management Practices - Through the Department’s Divisions of Facilities and Infrastructure Management, Program Management Office, Real Estate Development, ADA Coordination, Risk Management, Strategic Procurement, 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
  - GG4-3 - Reduce County government’s greenhouse gas emissions and resource consumption

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

- **ED2 - Entrepreneurial Development Opportunities within Miami-Dade County - Through the Department’s Divisions of Small Business Services and Strategic Procurement.**
  - ED2-1 - Encourage creation of new small businesses
  - ED2-2 - Expand opportunities for small business to compete for Miami-Dade County contracts
  -

**ISD supports the Neighborhood and Infrastructure strategic area by focusing on the following goals:**

- **NI1: Neighborhood and Infrastructure - Through the Department’s Divisions of Facilities and Infrastructure Management and Real Estate Development**
  - NI1-2: Ensure buildings are sustainable, safe, and resilient

**Alignment of Selected Scorecard Measures to Resilience**

<b>Scorecard Measures</b>	<b>Resilience Driver</b>
Customer Satisfaction with ISD service levels and quality of work	LS-1
Average number of days to award contracts over \$1 million	LS-3
Average calendar days to complete A&E selection process	LS-3
ADA compliance assessment of ISD buildings	ES-2
Percentage of completed projects where small business opportunities were achieved	ES-3
Percent of monitored projects in compliance with Small Business Programs	ES-3
Dollar value of surplus property sold	ES-3
Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise Programs	ES-3
Percentage of invoices processed within 30 calendar days of receipt	ES-3
Number of LEED certified projects	IE- 1
Percentage of Elevators, Escalators, and regulated equipment with Certificates of Operation	IE-2
<p><u>Resilience Drivers:</u>            LS1: Promote Leadership and Effective Management            LS2: Empower a Broad Range of Stakeholders            LS3: Foster Long-Term and Integrated Planning            HW1: Meets Basic Needs            HW2: Supports Livelihoods and Employment            HW3: Ensures Public Health Services</p>	
<p>ES1: Promote Cohesive and Engaged Communities            ES2: Ensure Social Stability, Security, and Justice            ES3: Foster Economic Prosperity            IE1: Provide and Enhances Protective Natural and Man-Made Assets            IE2: Ensure Continuity of Critical Services            IE3: Provide Reliable Communication and Mobility</p>	

**KEY ISSUES**

The Internal Services Department’s senior leadership has 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?**

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Strong leadership and integrity</li> <li>• Clear Mission Statement</li> <li>• Highly skilled top-performing dedicated employees with diverse expertise</li> <li>• Collaboration with customers, partners, and stakeholders</li> <li>• Professional development training</li> <li>• Succession planning</li> <li>• Excellent customer service culture</li> <li>• Promotion of small business inclusion in County contracting and the growth of the small business community</li> <li>• Employee morale and satisfaction</li> <li>• Public Private Partnerships expertise</li> <li>• Increased local vendor participation</li> <li>• Improved countywide elevator service through training of contract managers and standardization</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarking with other agencies for best practices</li> <li>• Fleet centralization and standardization</li> <li>• Expand public/private business partnerships</li> <li>• Project and Program Managers who facilitate comprehensive and professional design and construction solutions</li> <li>• Partner with Human Resources Department to improve recruitment initiatives</li> <li>• Additional savings in the property insurance program</li> <li>• Delegation of authority for increased procurement efficiency</li> <li>• Continued improvements aged facilities and infrastructure</li> <li>• Continued business process re-engineering through EDGE implementation</li> <li>• Moving all County operations into County-owned space</li> <li>• Improved project management structure and methodology</li> </ul>

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

**Aspirations**

- Improve government efficiency
- Streamlined legislative requirements in procurement
- Updated technology tools
- Communication of ISD successes and achievements
- Improved facilities and excellent tenant satisfaction
- Attract and retain excellent employees
- National recognition of our risk mitigation methods and claims handling model
- Complete projects ahead of schedule
- Transition from a transactional to strategic organization
- Leadership in sustainable building design
- Leadership in inclusive building design which considers as many people's needs and abilities as possible
- Simplify contract allocations across all departments
- Countywide procurement training for all departments
- Establish a successful Program Management Office
- Demonstrate ISD's positive impact on the community

**Results**

- Web-based Key Performance Indicators
- Internal/External Stakeholder Surveys
- At least 10% of County awards for construction, A&E, and applicable goods and services go to small business enterprises
- Number of firms that become certified small businesses
- Number of competent candidates hired
- Lower litigation and overall claims cost
- Decrease in Workers' Compensation injuries
- Satisfied Customers
- Improved employee retention rates
- Safe and efficient facilities and infrastructure
- Improved strategic procurement planning
- Outcomes based on efficiency
- Top ranked Fleet management program in country

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

**Capital Infrastructure and Resilience of Facilities:** The Countywide Infrastructure Investment Program (CIIP) plan is implemented as part of the Mayor's recommendation on the FY 2019-20 budget. The intent of the CIIP program in ISD is to provide funding to renovate and make infrastructure improvements to existing ISD facilities, bring them to the more stringent Building Code implemented since they were constructed, focus on safety and security, provide for improved energy usage and technology access, replace aged furnishings and address issues such as inadequate parking and aging HVAC and plumbing systems. These projects are critical to continue the level of service to our community and our employees, and are important elements in ensuring the resilience of our Department.

Over 70% of ISD managed buildings are 30 years old or more. Estimated at over **\$200 million** in the next five years, and over **\$600 million** over 20 years, ISD's infrastructure needs are long overdue. ISD manages in excess of six million square feet of County owned space, most of which will require capital improvements, including 40-year recertification, in the next few years. The capital improvement projects in various ISD facilities include, but are not limited to:

- plumbing
- air conditioning
- building controls
- roof replacements
- life safety
  - fire alarm panel, fire pump, fire booster pump and fire sprinkler pipes
- structural systems
  - façade, windows, waterproofing, painting, elevators, escalators, ADA projects
- electrical
- power
- security
  - access control system, video management system, electronic screenings, furnishings, finishes
- parking related equipment
  - parking access and revenue equipment and electric vehicle charging stations

The restoration of preventative maintenance in line with industry standards will help prevent major breakdowns, maximize life cycles, better serve our customers, and maintain the safety of County buildings. Many of these facilities support critical County operations such as courthouses, data centers, emergency dispatch, the seat of County government, utility providers, and more.

**Human Capital:** The Department continues to operate at a 14% vacancy rate while managing a heavy workload. In the past year, ISD has reduced the number of temporary employees working on long-term projects by creating permanent positions through the budgetary process. The Department also reviewed part-time workforce that had been consistently assigned to work full-time hours due to operational needs and converted many of those positions to full-time status.

The ongoing challenge of reducing vacancies is directly related to the area of talent acquisition and retention. Competition for a qualified workforce, adequate compensation of employees, lack of qualified candidates, and an increased number of retirements and turnover are a few of the overarching issues that make it a challenge to create high performing teams. ISD began to address these challenges by tackling the issue of competitive salaries in highly specialized positions such as elevators and building maintenance, and will continue to do so across the department. Specifically, the challenge of retaining highly qualified procurement professionals in ISD's highly complex environment continues to be a substantial challenge.

**Strategic Business Management:** The Enabling Delivery of Government Evolution (EDGE) implementation project will go live in October 2020, streamlining business processes and replacing existing technology tools to help this County evolve into a truly strategic organization.

ISD is managing the County's implementation of the entire suite of supply chain modules, including strategic sourcing, supplier contracts, vendor portal, eProcurement and purchasing, which will streamline the county's procurement activities in all county departments but will be a substantial challenge. The two key areas of sourcing and contracts, which will be available to hundreds of Buyers and department-based procurement staff countywide – as well as thousands of vendors – will need extensive support and assistance after go live as they will be using EDGE for all procurement functions for the first time. Likewise, the contracts module offers several new functionalities that will require ongoing training of hundreds of County staff and dedicated support.

Sourcing events are time sensitive and subject to bid protests and other risks if timely support is not provided to the vendor community as proposals are being uploaded across many different time zones. That support, currently provided by BidSync, will be replaced by ISD staff and resources must be adjusted accordingly.

ISD capital project managers currently rely on a legacy system, AS400, which will no longer be supported the Information Technology Department (ITD). While the EDGE implementation will provide much needed automation and support, it will not provide project management software tools required for successful project delivery.

**Public Private Partnerships (P3):** Over the last two years, ISD has successfully managed the procurement of a new, state-of-the-art Civil and Probate Courthouse that will meet the needs of our community for many years to come. The Courthouse Project is the County's first social infrastructure P3 and is the first of its kind in the state of Florida, and an important milestone in the County's efforts to identify innovative methods for the delivery of large and complex public infrastructure projects.

As additional P3 projects continue to be identified across the County, the need for additional staff resources will become more and more evident. At this time, ISD is managing the development of over 20 different such complex solicitations across a number of County departments with a limited staff of 2 to 3 professionals.

## **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:**

- Toward the end of FY2019-20, a comprehensive facilities assessment of ISD buildings and assets will be finalized. This assessment will allow ISD to prioritize CIIP projects and funding for capital improvements to help keep the County's aging buildings safe, healthy, and resilient.
- ISD is requesting the approval of nearly 40 dedicated positions throughout the department in order to effectively facilitate CIIP projects. These positions will provide a wide range of support that is critical for the successful delivery of these projects to include procurement, project management, budget monitoring, and small business participation and monitoring.
- ISD is establishing contractual mechanisms to retain design consultants for the long-term planning of CIIP infrastructure projects, which will serve as a template for other departments to follow.

### **Technology:**

- ISD will establish a Supply Chain Helpdesk with additional, dedicated staff members, to effectively support the implementation of all Peoplesoft modules for at least 2-3 years after implementation.
- ISD is working with the Office of Management and Budget (OMB) to adjust the timing and support of these modules as needed to ensure a successful transition.
- ISD's ERP Analyst positions will join the OMB's Strategic Business Management (SBM) division in order to comprehensively address the County's future Supply Chain needs.
- ISD will continue to work with ITD to identify a project management software solution to better monitor and facilitate successful capital project delivery.

### **Operations:**

- ISD will continue to monitor the formal and informal customer feedback program in every division to better shape and drive operations.
- ISD continues to strive for improved procurement cycle times and quality through innovative best practices and adequate resources. The certification requirements, complexities of public procurement, and workload volume, make recruitment and retention of qualified personnel difficult. ISD has implemented the use of flexible work schedules and enhanced training opportunities to offset these challenges and better address the needs of our staff in order to continue creating a Strategic, Streamlined and Stable procurement office.

- ISD has established a department-wide compliance unit to routinely audit controls, to review compliance with established policies and procedures, and to implement lessons learned to ensure effectiveness in all areas of the department's large and varied, complex operation.
- Continue the work of the Elevator Working Group to identify best practices and alternative contracting methods to improve the reliability of elevators/escalators/moving walkways countywide.
- Working with the Miami-Dade County Aviation Department, ISD will begin to centralize elevator contract management services in order to better identify patterns of elevator failure and hold vendors accountable accordingly.

## **FUTURE OUTLOOK**

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

### **Disparity Study:**

Since the last Disparity Study in 2015, SBD has implemented a number of race and gender-neutral measures to promote small business inclusion in County contracts and grow the small business community. Since implementation of the BMWS, SBD is moving closer to gathering sufficient data to perform the next disparity study. SBD has been conducting ongoing training and outreach for both firms and County departments to utilize the system for compliance with Small Business Enterprise Programs and subcontractor reporting requirements. Since the launch of the online and automated system, there has been significant progress in the collection of not only contract award information, but also payment and demographic (race, ethnicity, and gender) information necessary for a disparity study. The use of the system and its automation functionality has also minimized errors associated with manual paper-based reporting. The Department plans to collect three years' worth of data which will prepare ISD to conduct another Disparity Study beginning FY 2022.

### **Elevators:**

ISD will continue to take the lead in improving the reliability of elevators, escalators and moving walkways countywide by centralizing contract management services. The new contract management section will assist departments navigate through modifications and infrastructure improvements. Current maintenance procedures are being reviewed to determine the most efficient model for future procurements. ISD Procurement will lead the development of the successor contract to address lessons learned and allow for a more efficient program delivery.

### **Security:**

ISD will continue with ongoing investigation of enhanced security measures that balance providing state of the art security with the public's ability to access County facilities and services. An emphasis will be placed on automating services and utilizing new technology to communicate and provide a safe working environment.

**Best Practices:**

**Standardization of Environmental Management**

ISD is undertaking the process to obtain ISO 14001 certification to establish safeguards for the environment, employees, and vendors. ISO 14001 is the international standard that specifies requirements for an effective Environmental Management System (EMS). ISD Fleet Management Division (FMD) and Facilities and Infrastructure Management Division (FIMD) have established the Environmental, Health and Safety (EHS) Policy and Procedures manual. The EHS policies and procedures are the foundational standards for the ISO 14001 program. FIMD and Fleet staff are currently in the training phase and will proceed to implementation and certification in 2020.

**Government Fleet Management Alliance**

The Government Fleet Management Alliance (GFMA) is an organization that offers a Certified Fleet Management Operation (CFMO) certification. The process measures and works to improve operational effectiveness, competitiveness and efficiency using a detailed certification that is based on industry best practices. There are over 120 specific certification criteria addressing 20 critical areas of fleet management. ISD Fleet Management is currently undergoing the process and will continue to work towards the goals required to attain certification.

**Professional Development:**

Participation at industry conference settings is an important part of staying in tune with the industry and sharing best practices with other experts in the field; it provides a new learning environment that sparks creativity, reveals new ideas and tools, and builds inspiration and motivation.

FIMD (Facilities and Infrastructure Management Division) is a member of BOMI (Building Owners Management Institute) and continues to educate their staff with BOMI related training courses and seminars for Building Management. Project Management Professional (PMP) training will be provided to staff involved in the implementation of the CIIP plan and other special projects to establish a rigorous and comprehensive approach to project management.

NAFA's Fleet Management Association Certified Automotive Fleet Manager (CAFM) program offers the most up-to-date fleet management education. This comprehensive course requires the completion of the eight disciplines of fleet management, including Asset Management, Business Management, Financial Management, Information Management, Maintenance Management, Professional Development, Risk Management, and Vehicle Fuel Management. The management team of Fleet Management is currently enrolled in the CAFM program.

***ATTACHMENT 1***

**BUSINESS PLAN REPORT**