

May 23, 2006

**PROCUREMENT REFORM ADVISORY BOARD Agenda Item No. 1(D)1**

May 9, 2006

Jose Cancela, Chairman  
CAMACOL

John Dixon, Jr.  
Black Business Association

Beatrice Louissaint  
Florida Regional Minority  
Business Council

C. Randall Fairbank  
Greater Miami Chamber of  
Commerce

Mario Artecona  
Miami Business Forum

Garrie J. Harris  
Miami-Dade Chamber of  
Commerce

Ricardo Morales  
South Florida Hispanic  
Chamber of Commerce

Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners  
Stephen P. Clark Center  
111 N.W. 1st Street, Suite 320  
Miami, Florida 33128

Subject: Procurement Reform Advisory Board Report and Recommendations

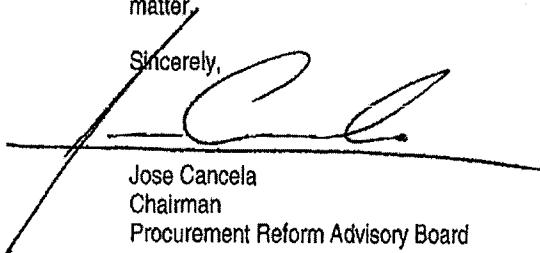
Dear Chairman Martinez:

The Procurement Reform Advisory Board (PRAB) has completed its review of the legislative and administrative procurement reforms implemented by the County in recent years. The attached report comprises this review and recommendations for continued enhancement, modernization and effectiveness of the County's procurement processes. These recommendations represent the collective opinion of the PRAB members as a Commission appointed advisory board convened by the Miami-Dade County Commissioners (Board). We wish to thank Commissioner Rebeca Sosa for her extraordinary leadership in addressing the procurement policy reform needs of Miami-Dade County.

The PRAB was created by the Board on October 18, 2005 and held 14 meetings, from December 2005 through April 2006, to review the legislative process, and administrative and streamlining initiatives affecting the County's procurement processes. After careful consideration of the legislation and the administrative process, input from vendors and key County staff, we respectfully submit these recommendations for your consideration. Please consider including a citizens' presentation on the May 23, 2006 Board meeting agenda. We are pleased to have the opportunity to present our recommendations.

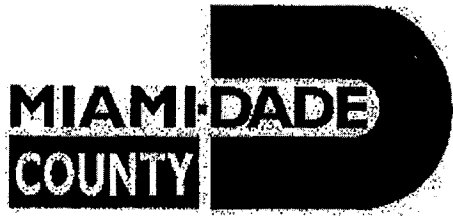
Please accept our heartfelt appreciation for the Board's leadership in this important public policy matter.

Sincerely,



Jose Cancela  
Chairman  
Procurement Reform Advisory Board

- c: Procurement Reform Advisory Board Members  
Honorable Carlos Alvarez, Mayor  
George M. Burgess, County Manager  
Alina T. Hudak, Assistant County Manager  
Miriam Singer, Director, Department of Procurement Management  
Hugo Benitez, Assistant County Attorney



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**REVIEW OF LEGISLATIVE AND ADMINISTRATIVE PROCUREMENT  
REFORMS**

**PROCUREMENT REFORM ADVISORY BOARD**

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Final Report  
May 2006

## PROCUREMENT REFORM ADVISORY BOARD

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*This report is based on the observations of the Procurement Reform Advisory Board (PRAB) as they pertain to information presented at its presentations, discussions, vendor/industry panels, and brainstorming meetings. The information provided herein represents the collective opinion of the PRAB as a legislative advisory board convened by the Miami-Dade County Board of County Commissioners.*

### Procurement Reform Advisory Board

Jose Canccla (Chairperson)  
John Dixon, Jr.  
Beatrice Louissaint  
C. Randall Fairbank  
Mario Artecona  
Garrie J. Harris  
Ricardo Morales

CAMACOL  
Black Business Association  
Florida Regional Minority Business Council  
Greater Miami Chamber of Commerce  
Miami Business Forum  
Miami-Dade Chamber of Commerce  
South Florida Hispanic Chamber of Commerce

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### EXECUTIVE SUMMARY

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The Procurement Reform Advisory Board (PRAB) has completed its review of the procurement process reform initiatives implemented by Miami-Dade County in the past five years. The Board of County Commissioners (Board) has consistently supported reforms to improve the ease by which vendors do business with the County, reduce bureaucracy and speed up the procurement processes for construction, architectural/engineering, and goods and services. While a number of the reforms have been successful in improving County operations, some reform initiatives require revision and newly recommended administrative and legislative reform efforts need to be implemented. The PRAB is pleased to report that the County's efforts to streamline and reduce the procurement cycle are commendable and have been largely successful. These efforts have ensured that the improvements support full and open competition, integrity and inclusion. In order to continue to improve on its procurement processes, the PRAB respectfully suggests the County consider the following:

- A thorough review of Code of Silence legislation and its impact on the County to determine its value in the procurement process
- Mandated advanced procurement planning and execution to allow for enhanced workload management, efficiency and cost savings
- Expedient implementation of advanced integrated technology tools
- Increased delegated authority to the County Manager
- Implementation of initiatives to improve business and vendor relations
- Revision and simplification of bid documents including significant streamlining of vendor registration affidavits
- Aggressive implementation of the County Manager's administrative and legislative recommendations for Procurement Business Process Reform affecting the purchase of goods and services (County Manager's Memo to the Board of February 1, 2006)
- Approval of amendments to Administrative Order 3-39 for the redesign of construction contracting and A&E selection processes that will streamline methods for change orders and payments to prime and sub firms.

In order to accomplish the intent of these recommendations, there must be a concerted effort by all stakeholders in the procurement process, including all County departments, to monitor expiring contracts and respond to requests for approval in an expedited manner. This will help ensure that replacement contracts are awarded prior to expiration of existing contracts. This will also reduce the number of non-competed contracts and contract modifications necessary for maintenance of County operations. Furthermore, the PRAB recognizes that modern and easy to use technology solutions will significantly improve accountability, efficiency, accuracy, bid

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tracking, reporting, vendor performance and enhance procurement planning efforts. Every effort should be made to fast track implementation of procurement technology tools that are vendor friendly and effective for the mentioned purpose.

The PRAB is confident that with the endorsement of the Board of County Commissioners and the commitment from all stakeholders in the procurement process, implementation of these initiatives will greatly enhance, and make more efficient, the County's business processes in this important area.

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### BACKGROUND AND PURPOSE

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On October 18, 2005, the Miami-Dade County Board of County Commissioners (Board) approved Resolution R-1205-05 creating the Procurement Reform Advisory Board (PRAB). The Resolution sponsored by Commissioner Rebeca Sosa, established a seven-member board comprised of members of highly respected local chambers of commerce and business councils, representative of our vibrant, diverse community. The seven members appointed to the PRAB are:

Jose Cancela	CAMACOL
John Dixon, Jr.	Black Business Association
Beatrice Louissaint	Florida Regional Minority Business Council
C. Randall Fairbank	Greater Miami Chamber of Commerce
Mario Artecona	Miami Business Forum
Garrie J. Harris	Miami-Dade Chamber of Commerce
Ricardo Morales	South Florida Hispanic Chamber of Commerce

The Resolution required the PRAB to be in existence for a period not to exceed one hundred and fifty days from the date of its first meeting (mandated to be held no later than November 1, 2005). On December 9, 2005, the PRAB held its first meeting and elected Mr. Jose Cancela to Chair the Advisory Board. The final meeting of the PRAB was held on April 21, 2006.

The PRAB was charged with reviewing the current and proposed legislative and administrative streamlining initiatives affecting the County's procurement processes. The final report and recommendations were to be submitted to the Governmental Structure Task Force. Additionally, the Resolution required input from the vendor community and other knowledgeable parties interested in improving the County's procurement processes.

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### REVIEW OF PROCUREMENT REFORMS

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The PRAB deliberated at fourteen public meetings (copies of the meeting agendas are attached) and held discussions with County staff, goods and services vendors, and representatives from the construction and architectural/engineering industries. The PRAB also received presentations on the following topics:

1. Miami-Dade County's Organizational Structure
2. Department of Procurement Management Organizational Structure
3. Construction Process - Office of Capital Improvements
4. Construction Change Order Process

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5. Office of the Inspector General Responsibilities
6. Enterprise Resource Planning (ERP)
7. Procurement Technology Options
8. Role of Commission on Ethics
9. Cone of Silence Legislation
10. Vendor Payment Processes
11. Reverse Auction Procurement Method
12. Department of Business Development Overview
13. Small Business Enterprise Program
14. Selection Committee Appointment Process and Legislation Recommendations
15. Procurement Process Improvement Recommendation for Purchase of Goods and Services
16. Office of Capital Improvements – Proposed Changes to Administrative Order Governing Design and Construction
17. Department Directors - Input Perspectives (Goods and Services/Architectural and Engineering/Construction)
18. Vendor/Industry Panels - Procurement Perspectives and Input (Goods and Services/Architectural and Engineering/Construction)
19. Living Wage Legislation and Process
20. Expedited Purchasing Program (EPP) Pilot Program
21. Responsibility Legislation

The PRAB reviewed Miami-Dade County's procurement legislation, processes and procedures. Input was received from the vendor community at two focused meetings with representation from a diverse group of participants. Staff representing the Office of the Mayor and the Office of the Inspector General also attended the PRAB meetings.

The County Manager's Office, represented by Assistant County Manager Alina Tejeda Hudak, Hugo Benitez of the County Attorney's Office and Miriam Singer, Director of the Department of Procurement Management provided the PRAB executive staff support. The PRAB also received presentations from the Department of Business Development, the Office of Capital Improvements and from various County departments served by the central procurement support agencies. At each meeting, the PRAB discussed reform efforts (both legislative and administrative) raised questions, evaluated the impact of the reforms, and to the extent possible, their effectiveness.

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### RECOMMENDATIONS

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As a result of the review of the administrative practices, procurement related ordinances, resolutions, administrative orders, documented information and studies provided to the PRAB, and the input received from vendors, the following recommendations are respectfully submitted to the Board of County Commissioners. The PRAB found that the County, with the full support and leadership of the Board, has made very significant changes in recent years that have improved, and have the potential to further improve, the County's procurement processes. Every effort should be made to emulate the American Bar Association Model Code for procurement. This code for procurement practices includes a nationally recognized and the most respected standard for policy and practice of procurement.

The PRAB is particularly impressed with the successful results of establishment of a professional centralized purchasing agency for goods and services. Its impact on the County's business culture, the resultant pro-competition agenda, and best value practices the PRAB learned about from vendors and user departments are commendable. The County has been recognized nationally for implementation of procurement best practices, as well as, innovation, professionalism and leadership in the field of procurement. We learned that the County is a recipient of the prestigious National Purchasing Institute Achievement of Excellence in Procurement Award for two consecutive years, and has received three National Association of Counties Awards for its practices and results oriented management. The Department of Procurement Management is participating in the Pareto Award process. This award is the procurement comparable of the widely recognized Deming and Sterling Award processes. If selected for this award, Miami-Dade's Department of Procurement Management would be the first County jurisdiction in the world to receive this coveted designation. The County's leadership is to be commended for continuing to pursue excellence and improve performance in the public procurement arena.

Other noteworthy changes include creating a single, comprehensive procurement Administrative Order that organizes the County's policies, methods and authorities, delegating authority to the County Manager to award contracts valued up to \$1 million and to advertise solicitations of all values, establishing the Expedited Purchasing Pilot Program, advancing e-Procurement for on-line vendor registration and posting of solicitations, and approving resolutions regarding solicitation tracking and vendor past performance tracking and reporting. The PRAB encourages the implementation of these technology tools in concert with an integrated technology solution and the approval of responsibility legislation.

While several of these changes have been successful, the County needs to further speed up the procurement and payment processes, delegate more authority to the County Manager, further reduce the bureaucracy surrounding the business of procurement, and to expeditiously make full use of modern technologies. The following recommendations are offered by the PRAB.

#### **Cone of Silence Legislation (Cone)**

The PRAB recommends that the Board conduct a thorough review of Cone of Silence legislation and its impact on the County and make a determination as to whether the legislation should remain in its current form, or at all. It became apparent during the review that the Cone of Silence is a hindrance to the procurement process as it does not allow a director to communicate with his or her staff serving on selection committees concerning the status of a solicitation under the Cone. Although the Cone of Silence was well intentioned, it has had unintended negative effects on operations. In fact, the legislation effectively curtails some benign communications, limits information sharing and delays resolution of pressing issues surrounding procurements under the Cone. Additionally, the Cone prohibits Selection Committee members from holding discussions with the County Manager to resolve or raise important procurement and business issues prior to the County Manager's issuance of a written award recommendation. The PRAB supports revision of the Cone of Silence legislation to allow the non-voting Chair of the selection committee, County Manager, Department Directors, and Assistant County Managers responsible for procurement to communicate outside of the Cone.

#### **Advanced Procurement Planning and Execution**

The PRAB acknowledges the need to ensure that replacement contracts are in place prior to the expiration of existing contracts. Given the high volume of goods and services purchases made by the County (in excess of \$900,000 annually), advanced planning is an essential management tool. The PRAB supports the County Manager's recommendation to develop and implement a systematic advanced planning process in two significant areas.

1. Long Range Planning: As departments plan activities to improve/increase service levels and where these changes are significant and will impact procurement support, cost savings, and workload management, departments should report these in their business plans and budgets such that procurement support departments can plan adequately to meet the needs.
2. Early and Timely Processing of Replacement Contracts: The PRAB also supports the County Manager's recommendation to the Board to incorporate proactive procurement individual solicitation planning. Both the procurement support agencies and using departments must track contract usage and expiration dates and begin solicitation activity early enough to award a replacement contract prior to expiration of the previous contract. It is important to note that advanced strategic process planning, once in place, will allow for further innovation and enhancement of the process. In fact, once implemented, the Board should strongly consider establishing a goods and services expedite program similar to the Capital Expedite Program.

#### **American Bar Association (ABA) Model Procurement Code**

The PRAB recommends that the County strive to utilize all of the best practices recommended in the ABA Model Code. This includes appropriate delegation of authority and establishment of sound responsibility legislation.

#### **Use of New Technologies**

The PRAB recommends that the County immediately accelerate the implementation of technology solution(s) to support procurement, payments and contract management. Full use of technology tools can significantly reduce touch points that add no value, reduce paper, improve tracking and reporting and enhance procurement planning efforts. This requires dedicated staff resources, and a significant investment of time and funding to fast track automation of the procurement process and associated functionalities. Implementation of technology solutions of this magnitude requires proper funding and dedicated staffing. As the PRAB learned through the review of the reforms, the number of touch points, multiple review and approval levels, and the required paper trail significantly slow down the solicitation processing. By automating the processes and instituting electronic approvals, the status of exactly where an item is in the process, who is reviewing the item and the next process step could all be more readily identified and expedited. Additionally, quality controls can be maintained, and any questions that arise during reviews could be clearly recorded in the tracking system, thus eliminating the redundancy of the same question being asked of different approvers, thereby eliminating delays.

#### **Delegated Authority**

The PRAB supports the County Manager's proposed procurement reforms and streamlining initiatives and the recommendation to increase the delegated authority from \$1 million to \$3 million. The County procures a high volume of goods and services to serve County citizens with annual purchases (excluding construction and architectural/engineering services) of over \$900 million. This increased delegation would further assist in reducing procurement cycle times.

#### **Business and Vendor Relations**

The PRAB acknowledges that the County may not be attracting all of the available businesses to provide services because of vendor perceptions about the procurement processes. It is recommended that the County address these vendor perceptions regarding its business practices to improve the pool of vendors and amplify competition. To achieve this initiative, the following is suggested.

- a) Direct staff to visit the various local Chambers of Commerce and Business bureaus to make procurement presentations targeting recent reforms and to improve vendor perceptions of procurement.
- b) Reinstate a vendor/business outreach position to lead this effort.

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- c) Include vendor/business testimonials on departmental websites.
- d) Place advertisements in local publications (such as Miami-Dade College) encouraging vendors to do business with the County.

The PRAB recognizes that vendors should also be made more aware of the County resources targeting vendors and businesses and recommends that certain workshops be mandatory as part of vendor certification. The PRAB also supports establishment of a vendor rating system that includes consideration of the vendor's past performance for future awards. This benefits the County and vendors alike. Such a system should include electronic tracking and reporting, a structured appeals procedures and provisions for low performing vendors to cure problems, as well as responsibility legislation to ensure consistent and fair evaluations.

Further, the PRAB recommends that the County consider use of "WebQA" or similar applications that provide a robust suite of customer and citizen based services. "WebQA" consists of Web self-service, knowledge management, and request management tools that automate customer service interactions while making it easy for customers and agents to find the correct information 24 hours per day, seven days per week. For additional information, visit <http://www.webqa.net/home.htm>.

Having used various websites, PRAB members also suggest the following enhancements. Add a Frequently Asked Questions (FAQ) section to departmental websites; provide projections of goods and services needs online; and ensure that enhanced technology tools are provided for vendors and businesses.

### Solicitation Documentation

The affidavits and registration documents required to be completed by vendors in order to receive contract awards are excessive. The PRAB recommends a review of the need for 11 vendor disclosure affidavits, and review of an alternative streamlined single affidavit to be effective without an end date. The vendor would be responsible for any updates to the information as a result of changes in the business. For each solicitation, the vendor(s) would affirm that they are in good standing and that there will be consequences if the County finds otherwise. This would reduce the process time and complexity for both vendors and staff and make the County more attractive as a business partner.

### Living Wage

Pursuant to the Living Wage Ordinance, the Living Wage paid under covered contracts will be annually indexed to inflation as defined by the Consumer Price Index calculated by the U.S. Department of Commerce as applied to Miami-Dade County. The first indexing adjustment occurred for the 2001-2002 County budget year using the Consumer Price Index figures provided for the calendar year ending December 31, 2000, and thereafter on an annual basis. Vendors find

it difficult to project costs for multi-year contracts. The PRAB suggests that the County ensure adjustments are consistently made to allow for any increase in the Living Wage.

### Training

It is strongly recommended that a significant investment in professional development be made for procurement and operations staff. The focus of this investment should be on procurement methods and practices, and specification development. One of the most significant contributors of cost is the inclusion of requirements that do not add value to the goods or services to be purchased. This is as relevant to purchasing in the public arena as in the private sector. Special efforts should be made to engage professional associations and high level procurement trainers to provide focused, ongoing specification development and procurement methodology coursework at varying levels. This will ensure appropriate levels of competency and use of professional approaches leading to best value purchases for the public dollar.

### Business Process Improvements

The County Manager's recommendations regarding the Procurement Business Process Improvements for goods and services were carefully and thoroughly reviewed. The PRAB fully endorses these recommendations and recommends that a concerted effort be made to expedite their implementation. Of these recommendations, the following demand particular attention.

1. User departments and procurement staff should be held more accountable to specific timeframes and to be responsible for their assigned tasks. All Departments have to clearly delineate the necessary technical specifications within a specific timeframe. Departments must be responsible for compliance with deadlines. Based on our review, it appears the current process involves an inordinate amount of consultation, with no clear ownership and responsibility for delays. Setting, and adhering to, established turnaround timeframes will address this issue and speed up procurements. Additionally, large departments should have adequately trained in-house staff to prepare clear, concise, unambiguous technical specifications that are non-restrictive and ready for full and open competition.
2. The County should explore alternate scoring and vendor selection methods.
  - a) Review and eliminate the "two envelope" process where practical, and use this process only as an exception.
  - b) Use different scoring methods for assigning total proposal scores by combining price and technical scores without using the current formula method.
  - c) Consider the Invitation to Negotiate Model used by the Federal and State governments for appropriate complex solicitations.
3. Consider having more frequent than quarterly procurement meetings (workshops) with user departments. This would assist in improving communications with user

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departments, workshopping procurement and legal requirements, and updating departments on administrative and legislative changes.

4. Fully fund staff training for procurement, contract compliance and contract management, particularly to ensure adherence to the Small Business Enterprise Program (SBE).
5. Continue reduction of sole source and other non-competitive contracts.
6. Fast track recommendations for Selection Committee reform to meet the modern County operational business needs and increase use of non-County members on selection committees where practical.

**Construction and Architectural/Engineering Process**

Administrative Order 3-39 establishes the standard process for construction of Capital improvements, acquisition of professional services, construction contracting, change orders and reporting. The PRAB reviewed the draft amendments to A.O. 3-39 proposed by the Office of Capital Improvements to revise the construction contracting and A&E selection processes. The PRAB endorses all proposals to streamline the process as it pertains to change orders and payments to prime and sub contractors. Carefully detailed design specifications should be required of A&E firms to minimize costs, change orders and time.

**Other Recommendations**

During the PRAB review, additional recommendations were made on related matters not part of the PRAB mandate. The Board may find these recommendations useful in the improvement of the County's operations. They are as follows:

1. In support of the small businesses, the County should consider the following:
  - a) Include language in all County contracts indicating that Miami-Dade County is "committed to the diversity in contracting".
  - b) The Disadvantaged Business Enterprise (DBE) Program should be a top priority for the County. The goals for DBE should be assigned and monitored by the Department of Business Development (DBD).
  - c) Consider establishment of a race and gender neutral "Emerging Business Program" for companies larger than those covered under the Small Business Enterprise (SBE) program.
  - d) Review the Florida Power and Light (FPL), or similar, vendor development programs to promote bringing more businesses into DBD programs.

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- e) Determine the status of the Race Disparity Study initiated by the County to determine if a race and gender based program is appropriate for the County. The County should continue to collect data on Black, Hispanic and Women owned businesses and participation on County contracts.
  - f) Promote the Anti-Discrimination Ordinance (Chapter 11A Article VII of the Code of Miami-Dade County) to increase awareness.
  - g) Provide information on workshops to small businesses and other vendors.
- 2. Address issues related to trepidation in making decisions. Eliminate and additional documentation/paperwork that does not add value and causes unnecessary delays.
  - 3. Centralize accounts payable functions in one department for invoices with one process to handle invoices. This would benefit vendors.
  - 4. Investigate the feasibility of providing a blanket Worker Compensation Pool targeted to smaller businesses. The concept is similar to the Owner-Controlled Insurance Program (OCIP) governed by Section 255.0517 of the Florida Statutes. An OCIP is a consolidated insurance program or series of insurance policies issued to a public agency that may provide one or more types of insurance coverage for any contractor or subcontractor working at a specified or multiple contracted work sites of a public construction project.

In closing, we would like to thank the County Manager's Office and the County Attorney's Office for their support and participation throughout the process. Specifically, special recognition should be given to Ms. Alina Tejeda Hudak, Mr. Hugo Benitez, Ms. Miriam Singer, and Ms. Ruth Ellis Myers for their professionalism and dedication in providing support for this important initiative.

Thank you for your continued leadership. We appreciate the opportunity to serve the citizens of Miami-Dade County.

MIAMI-DADE COUNTY, FLORIDA



STEPHEN P. CLARK CENTER

DEPARTMENT OF PROCUREMENT MANAGEMENT  
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(305) 375-6257  
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## PROCUREMENT REFORM ADVISORY BOARD MEETING

Department of Procurement Management  
Stephen P. Clark Center  
111 N.W. 1<sup>st</sup> Street, 13<sup>th</sup> Floor  
CONFERENCE ROOM A

December 9, 2005  
8:00 A.M.

## AGENDA

- I. Welcome and Introductions
- II. Review of Resolution #R-1205-06
- III. Review of Florida Sunshine Law and Advisory Board Member Forms
- IV. Overview of Board Responsibilities, Timeline and Goals
- V. Distribution and Explanation of Review Materials
- VI. Selection of Chairperson/Set Meeting Frequency Schedule
- VII. Open Discussion/Questions and Answers
- VIII. Adjournment



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Aviation  
Building  
Building Code Compliance  
Business Development  
Capital Improvements  
Citizens' Independent Transportation Trust  
Commission on Ethics and Public Trust  
Communications  
Community Action Agency  
Community & Economic Development  
Community Relations  
Consumer Services  
Corrections & Rehabilitation  
Cultural Affairs  
Elections  
Emergency Management  
Employee Relations  
Empowerment Trust  
Enterprise Technology Services  
Environmental Resources Management  
Fair Employment Practices  
Finance  
Fire Rescue  
General Services Administration  
Historic Preservation  
Homeless Trust  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metro-Miami Artisan Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
Police  
Procurement Management  
Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
Strategic Business Management  
Team Metro  
Transit  
Task Force on Urban Economic Revitalization  
Voyage Museum and Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD

Friday, December 16, 2005  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- I. Welcome and Introductions  
Jose Cancela  
Chairperson
- II. Review of Tables of Organization
  - A. Miami-Dade County  
Alina T. Hudak  
Assistant County Manager
  - B. Department of Procurement Management (DPM)  
Celia G. Hudson  
DPM Division Director
- III. Presentations
  - A. Office of Capital Improvements (OCI)  
-Overview of Construction Process  
-Change Order Process  
Roger Hornstadt  
Director, OCI
  - B. Office of the Inspector General  
Christopher Mazzella  
Inspector General
- IV. Establishment of Meeting Schedule for January 2006
- V. Agenda for Next Meeting
- VI. Adjournment

*Delivering Excellence Every Day*



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Cultural Affairs  
Elections  
Emergency Management  
Employee Relations  
Empowerment Trust  
Enterprise Technology Services  
Environmental Resources Management  
Fair Employment Practices  
Finance  
Fire Rescue  
General Services Administration  
Historic Preservation  
Homeless Trust  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metropolitan Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
Police  
Procurement Management  
Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
Strategic Business Management  
Team Metro  
Transit  
Task Force on Urban Economic Revitalization  
Vizcaya Museum and Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD

Friday, January 6, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- |   |   |
|---|---|
| I. Welcome and Introductions                                  | Jose Cancela<br>Chairperson   |
| II. Change Order Process Overview                             | Roger Hernstadt, Director<br>Office of Capital Improvements   |
| III. Enterprise Resource Planning (ERP)<br>Implementation     | Corrine Brody,<br>Special Assistant for Strategic<br>Management Initiatives<br>Office of the County Manager |
| IV. Procurement Technology Options                            | Miriam Singer, Director<br>Department of Procurement<br>Management  |
| V. Selection Committee Appointment<br>Process and Legislation | Marsha Jackman, Director<br>Department of Business Development  |
| VI. Agenda for Next Meeting                                   |   |
| VII. Establishment of Future Meeting Dates                    |   |
| VIII. Adjournment   |   |

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Environmental Resources Management  
Fair Employment Practices  
Finance  
Fire Rescue  
General Services Administration  
Historic Preservation  
Homeless Trust  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metro-Miami Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
Police  
Procurement Management  
Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
Strategic Business Management  
Team Metro  
Transit  
Task Force on Urban Economic Revitalization  
Vizcaya Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD

Friday, January 13, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- |  |   |
|--|---|
| I. Welcome and Introductions           | Jose Cancela<br>Chairperson   |
| II. Code of Silence                    | Robert Meyers, Executive Director<br>Commission on Ethics & Public Trust                                |
| III. Prompt Payment                    | Kevin Lynskey, Assistant Director<br>Performance Improvement<br>Office of Strategic Business Management |
| IV. Reverse Auction Procurement Method | Miriam Singer, Director<br>Department of Procurement Management   |
| V. Agenda for Next Meeting             |   |
| VI. Adjournment                        |   |

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Capital Improvements  
Citizens' Independent Transportation Trust  
Commission on Ethics and Public Trust  
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Community & Economic Development  
Community Relations  
Consumer Services  
Corrections & Rehabilitation  
Cultural Affairs  
Elections  
Emergency Management  
Employee Relations  
Empowerment Trust  
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General Services Administration  
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Homeless Trust  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metra-Miami Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
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Safe Neighborhood Parks  
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Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, January 20, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- I. Welcome and Introductions  
Jose Cancela  
Chairperson
- II. Overview - Department of Business Development  
Marsha E. Jackman, Director  
Department of Business Development  
Small Businesses Programs  
Selection Committee Process and Legislation
- III. Review and Discussion of PRAB Presentations
- IV. Agenda for Next Meeting
- V. Adjournment

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Strategic Business Management  
Team Metro  
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Viceroy Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, February 3, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- |   |                                |
|---|--------------------------------|
| I. Welcome and Introductions  | Jose Cancela<br>Chairperson    |
| II. Department of Procurement<br>Management (DPM) - Procurement<br>Process Improvement Review | Miriam Singer, Director<br>DPM |
| III. Agenda for Next Meeting  |                                |
| IV. Adjournment   |                                |

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Human Services  
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International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metro-Miami Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
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Procurement Management  
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Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
Strategic Business Management  
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Viceys Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, February 10, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- I. Welcome and Introductions  
Jose Cancela  
Chairperson
- II. Office of Capital Improvements (OCI)  
Administrative Order No. 3-39: Standard Process  
for Construction of Capital Improvements, Acquisition  
of Professional Services, Construction Contracting,  
Change Orders and Reporting  
Roger Hemstadt, Director  
OCI
- III. Agenda for Next Meeting
- IV. Adjournment

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Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metro-Miami Action Plan  
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Park and Recreation  
Planning and Zoning  
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Procurement Management  
Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
Strategic Business Management  
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Transit  
Task Force on Urban Economic Revitalization  
Viacaya Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, February 17, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

#### I. Welcome and Introductions

Jose Cancela  
Chairperson

#### II. Procurement Perspectives Discussion with Department Directors:

Transit  
General Services Administration  
Police Department  
Water and Sewer  
Elections  
Solid Waste Management

Roosevelt Bradley  
Wendi Norris  
Robert Parker  
John Renfrow  
Lester Sola  
Kathleen Woods-Richardson

#### III. Agenda for Next Meeting

#### IV. Adjournment

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Employee Relations  
Empowerment Trust  
Enterprise Technology Services  
Environmental Resources Management  
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Fire Rescue  
General Services Administration  
Historic Preservation  
Homeless Trust  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
Metro-Miami Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
Police  
Procurement Management  
Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhood Parks  
Seaport  
Solid Waste Management  
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Transit  
Task Force on Urban Economic Revitalization  
Viscaya Museum and Gardens  
Water & Sewers

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, February 24, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

- I. Welcome and Introductions  
Jose Cancela  
Chairperson
- II. Review of Previous PRAB Presentations
- III. PRAB Member Recommendations
  - A. Goods and Services
    1. Legislative
    2. Administrative
  - B. Construction and Design
    1. Legislative
    2. Administrative
- IV. Scheduling of Future Meetings
- V. PRAB Report Format
- VI. Agenda for Next Meeting
- VII. Adjournment

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Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiners  
Metro-Miami Action Plan  
Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
Police  
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Property Appraisal  
Public Library System  
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Seaport  
Solid Waste Management  
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Transit  
Task Force on Urban Economic Revitalization  
Vizcaya Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, March 10, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29th Floor Conference Room A

### AGENDA

- I. Welcome and Introductions  
Garrie J. Harris
- II. Procurement Perspectives  
Discussion with Business Owners:  
Milton, Swain & Associates, Inc.  
EAC Consulting  
Triangle Services, Inc.  
Forestville Corporation  
50 State Security Service, Inc.  
Terremark Worldwide, Inc.  
Paetec Communications, Inc.  
Office Dimensions, Inc.  
Deborah Swain  
Alexandra Bevans  
Fred Pourbaix  
John Spagna  
John W. Williams  
John Zima  
Lou Surman  
Mark D. Stern
- III. Office of Capital Improvements (OCI)  
Presentation of Executive Summary and Grid  
Regarding Proposed Changes to Administrative  
Order No. 3-39  
Roger Harnstadt, Director  
OCI
- IV. Updates  
• Application of Living Wage  
• Expedited Purchasing Program (EPP) Pilot  
Miriam Singer, Director  
Department of Procurement  
Management
- V. Agenda for Next Meeting
- VI. Adjournment

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Business Development  
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Commission on Ethics and Public Trust  
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Community & Economic Development  
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Corrections & Rehabilitation  
Cultural Affairs  
Elections  
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Empowerment Trust  
Enterprise Technology Services  
Environmental Resources Management  
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Finance  
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Historic Preservation  
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Housing Agency  
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Human Services  
Independent Review Panel  
International Trade Consortium  
Juvenile Services  
Medical Examiner  
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Metropolitan Planning Organization  
Park and Recreation  
Planning and Zoning  
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Property Appraisal  
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Strategic Business Management  
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Transit  
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Vizcaya Museum And Gardens  
Water & Sewer

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, March 17, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

#### I. Welcome and Introductions

Jose Cancela  
Chairperson

#### II. Office of Capital Improvements (OCI) Presentation of Executive Summary and Grid Regarding Proposed Changes to Administrative Order No. 3-39

Roger Hernstadt, Director  
OCI

#### III. Updates

- Application of Living Wage
- Expedited Purchasing Program (EPP) Pilot

Eric Rodriguez  
Assistant County Attorney

Miriam Singer, Director  
Department of Procurement  
Management

#### IV. Additional Process Recommendations

PRAB Members

#### V. Agenda for Next Meeting

#### VI. Adjournment

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Commission on Ethics and Public Trust  
Communications  
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Commerce & Economic Development  
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Environmental Resources Management  
Fair Employment Practices  
Finance  
Fire Rescue  
General Services Administration  
Historic Preservation  
Homes for Rent  
Housing Agency  
Housing Finance Authority  
Human Services  
Independent Review Panel  
International Trade Commission  
Juvenile Services  
Medical Examiners  
Metro Miami Action Plan  
Metropolitan Planning Organization  
Parks and Recreation  
Planning and Zoning  
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Property Appraisal  
Public Library System  
Public Works  
Safe Neighborhoods Plan  
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Solid Waste Management  
Strategic Business Management  
Team Metro  
Transport  
Task Force on Urban Economic Revitalization  
Vizcaya Museum and Gardens

## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, March 24, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29th Floor Conference Room A

### AGENDA

#### I. Welcome and Introductions

Jose Canceled  
Chairperson

#### II. Procurement Perspectives

Discussion with Construction and  
A&E Industry Representatives:

James A. Cummings, Inc.  
Miami Dade A&E Society (MDAES)  
American Institute of Architects (AIA)

Rick Darrer  
Enrique Crooks  
Jorge S. Kuperman  
Juan Crespi  
Rafael Sixto  
Marilyn Avery  
Mike Gomez

Rock Soup Development  
TGSV Enterprises

#### III. Office of Capital Improvements (OCI)

Presentation of Executive Summary and Grid  
Regarding Proposed Changes to Administrative  
Order No. 3-39

Roger Hemstadt, Director  
OCI

#### IV. Agenda for Next Meeting

- Review of Responsibility Legislation
- Review of Draft Selection Committee Administrative Order
- Review of Final PRAB Recommendations

#### V. Adjournment

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## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, March 31, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29th Floor Conference Room A

### AGENDA

- I. Welcome and Introductions
- II. Review of Proposed Legislation:
  - a. Contractor Responsibility
  - b. Selection Committee Administrative Order
- III. Review of Final PRAB Recommendations
- IV. Agenda for Next Meeting
- V. Adjournment

Jose Cancela  
Chairperson

Miriam Singer, Director  
Department of Procurement  
Management

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## PROCUREMENT REFORM ADVISORY BOARD (PRAB)

Friday, April 21, 2006  
8:00 A.M.

Stephen P. Clark Center  
111 N.W. First Street  
29<sup>th</sup> Floor Conference Room A

### AGENDA

#### I. Welcome and Introductions

Jose Cancela  
Chairperson

#### II. Review of PRAB Recommendations to Date

Howard Piper, Deputy Director  
Department of Procurement  
Management

##### a) Draft Report

##### b) BCC Date for Presentation of Final Report: May 9, 2006

#### III. Agenda for Next Meeting

#### IV. Adjournment