

EMBRACING INNOVATION IN PUBLIC PROCUREMENT:

A Case Study of Miami Innovation Academy
Successes in Public Procurement

ANNIE PEREZ, CPPO

Director, Department of Procurement

MICHAEL SARASTI

Director, Department of Innovation and
Technology (DoIT)



Embracing Innovation in Public Procurement

Objectives:

1. Understand the importance of innovation in the public procurement sector.
2. Appreciate the value of investing in your employee's capacity to see and solve problems in their workspace.
3. Introduce best practices for scaling innovation capacity in your organization.



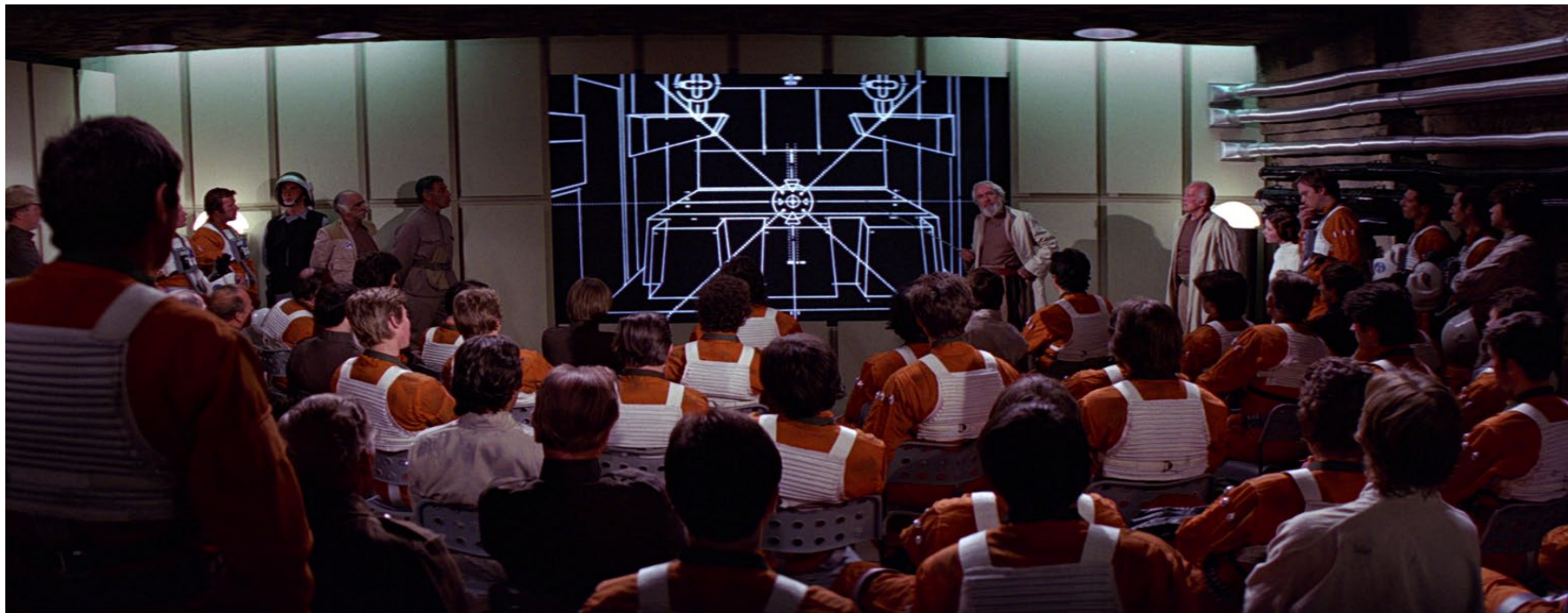
Embracing Innovation in Public Procurement

Agenda:

- Introduction to Miami Innovation Academy (MIA)
- Procurement Embraces Innovation
- Scaling an Organization's Innovation Capacity
- Questions & Answers



#RebelAlliance



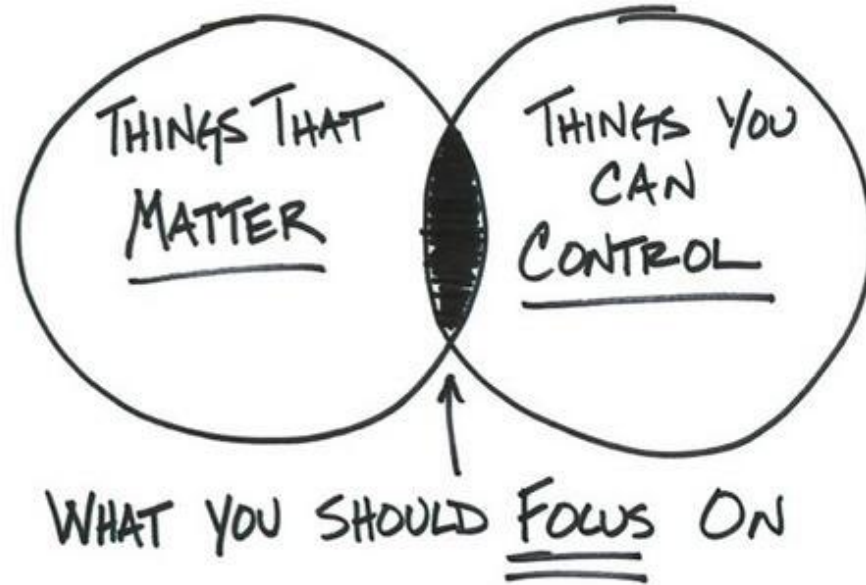
PEOPLE. PROCESS.
DATA. DIGITAL.



THEMES:

- Collaboration
- Creativity
- Human Experience
- Driving Impact
- Changing Lives





Structured Problem Solving:

- Frames the narrative
- Ensures consistency
- Grounds the problem
- Allows the organization to track progress



SEE IT

PROCESS MAPPING

- Allows you to see a process step-by-step
- Helps to deconstruct our work in order to attack problems

WASTE/VALUE IDENTIFICATION

- Helps to target our focus
- Identify potential impact



SAY IT

ANCHORING INNOVATIONS WITH METRICS

- Substantiates what we “SEE”
- Helps to further diagnose what’s happening in the process
- Use to assess impact of innovations



SOLVE IT

6S - SORT, SET IN ORDER, SHINE, STANDARDIZE, SUSTAIN, SAFETY:

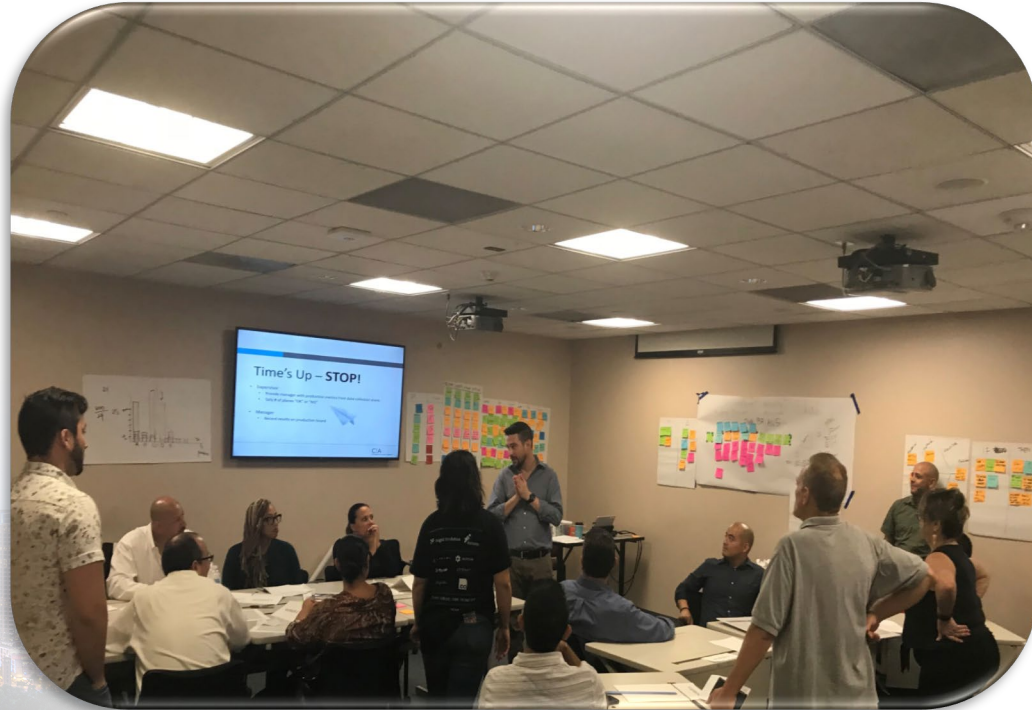
- Creates order in your work space
- Easiest place to start

STANDARD WORK:

- Reduces errors
- Improves processes

VISUAL MANAGEMENT:

- Gamification and keeping score drives engagement





PROCUREMENT EMBRACES INNOVATION



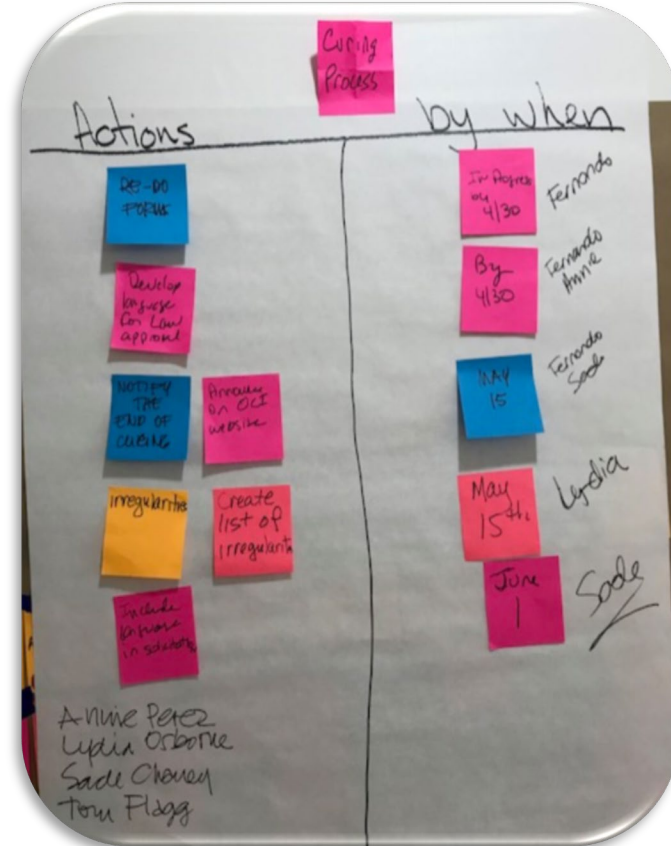
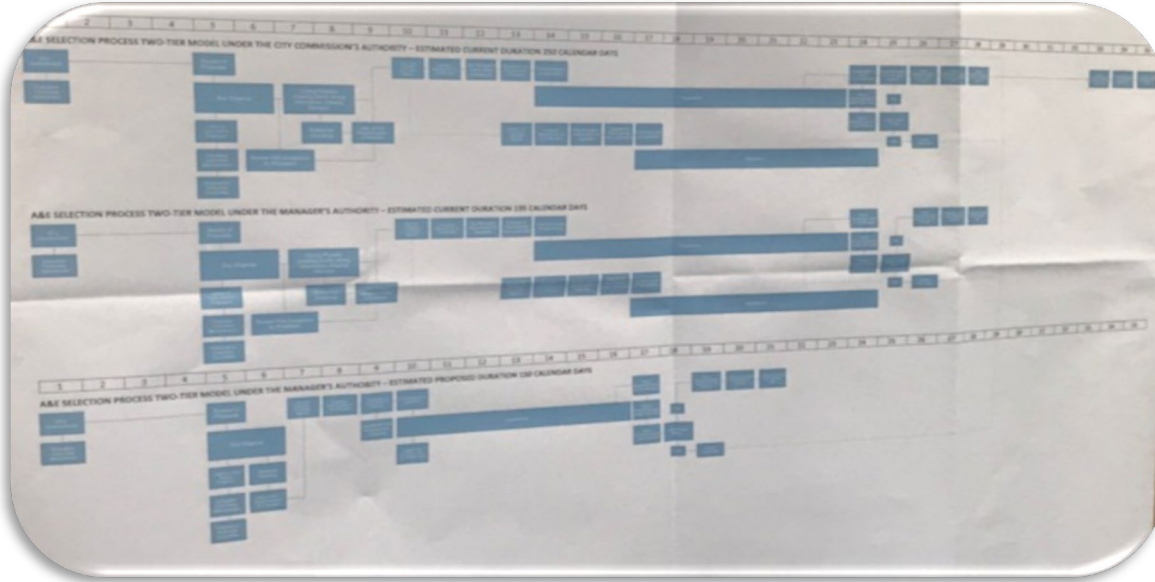
Challenges in the City's Procurement Department

Procurement process for Architecture and Engineering (A&E) services takes too long:

1. Cures and Due Diligence
2. Incomplete scope of services
3. Exceptions to terms and conditions
4. Contract execution
5. Negotiations



A&E Process Innovation



A&E Process Innovation

CURES AND DUE DILLIGENCE:

Procurement decreased the number of forms submitted by Proposer from five (5) sections and twenty (20) forms down to four (4) sections and fourteen (14) forms providing both value to the customer and soft dollar savings. This innovation was implemented as of June 2018.

- High impact
- Low effort

Result: Time savings of 2 days per RFQ.



A&E Process Innovation

RFQ Requirements	Kimley-Horn & Associates		A&P Consulting Transportation Engineers		SRS Engineers	
	RFQ 16-17-025 (Pre-Innovation)	RFQ 17-18-026 (Post-Innovation)	RFQ 16-17-025 (Pre-Innovation)	RFQ 17-18-026 (Post-Innovation)	RFQ 16-17-025 (Pre-Innovation)	RFQ 17-18-026 (Post-Innovation)
Experience and Qualifications of Proposer						
References for Proposer			1			
Experience and Qualifications of Proposer's Team	1				1	
Experience and Qualifications of Project Manager				1		
References for Project Manager						
Experience and Qualifications of Other Key Personnel				1		
References for Other Key Personnel						
List of Sub-Consultants (Form C-1)						
Certificate of Compliance with City Code Section 18-87						
Business Tax Receipt/Occupational Licenses						
Other	2	1			1	1
TOTALS	3	1	1	2	2	1

Number of Cures

Total Cures Pre-Innovation	6
Total Cures Post-Innovation	4
Decrease in Total Cures	2
% Decrease	-33%

Total Cure Time (Per RFQ)

Total Cure Time Pre-Innovation	5
Total Cure Time Post-Innovation	3
Decrease in Cure Time	2
% Decrease	-40%

*Total Cure Time is determined by proposal with the highest number of cures.

Time Required per Cure (Business Days)

1-2 Cures	4
3-5 Cures	5
5 or More Cures	7

*Includes two (2) days for PCO to complete due diligence.

A&E Process Innovation

CURES AND DUE DILLIGENCE:

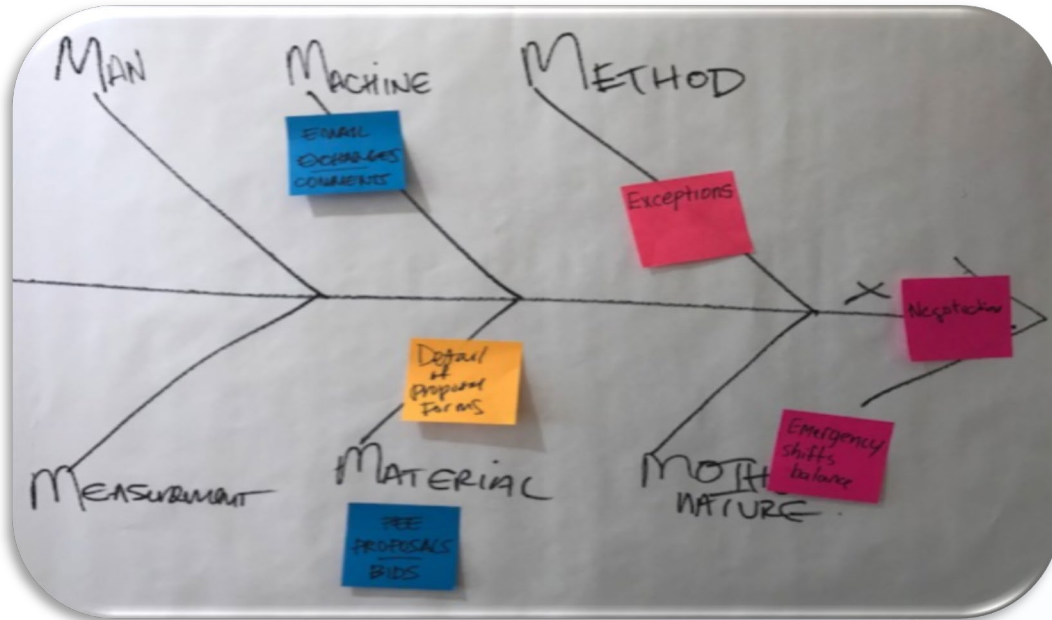
Procurement implemented the elimination of cures, effective May 6, 2019 which provides a soft dollar savings and a service level improvement.

- High impact
- High effort
- Major project

Result: Time savings of approximately a minimum of two (2) weeks in the due diligence review by Procurement staff.



A&E Process Innovation



A&E Process Innovation

INCOMPLETE SCOPE OF SERVICES

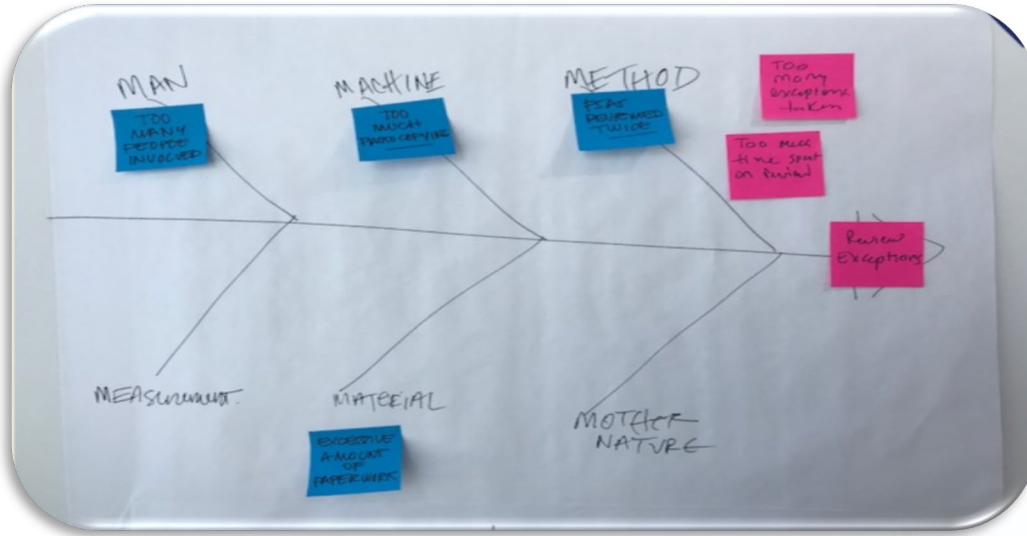
Procurement developed a standard work and a check list for the client department to submit a thorough scope to eliminate the introduction and scope meeting during the negotiation process, providing a service level improvement and a soft dollar savings.

- High impact
- Low effort

Result: Time savings of two (2) weeks during negotiations.



A&E Process Innovation



A&E Process Innovation

EXCEPTIONS TO TERMS AND CONDITIONS:

Procurement now sends the draft contract to the successful proposer when the City Manager approves the request to negotiate. This provides a service level improvement and soft dollar savings by eliminating the first round of exceptions to the terms and conditions and the duplicative legal review of the contract.

- High impact
- Low effort

Result: Approximate time savings of a minimum of three (3) days in the due diligence review and allows the Office of the City Attorney more time to review other necessary items for our department.



Challenges in the City's Procurement Department

Manual management of contracts:

1. Blanket purchase order capacity tracking
2. Tracking of insurance and bond expiration dates
3. Tracking of contract expiration dates
4. Locating contract documents
5. Manual data analysis and reporting



Contract Management Innovation

CREATE A DIGITAL CONTRACT MANAGEMENT SYSTEM:

Procurement utilized the City's existing Oracle ERP system to fulfill its digital contract management needs to include, but not limited to:

1. Alert Procurement staff to take the appropriate action prior to the expiration dates of contract, certificate of insurance (COI), or bond.
2. Alert vendors proactively before COI or bond expires before a purchase order is delayed due to an expired COI or bond and reduce the City's risk exposure.
3. Track performance metrics and generate reports for data analysis based on various search criteria.
4. Increase transparency with public access to the City's procurement contracts and all related documents in a single, easily searchable repository.



Contract Management Innovation


This will provide hard and soft dollar savings as well as value to the customers and service level improvements. This innovation was successfully completed as of July 1, 2019.

- High impact
- High effort
- Major project

Result: Procurement saved \$60,000 originally budgeted to purchase an off-the-shelf Contract Management software. Procurement reallocated the budgeted funds to purchase an electronic solicitation software.



Contract Management Innovation



[Dashboard](#)
[Search](#)

[Navigator](#)
[Favorites](#)
[Diagnostics](#)

Contracts

Contract Type
Contract Number
Contract Name
Agency
Supplier
Team
District
Department
Contract Award
Resolution No.

Expiration Date From
Expiration Date To
Award Date From
Award Date To
Effective Date From
Effective Date To
No. of OTRs
OTR Time
OTR Commission Approval
Commodity Code
Federal Funding

Contract Amount From
Contract Amount To
Proposed Amount From
Proposed Amount To
Negotiated Savings From [%]
Negotiated Savings To [%]
Procurement Contracting Manager
Procurement Contracting Officer
Procurement Assistant
Project Manager

Revenue Generating
SBE
Responsible Wages
Living Wage
Bond
Davis-Bacon
Local Workforce
Insurance
Pool Contract
Local Preference
Status

[Search](#)
[Clear](#)
[My Contracts](#)

Contract Number	Contract Type	Contract Name	No. of OTRs	OTR Time	Effective Date	Expiration Date	Pool Contract	Agency	Procurement Contracting Officer	Procurement Assistant	Negotiated Savings [%]	PO Capacity	Details
475326(20)	IFB	GROUNDS MAINTENANCE	3	1 Year	01-May-2015	30-Apr-2020	Yes	City Of Miami	Gray, Tahlia R.	Gandarilla, Aimee C.			Details
526381(21)	IFB	PROFESSIONAL INTERPRETING AND TRANSLATION SERVICES	3	1 Year	09-May-2016	08-May-2020	Yes	City Of Miami	Giraldo, Victoria E	Gandarilla, Aimee C.			Details
546382(21)	IFB	AUTOMOTIVE OILS, LUBRICANTS, AND GREASES	3	2 Years	09-May-2016	08-May-2020	No	City Of Miami	Giraldo, Victoria E	Gandarilla, Aimee C.			Details
15-16-943	SOLE SOURCE	SOCIAL MEDIA ARCHIVING/RISK MANAGEMENT & ANALYTICS	0	0 Year	16-May-2017	15-May-2020	No	City Of Miami	Giraldo, Victoria E	Gandarilla, Aimee C.			Details
272227(20)	RFP	TROLLEY ADVERTISEMENT PROGRAM SERVICES	1	1 Year	12-Dec-2013	19-May-2020	No	City Of Miami	Gray, Tahlia R.	Gandarilla, Aimee C.			Details
14-15-038	SOLE SOURCE	SCBA MAINTENANCE AND REPAIRS	0	0 Year	13-Aug-2015	23-May-2020	No	City Of Miami	Soto, Teresa	Gandarilla, Aimee C.			Details
2017-5-1848	PIGGYBACK	AMMUNITION	0	0 Year	24-Aug-2018	23-May-2020	No	Village of Indian Creek	Johnson, Charles F	Gandarilla, Aimee C.	0		Details
18-19-013	SOLE SOURCE	Optcom Priority Control	1	1 Year	30-May-2019	29-May-2020	No	City Of Miami	McLaren, Richard D.	Gandarilla, Aimee C.			Details
13-14-026(20)	IFB	DR MARTIN LUTHER KING JR BOULEVARD AND TRAFFIC CIRCLES MAINTENANCE, M-0109	1	4 Years	30-May-2015	29-May-2020	No	City Of Miami	Gray, Tahlia R.	Gandarilla, Aimee C.			Details
16-17-935	SOLE SOURCE	GIS SOFTWARE	0	0 Year	01-Jun-2017	31-May-2020	No	City Of Miami	McLaren, Richard D.	Gandarilla, Aimee C.			Details

Contract Management Innovation

Contracts

Contract Number

Contract Name

Supplier

Department

Procurement Contracting Officer

Team

Search

Clear

Previous 50

51-100

Next 50

Contract Number	Contract Name	Contract Type	Agency	Effective Date	Expiration Date	Procurement Contracting Officer	Team
14-15-001(A)	PURCHASE & DELIVERY STANDARD ISSUE WEAPON FOR POLICE DEPARTMENT	PIGGYBACK	CITY OF MIAMI GARDENS	04-Nov-2014	04-Nov-2019	Giraldo, Victoria E (VictoriaGiraldo@miamigov.com)	Goods & Services
616404(20)	FURNISH AND INSTALL FENCES AT VARIOUS CITY PARKS	IFB	City Of Miami	07-Nov-2016	06-Nov-2019	Soto, Teresa (TSoto@miamigov.com)	Goods & Services
631380(21)	GYM EQUIPMENT PREVENTIVE MAINTENANCE AND REPAIRS	IFB	City Of Miami	07-Nov-2016	06-Nov-2019	Giraldo, Victoria E (VictoriaGiraldo@miamigov.com)	Goods & Services
683385(22)	BISCAYNE BOULEVARD LANDSCAPING MAINTENANCE	IFB	City Of Miami	05-Nov-2017	06-Nov-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
348289(21)	POLICE LIEUTENANT EXAMINATION PROCESSES	RFP	City Of Miami	09-Nov-2013	08-Nov-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services
E-42-127(22)	MULCH	COOP	Southeast FL Governmental Purchasing Coop	15-Nov-2017	14-Nov-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
371323(19)	MAINTENANCE AND REPAIRS OF EMERGENCY GENERATORS	RFQ	City Of Miami	21-Mar-2014	15-Nov-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services
371326(19)	BIO-HAZARDOUS WASTE AND SPILLS	IFB	City Of Miami	20-Nov-2014	19-Nov-2019	Giraldo, Victoria E (VictoriaGiraldo@miamigov.com)	Goods & Services
316283(21)	CHIEF FIRE OFFICER, CAPTAIN AND LIEUTENANT EXAMINATION PROCESSES	RFP	City Of Miami	20-Nov-2013	19-Nov-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services
348322(21)	POLICE CAPTAIN AND SERGEANT EXAMINATION PROCESSES	RFP	City Of Miami	20-Nov-2013	19-Nov-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services
468352(19)	PURCHASE OF VACTOR TRUCK PARTS AND REPAIRS	IFB	City Of Miami	26-Nov-2014	25-Nov-2019	Giraldo, Victoria E (VictoriaGiraldo@miamigov.com)	Goods & Services
635380(22)	SCHEDULED AND EMERGENCY UNDERWATER VISUAL INSPECTION REPORTING/REPAIR	IFB	City Of Miami	28-Nov-2016	27-Nov-2019	Lima, Cristiane (CLima@miamigov.com)	Goods & Services
503340(20)	UNIFORMS CITYWIDE	IFB	City Of Miami	30-Nov-2015	29-Nov-2019	McLaren, Richard D. (RMclaren@miamigov.com)	Goods & Services
503358(21)	PEST CONTROL SERVICES	IFB	City Of Miami	30-Nov-2015	29-Nov-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services
503341(20)	AIR CONDITIONING REPAIR AND MAINTENANCE SERVICES FOR VARIOUS CITY OF MIAMI POLICE DEPARTMENT FACILITIES	RFP	City Of Miami	30-Nov-2015	29-Nov-2019	Soto, Teresa (TSoto@miamigov.com)	Goods & Services
RES095-803	MAINTENANCE & REPAIR SERVICES FOR METASTIS	SOLE SOURCE	City Of Miami	01-Dec-1995	30-Nov-2019	McLaren, Richard D. (RMclaren@miamigov.com)	Goods & Services
15-16-044(19)	SCAVENGER 2000	SOLE SOURCE	City Of Miami	04-Dec-2016	03-Dec-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
RFP915-96-02	WEB CONTENT MANAGEMENT SYSTEM	PIGGYBACK	City of Grand Rapids	27-Sep-2017	05-Dec-2019	McLaren, Richard D. (RMclaren@miamigov.com)	Goods & Services
01-02-224(19)	ENERGY PERFORMANCE SAVINGS CONTRACTING SERVICES	RFQ	City Of Miami	07-Dec-2004	06-Dec-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
274253(16)	EMERGENCY DEBRIS REMOVAL AND DISPOSAL SERVICES	IFB	City Of Miami	22-Dec-2011	12-Dec-2019	Falcon, Eduardo J (efalcon@miamigov.com)	Goods & Services
501332(22)	SOUTHEAST FLORIDA GOVERNMENTAL PURCHASING COOPERATIVE TO SUPPLY LIQUID PETROLEUM GAS (LPG)	IFB	City Of Miami	14-Dec-2015	13-Dec-2019	Falcon, Eduardo J (efalcon@miamigov.com)	Goods & Services
11-12-018	STORMWATER PUMP STATIONS MAINTENANCE AND REPAIR	ITB	City Of Miami	12-Apr-2012	13-Dec-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
472339(19)	WASTE OIL AND NON-HAZARDOUS PETROLEUM IMPACTED PRODUCTS	IFB	City Of Miami	16-Dec-2014	15-Dec-2019	Lima, Cristiane (CLima@miamigov.com)	Goods & Services
486326(20)	EXTERNAL AUDITING FOR BAYFRONT PARK TRUST MANAGEMENT	RFP	City Of Miami	16-Dec-2015	15-Dec-2019	Gray, Tahlia R. (tgray@miamigov.com)	Goods & Services
293279(19)	SECURITY GUARD SERVICES	RFP	City Of Miami	22-Apr-2013	17-Dec-2019	Falcon, Eduardo J (efalcon@miamigov.com)	Goods & Services
253220	INTERNET-BASED TRAINING SYSTEM (FIRE-RESCUE)	RFP	City Of Miami	20-Dec-2016	19-Dec-2019	Johnson, Charles F (CJohnson@miamigov.com)	Goods & Services

Challenges in the City's Procurement Department

Prompt payment to vendors:

1. Duplicate vendor accounts in Oracle ERP system
2. W-9 forms needed to release payments to vendors
3. Postal mailing of paper payment checks to vendors



Prompt Payment to Vendors Innovation

DUPLICATE VENDOR ACCOUNTS:

Procurement created standard work checklists and manuals for vendor creation within Oracle. This innovation provides both a value to the customer, service level improvements and soft dollar savings.

- High impact
- Low effort

Result: Two (2) week reduction in the amount of time to release payments to vendors. Procurement deactivated over 100 legacy duplicate vendor accounts.



Prompt Payment to Vendors Innovation

Procurement implemented a mistake proof tool in the vendor creation portal within Oracle to prevent the future creation of duplicate vendor accounts within the system.

Supplier	
Requested By	Denise Rodriguez
Supplier Name	Crown Castle Fiber LLC
FEID No	010570431
Supplier Type	Supplier
Reportable	
<input type="checkbox"/> Federal	Income Tax Type
<input type="checkbox"/> State	Organization Type
Status	
Supplier Number	
SSN	
Lindsey Number	

Supplier Site	
Address N	Address L
Address L	Address L
Address L	Address L
Address L	Address L
Supplier Co	

Note
Exact Match:
37321-Lighttower Fiber Networks II, LLC(010570431)

Possible Matches:
23671-Crown Castle South LLC(742913900)
37321-Lighttower Fiber Networks II, LLC(010570431)

OK

Site Use	
<input type="checkbox"/> Purchasing	<input type="checkbox"/> Income Tax Reporting Site
<input type="checkbox"/> Pay	
77057	Country
Supplier Notification Method	

Prompt Payment to Vendors Innovation

W-9 FORMS NEEDED TO RELEASE PAYMENTS TO VENDORS:

Procurement developed a standard work checklist requiring a W9 to register as a vendor and to be issued a Purchase Order. This provides a service level improvement.

- High impact
- Low effort

Result: Two (2) day reduction in the amount of time to release the payments at time of invoicing.



Prompt Payment to Vendors Innovation

W9 FORMS NEEDED / POSTAL MAILING OF PAYMENT CHECKS:

Executed a targeted email campaign to nudge all current vendors without W-9s on file to submit a W-9. The email also encouraged the setup of ACH Direct Deposit by vendors.

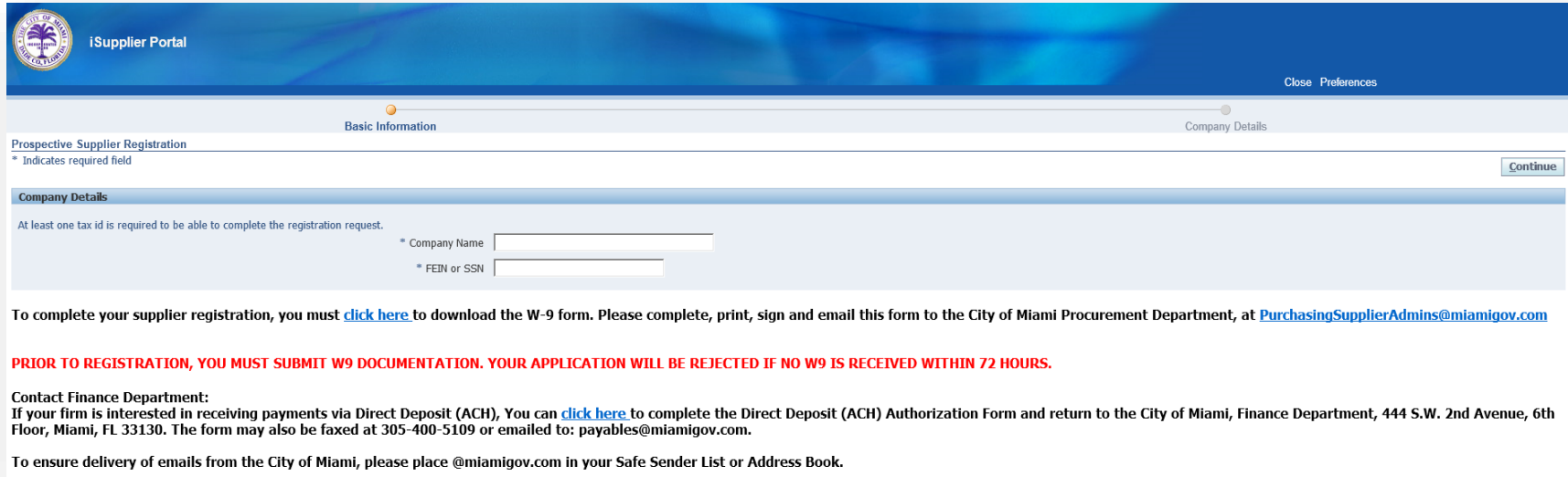
- High impact
- Low effort

Result: Procurement received and processed over 300 W-9s from legacy vendor accounts without a W-9 on file.



Prompt Payment to Vendors Innovation

A highly visible nudge message on the vendor registration portal informs new vendors about the W-9 compliance requirements of the registration process.



The screenshot shows the 'iSupplier Portal' for the City of Miami. The header includes the City of Miami logo and the text 'iSupplier Portal'. Below the header, there are tabs for 'Basic Information' and 'Company Details'. The 'Company Details' tab is active, showing a 'Prospective Supplier Registration' form. The form includes a 'Continue' button and a 'Company Details' section with fields for 'Company Name' and 'FEIN or SSN'. A red warning message is displayed below the form, stating: 'PRIOR TO REGISTRATION, YOU MUST SUBMIT W9 DOCUMENTATION. YOUR APPLICATION WILL BE REJECTED IF NO W9 IS RECEIVED WITHIN 72 HOURS.' Below the warning, there is contact information for the Finance Department and instructions on how to ensure delivery of emails from the City of Miami.

City of Miami
iSupplier Portal

Close Preferences

Basic Information Company Details

Prospective Supplier Registration

* Indicates required field

Continue

Company Details

At least one tax id is required to be able to complete the registration request.

* Company Name

* FEIN or SSN

To complete your supplier registration, you must [click here](#) to download the W-9 form. Please complete, print, sign and email this form to the City of Miami Procurement Department, at PurchasingSupplierAdmins@miamigov.com

PRIOR TO REGISTRATION, YOU MUST SUBMIT W9 DOCUMENTATION. YOUR APPLICATION WILL BE REJECTED IF NO W9 IS RECEIVED WITHIN 72 HOURS.

Contact Finance Department:
If your firm is interested in receiving payments via Direct Deposit (ACH), You can [click here](#) to complete the Direct Deposit (ACH) Authorization Form and return to the City of Miami, Finance Department, 444 S.W. 2nd Avenue, 6th Floor, Miami, FL 33130. The form may also be faxed at 305-400-5109 or emailed to: payables@miamigov.com.

To ensure delivery of emails from the City of Miami, please place @miamigov.com in your Safe Sender List or Address Book.



Prompt Payment to Vendors Innovation

SIMPLIFY VENDOR REGISTRATION PROCESSES

The City's new website simplifies ACH Direct Deposit and submission of W-9 documentation during the vendor registration process which reduces rework, decreases postal mailing of checks, increases vendor utilization of services.

- High impact
- Low effort

Result: Up to a minimum of a one (1) week reduction in the amount of time a vendor will receive payment. Reduces returned checks due to incorrect address.



DIGITAL TRANSFORMATION OF PROCUREMENT PROCESSES



Vendor Registration Service Webforms

Application to Register as a City Supplier (Vendor)

Do you have services or products you think would be useful to the City of Miami?

Registering as a [supplier](#) will keep you informed about goods and/or services that the City needs, and allow you to submit bids. You will not be awarded City business unless you are registered as a City vendor

Contact Us

Phone

[305-416-1922](tel:305-416-1922)

Location

Department of Procurement
444 SW 2nd Avenue, 6th Floor
Miami
[View Map](#)

Online

1 Gather Your Information.

Make sure you have the following information:

- Company Name
- FEIN (Federal Employer Identification Number) or SSN (Social Security Number)
- An email address that will remain valid/live, even if an employee leaves, and/or an email address that is reviewed by more than one person

2 Register on the City's iSupplier Platform.

Tips while registering:

- We recommend listing a company email, rather than a single person
- Once you get to the products and services section, hit 'create' and you can select all of the commodity codes that your business can perform. (This information will be used by the City when bids go out).

[Register as a Supplier \(Vendor\)](#)

NOTE: If you have additional questions about registering on iSupplier, [this guide explains](#) ^(PDF, 1MB) how it works.

3 Register for Payment.

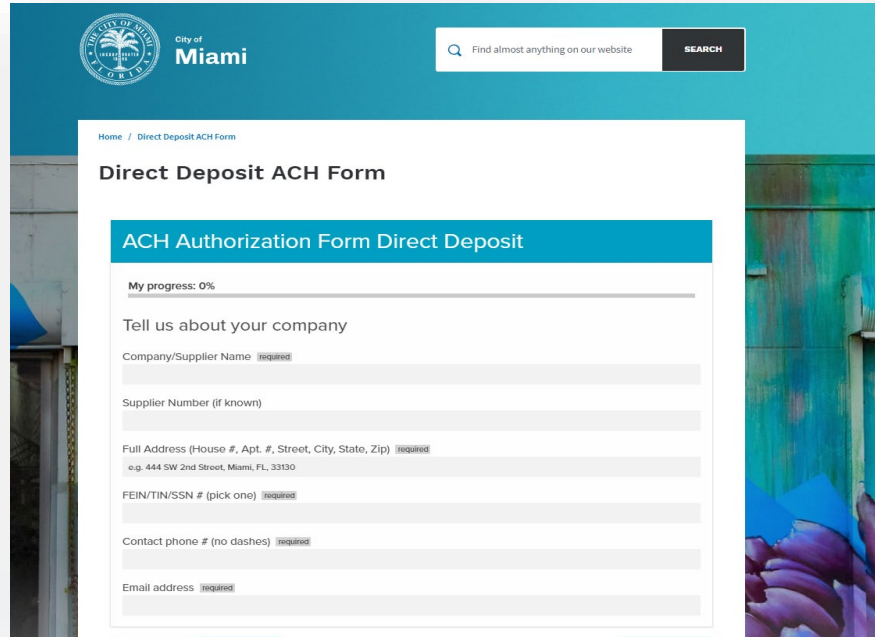
In order to be paid automatically via Direct Deposit/ACH, you will need the following additional information:

- Account Number
- Routing Number
- Voided Check

[Click Here to Set Up ACH Direct Deposit](#)



Vendor Registration Service Webforms



The screenshot shows the City of Miami website header with the logo and a search bar. Below the header, the breadcrumb trail reads "Home / Direct Deposit ACH Form". The main heading is "Direct Deposit ACH Form". A blue bar contains the sub-heading "ACH Authorization Form Direct Deposit". Below this, a progress indicator shows "My progress: 0%". The form section is titled "Tell us about your company" and includes several required fields: "Company/Supplier Name", "Supplier Number (if known)", "Full Address (House #, Apt. #, Street, City, State, Zip)" with an example "e.g. 444 SW 2nd Street, Miami, FL, 33130", "FEIN/TIN/SSN # (pick one)", "Contact phone # (no dashes)", and "Email address". Each field has a "required" label and a text input area.

City of Miami

Find almost anything on our website

SEARCH

Home / Direct Deposit ACH Form

Direct Deposit ACH Form

ACH Authorization Form Direct Deposit

My progress: 0%

Tell us about your company

Company/Supplier Name required

Supplier Number (if known)

Full Address (House #, Apt. #, Street, City, State, Zip) required
e.g. 444 SW 2nd Street, Miami, FL, 33130

FEIN/TIN/SSN # (pick one) required

Contact phone # (no dashes) required

Email address required

Challenges in the City's Procurement Department

Procurement Process Training:

1. Errors in Oracle system needs hands on troubleshooting
2. End User Department's Procurement Liaison turnover
3. Rework of processes explaining "how to..."



Procurement Process Training Innovation

INTERNAL TRAINING OF CITY STAFF:

Procurement implemented “Procurement Summer School”, an internal City Procurement Liaisons classroom training program. Procurement utilizes Skype for Business for live troubleshooting. This provides a soft dollar savings and a service level improvements.

- High impact
- High effort

Result: A minimum of three (3) hour reduction every week in the amount of time of Procurement staff to troubleshoot issues and/or teach procurement processes to client department personnel.



Procurement Process Training Innovation

HOW TO VIDEOS:

Procurement is currently developing a series of standard work videos for the public to learn processes such as how to register as a vendor, how to locate a solicitation, how to submit a bid/proposal, etc.

- High impact
- High effort
- Major Project

Result: A minimum of three (3) hours time reduction every week in the amount of time Procurement staff spends to explain how to complete a procurement process to external customers.



Challenges in the City's Procurement Department

Employee Performance:

1. Lack of tools
2. Lack of engagement
3. Lack of awareness
4. Lack of competition



Procurement Process Training Innovation

INNOVATION TRAINING:

Procurement has 100% of its staff, including its senior staff, trained with the tools from the MIA. Procurement invested in its staff's capacity to innovate daily.

- High Impact
- Low effort

Result: After 2.5 days of training, all the staff can now routinely **SEE IT**, **SAY IT** and **SOLVE IT** in their own workspaces. Staff can collaborate with their teams and other teams throughout the City on shared processes using a shared language and tool set.



Procurement Process Training Innovation

VISUAL MANAGEMENT:

Procurement utilizes visual management to engage staff to define and drive performance results. This assists the department in achieving annual departmental goals and objectives by making the team aware of performance metrics.

- High impact
- Low effort

Result: Procurement staff are aware of key performance metrics and how they are individually performing. Procurement leadership consistently engages the staff on performance with one-on-ones.



SCALING AN ORGANIZATION'S INNOVATION CAPACITY



INNOVATION SUCCESS STORIES

What do they all have in common?

- Supportive leadership
- Success happens in clusters
- Meet customer needs and employee needs



Waiting for Superman



making Miami
model by
2019

INNOVATION COMMITMENT MATRIX

LOW EFFORT / HIGH IMPACT

Friendly
SERVER
NAMES.
-MANNY
IT

Tom Flagg
Improve
Receiving
time

LYDIA
Procurement
Faster turnaround
Decreases on Budget
time for memo/
contracts

DANOVAN
DANSON
BUDGET

Lillian
Blondet
Red Line Memo
FOR GRAND

Ana 4/19/18
Reduce time
in billing
process

Quartisha Quantay
Planning
4/19/18 Rashad
I commit to working
on process

Safe Change
Procurement
Create email
templates to
update computers
with solicitation
Status. 4/19/18

VICTORIA
ROJAS
Finance
Reduce Approval
time for JES

EDDIE Procurement
TRAIN STAFF TO
TROUBLE SHOOT
ON RAS P.O.
ISSUES
Cris Lima
Procurement
Tutorial Video
TO Vendors
4/18/18

Ram-Maria
Risk
Safety Training
4/19/18

Andy Adenior
Finance Dept
Rec on liaisons

Synthia Bowie
NET
Assist in stream-
lining all Processes
& Save funds for
4-170.

improve the
service manager
4/19/18

Jair Espinoza
Risk Mkt
Boilers
Qualifying event
discussion

Anne Perez
Procurement
Improve the
time depth.
Receive invoices
4/19/18
Reduce the
days to approve
Capital requisition

Stavros P
Procurement
continue to
roll over
new orders!

Kyle Rydzinski
Environmental
Resources
-Make our
Process easier to
and reduce Red
Halls
CARA de Souza
RICKS
I commit
improving H
Permit Appli
around

Maelewa
Alpaca 4/19/18
Reduce time
for CUE applic.
Process for
Applicants
NOT Dept
plan
operations

HIGH EFFORT / HIGH IMPACT

- Eldys Diaz
- Police
- Solving the opioid
Crisis
- 4/19/2018

I . MIKE
COMMIT TO
MAINTAINING
TO ENSURE BETTER
ENSURING BETTER
METRICS around
operation
work.

Andy Adenior
Finance Dept
Rec on liaisons

HIGH EFFORT / LOW IMPACT

311 Mobile
App
Victor

Yvette
Smith
Budget
Go Paperless
4/19

Laiwan 4/19/18
Budget
Capital
Project
creation

Joe Eisenberg 4/19/18
Planning
- UDRB process
improvement.

LOW EFFORT / LOW IMPACT

Matt Melvin
Environmental
Resources:
-Generate an
example tree
boundary survey

GURINDER
ANNNA
Finance
Grant access
to GL

Abraham V.
Zoning Dept
Address issue
speed up.

TERRY Finance
Moved to
encourage
suppliers to
pay by ACH

“SOLVE IT” ACTIVITY:

Create a Standard Work





QUESTIONS?

