



Sheriff Gregory Tony
sheriff.org

STRATEGIC PLAN

2022 TO FY 2024

Broward Sheriff's Office
Purchasing Bureau

INTRODUCTION

The FY 2022 to FY 2024 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 \$170 million in equipment, supplies, and services for BSO. The Purchasing Bureau contains three components: Purchasing Complex, Purchasing General, and Contract Coordination.

- **PURCHASING COMPLEX:** Procures and administers major technical & specialized contracts for BSO.
- **PURCHASING GENERAL:** Provides centralized procurement for all items (excluding technical and specialized items) purchased for BSO
- **CONTRACT COORDINATION:** Responsible for logging, entering, tracking, reporting, and serving as a repository for all contracts that come through the Purchasing Bureau for BSO and serves in a liaison capacity with user departments.

NOTABLE ACHIEVEMENTS

The Broward Sheriff's Office Purchasing Bureau has made significant progress in executing the FY 2020 to FY 2022 strategic plan. A few of the notable achievements over the last three years include:

FY22:

- Requisition Loader – Purchasing staff worked with Fire Rescue Logistics, ITD and a Peoplesoft Consultant to create functionality and efficiencies in workflow in Req. Loader. Req. Loader is a process used by Fire Rescue Logistics to enter requisitions in Peoplesoft for Inventory Items. Some of the enhancements include the ability to verify pricing and verify the availability of products allowing the requestor to change vendor information, update pricing and adjust quantities before a requisition is released. This resulted in a significant reduction of the time it took to process a Purchase Order, in addition to reducing the number of change orders and canceled Purchase Orders due to errors in pricing and item availability. All of this was codified in a Learning Tool which documents the process and guidelines which had been previously non-existent and allows for continuity and transfer of knowledge of Fire Rescue staff.
- Created nine new procedures – to provide consistency and clarity to Purchasing policies and processes.
- Contracts Module – In the summer of 2021, the need for a contract monitoring tool agency wide was identified and the project of creating a Contract Module began. In partnership with the ERP Team and a PeopleSoft consultant, the Contracts Module was developed and customized in PeopleSoft to track not only pertinent contract data but also contract documents. Procedures, processes, and reports were created to effectively capture data within the Purchasing Bureau and for departments within the agency with the expectation that in October 2022, the Pilot Program for contract monitoring would be launched.

FY21:

- The RFP#20019SK – Online Web-Based Promotional Products Ordering System was successfully awarded on May 6, 2021. The intent of this RFP was to establish a BSO dedicated Website that will allow users to order approved BSO Branded items. The dedicated Website links to PeopleSoft via Punchout, allowing users to order the items as needed. Thus, saving time and providing accuracy because the items on the Website

have already been pre-approved by Community Relations and the PO will be issued automatically once approved by the individual department via Punchout.

- The execution of the agreement between Broward Sheriff's Office and ANF Group, Inc. on February 18, 2021. After several negotiation meetings, the agreement was successfully executed for the construction of the new BSO Training Center which will be built at the back of the Public Safety Building property.
- A change in the Sheriff's Policy Manual (SPM) created a new section for the Department of Administration consolidating the functions of each of its divisions and thus, facilitating the agency to better understand its policies. The P-Card SPM section was also updated documenting in detail the change from the manual reconciliation process to the automated reconciliation process in PeopleSoft.
- During the COVID-19 Pandemic, the P-Card training class was developed in a Webinar format allowing P-Cardholders and Approvers to stream the class at their own convenience according to their schedules and expedite users in obtaining P-Cards. After receiving great reviews from this implementation, the Purchasing Bureau in conjunction with the Training Division, will be adding this "on-demand" class in POWERDMS and all the additional P-Card resources materials into this e-learning platform utilized agency-wide.

FY20:

The COVID-19 pandemic was the greatest challenge during this fiscal year. During the ongoing pandemic, the Purchasing Bureau was still able to establish a remote working environment while maintaining operational readiness. During this time, the Bureau:

- Issued its first multi-million dollar Design-Build solicitation for BSO's Training Center and Parking Garage Construction Project culminating in a successful award.
- Assisted in the completion of various capital projects resulting in a capital investment of more than \$4 million dollars.
- Fully transitioned the manual P-Card Reconciliation process to an electronic process increasing efficiency and accuracy in the process and expediting the receiving and payment of expenses.

- Leveraged piggyback contracts which increased efficiencies and maintained accountability of public funds and at the same time provided goods and services in a timely manner to meet the public safety needs of BSO.
- Actively participated in the SEOC during the COVID-19 Pandemic from March 2020 through May 2020 assisting and guiding the agency in procuring PPE supplies and equipment.
- Participated in more than 30 online training functions in lieu of in-person courses.
- Purchasing Bureau employees received several Recertifications for Certified Public Procurement Buyer and Certified Public Procurement Officer.

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 goods and services through advanced technology, proactive collaboration, and professional expertise.

GOALS AND OBJECTIVES

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

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: Research and adopt best practices in procurement processes.

Strategy 1.1: Continue to research and develop Best Practices for the Purchasing Bureau, internal and external stakeholders.

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

Strategy 1.3: Train staff in Best Practice processes and to cross-train staff.

Objective 2: Increase efficiencies and improve procurement related processes.

Strategy 2.2: Identify areas in existing processes that can be improved.

Strategy 2.3: Revise existing processes.

Strategy 2.4: Educate internal and external stakeholders on process improvements.

Strategy 2.5: Create Process Improvement Committee to identify where and how processes, forms, and policies could be streamlined; coordinate audits; identify best practices in automating process improvements and coordinate these improvements through automation.

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

Objective 1: Improve Customer Service to internal and external stakeholders.

Strategy 1.1: Continue to review existing processes to determine opportunities for improving 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.

Strategy 1.4: Create Training Committee to identify and develop in-person trainings for different departments throughout the agency; identify and develop on demand trainings for PowerDMS posting; identify and develop job aids and/or user-friendly manuals.

Objective 2: 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/procedures.

Strategy 2.4: Create Training Committee to identify and coordinate trainings for Purchasing Staff.

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

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