



4E's Approach to Purpose-Driven Procurement

Presented by:
Strategic Procurement Department



Overview

- **Strategic Plan** Miami-Dade County established by new administration with objectives organized under the 4 goals guiding administration
- **Procurement's Role** in meeting the goals
- **Creating Purpose-Driven Procurement** to align with goals
- **Purpose-Driven Procurement in Action** and examples

Current Events

Florida State House Bill (HB3) Government and Corporate Activism

- Becomes effective on July 1, 2023
- Creates Chapter 287.05701 and eliminates consideration of various state opposed corporate governance factors considering environmental, social, and governance (ESG) in state and local governments (including counties and cities)
- Enacts prohibition against considering social, political or ideological interests in government contracting
- Prevents local governments from giving preference to vendors based on ESG factors

Strategic Plan

Miami-Dade County

Strategic Plan

Miami-Dade Form of Government

Governing Body - Board of County Commissioners (13 districts)

- set policy, adopt resolutions and ordinances, levy taxes
- everything necessary to carry on central metropolitan government

Administrative Head - Strong Mayor

- powers and responsibilities established in Home Rule Charter

All are elected by majority vote to serve 4 year terms.

Strategic Plan

Strong Mayor Powers and Responsibilities

1. **Manage Administrative Departments** - appoints directors; issues administrative orders and operating procedures
1. **Carryout Policies** - adopted by Board; execute **contracts**
2. **Present Items to Board** - for adoption, not a voting member; veto power
3. **Budget** – prepare the budget, deliver budgetary address that sets **funding priorities**
4. **State of County** – report conditions, **goals**, accomplishments

Strategic Plan

Objectives

Strategic Plan - guides how County government **allocates funds responsibly**

organized objectives under 4 overarching goals
guiding the administration

1. Equity

3. Economy

2. Engagement

4. Environment

Strategic Plan

1. Equity

“Our residents and workforce are fully included in all aspects of life in the County regardless of who they are.”

Examples:

- Operationalize equity through provision of County services
- Increase access for small business owners through **training** and engagement
- Bolster opportunities for small and local businesses in County **contracting**

Strategic Plan

2. Engagement

“A community that trusts local government and has timely access to data and information in order to obtain services and influence decision-making in the County.”

Examples:

- Build capacity for individuals to navigate County **services**
- Facilitate community **engagement** within all aspects of County government
- Enhance accessibility to County government to **improve the customer experience**

Strategic Plan

3. Economy

“A growing and inclusive economy that creates jobs and invests in local talent, while spurring innovation and investment for the jobs and assets of the future.”

Examples:

- Build back **local businesses** adversely affected by the coronavirus pandemic
- Support **talent development** pipelines for jobs in new and emerging industries
- Attract an innovative tech eco-system that enhances good-paying green jobs

Strategic Plan

4. Environment

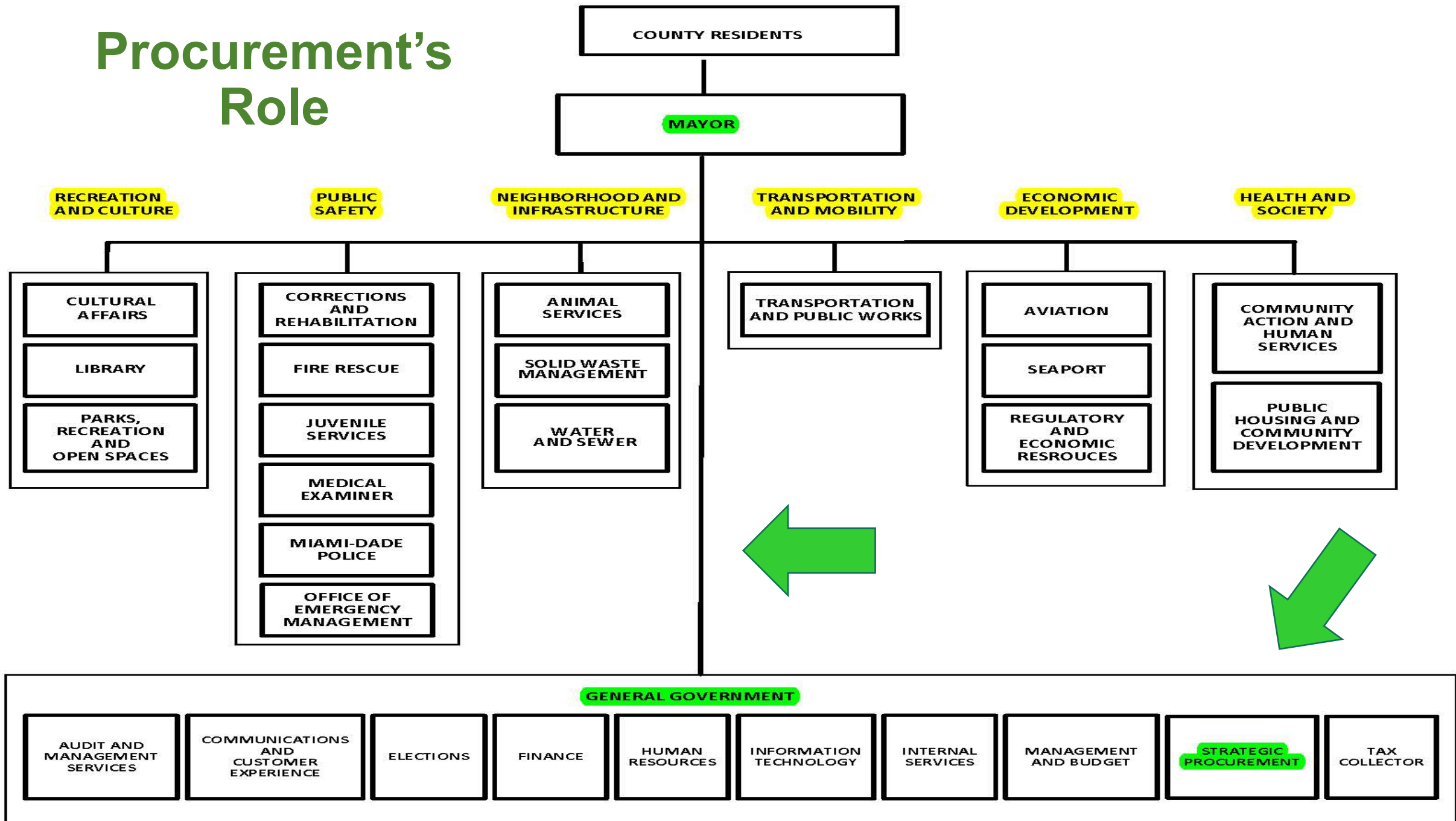
“A well-managed built and natural environment that is resilient to climate stressors.”

Examples:

- Reduce greenhouse gas emissions in operations and community-wide
- Prepare for and adapt to sea level rise
- Protect and restore natural habitat, prevent pollution of air, water, and land

Procurement's Role Meeting the Goals

Procurement's Role



Procurement's Role

Conscientious and Purposeful Spending

- Strategic Procurement Department (SPD) established in October 2022
- Central agency for the acquisition of goods and services, including architecture, engineering, and design build services
- Tasked with establishing initiatives to assure procurement processes are **equitable** to suppliers, sustainable for the **environment**, and beneficial to the local **economy**

Procurement's Role

Alignment with 4E's

How can Procurement align?

- Utilize procurement to expand opportunities for residents by providing competitive-paying jobs
- Help small businesses grow
- Provide a ladder of opportunity and economic self-sufficiency
- Use billions of \$ expended to grow economic prosperity
- Invest in local businesses to create a local multiplier effect
- Ensure public funds are leveraged to meet the County's environmental policies

Creating Purpose-Driven Procurement to Align with Goals

Creating Purpose-Driven Procurement

SPD Vision and Mission

Vision

To be the global leader of purpose-driven procurement.

Mission

To deliver value and integrate **PURPOSE** in all sourcing decisions by assuring our processes are **Equitable** to suppliers, sustainable for our **Environment**, and beneficial to our **Economy**. We pride ourselves in collaborating with our customers and **Engaging** our community with integrity, fairness, innovation, competition, efficiency, and transparency.

Creating Purpose-Driven Procurement

Guiding Principles

- **P**rofessional service to departments, businesses and constituents
- **U**nparalleled model for accountable and transparent governance
- **R**esilient and adaptive to the evolving needs of our environment
- **P**romote ethical standards and diverse ideas in our business practices
- **O**perational efficiencies through use of innovative technology and processes
- **S**trategic development of talent through training and recognition
- **E**ngagement/inclusion of stakeholders, promote fair & equitable competition

Creating Purpose-Driven Procurement

Formalize with New Administrative Order (AO)

AO Purpose:

- 1) Defines procedures known as *Purpose-Driven Procurement* to achieve priorities
- 2) Creates process to review applicable procurements and apply PDP
- 3) Applies to all County departments unless exempted by law

Creating Purpose-Driven Procurement

New Administrative Order (AO)

AO Benefits:

- 1) Promotes efficiency, consistency, and transparency in the process
- 2) Encourages PDP considerations early, such as when writing scope
- 3) Ensures projects are reviewed by a PDP group appointed by Mayor
- 4) Ensures training is provided to all departments on PDP process

Creating Purpose-Driven Procurement

New Administrative Order (AO)

AO Organizes Priorities into Actionable Groups

- 1) Environmental resiliency and sustainability
- 2) Local business participation and small business participation
- 3) Create greater economic opportunities for residents
- 4) Safe and equitable worker conditions, living wages, and worker retention

Purpose-Driven Procurement in Action and Examples

PDP in Action

1. Equity

- Address barriers in County contracting; review unbundling large solicitations to allow for greater inclusion where it makes sense
- Provide assistance in doing business with the County for small businesses and increase their chances to participate
- Ensure inclusion of Mayoral & Board policies in goods and services solicitations and construction contracts

PDP in Action

Equity Example – Update to RFP template

Contributions to health, well-being and development of employees

- Support of safe, fair, and equitable work practices and ethical behavior
 - ✓ Job classification descriptions
 - ✓ Safe and accessible working conditions to all employees
 - ✓ Equitable wage/benefit determination practices
 - ✓ Employee hiring, development, training, evaluation and promotional opportunities
- Plan to actively recruit Neurodivergent talent and individuals with disabilities for employment opportunities
- Policy for making the workplace (infrastructure, systems, and programs) accessible for individuals with disabilities

PDP in Action

2. Engagement

- Increase participation by local businesses in the community where they live, work and spend - means putting “Residents First”
- Enhance outreach to local businesses to encourage participation
- Create a Vendor Academy for ongoing training and engagement

PDP in Action

Engagement Example – Vendor Academy

Highlights

- a) Virtual instructor-led workshops
- b) Training videos in English, Spanish and Creole
- c) Monthly onboarding events and vendor forums
- d) In-person and virtual vendor outreach events

PDP in Action

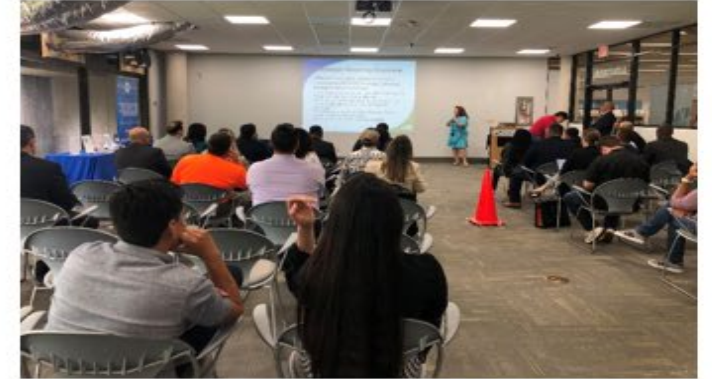
Engagement Example - Outreach Events



08.09.22 3rd Annual Procurement Expo



10.05.22 University of Miami Vendor Expo



10.14.22 Hispanic Heritage Month



10.25.22 Asian American Business Engagement Workshop



11.19.22 Mogul Maker Expo III



01.17.23 Woman-owned Business Engagement Workshop

PDP in Action

Engagement Example – Partnership with South Florida Anchor Alliance

- A collaborative of regional institutions coming together to harness their collective multi-billion-dollar spending power and human and intellectual capital to create a more inclusive local economy
- Founded by the Health Foundation of South Florida
- Regional Marketplace – an online portal where vendors can view contracting opportunities across the institutions, one shared platform

PDP in Action

Engagement Example - Procurement Academy

An educational platform to provide trainings and workshops to equip staff with the knowledge and skills to successfully perform procurement functions.

- a) Monthly trainings or on-demand; in-person and zoom; record trainings and launch videos on website
- b) Topics such as process, legislation, specification development, research
- c) Portal offering registration for training and guidance documents
- d) Issue training certificate to use for recertification hours

PDP in Action

3. Economy

- Enhance worker conditions by treating people with dignity and respect
- Include evaluation criteria on County contracts that support supplier diversity
- Work with labor to secure job protections, labor peace

PDP in Action

Economy Example – Update to RFP Template

Equal access to small, diverse and disadvantaged supplier

- Efforts to increase participation of small, diverse and disadvantaged suppliers in contracting opportunities and in the provision of direct services to the Proposer itself
- Plan to offer opportunities to the County's small and local enterprises on the resultant contract
- Plan to provide job placement and training opportunities to the County's residents on the resultant contract

PDP in Action

4. Environment

- Maximize buying power to leverage environmental priorities
- Help the community at-large achieve the County's climate emission elimination goals
- Examine the role of companies and promote a sustainable planet at all levels of the public procurement process

PDP in Action

Environment Example – Products and Infrastructure

Support Sustainable Procurement Practices

- Solar panels (installed on existing infrastructure)
- Electrification of fleet (both cars and buses)
- Recycled toner cartridges
- Reducing the use of disposable products
- Sustainability measures in County infrastructure projects and private development on County property (LEED Silver)

PDP in Action

Environment Example – Update to RFP template

- Perform the work by using durable products, reusable products and products that contain the maximum level of post-consumer waste, post-industrial and/or recyclable content
- Environmental policies, programs, certifications to promote environmentally friendly practices
- Innovative technology utilized to minimize environmental impacts (garbage collection services may use electric, CNG and hybrid vehicles)

PDP in Action

Report on State of the County 2023

“Across all our programs, I’m making sure that the County spends your money in line with our values. We are expanding purpose-driven procurement – so more County dollars go back to small and local business and to companies committed to protecting our environment and our workers.”

PDP in Action

Results

- Over 100 projects/contracts reviewed in 2022 for PDP considerations
- Reconsidered years of experience to open competition, remove unnecessary barriers
- Unbundled scopes such as Vehicle Wash Detergents and Facilities Repairs
- Set-aside for small businesses such as Office Supplies and Marketing Services
- Redirected project to Miscellaneous Construction Contracts
which is all small businesses

PDP in Action

Results

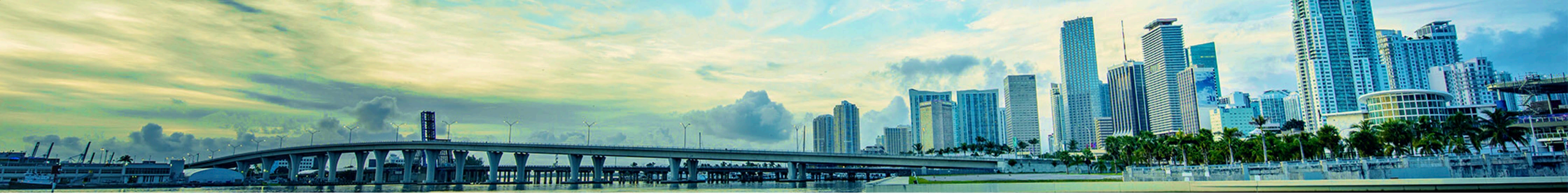


**Solar Energy
Systems –
North Dade
Regional Library**

PDP in Action



Solar Energy Systems – North Dade Regional Library



Thrive 305 Action Plan

<https://www.miamidade.gov/resources/pdf/thrive305-action-plan.pdf>

Strategic Procurement Department

<http://www.miamidade.gov/procurement>



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