

Memorandum



Date: June 21, 2022

To: Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

Agenda Item No. 2(B)(15)
July 7, 2022

Subject: Report regarding the amount of time County procurements utilizing selection committees take from the opening of proposals to the award – Directive No. 220703

Summary

This report is in response to Resolution No. R-57-22, sponsored by Senator Rene Garcia and adopted by the Board of County Commissioners (Board) on January 19, 2022, directing the County Mayor or County Mayor's designee to: 1) prepare and provide a written report to the Board analyzing the amount of time County procurements utilizing selection committees take from the opening of proposals to the award, and 2) the extent to which such procurements follow the timelines and requirements set forth in section 2-11.1(t)(5) of the Code of Miami-Dade County. The resolution was amended on the dais to specify that the report to be provided to the Board would be based on a random selection by the Office of Commission Auditor (OCA) of 30 percent of County procurements which used selection committees in 2019 and 2021 (see Attachment 1). Staff has completed analysis of 58 procurements that met the criteria of the amended resolution, and an additional 11 selected by the OCA for analysis. Two of the 11 solicitations were recommended for dual negotiations by the selection committee. The steps taken to comply with this directive are summarized below.

This report discloses the extent to which procurements utilizing selection committees follow the timelines and requirements set forth in section 2-11.1(t)(5) of the County Code. The report also summarizes reasons why some procurements fail to comply with the timelines and makes certain recommendations on how to improve compliance with section 2-11.1(t)(5).

Report

The Strategic Procurement Division (SPD) within the Internal Services Department (ISD) has reviewed data for procurements managed by the division for the years 2019 through 2021. Although the year 2020 experienced disruptions in processes created by the COVID-19 Pandemic, the OCA selected 11 procurements from 2020 to be included in the report. For reporting purposes, the data in the attached spreadsheet (Attachment 2) is based primarily on the parameters established by the Board. Therefore, the data captures random solicitations that were opened (i.e. proposals received) in the years 2019, 2020, and 2021, and for which a selection committee was utilized for the evaluation of proposals (does not include bids, pools, non-competitive awards, and other solicitations where a selection committee is utilized and award is under delegated authority).

Based on the above criteria, timelines for 69 solicitations were analyzed. Further, it should be noted that information contained in the attached spreadsheet (Attachment 2) is a fractional representation of the procurements managed by SPD during the reporting periods. To better understand the data, the total competitive and non-competitive volume of procurements must be considered. For years 2019 and 2021, the total volume, regardless of the procurement method and award value is as follows:

Contract Type and Number	2019	2021
Goods and Services*	258	225
Professional Services** (Architecture/Engineering and Design/Build Services)	27	34

*The data above does not include contract modifications, amendments, and additions to the pools (i.e., it only pertains to the original contract award).

** All Professional Services solicitations utilize selection committees.

The following table shows the average duration for key tasks and actions in the procurement process:

Tasks	Duration Between the Key Tasks	Average Number of Days for 2019, 2020, and 2021	Key Actions
1	Duration between Proposal Due Date and Last Selection Committee (SC) Meeting	124	• Review of proposals for responsiveness • Seek County Attorney Office (CAO) opinion on responsiveness issues • Review of small business or disadvantaged business entity goals for compliance • Background check by OCA • Ethics opinion as needed • Evaluation meetings including kick off, scoring, orals, and demonstrations • Calculation of scores and rankings
2	Duration between the Last SC Meeting and SC Report Approval Date (Benchmark is 30 days)	44	• Preparation of selection committee report • Compliance review • Reference checks • Review and respond to objection letters, if any
3	Duration between Last SC Meeting and Filing of the Recommendation with the Clerk of the Board (Benchmark is 90 days)	228	• All steps of Task 2 above • Obtain collusion affidavit and list of pending litigation • Negotiation strategy meetings • Negotiation sessions with recommended proposer(s) • Work with County departments, as needed • Draft final contract • Seek CAO approval of draft contract for legal sufficiency • Send final contract to selected proposer for signature • Obtain signature of CAO on contract • Preparation of appropriate memorandums • Responsibility review • Routing and approval of memorandum • Filing of recommendation with the Clerk of the Board
4	Duration between Proposal Due Date and Mayoral Approval of Award/Rejection (Clerk Filing Date)	341	• Includes all steps between the Proposal Due Date and Mayoral Approval of the Award/Rejection (Clerk Filing Date) including evaluation, negotiation, responsibility and responsiveness reviews.
5	Duration between Proposal Opening Date and Board Meeting Date	412	• All steps of Tasks above • Protest proceedings, if applicable • Review by CAO • Submission to agenda office • Committee meeting • Board meeting

Section 2-11.5 (t)(5) of the Code of Miami-Dade County mandates that within 30 days of a recommendation from a selection committee, the County Mayor or County Mayor’s designee will either appoint a negotiation committee or take other affirmative action. Of the 69 solicitations analyzed, 27 did not meet this timeframe. The average number of days was 44. Additionally, Section 2-11.1(t)(5) requires that the County Mayor or County Mayor’s designee present to the Clerk of the Board a recommendation for award or rejection of proposals within 90 days from the date a selection committee makes a recommendation. Of the 69 solicitations analyzed, 40 did not meet this timeframe. The average timeframe for this action was 228 days.

Sixteen of the 69 procurements (23 percent) selected for analysis by OCA did not complete the process through to placement on the Board agenda. Of the sixteen procurements that did not complete the process, two of the selected procurements were recommended by the selection committee for dual negotiations. It should be noted that although negotiations have not been completed for those procurements, dual negotiations generally take longer as staff must negotiate two separate deals with different terms and conditions that are based on unique proposals offered by the firms.

Further analysis of the timeliness and delays revealed that there are numerous factors, including COVID-19 Pandemic, that impact the processing timeframe which included but was not limited to: lengthy evaluation processes, appointment/substitution of selection committee members, complex responsiveness and responsibility matters, protracted negotiations, and lengthy agenda finalization and placement processes. The current selection committee process requires completion of a neutrality affidavit by each selection committee member upon receipt of proposals, background screening by OCA of all appointed individuals, a Commission on Ethics and Public Trust opinion in the event there is a perceived or potential conflict identified by OCA, and removal of the selection committee member with the perceived or actual conflict from the evaluation process. Sometimes the removal requires the reestablishment of the committee, thereby adding delays to the evaluation process.

Recommendations

To streamline the process from proposal opening to award and ensure more timely and efficient procurement awards, the following recommendations are being offered for consideration:

Recommendations	
Higher delegation of authority to the administration to	Anticipated Timeframe
Increase threshold for award of goods and services competitive contracts from \$1 million to \$5 million	200 days (Current average timeframe 412 days)
Increase threshold for award of professional services competitive contracts from \$500,000 to \$5 million	
Increase threshold for Expedited Purchasing Program for goods and services competitive contracts (County Code 2-8.1.6) from \$1 million to \$3 million	120 days
Expand Expedited Purchasing Program (County Code 2-8.1.6) to include professional services competitive solicitations	120-150 days
Reject proposals regardless of value	Reduction of 71 days
Directly place all competitive awards over \$5 million on the Board agenda bypassing any committee review	Reduction of 20-30 days

Implementation of a 5-day Objection Period	Benefit
Implement a five-day period allowing proposers to submit objections to the rankings in a competitive qualitative process. No proposer shall be allowed to object or send correspondence to County staff, Mayor, or the Board outside of this five-day period	This will allow staff to address objections promptly thereby reducing delays in processing timeframes; time savings is unknown at this time.

With the Board’s approval of the above recommendations for thresholds up to \$5 million, staff anticipates reducing the average processing time by 50 percent. Additionally, I will be working closely with staff over the next six months on the following initiatives to further enhance the procurement and agenda processes:

- Streamlining of selection committee appointment process: Staff will review and add data fields like employment history to the existing database to minimize removal and substitutions. Additionally, wherever possible more than two alternate committee members will be appointed to save time in the event substitution or removal is needed.
- Implementation of electronic agenda routing, approval, and placement process: Staff will review the current process and will work with various departments including CAO, Office of Agenda Coordination to automate the agenda routing and placement process.
- Streamlining the award process for professional services solicitations: The award process for solicitations for professional services is currently decentralized and is managed by individual departments. I will be directing Strategic Procurement Division of ISD to develop standardized templates and implement a centralized process.
- Implement a Countywide system for tracking procurement timelines: Under my direction, efforts are on their way for implementation of a Countywide software to track timelines from procurement initiation to award.
- Review of delegation of authority under my purview: I will be further reviewing the authority under my purview for delegation to allow for expeditious approval of awards.
- Hire process improvement consultant for independent review of procurement processes across the County departments: Under my direction, SPD staff is working with SPARK academy in order to begin process improvement initiatives and employ innovative techniques to streamline the procurement process.
- Expand use of INFORMS for electronic routing and approval and use data for further analysis.

Pursuant to Ordinance No. 14-65, this report will be placed on the next available Board agenda. Should you require additional information, please contact Alex Muñoz, Director, Internal Services Department, at 305-375-5893 or Namita Uppal, Chief Procurement Officer at 305-3751574.

Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners
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Attachments:

- 1) OCA Memorandum
- 2) Summary Procurement Cycle Time (for Procurements Using Selection Committee) from Bid Opening to Placement on Board Agenda

c: Geri Bonzon-Keenan, County Attorney
Gerald K. Sanchez, First Assistant County Attorney
Jess M. McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs
Yinka Majekodunmi, Commission Auditor
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator



OFFICE OF THE COMMISSION AUDITOR
BOARD OF COUNTY COMMISSIONERS

M E M O R A N D U M

TO: Honorable Daniella Levine Cava
Mayor

FROM: Adeyinka Majekodunmi, CPA
Commission Auditor

A handwritten signature in blue ink, appearing to read "Adeyinka Majekodunmi", is written over the "FROM:" line.

DATE: March 28, 2022

SUBJECT: County Procurements Utilizing Selection Committees between 2019 and 2021

Pursuant to Resolution No. R-57-22, as amended, the Board of County Commissioners (Board) directed the Office of the Commission Auditor (OCA) to provide the County Mayor or designee a random selection of 30% of County procurements between 2019 and 2021, utilizing selection committees. Upon which the County Mayor or designee shall prepare and provide a written report to the Board analyzing the amount of time County procurements utilizing Selection Committees take from the opening of proposals to the award, and the extent to which such procurements follow the timelines and requirements set forth in Section 2-11.1(T)(5) of the Code. Accordingly, OCA submits the attached list of procurements identified to fulfill the requested analysis.

Methodology

OCA compiled a list of approximately 100 County solicitations with a Proposal Due Date¹ between calendar years 2019 and 2021 identified through the Cone of Silence Report², Periscope Source (formally known as BidSync)³, OCA's documentation of background checks for Selection Committees, and the County's e-Procurement website⁴. Solicitations within the compiled list reflect the following solicitation status in e-Procurement as of March 23, 2022: *Active (which represents awarded contracts), All Bids Rejected, Pending BCC Approval, and Under Evaluation.*

¹Proposal Due Date describes the date and time an advertised solicitation period ends, thereby closing the window in which vendors can submit a response/proposal for evaluation, and permitting the County to open, or review, the responses/proposals submitted. Proposal Due Date is labeled as the *Bid End* date in Periscope Source.

²ISD - Small Business Development Cone of Silence Report, Internal Services Department, Small Business Development (accessed March 23, 2022).

³Periscope Source, Cloud-Based Sourcing Software, <https://www.periscopeholdings.com/buyer-solutions/source>.

⁴Miami-Dade County e-Procurement, <https://s0145200.miamidade.gov/eProcurement/Login.aspx>.

Upon review of the compiled list, OCA selected solicitations that require(d) Board approval, based on the following criteria:

Solicitation Status	Time Elapsed as of Proposal Due Date
– Active – All Bids Rejected – Pending BCC Approval	365 Days or more
– Under Evaluation	90 Days or more

For solicitation status other than Under Evaluation, the time elapsed is calculated based on the Proposal Due Date and the date the recommendation for award or rejection was presented to the Clerk of the Board. Accordingly, the 29 solicitations included in the attached list meet the noted criteria, representing approximately 30% of the solicitations documented during the noted period. The dates and status of solicitations identified as Under Evaluation reflect the information available to OCA as of March 23, 2022.

The list is neither an exclusive nor a complete list of all County procurements utilizing Selection Committees and should not limit the Board's scope and directive pursuant to [R-57-22](#). Additionally, although the scope of this directive is between 2019 and 2021, the Cone of Silence Report as of March 23, 2022, does not include solicitations for goods, services, and professional services before 2019. The solicitations selected represent procurement methods⁵ that require the evaluation and ranking of a Selection Committee to purchase goods, services, and professional services, except professional services subject to [Section 2-10.4](#) of the County Code and [§287.055](#), Florida Statutes (2021). Should you require additional information or clarification, please contact our office at (305) 375-4354.

cc: Honorable Jose “Pepe” Diaz, Chairman
and Members, Board of County Commissioners
Office of the Mayor Senior Staff
Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Executive Assistant County Attorney
Felix Jimenez, Inspector General
Basia Pruna, Director, Clerk of the Board
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs

⁵The procurement methods represented in the list include Request for Proposals (RFP) and Requests for Qualifications (RFQ).

SOLICITATIONS SELECTED FOR ANALYSIS
PURSUANT TO RESOLUTION R-57-22

NO.	SOLICITATION NO.	SOLICITATION TITLE	SOLICITATION START DATE	PROPOSAL DUE DATE	SOLICITATION/C ONTRACT STATUS	DATE OF MAYORAL OR DESIGNEE APPROVAL (CONE OF SILENCE LIFTED)	TOTAL DAYS FROM SOLICITATION OPEN DATE TO DATE OF MAYORAL OR DESIGNEE APPROVAL	TOTAL DAYS UNDER EVALUATION (FROM PROPOSAL DUE DATE TO 3/23/2022)
1	RFP-00912	Hewlett Packard Enterprise (HPE) Hardware and Services	February 15, 2019	April 12, 2019	Active	April 16, 2020	370	N/A
2	RFP-00754	Scale House Operations System	June 13, 2019	July 17, 2019	Active	August 17, 2020	397	N/A
3	RFP-01083	On-Demand Transit Services	March 22, 2019	April 26, 2019	Active	June 24, 2020	425	N/A
4	RFQ-MCC-9-18	Miscellaneous Construction Contract	November 5, 2019	January 14, 2020	Active	August 26, 2021	590	N/A
5	RFP-01375	Credit and Collection Management Software Solution	December 5, 2019	February 11, 2020	Active	October 21, 2021	618	N/A
6	RFP-01154	Quartermaster Services	March 11, 2019	May 17, 2019	Active	April 21, 2021	705	N/A
7	RFP-01032	Tamiami, Tropical, and Ives Estates Tennis Center Operations	January 3, 2019	February 20, 2019	Active	October 21, 2021	974	N/A
8	RFP-01208	Court Case Management System	March 11, 2019	May 24, 2019	All Bids Rejected	June 10, 2020	383	N/A
9	RFP-01222 ¹	Luggage Cart Concessions Program (Non-Exclusive) at Miami International Airport	February 20, 2020	November 20, 2020	All Bids Rejected	January 13, 2022	419	N/A
10	RFP-01172	Cloud-Hosted Solution for Online Mainframe Reports	August 27, 2019	November 1, 2019	All Bids Rejected	January 13, 2021	439	N/A
11	RFP-01282	Endpoint Security Enterprise Solution	June 17, 2019	September 13, 2019	All Bids Rejected	November 30, 2020	444	N/A
12	RFP-01474	Biometrically Enabled Common Use Passenger Processing Solution	October 9, 2020	December 10, 2020	Pending BCC Approval	March 14, 2022	459	N/A
13	RFP-00499 ²	LED Smart Lighting and Smart County Systems	September 17, 2019	May 20, 2020	Under Evaluation	June 30, 2021	406	N/A
14	RFP-01647	Helicopter Purchase for Miami-Dade Police Department	September 10, 2021	December 3, 2021	Under Evaluation	N/A	N/A	110
15	RFP-01951	Employee Dental Insurance Program	September 16, 2021	November 15, 2021	Under Evaluation	N/A	N/A	128
16	RFP-01966	Heavy Duty Battery-Electric Low Floor Transit Buses	July 8, 2021	September 16, 2021	Under Evaluation	N/A	N/A	188
17	RFP-02046	Recreational Motorsport Facility	August 18, 2021	September 16, 2021	Under Evaluation	N/A	N/A	188

**SOLICITATIONS SELECTED FOR ANALYSIS
PURSUANT TO RESOLUTION R-57-22**

NO.	SOLICITATION NO.	SOLICITATION TITLE	SOLICITATION START DATE	PROPOSAL DUE DATE	SOLICITATION/C ONTRACT STATUS	DATE OF MAYORAL OR DESIGNEE APPROVAL (CONE OF SILENCE LIFTED)	TOTAL DAYS FROM SOLICITATION OPEN DATE TO DATE OF MAYORAL OR DESIGNEE APPROVAL	TOTAL DAYS UNDER EVALUATION (FROM PROPOSAL DUE DATE TO 3/23/2022)
18	RFP-01615	Maintenance and Repair Services for Conveyance Equipment	May 14, 2021	August 6, 2021	Under Evaluation	N/A	N/A	229
19	RFP-01566	Capital Projects and Construction Management Solution	December 24, 2020	May 18, 2021	Under Evaluation	N/A	N/A	309
20	RFP-01555	Remote VIP Operations for Commercial Airline Flights at Miami International Airport	January 4, 2021	April 29, 2021	Under Evaluation	N/A	N/A	328
21	RFP-01690	Miami-Dade Customer Relationship Management Solution	February 5, 2021	April 15, 2021	Under Evaluation	N/A	N/A	342
22	RFP-01673	Development of Vizcaya Station Property	September 29, 2020	December 10, 2020	Under Evaluation	N/A	N/A	468
23	RFP-00688	Wynwood Development Project	July 3, 2020	November 5, 2020	Under Evaluation	N/A	N/A	503
24	RFP-01677 ³	New Miami International Airport Hotel	September 15, 2020	October 16, 2020	Under Evaluation	N/A	N/A	523
25	RFP-01531	Law Enforcement Records Management System	August 27, 2020	October 8, 2020	Under Evaluation	N/A	N/A	531
26	RFP-01432 ⁴	Rapid Mass Transit Solution for the North Corridor	June 12, 2020	September 16, 2020	Under Evaluation	N/A	N/A	553
27	RFP-01453	Miami-Dade Parking Access and Revenue Management Solution	May 4, 2020	July 8, 2020	Under Evaluation	N/A	N/A	623
28	RFP-01258	Baggage Handling System Operation and Maintenance at Miami International Airport	July 26, 2019	May 15, 2020	Under Evaluation	N/A	N/A	677
29	RFP-01435	Development, Management, and Operation of Miami-Dade West Kendall District Park	November 21, 2019	January 17, 2020	Under Evaluation	N/A	N/A	796

Note ¹: Pursuant to Resolution R-1193-21 on December 1, 2021, all proposals received for RFP-01222, Luggage Cart Concessions Program (Non-Exclusive) at Miami International Airport were rejected. The Director of the Internal Services Department subsequently approved the Recommendation to Reject All Proposals on January 13, 2022, which lifted the Cone of Silence.

Note ²: Although e-Procurement reflects the status *Under Evaluation*, RFP-00499, LED Smart Lighting and Smart County Systems was awarded by the BCC pursuant to Resolution R-1029-21 on November 2, 2021, as amended.

Note ³: Per the solicitation document found in e-Procurement, "This procurement is being conducted pursuant to the authority granted in Sections 125.35 and 125.012, Florida Statutes, which, respectively, allow for negotiations of leases of aviation facilities and which do not require competitive selection of architects, engineers, and contractors by airport tenants performing construction. The competitive evaluation and negotiation process described in this Solicitation is being conducted as a matter of discretion by the County."

Note ⁴: Per the solicitation document found in e-Procurement, "This competitive solicitation is divided into two phases." The Proposal Due Date identified is for Phase 1 of the solicitation process.

Solicitation #	Solicitation Title	Proposal Due Date (Solicitations Opened)	Selection Committee (Last Mtg)	Duration (Proposal Due Date and Last SC Meeting)	Coordinator Report Approval (Negotiations Authorization)	Duration (Last Mtg and SC Report Approval Date) = 30 days	Mayor Approval of Award/Rejection Memorandum (Clerk Filing Date)	Duration (Last SC Meeting and Filing of the Recommendation with the Clerk) = 90 days	Duration (Date of Mayoral Approval of Award/Rejection (Clerk Filing) and Proposal Due Date)	BCC Agenda Date	Duration (BCC Agenda Date - Proposal Due Date)
DB18-WASD-02	Design-Build Services For The Construction Of South And Central District Wastewater Treatment Plants Sludge Thickening And Dewatering Buildings	01/11/2019	06/12/2019	152	07/01/2019	19	01/28/2020	230	382	05/05/2020	480
RFQ-01113	Lease/Operation Of Restaurant At The Joseph Caleb Center	01/25/2019	02/06/2019	12	02/11/2019	5	12/20/2019	317	329	02/04/2020	375
E18-MDAD-01	Fueling System Services At Miami International Airport (Mia) And General Aviation Airports (Gaa)	01/31/2019	05/02/2019	91	05/05/2019	3	11/15/2019	197	288	02/04/2020	369
RFQ-01032	Tennis Center Operations @Taniami.Tropical & Ives	02/20/2019	01/22/2020	336	02/12/2020	21	10/21/2021	638	974	12/01/2021	1015
E18-SEA-03	Program Management Consultant Services	03/18/2019	05/02/2019	45	05/21/2019	19	08/30/2019	120	165	10/03/2019	199
RFQ-01071	Bus Passenger Shelter Program	03/29/2019	09/24/2019	179	10/13/2019	19	02/26/2020	155	334	05/19/2020	417
RFQ-00912	Hewlett Packard Enterprise Hardware And Services	03/29/2019	09/17/2019	172	10/07/2019	20	04/16/2020	212	384	05/05/2020	403
DB18-SEA-01	Design-Build Services For The New Cruise Terminal H Program	04/09/2019	08/06/2019	119	08/08/2019	2	12/23/2019	139	238	10/20/2020	560
A18-MDRF-01	Fire Station Rebuilds Groups A, B And C - Design Services For Various Miami-Dade County Fire Rescue Stations	04/19/2019	06/11/2019	53	07/08/2019	27	12/12/2019	184	237	02/04/2020	291
A18-MDRF-02	Fire Station Rebuilds - Coastal Areas. Design Services For Miami-Dade County Fire Rescue Stations No. 20 And No. 21	04/19/2019	08/14/2019	117	08/23/2019	9	05/29/2020	289	406	08/31/2020	500
RFQ-01083	On-Demand Transit Services	04/26/2019	08/08/2019	104	08/29/2019	21	06/24/2020	321	425	07/21/2020	452
E18-MDAD-03	Stormwater Master Plan	04/30/2019	07/23/2019	84	08/15/2019	23	02/12/2020	204	288	05/05/2020	371
E18-DTPW-08	Professional Engineering Services For The Underline - Design Criteria Package - 7 Segments	05/08/2019	08/05/2019	89	08/20/2019	15	02/18/2020	197	286	05/19/2020	377
RFQ-01154	Quartermaster Services	05/17/2019	08/09/2019	84	09/16/2019	38	04/21/2021	621	705	07/10/2021	795
RFQ-01132	Section 8 Housing Voucher Services	05/21/2019	06/26/2019	36	07/08/2019	12	09/19/2019	85	121	11/19/2019	182
E18-DTPW-09	Design Services For Roadway Improvements To Nw 12 Street For Bus Only Lanes From The Dolphin Park And Ride Facility To Nw 114 Avenue	05/21/2019	07/29/2019	69	08/23/2019	25	05/20/2020	296	365	08/31/2020	468
RFQ-01208	Court Case Management System	05/24/2019	02/27/2020	279	03/03/2020	5	06/10/2020	104	383	07/08/2020	411
DB18-DTPW-01	Design-Build Services For Phase 2 Of The Underline	05/30/2019	10/16/2019	139	10/28/2019	12	08/12/2020	301	440	10/06/2020	495
E18-DTPW-05	Construction, Engineering And Inspection (CeI) Services For Infrastructure Renewal Projects	05/30/2019	09/09/2019	102	01/16/2020	129	02/24/2021	534	636	05/04/2021	705
E18-SEA-06	Management Financial Consulting And Bond Engineering Services	05/31/2019	08/19/2019	111	10/28/2019	39	03/02/2021	530	641	04/20/2021	690
E18-SEA-04	Civil Infrastructure Engineering	05/31/2019	10/03/2019	125	12/06/2019	64	03/18/2021	532	657	05/04/2021	704
RFQ-01082	Redevelopment Of Culmer Place & Culmer Gardens	06/03/2019	07/19/2019	46	08/16/2019	28	09/17/2019	60	106	10/03/2019	122
E18-SEA-05	Traffic Impact Study And Master Roadway Plan	06/07/2019	07/19/2019	42	08/21/2019	33	01/21/2020	186	228	02/19/2020	257
E18-MDRF-01	Comprehensive Investment Grade Audit For Energy Savings And Guaranteed Energy Performance Savings Contract	07/08/2019	11/25/2019	140	12/20/2019	25	06/04/2020	192	332	07/13/2021	736
RFQ-00754	Scale House Operations Software	07/17/2019	09/06/2019	51	09/24/2019	18	08/17/2020	346	397	10/06/2020	447
RFQ-01261	Security Guard Services For Special Assessment Districts	07/19/2019	10/02/2019	75	10/18/2019	16	06/24/2020	266	341	08/31/2020	409
RFQ-01211	Security Guards For Housing Facilities	07/23/2019	09/11/2019	50	09/18/2019	7	11/14/2019	64	114	01/22/2020	183
A19-PHCD-01	Planning Conceptual And Schematic Design And Related Services For Various Sites	07/26/2019	09/24/2019	60	10/08/2019	14	04/13/2020	202	262	05/19/2020	238
DB19-DTPW-01	Design-Build Services For South Corridor	08/08/2019	05/11/2020	277	05/17/2020	6	06/25/2020	45	322	09/03/2020	392
DB19-SEA-01	Design-Build Services For Cruise Terminal F Expansion And Berthing Re-Alignment Program	08/12/2019	02/18/2020	190	02/27/2020	9	08/21/2020	185	375	10/20/2020	455
E18-DTPW-10	Construction Engineering And Inspection Services For The Metronover Comprehensive Wayside System Overhaul	08/29/2019	01/16/2020	140	04/16/2020	91	12/23/2020	342	482	03/02/2021	551
RFQ-01282	Endpoint Security Enterprise Solution	08/30/2019	11/04/2019	66	N/A	N/A	11/30/2020	392	458	03/02/2021	550
E19-DTPW-01	General Engineering Consultant Services For Traffic Signal Operations	09/06/2019	06/30/2020	298	07/30/2020	30	12/09/2020	162	460	02/02/2021	515
RFQ-01424	Helicopter Purchase For The Miami-Dade Fire Rescue	10/24/2019	11/01/2019	8	11/01/2019	0	11/18/2019	17	25	11/19/2019	26
E17-DTPW-02	Construction Engineering & Inspection (CeI) Services For Various Traffic Signals And Signs, And Street Lighting Projects	10/25/2019	12/17/2019	53	01/22/2020	36	02/11/2021	422	475	04/20/2021	543
E19-DTPW-03	Construction, Engineering And Inspection Services For South Corridor (South-Dade Transitway) Rapid Transit Project	10/31/2019	01/29/2020	90	02/14/2020	16	08/12/2020	196	286	02/02/2021	460
RFQ-01172	Cloud-Hosted Solution For Online Mainframe Reports	11/01/2019	N/A	N/A	N/A	N/A	02/11/2021	N/A	468	03/02/2021	487
RFQ-01385	Seaweed Removal And Mechanical Beach Cleaning	11/06/2019	12/19/2019	43	01/09/2020	21	02/19/2020	62	105	04/07/2020	153
RFQ-01295	Redevelopment Of County Properties Under The Rad Program Pool	11/22/2019	01/31/2020	70	03/04/2020	33	03/06/2020	35	105	04/07/2020	137
RFQ-01296	Redevelopment Of Rainbow Village & Gwen Cherry 23C	12/02/2019	01/16/2020	45	01/22/2020	6	03/06/2020	90	95	04/07/2020	127
RFQ-MCC-9-18	Miscellaneous Construction Contract	01/14/2020	05/14/2020	121	03/10/2021	300	03/25/2021	315	436	12/01/2021	687
RFQ-01435	Development, Management, And Operation Of Miami-Dade Kendall District Park	01/17/2020	06/22/2020	157	07/22/2020	30	N/A	N/A	N/A	N/A	N/A
RFQ-01375	Credit And Collection Management Software Solution	02/11/2020	09/21/2020	223	10/26/2020	35	10/21/2021	395	618	11/16/2021	644
RFQ-00499	Led Smart Lighting And Smart County Systems	03/20/2020	09/30/2020	194	01/08/2021	100	06/30/2021	273	467	11/02/2021	592
RFQ-01258	Baggage Handling System Operation And Maintenance At Miami International Airport	05/15/2020	08/11/2020	88	10/22/2021	437	N/A	N/A	N/A	N/A	N/A
RFQ-01453	Miami-Dade Parking Access & Revenue Management Solution	07/08/2020	09/24/2020	78	01/04/2021	102	N/A	N/A	N/A	N/A	N/A
RFQ-01531	Law Enforcement Records Management System	10/08/2020	03/10/2022	518	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RFQ-00688	Wynwood Development Project	11/05/2020	03/29/2021	144	06/02/2021	65	N/A	N/A	N/A	N/A	N/A

Solicitation #	Solicitation Title	Proposal Due Date (Solicitations Opened)	Selection Committee (Last Mtg)	Duration (Proposal Due Date and Last SC Meeting)	Coordinator Report Approval (Negotiations Authorization)	Duration (Last Mtg and SC Report Approval Date) = 30 days	Mayor Approval of Award/Rejection Memorandum (Clerk Filing Date)	Duration (Last SC Meeting and Filing of the Recommendation with the Clerk) = 90 days	Duration (Date of Mayoral Approval of Award/Rejection (Clerk Filing) and Proposal Due Date)	BCC Agenda Date	Duration (BCC Agenda Date - Proposal Due Date)
RFP-01222	Luggage Cart Concessions Program (Non-Exclusive) At Miami International Airport	11/20/2020	04/14/2021	145	06/09/2021	50	01/14/2022	N/A	420	12/01/2021	376
RFP-01474	Biometrically Enabled Common Use Passenger Processing Solution	12/10/2020	08/24/2021	257	10/01/2021	38	03/14/2022	202	459	05/03/2022	509
RFP-01673	Development Of Vizcaya Station Property	12/10/2020	05/13/2021	154	07/22/2021	70	N/A	N/A	N/A	N/A	N/A
RFP-01505	Marketing & Public Relations Services	01/15/2021	02/16/2021	42	04/20/2021	53	05/20/2021	83	125	07/20/2021	186
RFP-01552	The Company Services	01/29/2021	05/21/2021	112	06/17/2021	27	09/08/2021	110	222	11/02/2021	277
RFP-01707	Misdemeanor Probation & Bp Services	02/24/2021	04/15/2021	50	05/21/2021	36	06/23/2021	69	119	07/20/2021	146
WOPR-01295-02	Redevelopment Of County Properties Under The Bad Program (2 Groups)	03/22/2021	05/25/2021	64	08/02/2021	69	11/15/2021	174	238	01/19/2022	303
RFP-01743	Financial Advisory Services (Water And Sewer Segment)	03/29/2021	06/07/2021	70	08/02/2021	56	11/22/2021	168	238	01/19/2022	296
RFP-01744	Financial Advisory Services (General Segment)	04/01/2021	06/04/2021	64	08/02/2021	59	11/22/2021	171	235	01/19/2022	293
RFP-01745	Fin Advisory Svcs - Enterprise Segment	04/06/2021	06/09/2021	64	08/02/2021	54	11/22/2021	166	230	01/19/2022	288
RFP-01690	Miami-Dade Customer Relationship Management Solution	01/13/2022	01/13/2022	273	03/04/2022	50	N/A	N/A	N/A	N/A	N/A
RFP-01555	Remote Vip Operations For Commercial Airline Flights At Miami International Airport	04/29/2021	03/11/2022	316	04/12/2022	32	N/A	N/A	N/A	N/A	N/A
RFP-01566	Capital Projects And Construction Management Solution	05/18/2021	09/21/2021	126	11/22/2021	62	N/A	N/A	N/A	N/A	N/A
RFP-01858	Employee Disability Program	06/01/2021	07/30/2021	59	08/10/2021	11	10/21/2021	83	142	11/16/2021	168
RFP-02046	Maintenance And Repair Services For Conveyance Equipment	08/06/2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RFP-01966	Recreational Motorsport Facility	09/16/2021	02/11/2022	148	03/15/2022	32	N/A	N/A	N/A	N/A	N/A
RFP-01951	Heavy Duty Battery-Electric Low Floor Transit Buses	09/16/2021	01/18/2022	124	02/08/2022	21	N/A	N/A	N/A	N/A	N/A
RFP-01647	Employee Dental Insurance Program	09/16/2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RFP-01677	Helicopter Purchase For Miami-Dade Police Department	12/03/2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RFP-01432	New Miami International Airport Hotel	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Rapid Mass Transit Solution For The North Corridor	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Average Duration [2019 - 2021]				124		44		228	341		412

Notes:

- **This captures solicitations opened in 2019 and 2021 as well as those selected by OCA for 2020 which used SC. Although the Resolution did not require an analysis of procurements that had not yet been awarded by the BCC, the report includes some solicitations at the request of OCA that have not yet been awarded or rejected by the Board.
- *RFP-01677-New Miami International Airport & RFP-01432-Rapid Mass Transit Solution For The North Corridor: We are using an alternative procurement model, and the dates will not align with those you are asking about. There is a phase one qualification, then individual negotiations with each of the qualified firms, and a phase 2 proposal, then negotiations with the preferred firm. We have not issued the phase 2 which would provide the due date for proposals.
- *N/A - if a column says N/A, it means we have not made it to that phase of the process yet. We are unable to include these milestones in the report for calculation purposes of each milestone on the report. As such, any average durations calculated do not include solicitations that include an N/A in that milestone.