



**MIAMI-DADE COUNTY, FLORIDA
OFFICE OF CAPITAL IMPROVEMENTS
AFFIRMATIVE ACTION PLAN UNIT**

Affirmative Action Plan New Applicant Guidelines

Thank you for your interest in doing business with Miami-Dade County. The following information details the required documentation necessary for submittal of your company's Affirmative Action Plan/Procurement Policy as required by Miami-Dade County Ordinance No. 82-37, Ordinance 98-30, and Administrative Order 3-39.

The following guidelines will assist you in determining what information your company is required to submit:

1. All companies properly licensed to provide engineering, architectural, landscape architectural, land surveying, and mapping services (A/E firms), **regardless of their annual gross revenue** must have an affirmative action plan and procurement policy filed and approved by Miami-Dade County's Office of Capital Improvements prior to responding to a notice to professional consultant and as a condition of contract award as required by Miami-Dade County Ordinance No. 82-37.
2. All companies, with annual gross revenues in excess of \$5,000,000.00 must have an affirmative action plan and procurement policy filed and approved by Miami-Dade County's Office of Capital Improvements as a condition of contract award pursuant to Miami-Dade County Ordinance No. 98-30.
3. All companies with annual gross revenue which does not exceed \$5,000,000.00, must complete and return the enclosed AAP Affidavit and Statistical Workforce Analysis.

An Affirmative Action Plan is a set of specific and result oriented procedures to which a company commits to apply every good faith effort with the objective of equal employment opportunity. The goal of any affirmative action plan is the achievement of genuine equal employment opportunity for all qualified individuals.

Companies shall submit their Affirmative Action Plan and Procurement Policy annually and shall provide for the periodic review of their plan and policy in order to determine their effectiveness in assuring the company does not discriminate in its terms and conditions of employment, as well as their procurement practices.

Submission of the required elements, by itself, does not guarantee approval. The submission can only be approved if the Office of Capital Improvements determines that it complies with the applicable ordinance(s) and guidelines. Once you have submitted your Affirmative Action Plan and Procurement Policy your plan will be reviewed to ensure that all the required elements have been submitted. Once your plan has been reviewed and approved, your firm will be issued a letter of approval, as well as a Declaration of Policy Certificate, stating your company has filed an Affirmative Action Plan and Procurement Policy, which has been approved and the date when your plan expires.

The following guidelines have been provided to facilitate in the preparation of your company's Affirmative Action Plan and Procurement Policy. Affirmative Action Plans (AAP) are filed with the Office of Capital Improvements (OCI) to satisfy the requirements of Ordinance No. 82-37, Ordinance No. 98-30, and Administrative Order 3-39, all of which affect the acquisition of services or contracting with Miami-Dade County. The AAP shall be summarized and updated annually.

Please return the Affirmative Action Plan Checklist along with all the required elements to (*faxes and electronic submittals will not be accepted*):

**Miami-Dade County, Office of Capital Improvements
Attention: Professional Services Division – AAP Unit
111 NW 1st Street, Suite 2130
Miami, FL 33128**

May also make periodic visits to offices to verify the information submitted.

Please note: All companies that operate under one or more Federal Employer Identification Number(s) must submit an AAP for each FEIN number.

AFFIRMATIVE ACTION PLAN

For applicant who's annual gross revenue exceed \$5,000,000.00 and all architecture and engineering firms the following sections must be submitted in order for your company's AAP to be considered for approval (submission of any of the following sections, by itself, does not guarantee approval):

A. ORDINANCE 82-37 and 98-30 AAP AFFIDAVIT

B. MEMORANDUM FROM THE COMPANY'S CHIEF EXECUTIVE OFFICER OR PRESIDENT TO ALL EMPLOYEES

This memorandum should be signed by the company's CEO or President and convey the following:

1. The company's declaration of policy regarding affirmative action.
2. The identification of the firm's appointed upper level management person who will serve as the Affirmative Action Officer.
3. The availability and location of the Affirmative Action Plan.
4. An outline of internal procedures to publicize the plan (e.g. requesting supervisors to discuss the Affirmative Action Plan at staff meetings etc).
5. An outline of external procedures to publicize the plan (e.g. rapport with community organizations regarding regular and new recruitment sources etc).

C. WORKFORCE ANALYSIS

This is a statistical breakdown of your company's current workforce by job category on the basis of race, or ethnicity and sex. The appropriate form and a detailed example have been provided. Companies may submit a copy of their most recent Federal EEO-1 report to fulfill this requirement.

If your company's corporate office is not located in Miami Dade County, please submit the workforce analysis for the entire corporation. Please ensure that the office locations (address, phone and fax number) are included on the forms.

D. NARRATIVE OF PROGRAMMATIC ACTIVITIES AND/OR GOALS

1. Recruitment/Advertising

Your company may indicate its commitment and provide documentation of compliance in this area in the following ways:

- The use of media (e.g. newspapers, radio, trade journals, professional journals, etc). Identifying the company in printed advertising, employment applications, company stationery, and oral pronouncements as an "Equal Opportunity/Affirmative Action employer". Copies of the aforementioned items may be submitted as indication of compliance.
- Identifying recruitment efforts at colleges, universities, high schools and vocational institutions.

- Identifying and utilizing specific fraternal, sorority, civic and community-based organizations.
- Identifying specific profit and non-profit employment offices or companies the firm will utilize in recruitment efforts for applicants: If possible, the names and phone numbers of contact persons should be listed.

2. **Hiring Procedures**

The plan should indicate what specific action(s) will be taken to either eliminate or minimize intentional or unintentional bias against minority applicants with regard to employee testing, interviewing and selection procedures.

3. **Promotion Procedures**

This section should address how the company plans to identify qualified minority employees, whom are eligible for promotions or transfers to more upwardly mobile positions in the organization.

4. **Training Procedures**

This section should address how the implementation of specific programs, for example, tuition reimbursements or specific employee development training programs may be utilized.

5. **Publicity (Internal and External)**

This narrative may include the company's consideration of the use of an Affirmative Action statement in the company brochure, direct mail flyers and other external publicity material. Internal publicity may include items such as company procedures or policy manuals.

E. PROCUREMENT POLICY

(For firms with \$5 Millions gross revenues or more per year)

This policy sets forth the procedures the company utilizes to assure that it does not discriminate against minority and women owned businesses in its own procurement of goods, supplies and services.

This policy should include past, existing and future coordination efforts with minority groups and agencies (e.g. government, educational, civic and/or community study groups), for the purpose of identifying potentially qualified minority professional applicants.

F. GRIEVANCE PROCEDURE

This section should describe the company's written policies and procedures, which allow any employee to bring matters of unfair treatment or other personal concerns to the attention of a senior manager within the organization. Please identify the executive officer in charge of receiving complaints.

G. PROGRAM REPORTING

This section should convey that all employment and other related statistical and/or other records relative to Miami Dade's projects reflecting progress under the AAP are available for inspection during normal working hours to the appropriate County government representative. It should state:

1. Name of contact.
2. Where the files are located.

INSTRUCTIONS FOR COMPLETING THE STATISTICAL WORKFORCE ANALYSIS

There are a total of six overall job categories for which utilization totals and percentages will be computed.

- A. In-House/EEO Totals are a breakdown of the total number of employees per job category in the appropriate race/ethnic group.
- B. The total number of employees within that job category figures in-House/EEO Percentages.

Definitions of Job-Classification Categories (as defined by the Equal Employment Opportunity Commission)

1. **Officials and Managers** – Occupations requiring administrative and managerial personnel, who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firms operation.
2. **Professionals** – Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.
3. **Technicians** – Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 years of post high school education, such as is offered in many technical institutes and junior colleges, or through on the job training.
4. **Sales-Workers** – occupations engaged wholly or primarily in direct selling.
5. **Office and Clerical** – Administrative support occupations, including all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual.
6. **Craft Workers** – Manual workers of relatively high level (precision production and repair) having a thorough and comprehensive knowledge of the process involved in their work.
7. **Operatives (semi-skilled)** – Workers who operate transportation or materials moving equipment, or who operate machine or processing equipment, or who perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and requires only limited training.
8. **Laborers (unskilled)** – Handlers, equipment cleaners, helpers and other workers in manual occupations which generally require no special training and who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment.
9. **Service Workers** – workers in both protective and non-protective service occupations.

RACE/ETHNIC IDENTIFICATION (EEO DEFINITIONS)

The concept of race as used by the Equal Employment Opportunity Commission does not denote clear-cut scientific definitions or anthropological origins. For the purpose of reporting, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded the community as belonging. For reporting purpose, the following race/ethnic categories will be used.

- A. The category **"White"** (not of Hispanic origin):
All persons having origins in any of the original peoples of Europe, North America, or Middle East.
- B. The Category **"Black"** (not of Hispanic origin):
All persons having origins in any of the Black racial groups of Africa.
- C. The Category **"Hispanic"**:
All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish Culture or origin, regardless of race.
- D. The Category **"Asian of Pacific Islander"**
All persons having origins in any of the original peoples of the Far East, Southeast, Asia, Korea, Japan, the Philippine islands and Samoa.
- E. The category **"American Indian or Alaskan Native"**:
All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Note: The category "Hispanic" while not a race identification, is included as a separate race/ethnic category because of the employment discrimination often encountered by this group. For this reason, do not include "Hispanic" under either "White or Black".

This should accompany strong visible identification that the person culturally and linguistically identifies with the group he or she claims.

APPENDIX

Example of Memorandum from CEO or President to Employees:

MEMORANDUM

DATE: Month, Day, and Year
TO: All Employees
FROM: John H. Brown, (President)
SUBJECT: Miami-Dade County Affirmative Action Plan

In accordance with the requirements of Miami Dade County Ordinance 82-37 and/or Ordinance 98-30 and Resolution No. 1049-93, A B C Architectural Group, Inc. affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of Minority professional firms, consultants and/or suppliers.

Special meetings will be conducted with executive management and supervisory personnel to explain the intent of the plan and individual responsibility for effective implementation, making clear my commitment to the program. Additionally, the plan will be discussed at employee orientation and management training programs.

Outside sources such as recruitment subcontractors, vendors and suppliers will be informed verbally and in writing about our affirmative action policies.

Ms. Mary Williams, Vice President, is hereby appointed the firm's Affirmative Action Officer. She will have the day-to-day responsibility for the implementation and monitoring of our plan.

The Affirmative Action Plan is available for your review during normal working hours. For review of the plan, please contact Ms. Mary Williams, Vice President.

Example of Procurement Policy:

PROCUREMENT POLICY

It is the policy of A B C and all of subsidiaries and affiliates to afford equal opportunity to all vendors and suppliers of material to firms providing goods and services to shall not be discriminated against based on the owner's race, age, sex, religion, disability, color, national origin, or status as a veteran.

ABC Inc. will:

1. Solicit bids from all qualified firms, regardless of ownership. Including the utilization of lists of qualified vendor maintained by the Office of Capital Improvements.
2. Evaluated all bids so as to further the principles of non-discrimination and equal opportunity.
3. Ensure that final purchases are in accordance with the principals of equal opportunity.
4. Ensure that all procurement actions such as repeat purchases, extensions, change orders, acceptance policy, etc., will be administered without regard to race, age, sex, religion, status as a veteran or national origin.

I firmly endorse and support our EQUAL OPPORTUNITY PROGRAM and have established an AFFIRMATIVE ACTION PROGRAM to ensure our continued commitment. I am confident that all subsidiaries and affiliates will provide their full support, cooperation and effort to ensure the committed successful achievement of this program.

CEO/President

Date

Example of Procurement Procedure:

PROCUREMENT PROCEDURE

ABC shall purchase all commodities, equipment and services through the normal purchasing procedures implemented by department heads, supervisors and others responsible for purchasing for ABC.

The following bidding procedures shall be utilized (bidding requirements are based on total cost of the purchase):

1. **Purchases \$250 to \$999:**

Telephone quotes will be obtained from at least three (3) businesses, particularly when the vendor list contains more than three (3) suppliers for the requested service or commodity. The Purchase Order will be issued to the lowest qualified and responsible bidder.

2. **Purchases \$1,000 to \$4,999:**

Written quotes will be solicited using the Solicitation of Quote form detailing the items or services to be purchased and other pertinent information and mailed to interested businesses. The Purchase Orders shall be issued to the lowest, qualified and responsible bidder.

3. **Purchases \$5,000 and Up:**

Formal sealed bids will be solicited by mailing an "Invitation to Bid" form to interested companies. All bids must be received prior to or by the scheduled bid opening date and time. Bids received after the scheduled opening will be returned to the bidder unopened. At the scheduled date and time, the bids are opened and read publicly. The award will be made to the lowest qualified and responsible bidder meeting the specifications.

SAMPLE

AFFIRMATIVE ACTION PLAN



**MIAMI-DADE COUNTY, FLORIDA
OFFICE OF CAPITAL IMPROVEMENTS
AFFIRMATIVE ACTION PLAN UNIT**

Affirmative Action Plan Affidavit

Pursuant to Miami-Dade County's Ordinance No. 98-30, Section 2-8.1.5, entities with annual gross revenue in excess of \$5,000,000 seeking to contract with the County shall, as a condition of receiving a County contract, have: 1) a written affirmative action plan which sets forth the procedures the entity utilizes to assure that it does not discriminate in its employment and promotion practices and 2) a written procurement policy which sets forth the procedures the entity utilizes to assure that it does not discriminate against minority and women-owned businesses in its own procurement of goods, supplies and services. Such affirmative action plans and procurement policies shall provide for periodic review to determine their effectiveness in assuring the entity does not discriminate in its employment, promotion and procurement practices. The foregoing, notwithstanding, corporate entities whose board of directors are representative of the population make-up of the nation shall be presumed to have non-discriminatory employment and procurement policies, and shall not be required to have a written affirmative action plan and procurement policy in order to receive a County contract. The foregoing presumption may be rebutted. The requirements of this section may be waived upon written recommendation of the County Manager that it is in the best interest of the County to do so and approval of the County Commission by majority vote of the members present.

Based on the above, please complete the affidavit as directed and return the completed affidavit along with a cover letter on your company's letterhead, listing the company's address, phone and fax numbers, and any required documents, to:

**Miami-Dade County, Office of Capital Improvements
Attention: Professional Services Division – AAP Unit
111 NW 1st Street, Suite 2130
Miami, FL 33128.**

Please provide the following information (check all that applies):

Name of Company: ABC ARCHITECTURAL GROUP, INC. **Company's FEIN:** 12-3456789

- My company provides engineering, architectural, landscape architecture, land surveying/design build services, and/or mapping services. Therefore, enclosed is our company's affirmative action plan and procurement policy for review.
- My company has annual gross revenues in excess of \$5,000,000. Therefore, enclosed is our company's affirmative action plan and procurement policy for review.
- My company has annual gross revenues less than \$5,000,000.

If at any time the Miami Dade County has reason to believe that any person or firm has willfully and knowingly provided incorrect information or made false statements, the County may refer the matter to the State Attorney's Office and/or other investigative agencies. The County may initiate debarment and/or pursue other remedies in accordance with Miami-Dade County policy and/or applicable federal, state and local laws.

The undersigned swears that the foregoing statements are true and correct. If after executing this affidavit there are any changes in the information submitted, the undersigned agrees to immediately inform Miami Dade County of such changes in writing.

Executed by:

J. Doe

JON DOE

Signature of CEO/President or Designated Representative

Printed Name of CEO/President or Designated Representative

Sworn before me

On this 13th Day of March, 2006

MARY Williams

Signature of Affirmative Action Officer

Shantina Anderson

Notary Public

MARY WILLIAMS

Printed Name of Affirmative Action Officer



Shantina Anderson
Commission # DD135780
Expires Sep. 3, 2006

AFFIRMATIVE ACTION PLAN CHECKLIST

Name of Company:		
Address:		
Affirmative Action Officer:	Phone:	Fax:
ORDINANCE 98-30 AAP/PP AFFIDAVIT (Please use blue ink pen)		<input type="checkbox"/>
MEMORANDUM FROM CEO OR PRESIDENT TO EMPLOYEES		<input type="checkbox"/>
NARRATIVE OF PROGRAMMATIC ACTIVITIES AND/OR GOALS		<input type="checkbox"/>
1. Recruitment/Advertising		<input type="checkbox"/>
2. Hiring Procedures		<input type="checkbox"/>
3. Promotion Procedures		<input type="checkbox"/>
4. Training Procedures		<input type="checkbox"/>
5. Publicity (Internal and External)		<input type="checkbox"/>
PROCUREMENT POLICY AND PROCEDURES		
1. For firms with gross revenue in excess of \$5 Million per year.		<input type="checkbox"/>
GRIEVANCE PROCEDURE		
1. Name of Executive Officer in charge.		<input type="checkbox"/>
PROGRAM REPORTING		
1. Location of records (address)		<input type="checkbox"/>
2. Contact person (name)		<input type="checkbox"/>
Statistical Workforce Analysis (EEO1 Report)		<input type="checkbox"/>

MEMORANDUM

DATE: Month, Day, and Year
TO: All Employees
FROM: John H. Brown, (President)
SUBJECT: Miami-Dade County Affirmative Action Plan

In accordance with the requirements of Miami Dade County Ordinance 82-37 and/or Ordinance 98-30 and Resolution No. 1049-93, A B C Architectural Group, Inc. affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of Minority professional firms, consultants and/or suppliers.

Special meetings will be conducted with executive management and supervisory personnel to explain the intent of the plan and individual responsibility for effective implementation, making clear my commitment to the program. Additionally, the plan will be discussed at employee orientation and management training programs.

Outside sources such as recruitment subcontractors, vendors and suppliers will be informed verbally and in writing about our affirmative action policies.

Ms. Mary Williams, Vice President, is hereby appointed the firm's Affirmative Action Officer. She will have the day-to-day responsibility for the implementation and monitoring of our plan.

The Affirmative Action Plan is available for your review during normal working hours. For review of the plan, please contact Ms. Mary Williams, Vice President.

Example Narrative of an Affirmative Action Plan

Programmatic Activities and/or Goals

1. Recruitment/Advertising

- All employment advertisings will include a statement that our company is an Equal Opportunity Employer.
- Specific affirmative action in the areas of recruitment and hiring in terms of the employment of minority individuals and minority businesses will be taken to insure equal employment opportunity and shall include but not be limited to the following:
 - a. When vacancies occur, A B C Architectural Group, Inc. will advertise utilizing minority media or minority published newspapers, where available, that have greater minority readership, using the term "Equal Opportunity/Affirmative Action Employer" in all such employment opportunities.
 - b. With respect to use of part-time college students and/or co- ops, efforts are currently made to include minority candidates in the interview/hiring process.
 - c. A B C Architectural Group, Inc. will refer to its Affirmative Action Policy Statement on its employment application to reaffirm its commitment to equal employment opportunity.
- Our Company's Equal Employment Opportunity Policy will be displayed in any job applicant waiting areas and other areas where applicants seek or await employment interviews.
- A B C Architectural Group, Inc. currently seeks to increase the flow of minority applicants through community resources, including the Miami Dade and City of Miami Job Training Programs, Urban League of Greater Miami, and any other governmental referral programs with placement opportunities. Such public and private employment offices and business contacts will be advised in writing of its AAP/EEO policy and will be urged to refer qualified minority applicants as needed.
- A B C Architectural Group, Inc. consider minority applicants for vacancies in all job classifications in conjunction with its established AAP policy, including advancement and promotion from within on the basis of individual qualifications, potential and job performance.
- Any tests which show differential rejection rates for minority will be validated prior to continued use.

2. Hiring Procedures

- All positions will be filled without regard to race, color, religion, sex, or national origin.
- A B C Architectural Group, Inc. currently utilizes its best efforts to hire qualified minority applicants for employment when vacancies occur. A B C Architectural Group, Inc. maintains a policy of equal opportunity in employment which is communicated to all levels of management and consultation for hiring purposes.
- Testing is currently the same for everyone and limited to the precise job skills required.
- Qualified minority applicants are currently given consideration possible during the process.

3. Promotion Procedures

- A B C Architectural Group, Inc. will afford promotions and advancement opportunities to all qualified minority employees through the following affirmative actions:
 - Communicate policy of promotion from within of qualified employees to Minorities when such advancement opportunities occur, and during performance reviews.
 - Post promotional opportunities in a conspicuous place for all employees' awareness.

- Brief supervisors at all levels of management of company's AAP promotion policy and its intent to insure utilization of qualified minority personnel at all job levels.
- Review objectively all qualifications of all candidates including minorities for promotion from within.
- Transfers will be fairly considered upon request or as deemed necessary by company discretion for advancement or better operations.
- Promotion will be based on factors such as job skills, performance, aptitude and attitude, potential, seniority, etc.

4. Training Procedures

- As part of any tuition reimbursement program, and in support of the Affirmative Action thrust, encouragement and special effort will be made to encourage minority employees to utilize the program.
- All training and development programs within the company will be reviewed periodically and made available to all employees including minorities.
- All trainers and supervising management personnel shall be required to report the progress of any minority employee in training, directly to the AAP officer to assure that the skills of minority employees are being developed and upgraded to their fullest potential.
- Employees are currently trained by experienced employees under full working conditions under the supervision of a management employee.

5. Publicity

- **External**

- a. In the development of company brochures and direct mail flyers, and all external publicity material, an Affirmative Action statement will be included with the printed material.
- b. Where pictures of the staff are included in external publicity material, minority employees, as well as other minorities, will be included.
- c. Printed materials for company use, such as purchase orders, etc., will include an Affirmative Action statement.

- **Internal**

- a. Development of new procedures, policies, and other administrative internal publications will include a statement of Affirmative Action, and in particular, place special emphasis on the recruitment and utilization of minority employees.

6. Grievance Procedures

- It is the policy of A B C Architectural Group, Inc. to provide a non-discriminating procedure for every employee to express a complaint or personnel concern about his or her employment or benefits that are administered and implemented by the company.
- In the event of such an occurrence, the following procedure is suggested for resolution:
 1. Employees are encouraged to report any grievance to the immediate supervisor.
 2. If the result of (1) above is not satisfactory to the employee, his or her supervisor will schedule a meeting with him or her before the Affirmative Action Program Officer, who will listen and respond to each complaint in a fair and non-discriminating manner.
 3. Should the above verbal processes not suffice; the Affirmative Action Officer will assist the grieved employee, to direct a letter to the company's Chief Executive Officer, asking for consideration of his or her grievance. Any such letters will be answered in a timely manner in writing to the employee.

4. Should all of the above fail, the Chief Executive Officer will schedule a personal meeting with the employee and make every effort to understand and resolve his or her problems in a fair and equitable manner.

- Each formal grievance will be documented in writing and forwarded to the Affirmative Action Officer for immediate resolution.
- The company's CEO will be responsible for changing any policy or procedure which in any way has caused discrimination.
- Retaliation is prohibited. No harm or retaliation against any employee filing a grievance will be tolerated. All employees may seek assistance from the Affirmative Action Officer at any time.

7. Program Reporting and Monitoring

- The affirmative action plan, along with all employment and other related statistical and/or records, is available for review during normal working hours. These records are located at 123 Oak Lane, Miami, FL 33176.
- A periodic reporting and auditing system has been established internally for the purpose of measuring EEO progress and for updating the affirmative action plan annually.

PROCUREMENT POLICY

It is the policy of A B C and all of subsidiaries and affiliates to afford equal opportunity to all vendors and suppliers of material to firms providing goods and services to shall not be discriminated against based on the owner's race, age, sex, religion, disability, color, national origin, or status as a veteran.

ABC Inc. will:

1. Solicit bids from all qualified firms, regardless of ownership. Including the utilization of lists of qualified vendor maintained by the Office of Capital Improvements.
2. Evaluated all bids so as to further the principles of non-discrimination and equal opportunity.
3. Ensure that final purchases are in accordance with the principals of equal opportunity.
4. Ensure that all procurement actions such as repeat purchases, extensions, change orders, acceptance policy, etc., will be administered without regard to race, age, sex, religion, status as a veteran or national origin.

I firmly endorse and support our EQUAL OPPORTUNITY PROGRAM and have established an AFFIRMATIVE ACTION PROGRAM to ensure our continued commitment. I am confident that all subsidiaries and affiliates will provide their full support, cooperation and effort to ensure the committed successful achievement of this program.

CEO/President

Date

PROCUREMENT PROCEDURE

ABC shall purchase all commodities, equipment and services through the normal purchasing procedures implemented by department heads, supervisors and others responsible for purchasing for ABC.

The following bidding procedures shall be utilized (bidding requirements are based on total cost of the purchase):

4. Purchases \$250 to \$999:

Telephone quotes will be obtained from at least three (3) businesses, particularly when the vendor list contains more than three (3) suppliers for the requested service or commodity. The Purchase Order will be issued to the lowest qualified and responsible bidder.

5. Purchases \$1,000 to \$4,999:

Written quotes will be solicited using the Solicitation of Quote form detailing the items or services to be purchased and other pertinent information and mailed to interested businesses. The Purchase Orders shall be issued to the lowest, qualified and responsible bidder.

6. Purchases \$5,000 and Up:

Formal sealed bids will be solicited by mailing an "Invitation to Bid" form to interested companies. All bids must be received prior to or by the scheduled bid opening date and time. Bids received after the scheduled opening will be returned to the bidder unopened. At the scheduled date and time, the bids are opened and read publicly. The award will be made to the lowest qualified and responsible bidder meeting the specifications.



**MIAMI-DADE COUNTY, FLORIDA
OFFICE OF CAPITAL IMPROVEMENTS
AFFIRMATIVE ACTION PLAN UNIT**

Statistical Workforce Analysis

Complete the following information for all full-time employees. Enter the appropriate figures on all lines and in all columns. Blank spaces will be considered as zeros.

Name of Firm:	A B C ARCHITECTURAL GROUP, INC.										<input checked="" type="checkbox"/> Corporate Office	
Location:	123 Oak Lane; Miami, FL 33126										<input type="checkbox"/> Miami Office	
Contact Name:	Mary Williams											
Telephone:	305-123-4567	Facsimile:	305-756-4231	E-mail:	mwilliams@abc.com							
Job Categories	Racial/Ethnic Group Status											
	Total Number per Job Category	White		Black		Hispanic		Asian or Pacific Islander		American Indian or Alaskan Native		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Officials and Managers	8	2		2		3		1				
Professionals	32		2		1		26		2		1	
Technicians	17	1	5	2	3		3		3			
Sales Workers	44		15	20			4		3		2	
Office and Clerical	15	1	2	3	5		4					
Craft Workers (skilled)	26	10	2	5		3	2	3		1		
Operatives (semi-skilled)	16	8		5		3						
Laborers (unskilled)												
Service Workers	143	12	25	31	15	28	17	4	2	4	5	
Total	301	34	51	68	24	60	33	10	8	6	7	

Mary Williams

Affirmative Action Officer Name

MARY Williams

Signature

06/01/08

Date