

Memorandum



Date: May 6, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Procurement Reform Task Force

As Miami-Dade County brings greater transparency, efficiency, and fiscal responsibility to everything we do, we will continue our work to improve and simplify our procurement process. Our goal is to build on what works best, improve what does not and secure the best possible value in each contract so that it benefits taxpayers.

To that end, I am convening a Procurement Review Task Force comprised of business and community leaders, including a member of the County Commission, to review our current procurement policies and processes. The group's membership and meeting date(s) will be shared under separate cover within the next two weeks.

Task Force members will be asked to maintain our proactive approaches to competition and transparency, cutting red-tape and making it easier to do business with Miami-Dade County. They will seek greater simplicity and flexibility for county departments and vendors while ensuring a fair and equitable playing field. And, in an effort to speed up the process for new ideas, recommendations will be made as they emerge and gain consensus from the Task Force, along with a final report. This work will also complement my administration's continued efforts to move forward with vital reform recommendations.

Miami-Dade County spends billions of dollars for goods and services each year from vendors ranging in size from multi-national corporations to small mom and pop businesses throughout our community. It is critically important that everyone involved – taxpayers, County departments, policymakers, and vendors – have all of the information necessary to secure the best possible value, and that all procurements continue to be conducted with the maximum level of transparency, fairness and integrity.

The review of procurement ordinances will yield recommendations with a goal of significant reductions in non-value added requirements. This also includes a full review of any changes needed to promote and implement Public-Private Partnerships and innovations from the private sector.

The Task Force will make recommendations regarding additional administrative and legislative reforms that would make procurement more efficient, easier to navigate for vendors, as well as reducing the layers of requirements that have been added to the basic processes.

The scope of the Task Force will include goods and services, as well as construction and design services. Areas of review will include:

- Alternative competitive procurement methods such as Requests to Negotiate, Cooperative Purchasing, Reverse Auctions, Best and Final Offers, and Pre-qualification Pools
- Bid protest procedures
- RFP scoring, negotiations and other related functions
- Integrated technology systems

- Delegated authority thresholds
- Contract award approval process

By way of background, in April 2013, Audit and Management Services (AMS) completed a comprehensive audit of the County's internal procurement operations and processes, including a review of opportunities to enhance operational effectiveness. The Audit Report made a point to commend the Procurement Management Services Division of the Internal Services Department (ISD) for its diligence and integrity in managing the County's Procurement Program. ISD was found to be in full compliance with county policies and procedures and is well underway for implementing administrative improvements to the process.

The Audit Report also included several opportunities to streamline operations and enhance overall effectiveness. Most of the recommendations were embraced by ISD and have been implemented or are in the process of being implemented as technology and resources allow. Additionally, ISD has identified other improvement opportunities that have significantly reduced the number of non-value added transactions in the procurement cycle. The observations and recommendations of AMS and the improvements made by ISD have had a significant impact on the County's ability to procure goods and services that meet the needs of our residents and visitors. However, there is still a great deal more to be done.

The Task Force will also review the recommendations of the Procurement Review Advisory Board (PRAB) established in 2005 by Resolution R-1205-5, and assess the status of implementation of their recommendations, and update these as necessary. The PRAB consisted of business and community leaders that provided valuable insight and recommendations that are still in effect today. The improvement opportunity identified by the PRAB focused on business requirements and value-added best practices consistent with the time. Now, nearly nine years later, it is time to refresh our procurement reform efforts.

c: Lisa M. Martinez, Chief of Staff, Office of the Mayor
Edward Marquez, Deputy Mayor, Office of the Mayor
Lester Sola, Director, Internal Services Department