

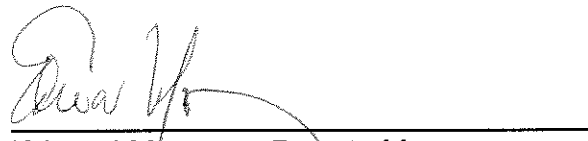


Internal Services Department Business Plan

Fiscal Years: 2017 and 2018
(10/1/2016 through 9/30/2018)

Approved by:


Tara C. Smith, Department Director


Edward Marquez, Deputy Mayor

2/10/17
Date

5/12/17
Date

Plan Date: February 13, 2017

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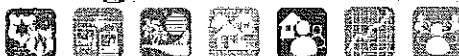


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DEPARTMENT OVERVIEW

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 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.

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

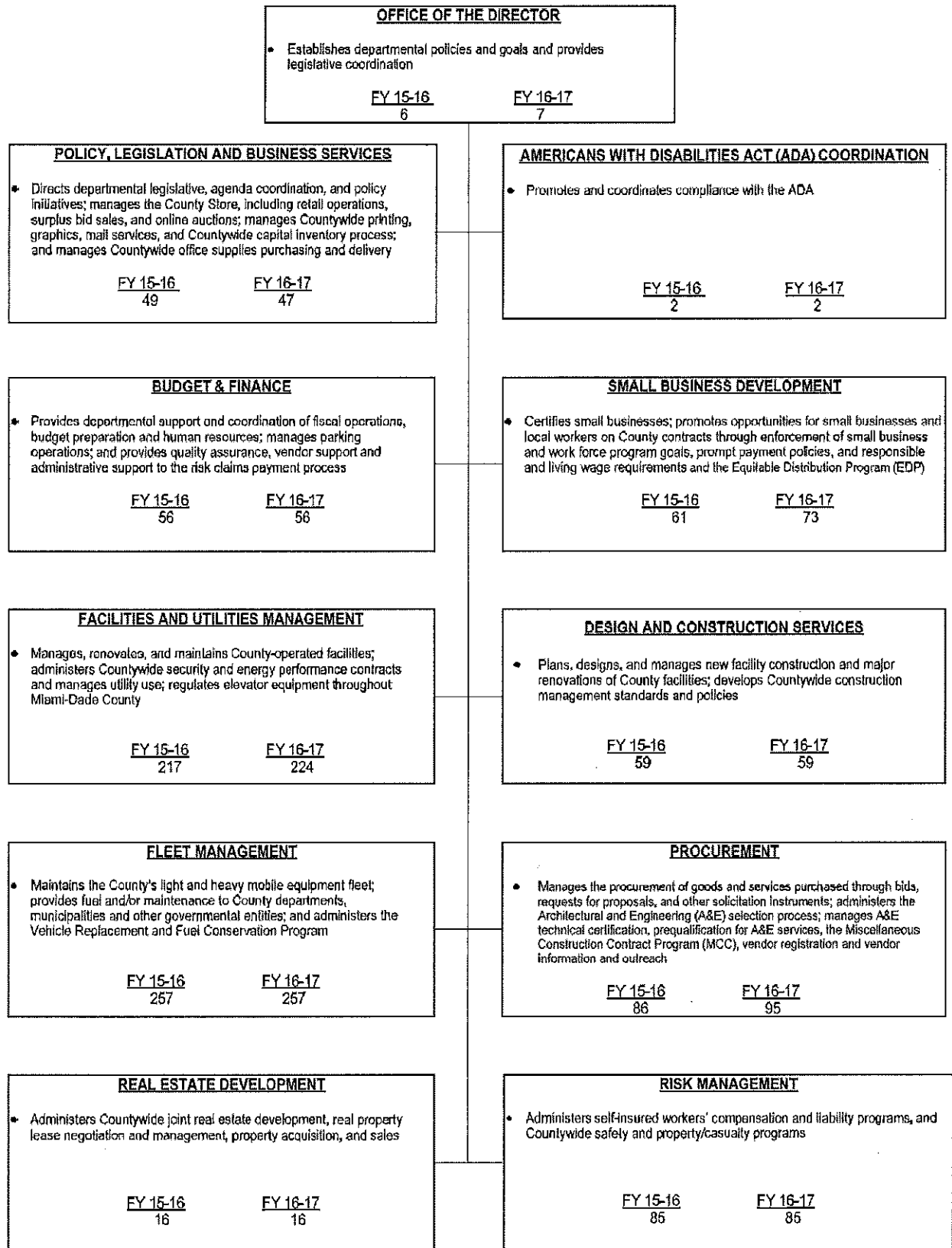
Internal Services Department: Where **service** is our middle name.

- 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



Departmental Business Plan and Outlook
Department Name: Internal Services Department
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TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 945 FTEs

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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: procurement services, countywide 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, Weaknesses, Opportunities and Threats as illustrated by the below SWOT analysis matrix.

Internal Services Department SWOT Analysis Matrix

		Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	Strengths	<ul style="list-style-type: none"> • Clear Mission Statement • Strong leadership and integrity • Highly skilled, top-performing employees with diverse expertise • Collaboration with customers, partners, and stakeholders • Professional development training • Succession planning 	<ul style="list-style-type: none"> • Uncompetitive pay • Aging facilities and infrastructure • Vacancies, employee hiring, retention, and retirements • Budget reductions in prior years • Outdated rates and service fees • Outdated policies that drive core business • Legislative constraints • Outdated technology
	Opportunities	<ul style="list-style-type: none"> • Improve government efficiency • New collaborations and partnerships • Diversify into related market segments • Progressive procurement model • Public Private Partnerships • New legislative policies • Recruitment of qualified employees • Updated technology tools • Delegation of authority for increased procurement efficiency • Organizational cultural reform • Increased central human resources talent management • Communication of ISD successes 	<ul style="list-style-type: none"> • Private sector efficiencies • Allocation of resources to support core business • Economy, increased cost of doing business • Policies that inhibit efficient processes • Outside agency competition, internal and external • Perception of organizational inefficiency
External origin (attributes of the environment)			



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

- **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, an insufficient internal hiring structure, 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 13% 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 the hiring process. 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, acquire talented human capital, and provide the level of human resources support that ISD employees need.

- **Aging Infrastructure:** The Internal Services Department manages more than 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 \$90 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, 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



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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.

- **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 is dedicated to leading potential Miami-Dade County PPP working groups. The Department is creating PPP legislation that will create policies for the formal procurement of PPP developments into the future. Once PPP policies are established, a dedicated core of resources will need to be identified.
- **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. 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.

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:

Personnel:

- Invest in training, developing, and maintaining the workforce to ensure adequate delivery of services. Specifically, an emphasis will be placed on specialized training programs to provide the training necessary for procurement contracting staff to ensure they have tools to function more efficiently.
- Continue the successful implementation of the department-wide employee recognition program to improve morale and increase productivity.
- Continue to focus on filling vacancies to be able to more efficiently provide core business services.
- Work with the Human Resources Department to develop solutions to recruit and retain talented human capital.
- Continue to provide professional development opportunities to certify building management staff in nationally recognized facilities management organizations.

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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.
- Develop a master plan through a comprehensive evaluation of County fleet maintenance facilities to determine the updates necessary to effectively address the demand for service.

Technology:

- 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.
- Continue the implementation of a centralized database to track the race and gender of contractors and subcontractors who are awarded County contracts to monitor the success of various small business programs.

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:

Compressed Natural Gas (CNG):

In an effort to realize cost savings, the County will be converting a portion of its fleet to compressed natural gas fueling. CNG is an alternative fuel source for heavy fleet vehicles intended to reduce energy costs. The application of a CNG fueling system would change the way that ISD operates and maintains its heavy fleet. The transition to CNG would require a coordination of a number of County departments including DTPW, WASD, and DSWM as these departments utilize the largest number of heavy fleet vehicles. This implementation will require additional resources in the form of upgrades to existing infrastructure and additional facilities with the capability of dispensing and monitoring fuel for the CNG fleet vehicles.

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 10% 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 355 capital projects totaling approximately \$339 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 will continue to provide top-quality project



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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.

