



**Sheriff Gregory Tony**  
**sheriff.org**

# STRATEGIC PLAN

2019 TO FY 2021

**Broward Sheriff's Office**  
**Purchasing Bureau**

# INTRODUCTION

The 2019 to FY 2021 strategic plan outlines the mission, vision, values, goals, objectives and strategies of the Purchasing Bureau. The plan presents the strategies to address the challenges ahead for procurement in response to the needs of internal and external stakeholders. These strategies provide the pathway for improving procurement practices to ensure spend is well managed and maximum value is achieved for the taxpayer.

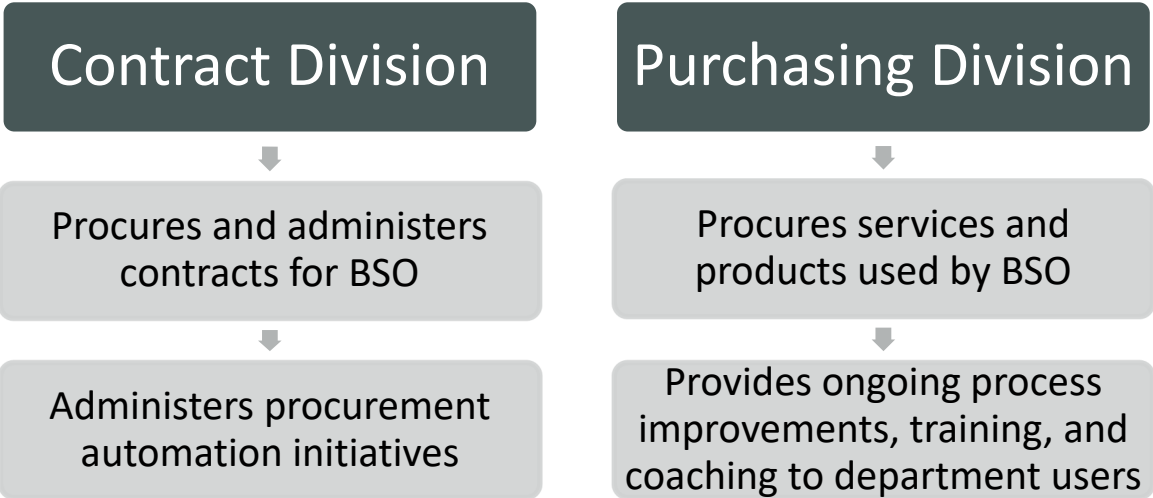
Important to the strategic planning process is acknowledging past accomplishments while striving for continuous improvements. As such, the Purchasing Bureau is proud to share the accomplishments achieved by team members, past and present.

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# PURCHASING BUREAU OVERVIEW

The Broward Sheriff’s Office Purchasing Bureau is responsible for annually procuring more than \$160 million in equipment, supplies and services for BSO. The Purchasing Bureau contains two divisions: the Contract Division and the Purchasing Division.



# NOTABLE ACHIEVEMENTS

The Broward Sheriff's Office Purchasing Bureau has made significant progress in executing the 2016 to FY 2018 strategic plan. A few of the notable achievements over the last two years include:

- Developed and implemented P-Card Automated Training.
- Developed an emergency/activation process utilizing PeopleSoft allowing for the continued use of PeopleSoft safeguarding all transactions and documents for FEMA audits/document requests, and simplifying the reimbursement process with FEMA.
- Deployed Canon Copiers' Uniflow security updates which allows users to print to any device agency-wide.
- Automated the 20K approval process in PeopleSoft - Phase 2 eliminating the previous time consuming manual process.
- Deployed Marketplace in October 1, 2017 as an electronic PeopleSoft procurement tool including Grainger, Office Depot, Staples and Amazon.
- Automated the paper process of submitting and reviewing monthly P-Card monthly P-Card reconciliations. Projected: training of ALL P-Card users by September 2019.
- Increased Purchasing solicitation thresholds to both streamline purchasing process and to increase responsiveness to meet operational agency needs.
- Expanded Purchasing Staff to better serve the Agency.
- Obtained Professional Certification and Recertification for the Bureau.
- Expanded BSO's Purchasing Card program from 108 users to 121 users (+12%) and annual expenditures from \$824,272 to \$1,071,270 (+30%)
- Coordinated monthly Capital Projects meeting resulting in the completion of 112 projects, representing an average 28% increase over the prior years and resulting in a capital investment of approximately \$12.7 million with existing Purchasing Staff.
- Incorporated the following into the Purchasing Bureau's solicitation/purchase order processes:
  - System for Award Management (SAM) is an official website of the U.S. government

- used to register business with the U.S. government
  - Public Entities Crime List
  - Scrutinized Companies List, in accordance with Florida Statutes CH 287.135
  - Initiated use of Conflict of Interest Form for RFP's, RLI's, ITB's
  - Initiated use of Non-Collusion form for RFP's, RLI's, ITB's
  - Created General Terms & Conditions for Purchase Orders
  - Modified multiple BidSync solicitation documents (Invitation To Bid, Request For Quotes, Terms & Conditions) to assure compliance with SOP and other changes.
  - Updated General Terms and Conditions with revised site visit language
- Purchasing Procedures/Updates created:
    - Prepared Fire Rescue Requisitions and Purchase Orders
    - Updated RLI Procedures
    - FEMA, CFR updates
    - Updated Non-Competitive Justification regarding changes in law, to constitute an award and to clarify for users.
    - Guidelines created for P-Card & Marketplace I.T. purchases.
    - Revised Award Memos regarding changes in law.
    - Created Financial Review process for solicitations.
    - Updated solicitations regarding site visits and financial review requirements.
    - Updated solicitation procedures regarding site visits, financial review requirements, and changes in law.
    - Purchasing Procedures/Instructions created:
      - Public Record Requests
      - Rollover PO's instructions
      - Request For Legal Services (RLS) Logging Procedures – process to keep track of RLS's received in Purchasing
      - Responding to Public Records Requests - Process for handling Records Requests
      - Instructions for New Hire checklist
      - Storing Certificates of Insurance Instructions – processing/storing Certificates of Insurance in On Base
      - Requisition/Purchase Order Procedures – converting Requisitions to Purchase Orders
      - Requisition/P.O. Procedures for Construction Change Orders
      - End of Year Requisition Request process and form - the new form guides users in providing crucial information to justify purchases being made after the end-of-year cutoff.

# VALUES

We value our  
commitment to

- Honesty and integrity
- Teamwork and collaboration
- Fiscal responsibility
- Quality service
- Diversity and respecting individuals
- Efficiency and continuous improvement
- High staff morale
- Professional development
- Leadership and initiative

## VISION, MISSION

The Purchasing Bureau continues to aspire to excellence through the mission, vision, and values they demonstrate:

### **MISSION STATEMENT**

Our mission is to procure goods and services at the most cost effective pricing while providing timely service and responsive support to internal and external customers.

### **VISION STATEMENT**

Our vision is to be the primary resource for the effective and efficient acquisition of good and services through advanced technology, proactive collaboration, and professional expertise.

# GOALS AND OBJECTIVES

This two-year strategic plan allows our Purchasing Bureau staff to focus on effective and efficient services through enhanced automation, continued process improvements, and the ongoing professional development of Purchasing Bureau staff and agency personnel.

**GOAL 1:** To enhance current automated procurement processes.

**Objective 1:** Research, plan and implement enhancements to e-procurement systems to replace manual systems.

Strategy 1.1: Identify enhancements.

Strategy 1.2: Work with IT and Budget to identify resources needed for enhancements identified.

Strategy 1.3: Procure the identified enhancements, train staff and implement the enhancements.

**GOAL 2:** To continue to implement efficient workflow and business practices relevant to procurement and contract services.

**Objective 1:** Continue to research and adopt best practices in procurement processes.

Strategy 1.1: Continue to research Best Practices.

Strategy 1.2: Continue to meet with internal and external stakeholders to learn about their processes and needs and map workflow.

Strategy 1.3: Continue to develop Best Practice processes for Purchasing Bureau.

Strategy 1.4: Continue to train staff in Best Practice processes and to cross train staff.

Strategy 1.5: Continue to identify and implement best practices for internal and external stakeholders.



**Objective 2:** Continue to increase efficiencies and improve procurement and related processes.

Strategy 2.1: Continue to review all existing processes.

Strategy 2.2: Continue to identify areas that can be improved.

Strategy 2.3: Continue to revise existing processes.

Strategy 2.4: Continue to educate internal/external stakeholders of changes.

**Objective 3:** Implement Purchasing Approval of requisition process.

Strategy 1.1: Research and implement supports and improvements for Purchasing approval of requisitions.

Strategy 1.2: Identify PeopleSoft enhancements for Purchasing approval of requisitions.

**Goal 3:** Continue to educate and inform internal and external stakeholders in the policies, procedures and processes of the Purchasing Bureau while enhancing services and communications.

**Objective 1:** Continue to increase Customer Service to internal and external stakeholders.

Strategy 1.1: Continue to review existing processes to determine opportunities for increasing customer service.

Strategy 1.2: Continue to meet with internal and external stakeholders to determine their needs.

Strategy 1.3: Continue to develop and implement strategies to meet stakeholder needs.

**Objective 2:** Continue to increase knowledge and credentialing of Purchasing Staff.

Strategy 2.1: Continue to identify training and development opportunities to increase the knowledge, skills, and abilities of the Purchasing staff.

Strategy 2.2: Continue to meet regularly with Purchasing staff members to determine individual training and development needs.

Strategy 2.3: Continue to develop Purchasing manuals.

**Objective 3:** Implement blended learning to increase user's proficiency through training.

Strategy 1.1: Research and implement blended learning to assist users.