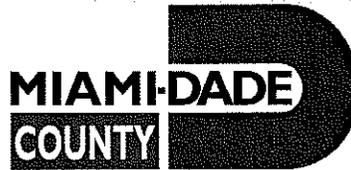


DRAFT



Department of Small Business Development Business Plan

Fiscal Years: 2010 and 2011

(10/1/09 through 9/30/11)

Plan Date: December 22, 2009

Approved by:

Penelope Townsley, Department Director

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DEPARTMENT PURPOSE/MISSION

To provide growth and development assistance supporting contracting opportunities for small business enterprises to achieve industry success and sustainability and ensure fair workforce compensation through Responsible and Living Wages.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Allocate County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities (ED1)
2. Lead the coordination of economic development activities throughout Miami-Dade County (ED2)
3. Create a more business-friendly environment in Miami-Dade County (ED4)
4. Attract, develop and retain effective, diverse and dedicated team of employees (ES5)
5. Enable County departments and their service partners to deliver quality customer service. (ES1)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- 1.1. Increased number of businesses and employment opportunities in higher-paying, targeted industries (ED1 -1)
 - 1.1.a. Increase and retain the number of certified small business enterprises
 - o Develop partnerships with business and professional organizations (on-going)
 - o Identify industry availability opportunities (on-going)
 - 1.1.b. Maintain the analysis and application of measures review time
 - o Strengthen inter-departmental relationships (on-going)
 - o Strengthen Review Committee (on-going)
 - 1.1.c. Expedite Review of Projects in Economic Stimulus Plan
 - o Maintain expedited review process (on-going)
 - 1.1.d. Maintain community and industry input of small business and living wage programs
 - o Support/staff Advisory Boards (on-going)
 - 1.1.e. Increase contracting opportunities for small businesses

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- Assign small business goals to County contracts (on-going)
- Attend pre-bid/pre-proposal meetings to ensure compliance with bid documents (on-going)
- 1.2. Increased number of residents with the job skills to achieve economic self-sufficiency (ED1 -2)
 - 1.2.a. Maximize employment opportunities for community residents on Miami-Dade County contracts in designated targeted areas
 - Establish County links to online job banks (on-going)
 - Identify availability of employment opportunities (on-going)
 - Develop partnerships with local trade unions and workforce agencies (on-going)
 - Strengthen Community Workforce Program (CWP) administration (on-going)
- 1.3. Improved access to capital for small and minority businesses linked to meaningful technical assistance (ED1 -9)
 - 1.3.a. Increase number of small businesses accessing capital resulting from technical assistance
 - Continue to establish industry and financial institution partnerships (on-going)
 - Provide effective management and technical assistance through workshops and partnership resources (on-going)
 - Provide bonding and financial documentation assistance (on-going)
- 1.4. Maximization of living wage opportunities for all Miami-Dade County residents (ED2-4)
 - 1.4.a. Increase number of businesses complying with Responsible and Living Wage requirements
 - Promote benefits and requirements (on-going)
 - Provide targeted compliance monitoring (on-going)
- 1.5. Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (ED4-2)
 - 1.5.a. Increase the percentages of business enterprises in-compliance with legislation
 - Provide targeted compliance monitoring (on-going)
 - Provide training and management resource assistance to non-compliant firms (on-going)
 - Provide resolution assistance and coordination (on-going)
 - 1.5.b. Increase percentage of certified small businesses satisfied or very satisfied with small business assistance programs
 - Expand partnership resource opportunities (on-going)
 - Facilitate ease of doing business with Miami-Dade County through the use of technology (on-going)

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- Analyze administrative procedures and County regulations to eliminate bottlenecks (on-going)
- Administer small business entities survey rating tools (on-going)
- 1.5.c. Identify and address small business concerns
 - Collaborate with small businesses (on-going)
 - Maintain personal and online communication with small businesses (on-going)
 - Provide accessible method for small businesses to provide feedback/comments/concerns (on-going)
- 1.5.d. Coordinate the centralization of all DBE functions
 - Facilitate the transfer of resources from the Aviation and Transit departments (starts in FY 09-10)
 - Support and align DBE processes and operations (starts in FY 09-10)
- 1.6. Motivated, dedicated workforce team aligned with organizational priorities (ES5-3)
 - 1.6.a. Increase the percentage of employee satisfaction
 - Establish and implement an HR-approved Employee Recognition Program (on-going)
 - Provide employee personal growth and development training opportunities (on-going)
 - Administer employee survey rating tools (on-going)
- 1.7. Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving, technology, etc.) (ES5-4)
 - 1.7.a. Increase employee professional development training opportunities
 - Collaborate with other County entities on workforce learning opportunities (on-going)
 - Incorporate cross-training as part of daily work
 - Provide effective team-building workshops (on-going)
 - Provide employee specific skill-building opportunities (on-going)
 - Collaborate with County capital departments on industry-specific practices (on-going)
 - Conduct semi-annual usage training on reports used within each division (on-going)
 - Conduct quarterly business process overviews for each division (starts in FY 08-09)
- 1.8. Enhanced public reporting regarding funded activities (ED 1-8)
 - 1.8.a. Report awarded project information
 - Process and post County awarded projects through the use of the County web portal (on-going)

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- 1.9. Clearly-defined performance expectations and standards (ES 1-1)
 - 1.9.a. Improve service excellence provided to walk-in customers
 - Create survey and tracking response in an effort to determine areas that need improvement- end result providing service excellence to walk-in customers
- 1.10. Attract, develop and retain effective, diverse and dedicated team of employees(ES5)
 - 1.10a Participation in Community Fundraising Events
 - Conduct annual fundraising events for County charities

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

1. Impact of County legislation on small business programs (Across Organization)
2. Management of increasing departmental workload (Across Organization)
3. Strengthen small business programs through legislative reforms (Across Organization)
4. Establish partnerships with other County departments and public/private sector entities (Across Organization)
5. Implement user-friendly, web-based applications for internal and external customers access (Across Organization)
6. Development and implementation of a countywide enterprise system to share project/contractor information
7. Recruitment, retention and development of staff resources (Increase the percentage of employee satisfaction)
8. Maximizing staffing resources (Across Organization)
9. Strengthening inter-divisional communication and support (Across Organization)
10. Identifying small business enterprises deficiencies (Increase the number of small businesses and their access to capital resulting from technical assistance)
11. Establishing new and maintain existing small business enterprise relationships (Increase the number of small businesses, and their access to capital resulting from technical assistance)
12. Developing targeted small business assistance and training programs (Increase the number of small businesses, and their access to capital resulting from technical assistance)
13. Educating workforce and businesses on Responsible and Living Wage requirements (Increase number of businesses complying with Responsible and Living Wage requirements)

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14. Strengthening penalties and sanctions to deter non-compliance (Increase number of businesses complying with Responsible and Living Wage requirements and other legislation)
15. Educating businesses on small business program benefits and requirements (Increase number of small businesses accessing capital resulting from technical assistance and increase the compliant percentages)
16. Continuing non-compliance resolution/outreach efforts (Increase number of businesses complying with Responsible and Living Wage requirements and other legislation)
17. Collaborating compliance activities with contracting departments (Increase number of businesses complying with Responsible and Living Wage requirements and other legislation)
18. Establishing and implementing an HR-approved Employee Recognition Program (Increase the percentage of employee satisfaction)
19. Promoting employee personal growth and development (Increase the percentage of employee satisfaction)
20. Providing targeted employee skill building opportunities (Increase employee professional development training opportunities)
21. Providing employee feedback opportunities (Increase the percentage of employee satisfaction)
22. Improving inter-divisional work relationships (Across Organization)
23. Identifying industry-specific and professional training opportunities (Increase employee professional development training opportunities)
24. Standardizing staff training (Increase employee professional development training opportunities)
25. Providing employee cross-training (Increase employee professional development training opportunities)

SUSTAINABILITY

1. Go green initiative – Elimination of printing and copying of RC Agendas for Review Committee meetings. The RC Agendas are now placed on the department's website prior to the Review Committee meeting for review by attendees.
2. Increase staff awareness regarding conservation. Implement a campaign encouraging/reminding staff to turn off lights and computers daily (energy) and add a reminder at bottom of e-mails urging receivers to "Please consider the environment before printing this e-mail. "

3 to 5 YEAR OUTLOOK

The state of small business enterprises doing business in Miami-Dade County is at a critical juncture. Those that are able to remain competitive will need a myriad of management and technical assistance to prepare them to take advantage of opportunities in both the public and private sectors. The current state of the economy locally and nationwide has severely impacted all business sectors, including small business enterprises. Difficulty accessing capital from financial institutions due to more stringent requirements and reduced liquidity have created barriers that dramatically reduce the small business owner's ability to successfully compete in public and private sector contracting opportunities. In a November

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2008 article, "Big banks turn backs on small businesses", the Miami Herald reported that the credit crunch is making it harder than ever for entrepreneurs to borrow money to run or expand their businesses. Additionally, in Miami-Dade, the volume of SBA-guaranteed loans dropped 40 percent, from 1,513 loans to 901. Identifying alternative resource avenues through the development of public and private sector partnerships will be an important focus for SBD.

SBD's certified small business enterprise population has grown by approximately 25% from October 2008 to October 2009. This growth can be substantially attributed to outreach efforts resulting from federal stimulus dollars for public-sector projects and the nationwide economic instability, especially in the private sectors. Should this trend continue, within five years, Miami-Dade County government is likely to have one of the largest (local government) comprehensively certified small business enterprise databases in the country.

Note:

- *Washington, D.C. September 22, 2009— Following the U.S. Senate Committee on Small Business and Entrepreneurship's roundtable discussion regarding small business contracting today, Ranking Member Olympia J. Snowe (R-Maine) released the following statement: "We must remain diligent in our efforts to improve the economic climate for small firms and ensure the Federal government maintains its end of the bargain with regard to small business contracting goals and objectives," said Ranking Member Snowe. "Indeed, while Federal contracts provide vital economic benefits for entrepreneurs, the Federal government consistently fails to meet its goals for small businesses in general and service-disabled veteran-owned, women-owned and HUBZone firms in particular.*
- *Small businesses have been the primary job generator in the U.S. economy, creating 60 to 80 percent of the net new jobs annually from 1994 to 2004. In the most recent year with data (2004), small firms accounted for all the net new jobs, and firms with fewer than 500 employees had a net gain of 1.86 million new jobs.- U .S. Small Business Administration, Office of Advocacy*

Changes in the distribution and stability/instability of the current economy will continue to alter patterns of demand. Public sector opportunities increasingly have become the option of last resort for fledging and well-established small businesses, resulting in an increase in certified firms against a marked decrease in resources. As the economy recovers and expands, demand for new and existing services will grow, as well as the number of public and private sector small business contracting opportunities.

The negative economic environment in the preceding and current years has impacted jobs and resources countywide and Miami-Dade County government's budget, accordingly. SBD's streamlined workforce and reduced funding allocations affects the levels and types of delivery of services, but not its commitment to delivering excellent service and enhancing small business programs.

However, in spite of a recessive economy and decelerated construction activities, SBD remains optimistic about its role in the future growth and development of small and emerging businesses seeking to do business with Miami-Dade County. Miami-Dade County's diversity adds economic resilience and growth in the goods and professional services industry sectors, including information technology. SBD must focus its efforts to increase the capacity, availability and opportunities for small businesses in these sectors over the next three to five years above the current three percent average awards in the purchase of goods and services to a minimum annual average of five percent. Encouraging joint venturing of small firms in the professional services industry is one of the initiatives that will continue to be implemented to strengthen the financial and resource capacity of small firms to successfully compete for larger contracting opportunities. To ensure SBD Compliance monitoring maintains its level of

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effectiveness during these times, SBD must continue over the next three to five years to evaluate its monitoring procedures to ensure we maintain our effectiveness in ensuring that firms maintain compliance and small business firms are utilized.

Consolidating the County's small and disadvantaged business enterprises in a streamlined, well-managed environment continues to be major objective for FY 09-10 to be fully realized within the next three to five years. However, the long-term success of this initiative greatly depends on SBD's ability to centrally collect and manage data through a robust data management interface with Countywide financial, procurement and capital construction systems.

A 2006 survey of the impact of Miami-Dade County's Living Wage Ordinance conducted by Florida International University's Center for Labor Research and Studies revealed the need for enhanced education and compliance with Living Wage requirements. Specifically, the study's findings showed that Miami-Dade County's Living Wage Ordinance has been very successful in combating "working poverty" for those doing county or county-financed work, but measures to make the ordinance better known, especially to those covered by it, should be considered. SBD's goal is to implement corrective initiatives that include increased outreach, education, and compliance monitoring over the next three to five years that will produce positive changes in future studies.

Since its inception, effective administration of the County's Community Workforce Program (CWP) has been challenging. Now, more than ever, the need for an effective, far-reaching workforce plan to assist in mitigating the effects of unemployment is critical. An important objective for FY 09-10 is to evaluate and strengthen the CWP program to achieve maximum effectiveness.

Increasing the number of certified small businesses that are available to compete for County contracts is vital to effective competition and the ultimate success of the small business enterprise programs. The Department of Small Business Development's three to five year goal is to further expand the small business enterprise programs effectiveness by establishing collaborative relationships with other governmental, business and professional entities. During FY08-09, through SBD's coordination and ultimate administration, Miami-Dade County entered into a Strategic Alliance Memorandum with the Small Business Administration to provide collective resources and assistance to impacted small businesses. Over the next three to five years, SBD will continue to focus on establishing private/public sector strategic alliances to bring more value-added services in the areas of training, education and financing to further strengthen Miami-Dade County's small business community.

Technologically, SBD has identified several initiatives to support a streamlined environment that promotes overall efficiency and customer service, while meeting business process requirements. Examples of these initiatives include: the analysis, design, development and implementation of a Community Workforce Program (CWP) module, a History of Violations (HOV) module, and a Miscellaneous Contract Automatic Load process. The CWP module will be designed to capture and provide job opportunities to local residents of underdeveloped neighborhoods. The HOV module will include processes which capture information regarding employee wage recovery, contract stop payments, and historical information of firm violations. The Miscellaneous Contract Automatic Load process will load awarded miscellaneous construction contracts into the SBD Oracle system programmatically instead of manually

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which will increase productivity and provide efficiencies in the Data Management Unit. Long-term initiatives include: Development and implementation of an online MUR Prime Contractor Entry System and an Electronic Data Management System (EDMS) which will reduce time and resources associated with document reproduction, processing and storage. Additionally, the implementation of mobile handheld field log devices for compliance monitoring will increase productivity; provide standardization of data processing; and more efficient and timely reporting. The ability to complete development and implementation of these initiatives were negatively impacted by budget cuts affecting the Department's in-house developer position which provided the programming expertise. The successful implementation of these systems depends on the availability of future funding.

SUMMARY

In spite of the increasing and competing demands on Miami-Dade County's resources, the Department of Small Business Development remains optimistic that the future of small business development and opportunities with Miami-Dade County will bring continuous improvement and sustainability.

SBD's three to five year outlook envisions a streamlined, consolidated small and disadvantaged business enterprise focused on building empowered and sustainable small businesses. Through development and implementation of technological initiatives and collaborative partnerships, both internal and external to the County, SBD will facilitate maximization of resources for improved customer service. SBD's three to five year outlook positions the Department as a central repository for County-wide data relating to small and disadvantaged businesses participating on County contracts.

Attachment 1
DEPARTMENTAL PROFILE

Department Description

The Department of Small Business Development (SBD) is comprised of four inter-related divisions: Administration & Fiscal Management, Project Review and Analysis, Contract Monitoring and Compliance and Business Support Services. These divisions connect functionally to assist County departments with developing contracting opportunities, prompt payment/contract issues resolution, business development and outreach activities for small business enterprises. (Additional functional responsibilities can be found in the Department Table of Organization)

Table of Organization

<u>OFFICE OF THE DIRECTOR</u>			
<ul style="list-style-type: none"> Provides departmental policy and direction; coordinates the County's selection committee; provides staff support for the Living Wage Commission, Small Business Enterprise (SBE), and Community Small Business Enterprise (CSBE) Advisory Boards process 			
<u>FY 08-09</u> 4		<u>FY 09-10</u> 4	
<p style="text-align: center;"><u>BUSINESS SUPPORT SERVICES</u></p> <ul style="list-style-type: none"> Analyzes projects to identify opportunities for small business enterprise participation; coordinates and administers the County's debarment process; conducts comprehensive compliance, administrative appeals, administers the County's Anti-Discrimination ordinance to prevent discrimination in contracting, procurement, bonding, and financial services industries; administers the Bonding and Financial Assistance, management and technical assistance programs; develops marketing and outreach strategies for recruiting small businesses 	<p style="text-align: center;"><u>ADMINISTRATION AND FINANCIAL MANAGEMENT</u></p> <ul style="list-style-type: none"> Coordinates departmental budget, personnel, procurement, accounting, inventory control, telecommunications, and management information services; researches, develops, compiles, and disseminates quarterly, annual, and ad hoc reports; tracks and monitors all County change orders in accordance with Resolution R-754-97; coordinates, develops and delivers departmental in-service training and special assignments 		
<u>FY 08-09</u> 17	<u>FY 09-10</u> 11	<u>FY 08-09</u> 9	<u>FY 09-10</u> 8
<p style="text-align: center;"><u>PROJECT REVIEW AND ANALYSIS</u></p> <ul style="list-style-type: none"> Analyzes construction, architecture and engineering, goods and professional services projects for small business program and workforce goals; analyzes bid/proposal documents, disseminates program requirements at pre-bid and pre-proposal conferences; conducts pre-award compliance reviews on all projects with contract measures; coordinates and provides staff support to Review Committee; monitors and reports countywide usage of Micro-Enterprises 	<p style="text-align: center;"><u>CONTRACT MONITORING AND COMPLIANCE</u></p> <ul style="list-style-type: none"> Administers and enforces Responsible Wages and Benefits and Living Wage ordinance requirements; administers and enforces compliance with small business programs; coordinates and mediates dispute resolutions for small businesses; conducts comprehensive compliance reviews; coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects; disseminates program requirements at pre-bid and pre-construction meetings 		
<u>FY 08-09</u> 12	<u>FY 09-10</u> 11	<u>FY 08-09</u> 18	<u>FY 09-10</u> 14

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Financial Summary

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	3,195	0	0
General Fund UMSA	1,435	0	0
Carryover	245	708	122
Contract Monitoring Fees	1,510	1,100	1,214
Miscellaneous Revenues	122	0	0
Transfer From Other Funds	0	0	91
User Access Program Fees	0	1,240	633
Interagency Transfers	67	0	0
Bond Proceeds	0	0	57
Capital Working Fund	0	3,048	3,476
Total Revenues	6,574	6,096	5,593
Operating Expenditures Summary			
Salary	4,539	4,172	3,352
Fringe Benefits	1,360	1,251	996
Other Operating	381	641	917
Capital	23	32	18
Total Operating Expenditures	6,303	6,096	5,283
Non-Operating Expenditures Summary			
Reserve	0	0	188
Other Non-Operating Adjustments	0	0	122
Total Non-Operating Expenditures	0	0	310

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Economic Development				
Administration and Fiscal Management	1,498	990	9	8
Business Support Services	1,586	1,225	17	11
Contract Monitoring and Compliance	1,372	1,095	18	14
Office of the Director	632	1,061	4	4
Project Review and Analysis	1,008	912	12	11
Total Operating Expenditures	6,096	5,283	60	48

Capital Budget Summary

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	0	15	0	0	0	0	0	0	15
Total:	0	15	0	0	0	0	0	0	15
Expenditures									
Strategic Area: Economic Development									
Computer Equipment	0	15	0	0	0	0	0	0	15
Total:	0	15	0	0	0	0	0	0	15

Current Business Environment

Through its management and technical assistance, small business enterprises, and responsible and living wage programs, the Department of Small Business Development (SBD) is posed to play a major role in the growth and development of local small and emerging businesses and to ensure fair wages supporting the economic subsistence of residents working on County contracts. Consistent with its refocused mission, the Department has taken an aggressive and proactive approach in providing the necessary tools such as accounting, business plan, financial and surety bonding documentation assistance, as well as outreach and technical training to strengthen the economic growth of small businesses through collaborations with financial, governmental, industry entities.

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Due to budgetary impacts and organizational changes, current business practices continue to be evaluated for streamlining opportunities. Reorganization has been completed to rearrange current structures to better define functional responsibilities, scope of authority and span of control. This reorganization will address the need to strengthen small business management and technical support services; enhance consideration of a firm's capacity and availability during the goals setting process; enhance contract compliance monitoring by developing and implementing targeted contract monitoring plans; and establishing partnerships that improve the role of department project managers in compliance monitoring.

To facilitate ease of doing business with Miami-Dade County, incremental improvements to current business practices will be implemented through on-going legislative reviews and amendments to remove restrictive procedural details, maximize flexibility, encourage innovation, and repeal redundant or non-value added regulations. Organizational changes effectuated through the FY 2009-2010 budget process consolidated Countywide vendor services to include the small and disadvantaged business programs certification processes. However, SBD continues to administer the small business programs and maintain responsibility for ensuring that small business access and growth can be fostered through a less bureaucratic approach. As such, a three-year re-certification period with annual updates on certain documentation is under review and may further facilitate the ease of doing business with the County and create a more customer-friendly environment.

The County's goal is to provide a minimum of 10 percent of all contracting dollars to certified small business enterprises working on construction projects. This goal was exceeded for all awarded projects in FY 05-06 and FY 07-08, and FY 08-09, while falling .57 percent short in FY 06-07 as follows: 24.52 percent in FY 05-06, 9.43 percent, in FY 06-07, 18.03 percent in FY 07-08, and 17.89 in FY 08-09 with certified small businesses total awarded dollars valued at \$89,540,031, \$94,588,193, \$188,402,479, and \$186,777,375 respectively. In FY08-09, Marlin's baseball stadium projects provided an additional \$9,390,523 total awarded dollars to small businesses or 8.16 percent of the total Marlin's project awards. The value of Architecture and Engineering (A&E) contracts awarded to small business enterprises was \$14,997,309, \$7,120,557, \$50,190,717, and \$10,420,754 or 21.02 percent in FY 05-06, 6.99 percent in FY 06-07, 23.45 percent in FY 07-08, and 17.63 percent in FY 08-09. The value of contracts awarded for procurement of goods and services to certified small businesses was \$19,309,687 or 1.13 percent for FY 05-06 compared to \$15,682,974 or 1.06 percent in FY 06-07, \$32,067,878 or 3.29 percent in FY 07-08, and \$75,168,113 or 6.17 percent in FY 08-09. The procurement area of contracting is an area where the department's efforts were reinforced for improvement. As a result, there was an increase in small business participation in the area of procurement of 2.88 percent between FY 07-08 and FY 08-09, the department will continue to focus efforts in this area for future improvements.

Opportunities and contract oversight for small business enterprises are provided through the identification and application of contract measures, goals and compliance monitoring. With an estimated 85.5 percent of business enterprises in compliance with contract requirements, SBD is continuously improving in this area. Customer feedback obtained through management and technical training sessions, industry advisory boards, surveys and workshops play a key role in the improvement of departmental performance. In FY 08-09, SBD's Business Assistance staff provided or facilitated 66 orientation and outreach activities to provide small businesses information regarding accessing County contracting opportunities and certification benefits. One hundred and forty four firms were assisted with various bonding

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needs; 51 firms were approved for bonds valued at \$13,311,264 providing them with an equal playing field to bid on County projects over \$200,000. Thirty six certified small business enterprises were assisted with first-year reimbursements totaling \$31,575 for engaging the services of a Certified Public Accountant (CPA) in the development of their business accounting portfolios and tax documentation. In FY 08-09, SBD's compliance staff provided compliance training to 227 firms through one-on-one sessions, workshops and at pre-construction meetings.

SBD will continue to develop partnerships with industry and financial institutions to strengthen program and departmental goals. Developing and implementing technological enhancements in a phased-in, cost-effective manner to provide better work coordination, process streamlining and ease-of-access will allow the Department of Small Business Development to focus on the mission of developing and building small business enterprises capacities.