

## MEMORANDUM

**Supplement**  
Agenda Item No. 11(A)(6)

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**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

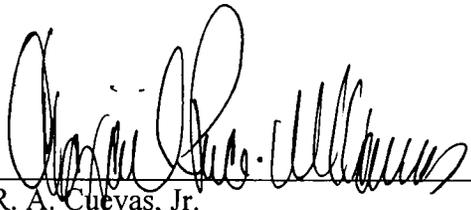
**DATE:** July 7, 2011

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Supplemental information  
to resolution relating to  
feasibility report in preparation  
for a proposal to enact race,  
ethnic and gender based  
programs to redress identified  
discrimination

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Exhibit 1 (description to the data limitations) and Exhibit 2 (recommendations to improve the availability and retrieval of data for purposes of supporting a disparity study) referenced in the item were inadvertently not attached. This supplement provides these two exhibits.

  
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R. A. Cuevas, Jr.  
County Attorney

RAC/jls

### 3.0 Cumulative Availability/Retrievability Indices for Major Miami-Dade Departments: An Overall Assessment

Overall, from a sample of eight major County departments, MGT found the following limitations, to varying degrees from department to department:

- Data were often maintained in a variety of different databases, translating into considerable costs in terms of both staff time and resources to extract disparity relevant data.
  - In general, electronic data did not include information of considerable import to a disparity study, particularly data relating to subcontractor utilization such as consistent identification of vendors, vendor address, subcontractor award amount, vendor type, and a description of tasks or jobs to be performed.
  - Data relative to prime contractors was inconsistently available, including frequent omissions of prime contractor name, address, and business type.
  - Changes made to contracts—such as changes in dates and amount of change—were inconsistently recorded.
  - But for two departments, there was a complete absence of bid information needed to calculate the availability of “ready, willing and able” vendors. Otherwise, there was no information for bidders who submitted bids but failed to receive a contract award.
  - Departments were inconsistent in their ability to discern Construction contracts from Architecture and Engineering contracts, which would require considerable staff time and resources to remedy.
  - Contract identification numbers were not consistently linkable to payment databases, making it difficult and costly to link payments as recorded in a payments database to contracts as recorded in a departmental database, or a procurement database (e.g., ADPICS).
  - For design-build projects, in which a project is assigned to a developer who hires contractors, who may, in turn, hire subcontractors, data were not made available to or logged by any Miami-Dade County entity, yielding no record of utilization of scores of subcontractors.
  - Data chronicling minority and women-owned business entities, either prime contractors or subcontractors, was variously available, depending on the department or agency, but only for projects with explicit M/WBE set-aside goals.
  - No race, ethnicity, or gender of business ownership data were maintained for projects without set-aside goals and for M/WBE set-aside projects, and there was a complete absence of data identifying nonminority male vendors, either in electronic data files or hard copy contract files.
  - Vendor address information, needed to calculate market area, was intermittently available.
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6.0 Recommendations to Improve Miami-Dade County's Disparity Study  
Data Availability and Retrieval

- Miami-Dade County should proceed with its plan to establish a data warehouse to store data extracted from the Department of Procurement Management's ADPICS database and the Department of Finance and Accounting's FAMIS data in a manner that anticipates the addition of disparity-relevant data from several other County data sources.
- County bid information should be stored in an electronic data file and should include data relevant to a disparity study.
- Building permit data should be stored electronically and be exportable to the data warehouse environment.
- The Department of Business Development's Contracts Database should be reengineered to accommodate disparity-relevant information from a variety of data sources not currently tapped.
- Departments should consistently monitor/maintain subcontractor data and make these data available electronically to the Department of Business Development, including data from projects awarded to developers (e.g., large-scale design-build construction projects).
- The County should adopt common contract and vendor identification numbers such that the same vendor and contract and purchase order identification information is shared by all involved, informationally, in the contract or purchasing venture, from the central procurement to accounts payable data systems to the level of the individual departments or agencies.
- Payments to vendors, including payment dates, should be uniformly linked to purchase orders and contracts. This also means that relevant and related contract, purchase order, and payment information should be linkable both within the respective procurement and accounts payable databases and between them.
- All County procurement systems should record vendor business type information based on NAICS code categories selected and assigned by the vendor during the bid phase and/or the vendor registration and certification process.
- Charts of accounts in the County's payments databases should be standardized and referenced to disparity-relevant NAICS codes such that disparity-relevant payment information is readily accessible and retrievable in a systematic fashion.