



Procurement Services Business Plan 2012/2013



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Executive Summary

This plan reflects the operating philosophy of the Procurement Services Department to follow a plan that serves as a guide to achieve our goals of superior customer service and quantifiable performance improvement. This is a working document that will be modified and updated to reflect the Board of County Commissioners priorities and the changing needs of our internal and external customers.

Procurement Services is a division of Administrative Services and operates mainly as an internal service department while additionally serving the vendors doing business or wishing to do business with the County. Additionally, Procurement Services was tasked with the duties of reconciling all the purchasing card purchases, reconciling all purchase order invoices, tracking expenditures, preparing change orders and business analysis for virtually all BCC departments. Previously, each department was performing these functions individually. The consolidation of these functions under Procurement Services was approved by the Board of County Commissioners at the Strategic Planning session. By consolidating these functions, we have achieved an across the board consistency that allows for cross-training of personnel as well as expediting each process through the approval workflow. In addition to creating a consistency of function, we are implementing electronic approval of the purchase order invoices which had previously been done manually. These functions will be performed by 10 additional staff members classified as Business Services Specialists.

Procurement Services is responsible for the timely procurement of the very diverse needs of the County in supplies, materials, equipment, building construction, road construction, and consulting services. Procurement oversees the administration of all County contracts, excluding real estate and property leases. Procurement Services is also responsible for the administration of the procurement card program; (procurement cards last year averaged 352), processing and distribution of purchase and change orders, assisting other elected officials as required and the training of all internal and external customers. These functions are facilitated by a staff of six.

The Procurement Services Department has undergone many changes over the last ten years. Recently there has been a renewed effort to educate our local vendors through vendor outreach programs such as training sessions, one on one meetings and open house events. This continued effort to “demystify” the government procurement process will assist our local businesses in maintaining and hopefully growing their companies thereby enriching our community. We feel this is a vital part of our role in Procurement. In these times it is crucial for this department to be not only pro-active but strategic in procuring goods and services. It is with this goal in mind that we move forward in obtaining the best overall value for all goods and services with the least impact to taxpayer dollars.

Pitfalls:

One of the great challenges we have faced while transitioning the consolidation of the procurement/accounting function is the logistical issue of receiving and sending paper invoices from vendors and departments. Our goal is to expedite the payment to vendors but sending invoices through inter-office mail is antiquated and slow. The Clerk of Courts in conjunction with the Board of County Commissioners has purchased software that will allow for automated approval of invoices. In addition, invoices may be scanned from Procurement straight through to Finance instead of utilizing inter-office mail. This not only speeds up the payment process to vendors but reduces the workload of the courier considering that there are over 66,000 invoices sent through inter-office mail annually.

Successes:

File space, cost of paper and supplies and ease of access to information are all challenging when faced with a department that is document driven. With the consolidation of the procurement accounting function we were looking for creative ways to save space, time and money with the expectation of tens of thousands of invoices coming through our office. This would be in addition to the numerous documents already generated and retained in this office.

- We have successfully found a way to retain the necessary documents while saving space, time and money and we did this through several avenues many of which were suggested by various staff members. The use of the Sharepoint site has allowed us to upload all of the invoices for easy viewing by all departments and staff. In addition, this has saved us file space as we do not keep any hardcopies other than what we are currently working with.
- Purchase Orders have historically been printed out in four copies, one for our records, one for the department and one for Finance. We have reduced this to only one copy for Finance and one copy to the vendor. We now scan the PO to Sharepoint so the departments can view the PO online. We have been building a record of email addresses for vendors and since December of 2011 we have been able to reduce the number of PO's being mailed by 25%. We hope to increase this number by next fiscal year.
- In conjunction with the Office of the County Engineer, we now have a way for vendors to download blueprints for bid projects instead of picking up or requesting a set of blueprints. This not only saves the vendors money and time but also has freed up Procurement staff from sending large bulky blueprints through FedEx or UPS. This is done through the use of a File Transfer Protocol (FTP).



Business Description & Vision

Mission Statement

To provide goods and services of appropriate quality and quantity as required by the County departments in a timely manner, at the least overall cost to the taxpayers and to administer the procurement process in an open, fair, competitive manner and without conflict of interest, or other impropriety or appearance of impropriety.

Vision

The vision of the Procurement Department is of an informed public sector and supplier community participating in a transparent and equal opportunity procurement environment.

Goals

- To become more pro-active in seeking out opportunities for local vendor participation in the local government procurement process.
- Obtain comprehensive procurement/contract management software to allow for a more efficient procurement/contract process with a wide range of reporting capabilities.
- To continually review the internal organizational structure and processes in order to allow for a more efficient work flow.
- Continuously work to create an informed vendor base by consistent use of training and outreach programs.
- To further develop and implement programs for various analysis of processes in order to better track time spent and money saved.
- Continued improvement in creating a transparent procurement process including the posting of all procurement and contract information on the public website.

History of the Marion County Procurement Services Department

Laws governing competition began back as early as the Roman Emperors and Medieval monarchs who used tariffs to stabilize prices or support local production. Modern competition law really began with the United States legislation of the [Sherman Act](#) of 1890 and the [Clayton Act](#) of 1914.

The first recorded procurement ordinance for Marion County appears to be from 1971 at which time the bid limits were set starting at \$1,000.00. Subsequent amendments to this ordinance were made in 1976, 1979, 1981, 1987 and finally in 1990 an ordinance establishing a uniform procurement code was created which allowed for the delegation of procurement duties by the County Administrator to a Purchasing Agent. This ordinance was the basis for our current Procurement Ordinance which has since been revised and expanded

to include additional duties. The centralization of the procurement/accounting functions under Procurement Services has allowed for consistent processes across the board resulting in a more efficient workflow. Cross training of these Business Services Specialist positions allows for any one of these staff members to fill in for the other without a lag in workflow.

Over the last ten years, the Procurement Services Department has evolved from a mainly clerical function into a department intricately involved in the strategizing and implementation of the procurement of goods and services for Marion County. The Procurement Services Department is also tasked with the management of the hundreds of active contracts as well as overseeing the procurement card program and processing of requisitions.

Procurement Department Staff

Susan Olsen, CPPB, FCPA, FCPM, Director
Becky Jayne, MCAC, FCCM, Contract Officer
Carrie Hyde, Procurement and Contract Analyst
Kelly Zisa, Procurement and Contract Analyst
Kelly Gray, Procurement Technician
Judy Brown, Staff Assistant II
April Chappell, Business Services Specialist
Barbara Woodward, Business Services Specialist
Deon Compass, Business Services Specialist
Elaine Brakeman, Business Services Specialist
Eva Aquino, Business Services Specialist
Debbie Cole, Business Services Specialist
Kristina Ashby, Business Services Specialist
Lynn Di Giovanni, Business Services Specialist
Marchelle Connell, Business Services Specialist
Advertised Position at time of Plan, Business Services Specialist



Definition of the Market

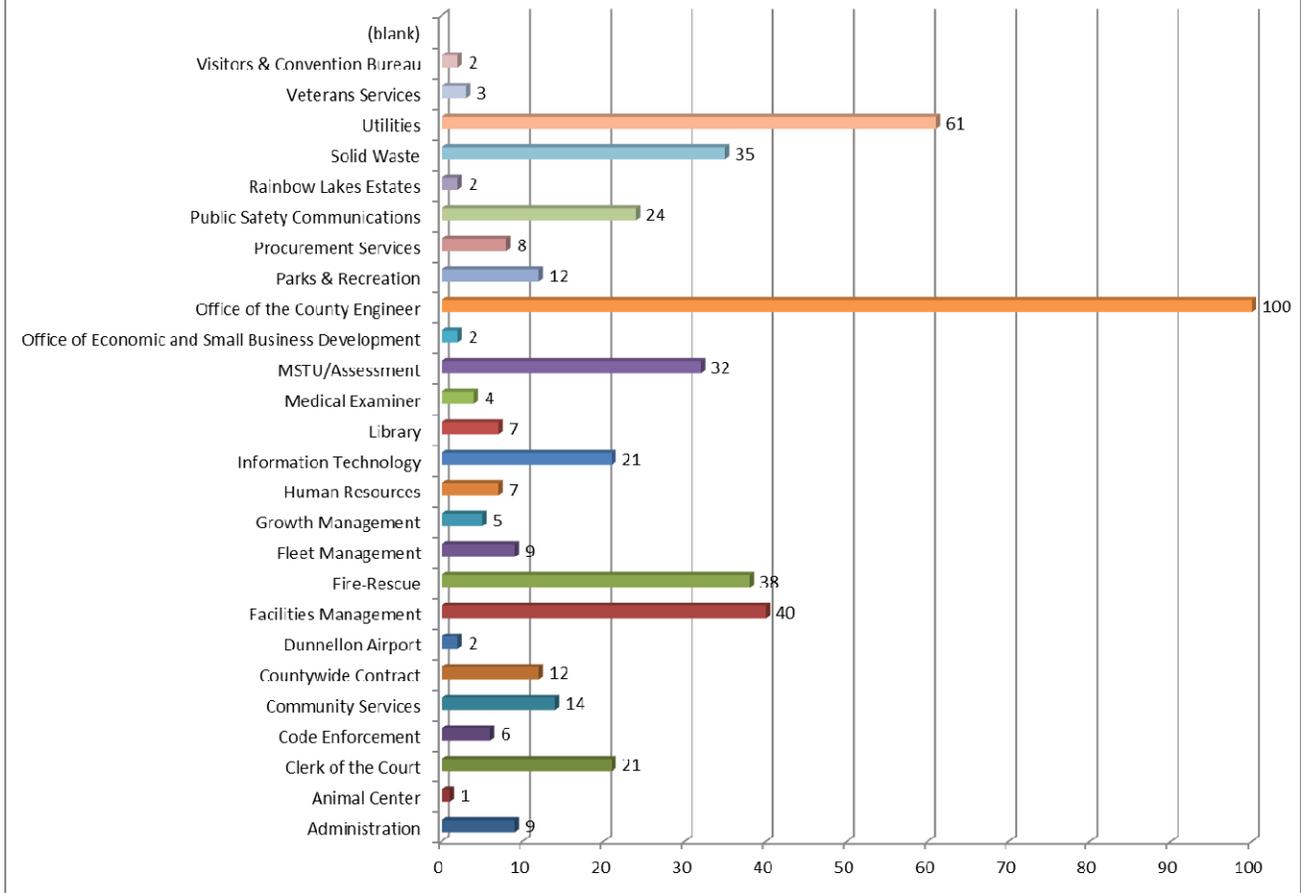
Procurement Services is an internal services department servicing mainly the various departments under the Board of County Commissioners. Procurement also serves the vendors doing business with the County as well as some various departments of other elected officials. The vendors rely on Procurement for a wide variety of services ranging from training to contract management and the accounting function which was recently added to the Procurement Services overall functions. Invoices for purchasing card payments as well as the invoices associated with a purchase order are now be reconciled and process through this department. Through the use of electronic approvals and imaging, the centralization of this process has resulted in a faster payment to the vendors as well as additional reporting capabilities for the user departments.

Procurement is responsible for internal as well as external training of its customers and this is currently being done on a regular basis with an emphasis on widening the scope and regularity of the training sessions. Because of the legal requirements that dictate many of the policies and procedures associated with procurement and contracts, regular training is necessary to keep the end users aware of changes in the law or changes made to expedite services.

Services to internal customers include procurement through various methods, contract administration, purchasing card administration, requisition/purchase order processing, and change order processing as well as training. Additionally, Procurement Services has begun entering and processing all requisitions, reconciling all invoices and allowing for more in depth business analysis of total county spend. Each of these functions is delegated to the Procurement Services Department through the Marion County Procurement Ordinance and the Board of County Commissioners approval of the consolidation of the Accounting functions. Some functions of this department are mandated through the State of Florida statutes.

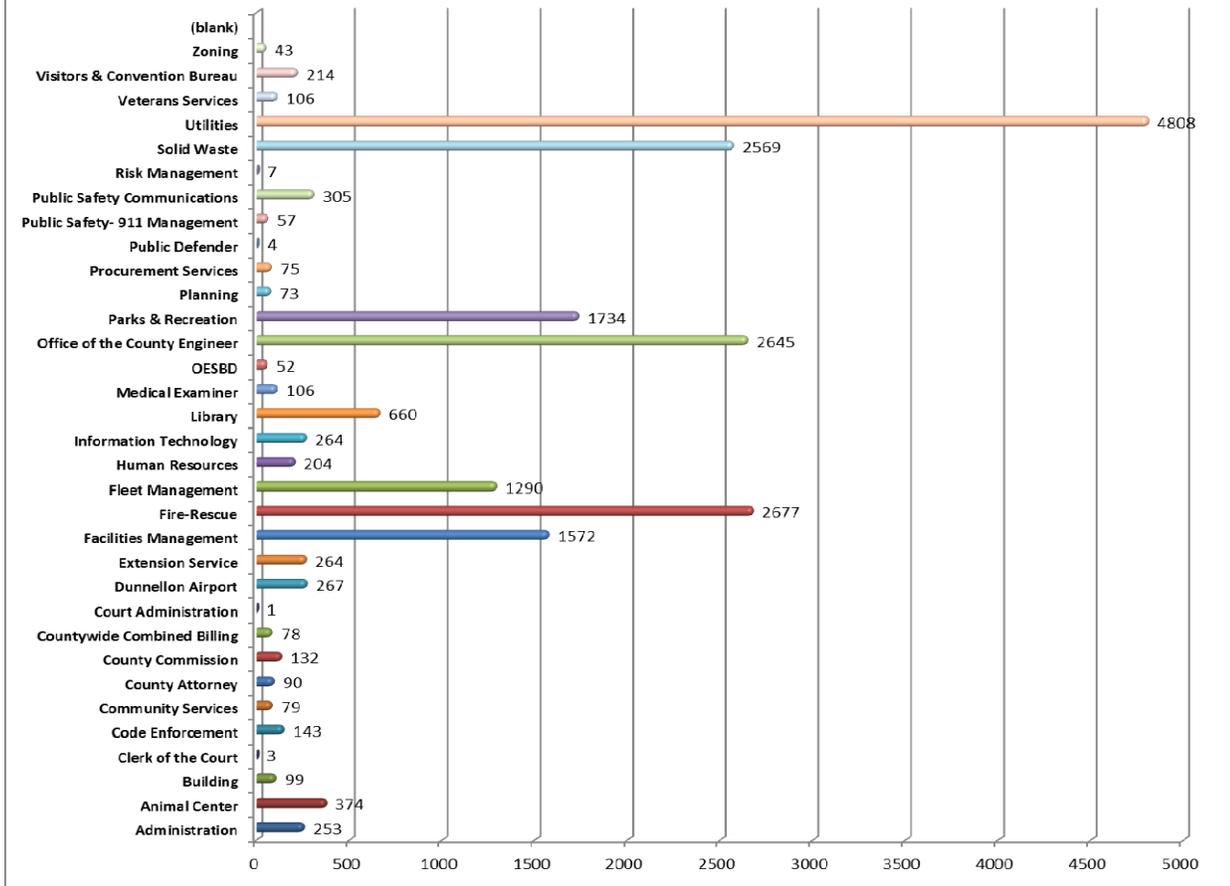
One of the goals of the Marion County Board of County Commissioners and the Procurement Department, with the support of the County Administrator, is to expand the vendor base of local businesses. A campaign was put into place to raise awareness to local vendors of the opportunities for doing business with Marion County. Through multiple local vendor training sessions, open house, the reverse trade show, and expedited registration for the local vendor directory, we are attempting to reach out to the business community to enable local vendors to do business with local government.

Active Contracts by Department



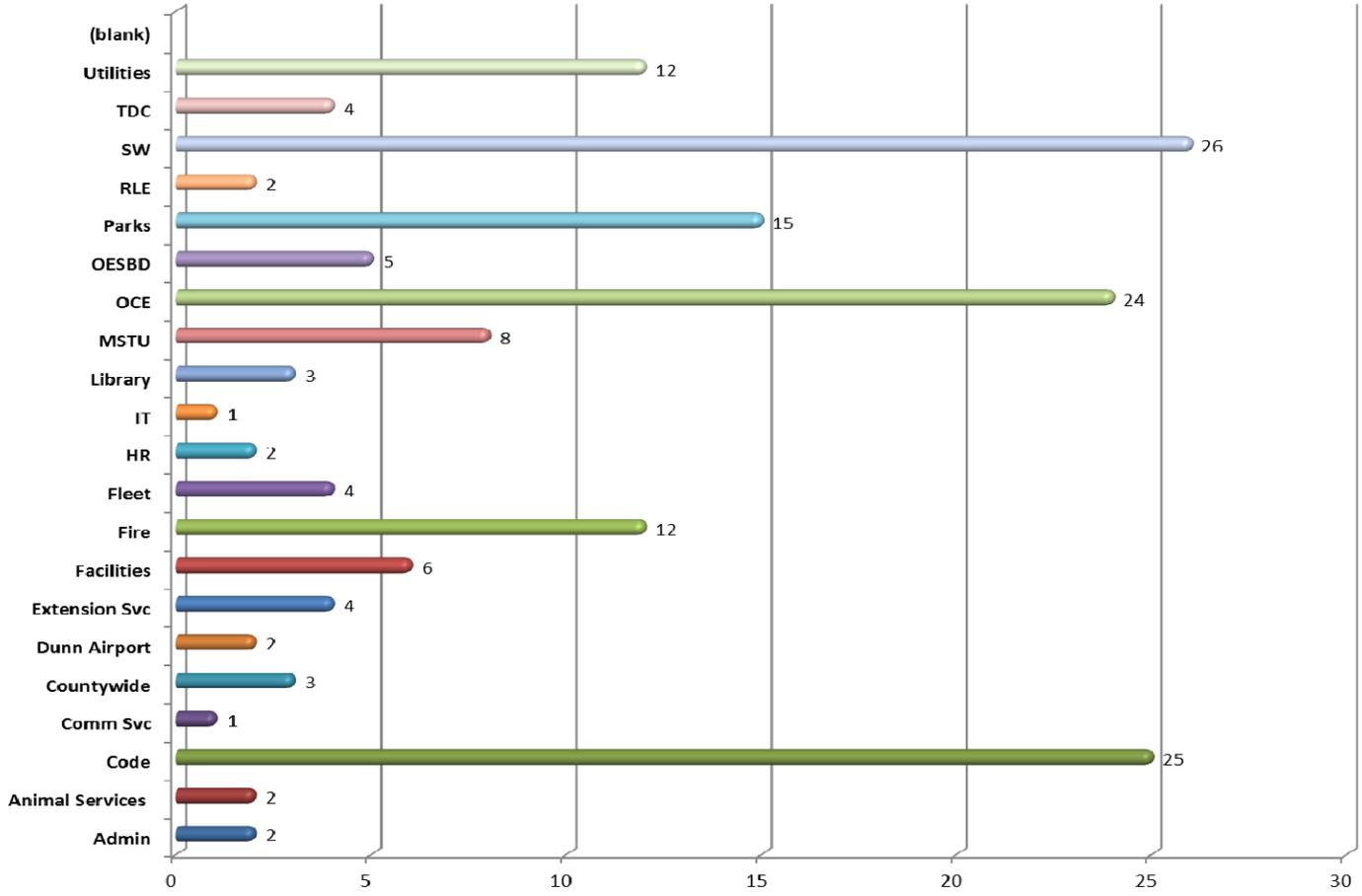
Administration	9
Animal Center	1
Clerk of the Court	21
Code Enforcement	6
Community Services	14
Countywide Contract	12
Dunnellon Airport	2
Facilities Management	40
Fire-Rescue	38
Fleet Management	9
Growth Management	5
Human Resources	7
Information Technology	21
Library	7
Medical Examiner	4
MSTU/Assessment	32
OESBD	2
Office of the County Engineer	100
Parks & Recreation	12
Procurement Services	8
Public Safety Communications	24
Rainbow Lakes Estates	2
Solid Waste	35
Utilities	61
Veterans Services	3
Visitors & Convention Bureau	2

Invoices by Dept.

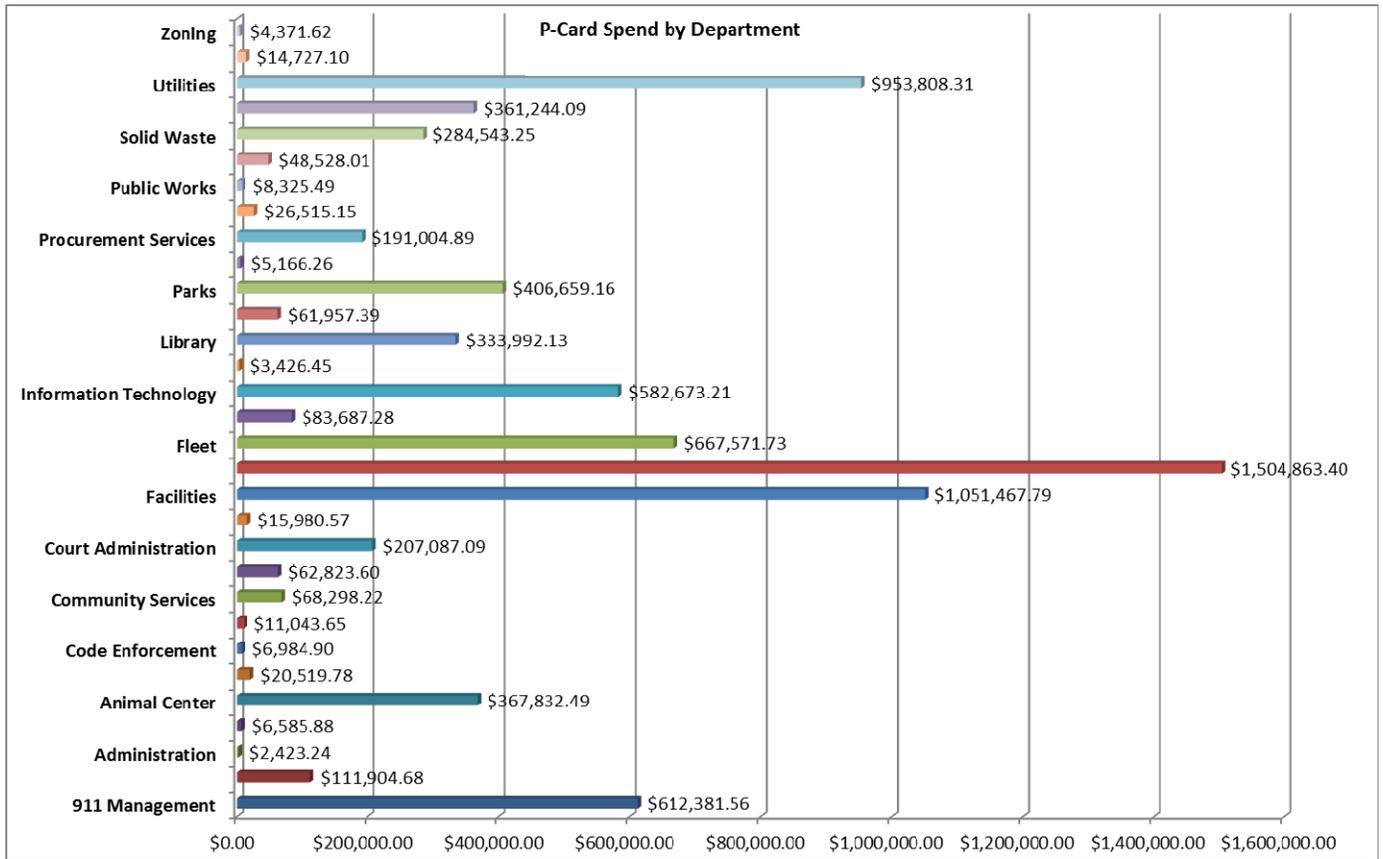


Administration	253
Animal Center	374
Building	99
Clerk of the Court	3
Code Enforcement	143
Community Services	79
County Attorney	90
County Commission	132
Countywide Combined Billing	78
Court Administration	1
Dunnellon Airport	267
Extension Service	264
Facilities Management	1572
Fire-Rescue	2677
Fleet Management	1290
Human Resources	204
Information Technology	264
Library	660
Medical Examiner	106
OESBD	52
Office of the County Engineer	2645
Parks & Recreation	1734
Planning	73
Procurement Services	75
Public Defender	4
Public Safety- 911 Management	57
Public Safety Communications	305
Risk Management	7
Solid Waste	2569
Utilities	4808
Veterans Services	106
Visitors & Convention Bureau	214
Zoning	43

Solicitations by Department



Admin	2
Animal Services	2
Code	25
Comm. Svc	1
Countywide	3
Dunn Airport	2
Extension Svc	4
Facilities	6
Fire	12
Fleet	4
HR	2
IT	1
Library	3
MSTU	8
OCE	24
OESBD	5
Parks	15
RLE	2
SW	26
TDC	4
Utilities	12



911 Management	\$612,381.56
Admin II	\$111,904.68
Administration	\$2,423.24
Airport	\$6,585.88
Animal Center	\$367,832.49
Building	\$20,519.78
Code Enforcement	\$6,984.90
Commission Office	\$11,043.65
Community Services	\$68,298.22
County Extension	\$62,823.60
Court Administration	\$207,087.09
Dept Heads - Airport	\$15,980.57
Facilities	\$1,051,467.79
Fire Services	\$1,504,863.40
Fleet	\$667,571.73
Human Resources	\$83,687.28
Information Technology	\$582,673.21
Legal	\$3,426.45
Library	\$333,992.13
MSTU	\$61,957.39
Parks	\$406,659.16
Planning	\$5,166.26
Procurement Services	\$191,004.89
Procurement Specialists	\$26,515.15
Public Works	\$8,325.49
Rainbow Lake Estates	\$48,528.01
Solid Waste	\$284,543.25
Transportation	\$361,244.09
Utilities	\$953,808.31
Veterans	\$14,727.10
Zoning	\$4,371.62

Current and Forecasted Volumes

Process	Current	Forecasted
Protest Process	3	4
Quote Process	78	85
Bid Process	48	53
RFP/RFQ Process	36	40
Contracts (Non-Solicitation)	45	49
Purchase Order Process	1541	1526
Purchasing Card Process	357	360
Change Order Process	211	211
Local Business Registry	250	300
Project Amendments	63	63
Contract Amendments	82	82
Purchasing Card Reconciliation	23122	23122
Invoice Reconciliation	23180	23180
Requisition Input	1541	1541
Change Order Prep	211	211
Request for Payment Prep	918	918
Analysis and Reporting	124	124
Utility Bill Tracking	20380	20380



Description of Products and Service Processes

Marion County Procurement Services Department serves as the County's central procurement hub for the acquisition of all goods and services. We strive to obtain the best value for the taxpayer's dollar while insuring that all procurement activities are conducted in a legal, ethical, and professional manner. This is accomplished through a trained and responsive staff following clear established processes and procedures.

Solicitations:

The functions of this department include the solicitation of goods and services through the process of quoting, bidding, requests for proposals, requests for qualifications, requests for information and invitations to negotiate. These various methods of solicitations all involve careful planning and consideration to determine the best method of procurement and to be sure that all information contained in the solicitation is clear and concise. We must also be mindful of the "openness" of the solicitation, making certain that the specifications or scope of work does not unfairly limit competition. We do all of this within the confines prescribed by the law, ever mindful that even the perception of unlawfulness or unfairness could negatively impact the County and its taxpayers. At any given time, our staff is working on multiple solicitations at varying degrees of completion and complexity; this number could vary from five to twenty or more projects simultaneously.

Contracts and Contract Administration:

Procurement also serves as the clearinghouse for all County contracts and most of these contracts are administered through this department as well. Contract Administration spans over the term of a given contract which in some cases could be years. The Contract Administration function allows for the evaluation of active ongoing contracts, dispute resolution and amendments and renewals as allowed. Currently, this department administers almost five hundred active contracts. We must track when evaluations are due as well as when contracts are up for renewal or at the end of their term so that we may notify the using department of the need to re-bid. Marion County has a number of various on-going consultant contracts. Procurement must evaluate each project amendment request to ensure that the proposed scope of work and fees comply with the terms of the original contract.

Contract disputes occur when a department and a contracted vendor are in disagreement over some aspect of the contract. The departments are encouraged to attempt to resolve any issues, but if they are unable to reach an agreement, Procurement Services steps in. Dispute resolution may be as simple as a phone call or holding one meeting with the using department and the vendor, or it may take many meetings along with writing letters to the vendor before a dispute is resolved. In order to facilitate dispute resolution, Procurement Services must research both sides of the issues as well as the contract itself in an attempt to discover the reason for the dispute and to realize a resolution. If all other measures fail, the final option would be to recommend a termination of the contract, pursuing liquidated damages, or claiming a default against the vendor's bond.

Purchasing/Accounting functions

The functions of the accounting personnel under Procurement Services include performing various tasks for assigned departments. These tasks include the following:

Input Requisitions – Requisitions for assigned departments are entered into the electronic system by the assigned accounting personnel. The approval process remains the same with the requisition being approved by the Department Head and/or Supervisor, Finance, and Procurement. If the requisition is over \$25,000.00, it requires the approval of the Assistant County Administrator. This process has been streamlined since last fiscal year to ensure quick payment to vendors while maintaining the appropriate checks and balances.

Reconciling Purchasing Card Purchases – The reconciliation of purchasing card purchases are performed by the assigned accounting personnel for each of their departments. All reports and invoices for these purchases are delivered as required to the appropriate accounting personnel. Electronic reconciliation is performed as required and all disputes and credits are handled by the Accounting personnel.

Accounts Payable - All invoices from the assigned departments go through the normal approval process if required, and are forwarded to the Accounting personnel for processing and payment through the Finance Department.

Change Orders – Change Orders are initiated and approved by the department and forwarded to the BSS for processing.

Business Analysis – Business Analysis functions including but not limited to tracking all expenditures for “real time” account balances and balancing to the Finance Plus program every quarter.

Along with solicitations and contract administration, Procurement provides many other services such as:

1. The administration of the purchasing card program which involves issuance of new cards maintenance of current cards and assisting departments in issues involving their cards and reviewing of the Countywide monthly statement.
2. The review and approval of requisitions and processing them into purchase orders and review, approval and processing of all change orders.
3. Holding a variety of training classes for internal as well as external customers (vendors).
4. Procurement Services recently expanded the directory for local small businesses to open it up to all local businesses which meets the criteria. Local businesses may fill out an application for inclusion in our directory. This directory is used for the smaller dollar purchases made throughout the departments when they require quotes. This directory is also utilized for solicitations that go through the Procurement Services Department, thus allowing local vendors notification of all formal and informal solicitations at no cost to the local vendor. We enter this information into the directory as we receive the applications and monitor the application for annual renewal.
5. Daily public records requests which are fulfilled usually within the same day.
6. Coordination of the distribution of the donated Coca Cola products for various County functions.

Services	Mandated by Law	Process Time One Occurrence	Number of Positions in this occurrence (Memo)	Personal Services cost for one occurrence w/fringe benefits	Volume (annual)	Annual Service Hours excludes leave time	Annual Service Cost			Number of FTE's in this service
							Personal Services (includes fringe benefits)	Operating Expenses	Total	
Protest Process	x	20.00	2.00	1,243	3	60.00	3,729	129	3,858.10	0.03
Quote Process	x	25.00	2.00	613	78	1950.00	47,814	2,085	49,899.02	1.04
Bid Process	x	60.00	2.00	1,569	48	2880.00	75,322	3,082	78,403.60	1.53
RFP/RFQ Process	x	160.00	2.00	4,147	36	5760.00	149,306	6,168	155,474.40	3.06
Contracts (Non-Solicitation)	x	40.00	3.00	1,127	45	1800.00	50,724	1,127	51,851.00	0.96
Purchase Order Process	x	0.25	1.00	6	1541	385.25	8,506	413	8,919.45	0.20
Purchasing Card Process	x	0.50	2.00	12	357	178.50	4,123	190	4,313.77	0.09
Change Order Process	x	0.50	2.00	14	211	105.50	2,979	113	3,092.28	0.06
Local Business Registry	x	0.50	1.00	8	250	125.00	2,113	132	2,244.83	0.07
Project Amendments	x	7.50	1.50	211	63	472.50	13,315	504	13,818.55	0.25
Vendor Outreach		2.00	2.00	57	24	48.00	1,363	52	1,414.84	0.03
Contract Amendments	x	4.10	1.50	70	82	336.20	5,777	219	5,996.37	0.18
Procurement Accounting										
Purchasing Card Reconciliation	x	0.25	1.00	5	23122	5780.50	115,841	6,187	122,028.52	3.07
Invoice Reconciliation	x	0.30	1.00	7	23180	6954.00	151,829	7,446	159,275.07	3.70
Requisition Input	x	0.20	1.00	4	1541	308.20	6,164	329	6,493.21	0.16
Change Order Prep	x	0.30	1.00	7	211	63.30	1,477	86	1,562.73	0.03
Request for Payment Prep	x	0.25	1.00	22	918	229.50	20,150	245	20,395.39	0.12
Analysis and Reporting		3.00	1.00	60	124	372.00	7,455	397	7,851.87	0.20
Utility Bill Tracking		0.16	1.00	3	20380	3260.80	65,216	3,371	68,587.00	1.73
Total						31,069	733,204	32,276	765,480	16.53

divided by 1880 hours (235 work days) equals FTE

FTE > 16.53

Total 2012-13 Budget

FTE > 16.00 721,813 32,276 754,085

Difference

*FTE > (0.53) (11,391) (0) (11,395)

*Overage due to exempt employees working over eight hours a day. Will be adjusted with reclassification of a BSS position to a Procurement Tech. pending BCC approval.

Streamlined and Added Services

- For purchases associated with the competitive process, Procurement has streamlined the requisition request process by eliminating the request form. The solicitation authorization form now becomes the requisition request form once the solicitation has been formally or informally awarded. This eliminates the redundant routing of a requisition request form which greatly streamlines the process and allows the requisition to be input into the system immediately upon award. Time saved is approximately five to seven working days. This allows for faster project start and payment to vendors.
- At this time, we are proposing to the Board that one of the Business Services Specialists positions be downgraded to a Procurement Technician. Evaluation of the process time, through the Business Plan process, reveals that the Procurement side of the department was lacking almost two staff members and the Procurement/Accounting side had an excess of one person. This was indicated through breaking down the time between the two sections of the department against the total working time for one year. Since we have not experienced a full fiscal year at the time the figures were indicated, we extrapolated the time over the last twelve months spanning two separate fiscal years. By replacing one of the Business Services Specialists with an additional Procurement Technician we realize a salary savings of approximately \$7,000 annually. In addition, the table below shows how this will reduce the current workload of the Procurement Contract Analysts by assigning the quote process to the new Procurement Technician. This equals out the overages of time worked by the Procurement Contract Analysts in theoretical savings of over \$11,000. This is theoretical because the overages worked by the Procurement Contract Analysts are due to actual overtime worked but not charged because they are in exempt positions. This will free the

Procurement Contract Analysts to work more pro-actively with the departments and project solicitation and contract needs for the upcoming fiscal year as well as allowing time for more in-depth market analysis of specifications and pricing.

Quote Process Streamlined Service

Process Time One Occurrence	# of Positions	Personnel Cost One Occurrence	Annual Volume	Annual Service Hours	Annual Service Cost			Number of FTE's in this service	Total Variance
					Personal Services w/Benefits	Operating Expenses	Total		
25	2	462	78	1,950	36,036	2,085	38,121	1.04	11,788



Organization and Management

The Procurement Services Department consists of sixteen full time employees to service approximately twenty-four County Departments as well as assist Court Administration, Finance, the Sheriff's Department and the Clerk's Office. We have one Staff Assistant, two Procurement Contract Analysts, one Procurement Technician, one Contract Officer, ten Business Services Specialists and a Director. The following certifications have been achieved by various staff members: FCPA (Florida Certified Purchasing Manager), FCPA (Florida Certified Purchasing Agent), and CPPB (Certified Professional Public Buyer) FCCM (Florida Certified Contract Manager), FCCN (Florida Certified Contract Negotiator) and a Masters Certificate in Acquisitions and Contracting from the American Graduate University.

Procurement Services has taken a pro-active approach to restructuring the department in order to elicit the most efficient results. The roles of the Buyer and Contract Specialist were restructured to PCA's to streamline the process from procurement to contract. The two positions had performed one function, either procurement or contracts. By restructuring their duties to allow them to follow a project from start to finish, it eliminates much of the possibility for errors due to failure to communicate the needs of the purchase into the contract clauses

The Business Services Specialists handle all purchasing card and purchase order related invoices including all utility bills. They also enter and track requisitions and track expenses for each department. This gives an extra level of checks and balances for the procurement process.

Currently the PCA's handle all of the formal and informal solicitations. This includes most bids, all of the Requests for Proposals, Requests for Qualifications, piggyback and cooperative contracts, requests for standardization and sole sourcing as well as administration of all associated contracts. The Procurement Technician is responsible for administration of the purchasing card program. The Contract Officer oversees the administration of all contracts including solicitation related contracts as well as contracts that are not associated with a specific solicitation and reviews and approves all requisitions. The Contract Officer is deeply involved in contract negotiations as well as the handling of contract disputes. This position also functions as an assistant to the Director in administrative duties and is second in charge of the department. This position is involved in personnel evaluations, scheduling, payroll and personnel issues as they arise. The Staff Assistant position handles the front desk duties including the phone, handling walk-in customers, mail, distribution of purchase orders and change orders, public records requests, and many other duties in support of the staff. The Director oversees the whole solicitation and contract process and reviews each solicitation and contract before it is released. The Director is responsible for strategic planning and administration of all processes associated with Procurement. The Director is involved in review of all solicitations and contracts. This position is also responsible for ensuring the Procurement Ordinance is followed and updated as necessary as well as budgeting and reviewing and updating policies and procedures.

The Purchasing Department is mandated by the following:

09-20 – Procurement Ordinance under Chapter 2 Article VII of the Marion County Code of Ordinances – This ordinance addresses all aspects of small and large procurements, the purchasing card program, contracts, delegation of authority, suspension and debarment of vendors, protests, and other miscellaneous provisions.

Chapter 287.055 of the Florida State Statutes which addresses the Consultants Competitive Negotiation Act and includes procedures to follow for acquiring the services of architects, professional engineering, landscape architecture, or registered surveying and mapping, as defined by the laws of the state, or those performed by any architect, professional engineer, landscape architect, or registered surveyor and mappers in connection with his or her professional employment or practice. This statute also mandates the procedures for negotiating and contracting for these services.

Chapter 255.05 of the Florida State Statutes - Bond of contractor constructing public buildings - which addresses bonds and formal contracts for the construction or repair of public buildings.

Chapter 255.0525 of the Florida State Statutes – Advertising for competitive bids or proposals which addresses solicitation of competitive bids or proposals for any county, municipality, or other political subdivision construction project that is projected to cost more than \$200,000.

Chapter 119 of the Florida State Statutes – Public Records with regard to fulfilling public records requests and retaining bid documents as per the statute.

PROCUREMENT AND CONTRACT ANALYST

- Procures various commodities and services by requesting phone quotes, formal quotes, formal bids, or request for proposals depending upon estimated dollar amount.
- Composes specifications for formal solicitation purposes. Prepares bid packets, RFP's, RFQ's, and public advertisement of bid tabulations.
- Attends pre-bid conferences and bid openings. Manages the evaluation of solicitation responses and preparation of agenda items.
- Conducts research for product specifications, vendor information and statutory requirements.
- Responds to public record requests in accordance with statutory/regulatory requirements.
- Formulates specific terms and clauses for inclusion in the contract documents specifically related to changes in statutory requirements.
- Prepares various detailed contract documents, and bonds, prepares various notices to vendors. Tracks the execution progress of contracts and the recording of bonds associated with each contract.

- Responsible for conducting negotiation and contract dispute meetings. Schedules and documents site visits and end of contract reports.
- Manages the coordination and tracking of contract renewals and amendments and issuing notices for same.
- Detailed inspection/reading/editing and verifying documents. Prioritize and analyze data.
- Management of contract files and records.
- Initiates strategies for future procurement opportunities.
- Manages and is responsible for obtaining contract and vendor evaluations as required.
- Responsible for entering contracts and contract information onto County website.
- Required to report to work at the appointed hour, as scheduled, and to work the entire assigned schedule.

PROCUREMENT TECHNICIAN

- Procures various commodities and services by requesting phone quotes, formal quotes and in some instances lower dollar formal bids.
- Prepares agenda items for approval as required
- Works with supervisor to prepare specifications for bidding and quoting purposes. Prepares bid packets, and quote packets, and public advertisement of tabulations.
- Prepares bid/vendor data for posting as required.
- Attends pre-bid and pre-quote conferences and openings. Assists in quote and bid evaluation and preparation of agenda items.
- Conducts research for product specifications, vendor information and statutory requirements.
- Maintains applicable folders and files.
- Responds to public record requests in accordance with statutory/regulatory requirements.
- Assists with the administration of the procurement card program.

CONTRACT OFFICER

- Responsible for strategic long and short term planning in conjunction with the Director.
- Ensures statutory provisions related to procurement are complied with on all County purchases.
- Maintains current knowledge of trends and developments in governmental purchasing and procurement for application to responsibilities under charge.
- Assists Director in developing, implementing and maintaining purchasing policies and procedures.
- Assists Director in the development of economies of scale for all County purchases.
- Assists Director in revising existing bid process.
- Develops, implements, and maintains related policies and procedures.
- Assists Director in acting as gatekeeper for new construction and capital improvement projects.
- Supervises the contract administration program, overseeing and controlling all County contracts and agreements.
- Supervises the Procurement and Contract Analysts and Procurement Technician in implementing formal and informal solicitations for goods and services.
- Supervises office personnel in the day to day operations of the department.
- Responsible for ensuring proper instruction for County employees on proper purchasing procedures.

STAFF ASSISTANT II

- Takes and transcribes notes, prepares draft of notes on word processor, and after editing and proofing by Department Manager; finalizes same.
- Assists in the management of office including files, personnel records, purchase records and meeting schedules, often dealing personally with the matter.
- Types various department specific documentation, e.g., letters, statements, narrative and statistical reports, minutes, agendas, court orders, case files. Handles correspondence, at times, of a sensitive or confidential nature.
- Prepares correspondence and recurring reports for supervisor's signature.
- Arranges for meetings and conferences and may take notes.

- Maintains control files of matters in progress and follows up to ensure that actions are completed.
- Processes work orders or documents requiring office procedural knowledge. Coordinates some office functions with other county departments.
- Receives and screens office visitors and telephone calls. Greets and refers customers and visitors, pleasantly and courteously.
- Answers telephone system, makes referrals, takes messages, and directs incoming calls appropriately. Requires accurate, concise, and legible handwriting.
- Provides information within scope of knowledge or refers customers to appropriate individuals.
- Responds to telephone inquiries from the public and other departments when information requested is specifically provided and known, such as from published records, specific deliveries and procedures, and calendar of events, or within established guidelines.

PROCUREMENT DIRECTOR

- Responsible for strategic long and short term planning.
- Ensures statutory provisions related to purchasing are complied with on all County purchases.
- Maintains current knowledge of trends and developments in governmental purchasing and procurement for application to responsibilities under charge.
- Serves as an ambassador for the County, creates newsworthy articles, and conduct public presentations within their areas of responsibility.
- Develops, implements, and maintains purchasing policies and procedures.
- Develops economies of scale for all County purchases.
- Revises existing bid process.
- Develops, implements, and maintains related policies and procedures.
- Acts as gatekeeper for new construction and capital improvement projects.
- Acts as contract manager, overseeing and controlling all County contracts and agreements.
- Responsible for ensuring proper instruction for County employees on proper purchasing procedures.

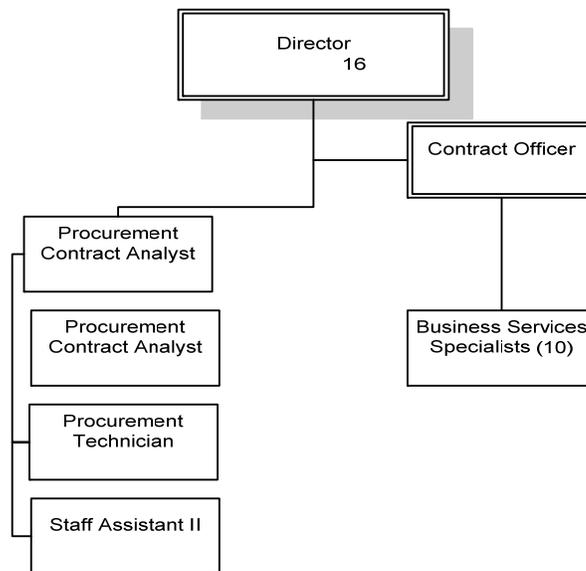
BUSINESS SERVICES SPECIALIST

- Works directly with departments to ensure all departmental accounting goals are met in a timely and consistent manner.
- Develops and maintains computerized internal fiscal tracking system.
- Processes all invoices for accounts payable; maintains an accounts payable ledger of all accounts in computer.
- Develops and maintains detailed computerized tracking system for all purchases. Maintains and reconciles computerized inventory; ensures supplies are properly coded to correct accounts.
- Works with the departments to ensure all project draw requests, change orders, etc. are correct and processed in a timely manner.
- Prepares and processes purchase orders for the acquisition/replenishment of routinely needed supplies.
- Maintains usage report for historical tracking for the purpose of ensuring proper inventory and supply levels at all times.
- Tracks purchases in process to ensure timely receipt, matching to purchase order, and receipt of correct orders.
- Prepares requisitions, change orders, procurement card reconciliation reports, budget amendments and other accounting, purchasing and inventory paperwork as necessary.
- Balances and reconciles accounts receivable ensuring that information is consistent and accurate between financial systems.
- Researches and resolves all receivable and payable problems.
- Prepares / reviews various financial reports and records.
- Assists with monitoring of the budget and processing budget amendment requests.
- Utilizing different computer programs will perform word processing and extensive data entry.
- Prepares researches, maintains, and monitors up to date technical information as required.
- Takes phone calls and answers any questions from departments or vendors in regards to invoice payments.
- Processes requisitions and other purchasing tasks according to established procedures.
- Maintains a pleasant cooperative attitude with co-workers. Maintains a professional appearance and grooming and dresses consistent with department image.

- Required to report to work at the appointed hour, as scheduled, and to work the entire assigned schedule.

The Procurement Staff continuously attends training to maintain certifications and to keep up with current trends in procurement strategies as well as maintaining a working knowledge of the law as it pertains to procurement.

Procurement Services Department





Marketing and Customer Service

Procurement Services is an internal services department servicing mainly the various departments under the Board of County Commissioners. Procurement also serves the vendors doing business with the County as well as some various departments of other elected officials. The vendors rely on Procurement for a wide variety of services ranging from training to contract management and the accounting function which was recently added to the Procurement Services overall functions. Invoices for purchasing card payments as well as the invoices associated with a purchase order are now be reconciled and processed through this department. Through the use of electronic approvals and imaging, the centralization of this process should results in a faster payment to the vendors as well as up to date account balances for the user departments.

Procurement is responsible for internal as well as external training of its customers and this is currently being done on a regular basis with an emphasis on widening the scope and regularity of the training sessions. Because of the legal requirements that dictate many of the policies and procedures associated with procurement and contracts, regular training is necessary to keep the end users aware of changes in the law or changes made to expedite services.

Services to internal customers include procurement through various methods, contract administration, purchasing card administration, requisition/purchase order processing, and change order processing as well as training. Additionally, Procurement Services will begin entering and processing all requisitions, reconciling all invoices and allowing for more in depth business analysis of total county spend. Each of these functions is delegated to the Procurement Services Department through the Marion County Procurement Ordinance and the Board of County Commissioners approval of the consolidation of the Accounting functions. Some functions of this department are mandated through the State of Florida statutes.

Customer service to our local business has increased as we have added benefits for local businesses wishing to do business with Marion County. In the past year, we have expanded the Local Small Business Directory to a Local Business Directory which allows all firms meeting the criteria for a Marion County business to sign up for inclusion in the Local Business Directory. This will provide more opportunities for local businesses to quote and bid on work for Marion County. Rather than paying to be a member of Demandstar for automatic notification, local business may receive automatic notification of solicitation opportunities for small and large purchases. In addition, we have expanded our local outreach to vendors through re-design of our internet site as well as targeted training opportunities.



Financial Management, Performance Measures, Benchmarks and Comparatives

Performance measures for Procurement are mainly focused on processing time as well as overall cost savings and customer satisfaction. With the implementation of the new Optiplex Software, Procurement will have the ability to further define performance measures more accurately and expeditiously. Indications of the performance measures currently utilized or are in the process of being implemented are in the table below:

<ul style="list-style-type: none"> ○ Purchase order cycle time ○ Solicitation cycle time ○ P-Card Invoice Process Time ○ Contract cycle time ○ Cost savings value measurement - solicitations and negotiations ○ Cost to spend ratio/Industry Standard 	<ul style="list-style-type: none"> ○ Internal services measurement – Department based customer satisfaction surveys ○ External services measurement – Vendor based customer satisfaction surveys ○ Vendor performance evaluations ○ Contract performance evaluations ○ PO Invoice Process Time
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Performance measures for the accounting functions are based mainly on time to process and accuracy. Workload indicators as outlined in the table below will help in developing the internal benchmarking to measure performance. Other indicators will include departmental surveys, outside agency process times and Florida Benchmarking Consortium reports.

Comparisons to other agencies begin with finding other counties with a similar population since population is a driving factor in workload. For the purposes of this report we compared three like agencies, all Florida counties with similar procurement processes. The result of this comparison, in which all of the agencies had a smaller population, demonstrates the efficiency of the Marion County Procurement Department.

Performance Measure	Marion County	Alachua County	Collier County	Leon County
Percent of purch expenditures of total org expenditures	0.09%	0.57%	0.37%	4.27%
Percent of purchasing dept FTE's to total org FTE's	0.41%	0.79%	0.99%	1.03%
Purchase orders processed annually per FTE	273.33	263.43	566.48	748.5
Number of solicitations processed annually	159	110	198	52
Number of p-cards issued/managed annually	372	160	264	381

Benchmarks	Median*
Percent of Purchasing expenditures of total org expenditures	4.72%
Percent of purchasing department FTE's to total org FTE's	0.72%
Purchase orders processed annually per FTE	382
Number of solicitations processed annually	210
Number of p-cards issued/managed annually	416

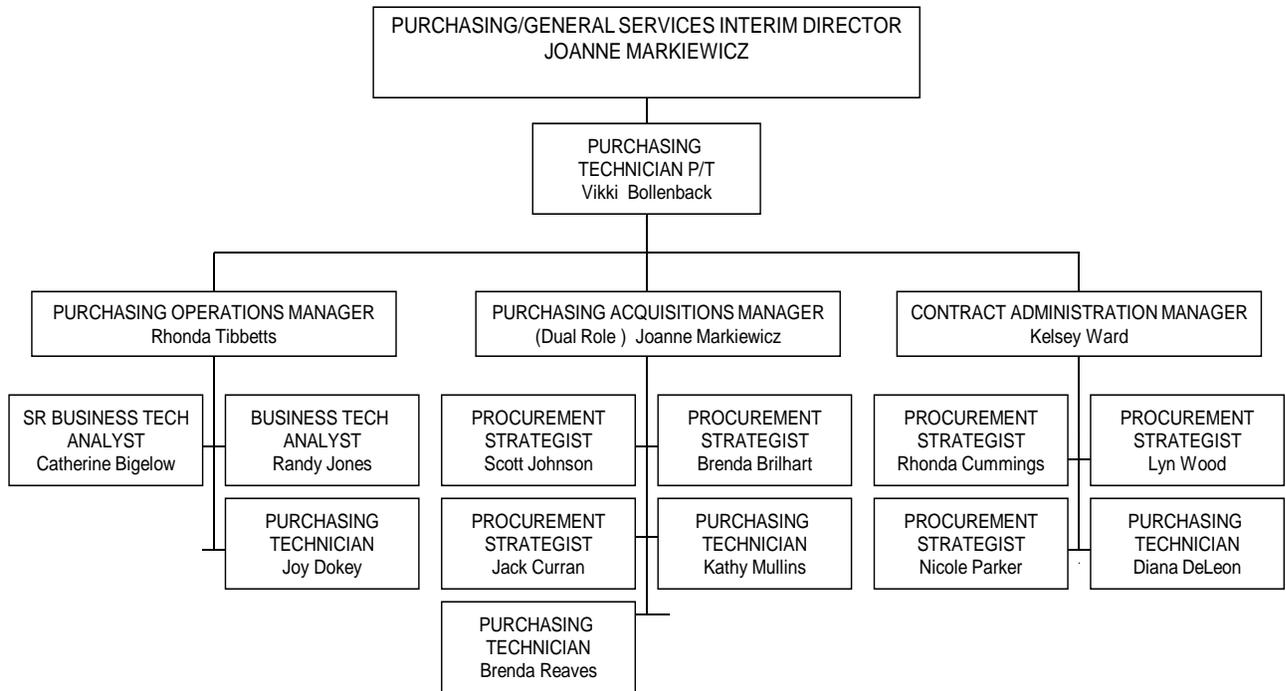
*Based on the latest Florida Benchmarking Consortium Report which included 20 reporting Florida Counties

A conference call was held with the Alachua County Purchasing Department to compare and contrast policies and procedures. While many of the basic procurement practices are the same, the organizational structure and the processes have variances from what is currently being done at Marion County. Below is a comparison of some of the processes and procedures from Alachua County and Marion County:

Indicators	Alachua	Marion
Thresholds	BCC approval \$50,000	BCC approval \$50,000
Electronic Bids Accepted	No	No
Contract Administration	Yes, using spreadsheets for tracking	Yes, using spreadsheets for tracking
Financial Software	H.T.E. Green Screen	Sunguard Pentamation
Purchasing Card Software	Works with Bank of America	ESP with Suntrust Cards
Lead Time/Contract		
Renewal Review	One Month	Six Months
	Vision Internet Software	
Solicitation Notification	Demandstar	Demandstar Non-County website



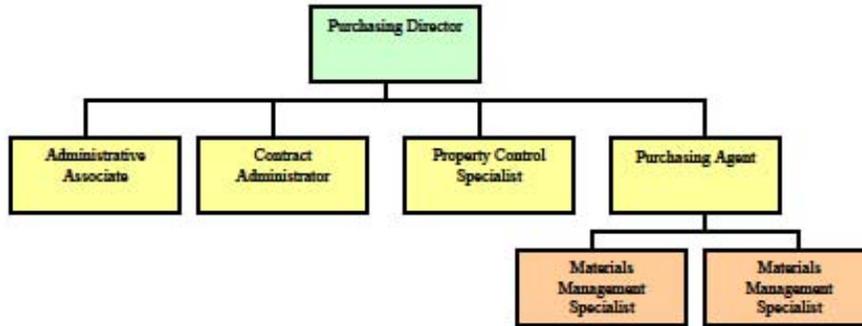
PURCHASING DEPARTMENT



04/03/2012

Leon County Purchasing Org. Chart

Leon County Board of County Commissioners
Purchasing Division
Organizational Chart



MARION COUNTY BOARD OF COUNTY COMMISSIONERS
 BUSINESS PLAN BUDGET WORKSHEET
 January 3, 2012

Fund		Department					
001	General Fund	2530	Procurement Services				
Account Code	Account Name	Actual Expenditures 2009-10	Unaudited Expenditures 2010-11	Amended Budget 2011-12	Business Plan 2012-13	Variance	%
<u>EXPENDITURES</u>							
512101	REGULAR SALARIES & WAGES	234,424	405,699	543,565	542,194	(1,371)	-0.30%
521101	FICA TAXES	17,321	29,071	41,658	41,481	(177)	-0.40%
522101	RETIREMENT CONTRIBUTIONS	23,704	38,415	29,022	30,688	1,666	5.70%
523101	HEALTH INSURANCE	34,193	59,945	99,648	99,648	-	0.00%
523401	LIFE, AD&D, LTD INSURANCE	1,793	2,745	3,537	3,521	(16)	-0.50%
524101	WORKERS' COMPENSATION	1,284	1,262	3,379	3,369	(10)	-0.30%
534101	OTHER CONTRACTUAL SERVICE	120	-	1,300	-	(1,300)	-100.00%
540101	TRAVEL & PER DIEM	156	464	750	500	(250)	-33.30%
541101	COMMUNICATION SERVICES	705	967	1,536	2,000	464	30.20%
542201	POSTAGE & FREIGHT	1,020	1,000	3,400	3,000	(400)	-11.80%
544101	RENT & LEASES - EQUIPMENT	3,225	4,847	8,880	8,880	-	0.00%
545101	INSURANCE - PREMIUMS	1,777	1,526	1,238	1,238	-	0.00%
547101	PRINTING & BINDING	127	-	496	200	(296)	-59.70%
549125	OTHER CURR CHGS-DISPUTES	9,990	(1,195)	-	-	-	0.00%
549201	ADVERTISING - LEGAL	1,865	2,070	3,080	3,300	220	7.10%
551101	OFFICE SUPPLIES	4,905	31,917	5,676	6,500	824	14.50%
552106	OPERATING - COMPUTER SFTW	245	25,691	2,000	-	(2,000)	-100.00%
552108	OPERATING SUPPLIES	157	2,737	1,975	1,000	(975)	-49.40%
552116	COMPUTER HARDWARE-OPERATI	713	8,367	850	-	(850)	-100.00%
554101	BOOKS/PUBS/SUBSCRIP/MEMBS	-	6	-	-	-	0.00%
554201	DUES & MEMBERSHIPS	1,020	745	970	970	-	0.00%
555501	TRAINING & EDUCATION	-	700	1,125	1,000	(125)	-11.10%
564101	MACHINERY AND EQUIPMENT	-	9,219	-	-	-	0.00%
		<u>338,742</u>	<u>626,196</u>	<u>754,085</u>	<u>749,489</u>	<u>(4,596)</u>	
<u>REVENUES</u>							
36900207	COST ALLOC-PURCHASING	80,416	76,130	129,258		(129,258)	-0.61%
38110510	FROM TRANSP MAINT FUND	-	-	30,085			
		<u>80,416</u>	<u>76,130</u>	<u>159,343</u>	<u>-</u>	<u>(129,258)</u>	