

DEPARTMENTAL INPUT

CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

Rev 1

<input type="checkbox"/> New contract	<input type="checkbox"/> OTR	<input type="checkbox"/> CO	<input type="checkbox"/> SS	<input type="checkbox"/> BW	<input type="checkbox"/> Emergency	Previous Contract/Project No. RFP739
<input type="checkbox"/> Re-Bid	<input checked="" type="checkbox"/> Other WOPR for RTQ-00313					

LIVING WAGE APPLIES: ☐ YES ☐ NO

Requisition/Project No: WOPR-EPPRFP-00313-1 TERM OF CONTRACT: 0.5 year with 0 three-year options-to-renew

Requisition/Project Title: Staffing Analysis for Tax Collector Office

Description:
The objectives of this project are to provide a comprehensive review of the LBT process, resulting in practical recommendations that will ensure the collection of additional LBT revenues with greater staff efficiencies and a lower overall cost per dollar collected. At a minimum, the TC expects that the review will result in:

- A) Improvements to LBT account management processes and opportunities for streamlining processes via automation; and
- B) Optimal staff allocation to properly support updated processes

The following qualifications are preferred:

- Experience working with governmental agencies similar in size to Miami-Dade County
- Experience working with LBT receipt administration and collection in Florida
- Experience working for governmental agencies in Florida involving efficiency improvement and Lean Six Sigma studies relating to Local Business Tax (LBT) collections
- Demonstrated LBT process improvement successes, including:
 - identification of new businesses and existing business, while complying with LBT requirements in Florida.
 - automation of manual processes for LBT staff and business owners.
 - improved organizational (staff) alignment and skills.

User Department(s): Finance Tax Collector
 Issuing Department OMB Contact Person: Amy Horton-Tavera Phone: 305-375-4647

Estimated Cost: \$15,000 Funding Source: General Funds REVENUE GENERATING: ☐

ANALYSIS

Commodity/Service No: <u>91875 Management Consulting</u>		SIC: <u></u>	
Trade/Commodity/Service Opportunities			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here <input type="checkbox"/> if this is a New Contract/Purchase with no Previous History			
<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>	
Contractor:			
Small Business Enterprise:			
Contract Value:			
Comments:			
Continued on another page (s): <input type="checkbox"/> Yes <input type="checkbox"/> No			

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: Caroline Burgos

Date to SBD: 12/7/2016
 Date Returned to PM:

ATTACHMENT 1 – SCOPE OF SERVICES

1. Background Information

In August 2016, Miami-Dade County (County), established a Management Advisory Consulting Services (MACS) Pool (Pool) of pre-qualified firms to provide management consulting services to the County on an as-needed basis. The purpose of this Work Order Proposal Request (WOPR) is to select a firm from the Pool to provide a comprehensive review of the County's Local Business Tax (LBT) function and practical recommendations that would ensure the collection of additional LBT revenues with greater staff efficiencies and an overall lower cost per dollar collected.

2. Overview of the Finance Department and the Tax Collector

The Tax Collector (TC) is part of Miami-Dade County's Finance Department and is responsible for collecting current and delinquent real and personal property taxes, special assessments for all local taxing authorities, local business tax receipts and convention and tourist taxes. The TC also acts on behalf of the State of Florida to issue automobile, boat, hunting and fishing licenses.

- Local business taxes (formerly known as occupational licenses) vary depending on the nature of business. A receipt is required for each place of business and for each separate classification at the same location. Receipts are transferable when there is a change of ownership, business location or trade name.

3. Project Objectives

The objectives of this project are to provide a comprehensive review of the LBT process, resulting in practical recommendations that will ensure the collection of additional LBT revenues with greater staff efficiencies and a lower overall cost per dollar collected. At a minimum, the TC expects that the review will result in:

- A) Improvements to LBT account management processes and opportunities for streamlining processes via automation; and
- B) Optimal staff allocation to properly support updated processes

4. Preferred Qualifications

The following qualifications are preferred:

- Experience working with governmental agencies similar in size to Miami-Dade County
- Experience working with LBT receipt administration and collection in Florida
- Experience working for governmental agencies in Florida involving efficiency improvement and Lean Six Sigma studies relating to Local Business Tax (LBT) collections
- Demonstrated LBT process improvement successes, including:
 - identification of new businesses and existing business, while complying with LBT requirements in Florida.
 - automation of manual processes for LBT staff and business owners.
 - improved organizational (staff) alignment and skills.

5. Services and Deliverables to be Provided

I. Project Initiation:

The County will issue a Notice to Proceed (NTP) when the contract award requirements have been met. The selected Proposer shall participate in an in-person project planning meeting with the County. The project planning meeting will be scheduled by the County Project Manager. The project planning meeting with County staff shall take place after the award of the Work Order and issuance of the NTP.

In order to allow the County to prepare the data sources that may be required for the tasks herein, the selected Proposer shall submit a draft work plan to the County's Project Manager for review and approval at the project planning meeting. The selected Proposer shall work closely with the County's Project Manager to finalize the work plan. The work plan should be sufficiently detailed and include timelines and monitoring procedures that will result in a successful engagement. Upon approval of the Plan of Action by the County, the selected Proposer shall commence work immediately. The Project Manager will identify key liaisons in the operating department.

The selected Proposer may be required to interact regularly with the County's Project Manager and with departmental liaisons, and may be required to update a project management team on an as-needed basis. The County's Project Manager will provide limited assistance in scheduling appointments with County staff and in providing background information.

II. Tasks and Deliverables:

The selected Proposer shall perform the following tasks and provide the following deliverables:

A) LBT Account Management Process and Automation Opportunity Analysis

a. Tasks

- Conduct high level mapping of key processes including how LBT accounts are created, managed, collected, and closed.
- Maximize the efficiency of new account identification by using internal and external data sources.
 1. Cross reference mass data files against the current LBT file and ultimately mass account creation and mass account uploading for billing.
 2. Identify all possible manual and automated data resources to maximize new account identification. Identify tools required to assist staff work more productively.
 3. Use automated processes and existing internal and external data files from Tangible Personal Property (TPP), Florida Department of Business and Professional Regulation (FL DBPR), Department of Revenue (DOR), and Attorney General (AG) to attain maximum identification of active businesses not currently assessed on the annual LBT data file. Once identified and vetted, provide for mass update/intake of new accounts into the LBT database and ready for billing. Ensure October Roll Load practices include a mass update of the LBT module with new TPP data from the PA; explore and develop similar process with FL DBPR, DOR and AG to identify new business not on Miami-Dade's LBT database.
- Analyze and review all manual processes to determine if they should be replaced, deleted, or automated.
- Streamline the LBT application entry process and eliminate or minimize post application touch-points by staff.
- Maximize efficiencies with the opening of new accounts, closing of old accounts and keeping system data clean and up-to-date. Minimize time spent by staff on low priority work duties and functions; including post LBT receipt creation touch-points by staff.

- Improve routine closing of accounts no longer in business; exploit mass file downloads from FL DOR, DBPR and AG.
- Improve processing of mail, including returns. Track renewals separately from newly billed/issued mid-year.
- Simplify LBT questionnaire/application on website; ensure efficient use by online users and improve in-person intake of information by LBT staff with minimal oversight.
- Eradicate unnecessary and inefficient work practices that do not contribute to collections revenue or clean system data or enhance the application process.
- Review and analyze collection of delinquent accounts to determine the greatest efficiencies possible, to include determining effective prioritization of delinquent accounts, grouping multiple related delinquent accounts/locations, exploit web based payment applications, and deploying letter and telephone collection campaigns.

b. Deliverables

- Written report of all findings and recommendations, including all updated processes, procedures, and standards

B) Staffing Analysis

a. Tasks

- Recommend efficient working practices that will promote a productive working environment for senior staff, clerks and enforcement officers.
- Standardize updated work practices so that staff are aware of the correct procedures required to maximize efficient work and productivity; Document revised processes and procedures and develop communication plan for staff.
- Analyze current staff skill level and, if necessary, identify any skill gaps given updated processes; develop a staff training plan to ensure compliance with revised work practices and tools.
- Recommend practices that would empower and motivate staff.
- Establish benchmarks and productivity standards for staff and recommend management practices that promote accountability

Note: A completed staffing activity analysis that identifies the personnel resources associated with major LBT business processes will be provided by the County.

b. Deliverables

- Written report of all findings and recommendations
- Staff training plan
- Recommended performance measures and targets

The selected Proposer shall submit an electronic copy or other approved format of the draft deliverables to the County's Project Manager for review and comment. The County's Project Manager will review the draft deliverables and provide the selected Proposer with feedback. The selected Proposer shall provide one hard copy and one electronic copy of the final reports, after incorporating County's feedback. The final reports must be returned to the County's Project Manager within five (5) business days after the County has returned the initial draft report to the selected Proposer.

6. Work Order Term

The term of the Work Order terminate upon completion shall of the project. It is anticipated that the Services will be completed within six (6) months from the date of approval on the work plan. Adequate resources should be provided

to ensure completion within this timeframe. The project will be considered complete upon performance of all services and acceptance by the County of the deliverables outlined above.

7. Payment Schedule

All payments are contingent upon completion of required services. Completion of the services shall be measured as fulfillment of all services required, including submission to, and final acceptance by the County of any deliverable for the action, unless otherwise negotiated.

- a) An initial payment of up to 25% of the Work Order amount, for services rendered will be made upon approval of the Plan of Action by the County's Project Manager or designee.
- b) Payment for the remainder of the Work Order term, for services rendered, will be paid upon completion, defined as the completion of assigned tasks and the acceptance of the final deliverables.

8. Optional Additional Services

The selected Proposer shall perform additional related services as may be requested by the County. Additional services will be paid at the hourly rates proposed on Attachment 3 – Price Proposal Schedule.