

SCORECARD DETAIL-Small Business Development (SBD)

Details - Base View

None Initiatives Processes

The Department of Small Business Development's mission is 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.

Base 

1.0 Customer



Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Increase and retain the number of businesses participating in the County's small business programs</u>					
<u>Number of new certification applications received</u>	FY10 Q3	174	n/a	174	n/a
<u>New certification applications approved</u>	FY10 Q3	65	n/a	184	n/a
<u>Number of re-certification applications received</u>	FY10 Q3	394	n/a	1031	n/a
<u>Re-certification applications approved</u>	FY10 Q3	112	n/a	383	n/a
<u>Total number of Miami-Dade County licensed construction firms within the small business average gross revenues</u>	FY09 Q2	4,556	n/a	4,556	n/a
<u>Number of certified construction firms</u>	FY10 Q3	 622	700	 622	700
<u>Total certified small and disadvantaged businesses</u>	FY10 Q3	 1491	1500	 1557	1500
<u>Number of firms graduated from the County's Small Business Programs</u>	FY10 Q3	 6	7	 6	21
<u>Increase number of small businesses accessing capital through technical assistance</u>					
<u>Number of firms assisted with Bonding</u>	FY10 Q3	 50	40	 154	120
<u>Number of firms bonded</u>	FY10 Q3	11	n/a	27	n/a
<u>Total value of approved bonds</u>	FY10 Q3	2,800,000	n/a	10,026,358	n/a
<u>Number of firms assisted with small business loan applications</u>	FY10 Q3	 17	10	 45	30
<u>Number of approved loans</u>	FY10 Q3	1	n/a	1	n/a
<u>Total value of approved loans</u>	FY10 Q3	250,000	n/a	250,000	n/a
<u>Increase contracting opportunities for small businesses</u>					
<u>Percentage of CBE project dollars approved by the RC</u>	FY10 Q3	 11 %	10 %	 50 %	30 %
<u>Percentage of CSBE project dollars approved by the RC</u>	FY10 Q3	 11 %	10 %	 45 %	30 %
<u>Percentage of SBE project dollars approved by the RC and Micro/SBE utilization</u>	FY10 Q3	 8 %	5 %	 9 %	15 %

<u>Percentage of SBE project dollars approved by the RC and Micro/SBE utilization (adjusted)</u>	FY10 Q3	15 %	5 %	20 %	15 %
<u>Percentage of County department expenditures with Micro-Enterprises (procurement)</u>	FY10 Q3	6 %	n/a	5 %	n/a
<u>Percentage of projects assigned goals</u>	FY10 Q3	35 %	10 %	95 %	30 %
<u>Percentage of completed projects where identified small business opportunities were achieved</u>	FY10 Q3	100 %	100 %	100 %	100 %
<u>Increase contract awards to small business enterprises</u>					
<u>Total value of awards to all small business enterprises</u>	FY10 Q3	42,242,108	4,224,210	134,828,857	n/a
<u>Total value of A&E awards</u>	FY10 Q3	45,500,000	n/a	56,578,268	n/a
<u>Total value of CBE awards</u>	FY10 Q3	880,000	4,550,000	2,797,711	5,657,826
<u>Total value of goods and services awards</u>	FY10 Q3	707,771,658	n/a	1,550,592,243	n/a
<u>Total value of SBE and Micro/SBE awards</u>	FY10 Q3	18,324,021	35,388,582	60,324,620	86,100,798
<u>Total value of construction awards</u>	FY10 Q3	56,806,879	n/a	290,061,541	n/a
<u>Total value of CSBE awards</u>	FY10 Q3	23,038,087	5,680,687	71,706,526	29,006,153

2.0 Financial

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Meet Budget Targets [SBD]</u>					
<u>Positions: Full-Time Filled (SBD)</u>	FY10 Q3	37	n/a	37	n/a
<u>Revenue: Total (SBD)</u>	FY10 Q3	\$1,037 K	\$492 K	\$1,353 K	\$1,476 K
<u>Expen: Total (SBD)</u>	FY10 Q3	\$1,347 K	\$1,307 K	\$4,012 K	\$3,921 K
<u>Budget Implementation FY 09-10 (SBD)</u>					

3.0 Internal

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Increase the percentages of business enterprises in-compliance with small business goals</u>					
<u>Percent of monitored projects in compliance</u>	FY10 Q3	97 %	100 %	98 %	100 %
<u>Pre-Work Conference Meetings Attended</u>	FY10 Q3	26	26	96	79
<u>Number of Businesses Provided Compliance Training</u>	FY10 Q3	104	42	227	125

Increase number of businesses complying with Responsible and Living Wage requirements

Percent of monitored projects in compliance with Living and Responsible Wages

FY10 Q3  97 % 100 %  98 % 100 %

Value of Underpaid Wages Identified on County Contracts

FY10 Q3  \$73,398 \$91,200  \$285,442 \$273,600

Value of Underpaid Wages Recovered on County Contracts

FY10 Q3  \$59,362 \$101,441  \$209,198 \$304,323

Pre-Work Conference Meetings Attended for Responsible Wages

FY10 Q3  31 20  94 61

Number of Businesses Provided Compliance Training for Responsible or Living Wages

FY10 Q3  108 41  212 122

4.0 Learning and Growth

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Increase employee professional development training opportunities</u>					
<u>Total SBD professional development trainings</u>	FY10 Q3	 4	5	 15	15

[Scorecard Exception Report](#) [Business Plan Reports](#)

Scorecard Owners: [Townasley, Penelope](#)

Linked Objects

[Hide All](#)

Child Scorecards

	Owners
Administration and Fiscal Management Division	Iturrey, Mike
Professional Support Services	McGriff, Sheri
Project Review and Analysis Division	Duncombe, Kelly
Contract Monitoring and Compliance Division	Hidalgo-Gato, Alice
Business Support Services Division	
Sample (Logic Model)	Ruiz, Michael W.

Parent Scorecards

	Owners
ACM Scorecard - Curry, Cynthia	Curry, Cynthia Morlote, Mario
ACM Scorecard - Torriente, Susanne	Fernandez, Margarita Torriente, Susanne

Objectives

Owners

<u>Increase and retain the number of businesses participating in the County's small business programs</u>	<u>Johnson, Laurie</u> <u>McGriff, Sheri</u>
<u>Increase number of small businesses accessing capital through technical assistance</u>	<u>Johnson, Laurie</u> <u>McGriff, Sheri</u>
<u>Increase contracting opportunities for small businesses</u>	<u>Duncombe, Kelly</u>
<u>Increase contract awards to small business enterprises</u>	<u>King, Patrice</u> <u>Ryland, Sharon</u>
<u>Meet Budget Targets [SBD]</u>	<u>Townsley, Penelope</u>
<u>Budget Implementation FY 09-10 (SBD)</u>	<u>Townsley, Penelope</u>
<u>Increase the percentages of business enterprises in-compliance with small business goals</u>	<u>Townsley, Penelope</u>
<u>Increase number of businesses complying with Responsible and Living Wage requirements</u>	<u>Hidalgo-Gato, Alice</u>
<u>Increase employee professional development training opportunities</u>	<u>Iturrey, Mike</u> <u>Martin</u> <u>Spencer, Lorna</u>

Program Groups

There are no program groups linked at this time.

Initiatives

	Type	As Of	\$ 🕒 ✓ ! 🎯	%	Status	Owners
<u>Aviation/Transit - Projects with DBE Measures Data Capture and Incorporation (MIS)</u>		03/31/2010	▲ ■	3%	On Hold	<u>Estrada, Lillie</u>
<u>SBD Firm Business Profile - MIS</u>		03/31/2009	■	0%	On Hold	<u>Estrada, Lillie</u>
<u>Develop a Small Business Resource guide (BSSD)</u>		05/31/2010	▲ ▲ ■	85%	In Progress	<u>McGriff, Sheri</u>
<u>Departmental Small Business Utilization</u>		06/30/2010		n/a	In Progress	<u>Ryland, Sharon</u>

Processes

There are no processes linked at this time.

REFERENCE CENTER

Action Items

Show Details

Due Date	Status	Action	Owners
No Action Items to Report			
	Open		Overdue

Comments**Author/Date****Comment****Show All**

There are no comments at this time.

External Links

- [DBD Business Plan \(FY07-08\)](#)
- [DBD Budget \(FY07\)](#)

Attached Documents**Last Updated Checked Out By**

- | | | | |
|--|-----------------------------------------------------------|------------|-----------------------------|
| | CBE Utilization Report - FY09-10 Q2 | 06/08/2010 | [Check Out] |
| | CSBE Utilization Report - FY09-10 Q2 | 06/08/2010 | [Check Out] |
| | SBD Business Plan (FY08-09) | 01/28/2008 | [Check Out] |
| | SBD Business Plan (FY09-10) | 03/31/2010 | [Check Out] |
| | SBE-Micro Utilization Report - FY09-10 Q2 | 06/08/2010 | [Check Out] |

Customer Perspective

Objective Name	Owner(s)
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Increase and retain the number of businesses participating in the County's small business programs	Laurie Johnson Sheri McGriff
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SBD maintains its focus and efforts to increase the number of certified small and emerging businesses that are available to compete for Miami- Dade County contracts. Through on-going recruitment efforts, targeted outreach events, workshops, forums and established partnership collaborations, our goal is to continue to experience broad growth in all contracting disciplines and enhanced program benefits to certified small businesses.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives

Measure	Owner(s)
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Number of new certification applications received	Laurie Johnson Sheri McGriff
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Applications received from prospective firms seeking certification as small and/or disadvantaged business enterprises including those that may not ultimately be approved at the end of the comprehensive review process.

Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	174	n/a	n/a	FY10 Q3

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

New certification applications approved

Laurie Johnson Sheri McGriff

The certification process for new applications includes a comprehensive review of program eligibility requirements. Eligibility for certification in the small and/or disadvantaged enterprise business programs includes, but is not limited to, a review of the following requirements: program size standards, owner personal net worth verification, firm ownership, local and state licensing requirements, affiliate information, occupational licenses, and applicable trade/commodity codes. A business site visit and eligibility review meeting with the owner(s) is conducted for each new firm seeking certification.

Performance

Ind	Actual	Target	Variance	Date
	65	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Number of re-certification applications received

Laurie Johnson Sheri McGriff

Certified firms are required to submit renewal affidavits annually to determine their continuing eligibility for their participation in the small business and/or disadvantaged business enterprise programs. The current number of firms certified and the approval dates assigned determines the number of firms renewing on a monthly basis.

Performance

Ind	Actual	Target	Variance	Date
	394	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Re-certification applications approved

Laurie Johnson Sheri McGriff

The certification process for an applicant continuing eligibility status includes, but is not limited, to a review of the firm's financial documents or quarterly UCT-6 filing for program size standard, owner personal net worth verification, and as needed, a scheduled site visit in the event the location of the business changed.

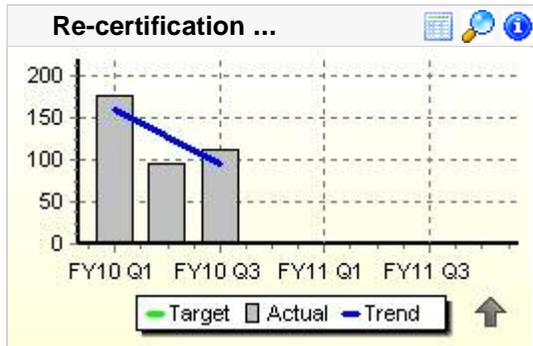
Performance

Ind	Actual	Target	Variance	Date
	112	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Total number of Miami-Dade County licensed construction firms within the small business average gross revenues

Laurie Johnson Sheri McGriff

Population of licensed construction firms in Miami-Dade County that fall within the County's small business average gross revenues

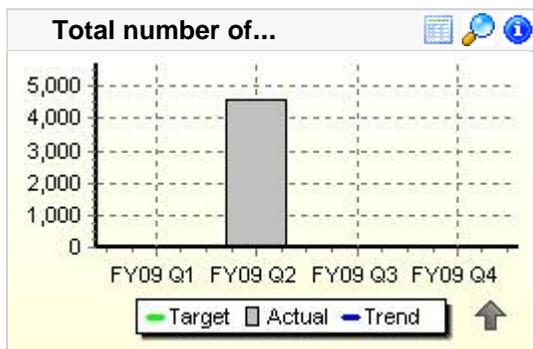
Performance

Ind	Actual	Target	Variance	Date
	4,556	n/a	n/a	FY09 Q2

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Number of certified construction firms

Laurie Johnson Sheri McGriff

Total number of certified construction firms. A 10% business plan goal to increase the number of certified construction firms is established

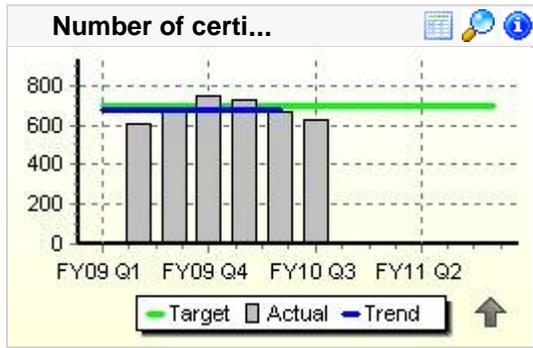
Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	622	700	(78)	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Total certified small and disadvantaged businesses

Laurie Johnson Sheri McGriff

The total reflects unique (counted only once) firms certified in the County's small business (CBE, CSBE, SBE, ME) programs as well as the federal government disadvantaged business enterprise (DBE) program.

Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	1491	1500	(9)	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Number of firms graduated from the County's Small Business Programs

Laurie Johnson Sheri McGriff

Certified firms that have experienced successful/expanded capacity and have exceeded the eligibility requirements of the applicable program(s) are deemed to have graduated.

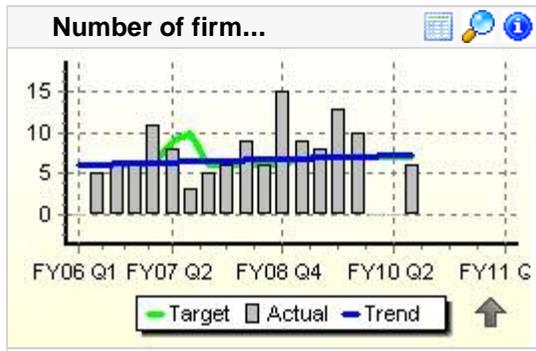
Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	6	7	(1)	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Increase number of small businesses accessing capital through technical assistance	Laurie Johnson Sheri McGriff
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The Management and Technical Assistance Unit provides training and assistance to small businesses to improve their access to working capital through small business loans and increase capacity to bond awarded County projects.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives

Measure	Owner(s)
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Number of firms assisted with Bonding	Laurie Johnson Sheri McGriff
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Contractors interested in bidding on County projects requiring a bond, are provided one-on-one evaluations to establish eligibility based on the basic bond underwriter's criteria. The evaluation process includes the review of financial statements, working capital statement, work in progress & completed work report, and bond application request.

Performance

Ind	Actual	Target	Variance	Date
▲	50	40	10	FY10 Q3



Initiatives Linked To Measure	Owner(s)
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Develop Bonding & Financial Assistance Referral Pool (Bonding Unit)	Laurie Johnson
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Number of firms that achieved first-time bonding	11	n/a	FY10 Q3
	Number of firms that achieved additional bonding	0	n/a	FY10 Q2

Measure **Owner(s)**

Number of firms bonded

Laurie Johnson

Bonding is based on the need of the contractor at the time that they are actively pursuing a contract and cannot be controlled by the MTA Unit. The role that the MTA Unit focuses on assisting the firms to be in the position of being qualified for bonding.

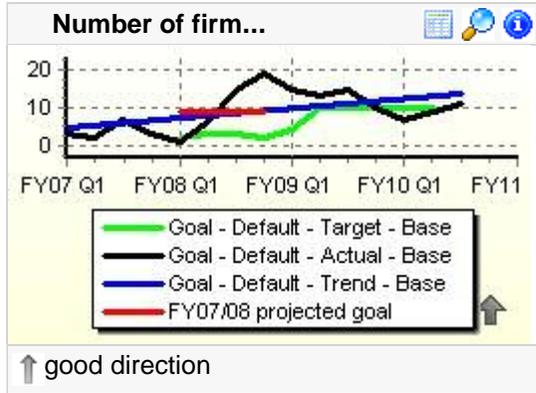
Performance

Ind	Actual	Target	Variance	Date
	11	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Number of firms that achieved first-time bonding	11	n/a	FY10 Q3
	Number of firms that achieved additional bonding	0	n/a	FY10 Q2



Measure **Owner(s)**

Total value of approved bonds

Laurie Johnson

Total value of first time and additional bonding achieved.

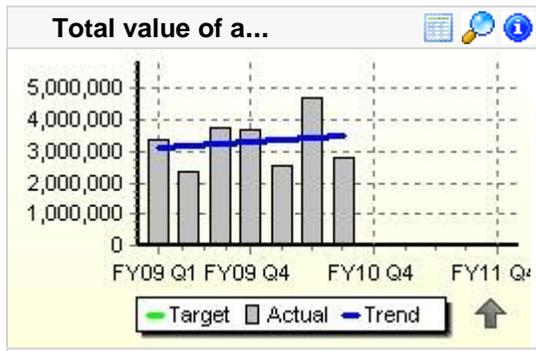
Performance

Ind	Actual	Target	Variance	Date
	2,800,000	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

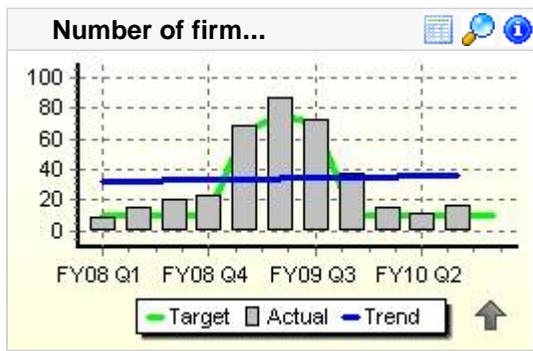
Number of firms assisted with small business loan applications

Laurie Johnson Sheri McGriff

Small Business firms are provided a myriad of assistance that are intended to aid them in accessing short-term working capital loans. SBD provides one-on-one assessments and reviews applicable loan contractual criteria prior to compiling the firms financials and submitting the loan applications for processing to our Partnering Bank and other referral financial institutions. The intent of this program is to bridge the gap between submission of requisitions and receipt of payment. The majority of small business program loans are structured as revolving lines of credit where firms can be paid up to 85% of approved invoices within 48 hours. The County contract serves as collateral for the loan and is assigned to the partnering lending institution. Interest rates are competitive. The dollars for the total loans approved includes loans that resulted from referral to other financial institutions.

Performance

Ind	Actual	Target	Variance	Date
▲	17	10	7	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Number of approved loans	1	n/a	FY10 Q3
	Total value of approved loans	175,000	n/a	Jul 2010

Measure

Owner(s)

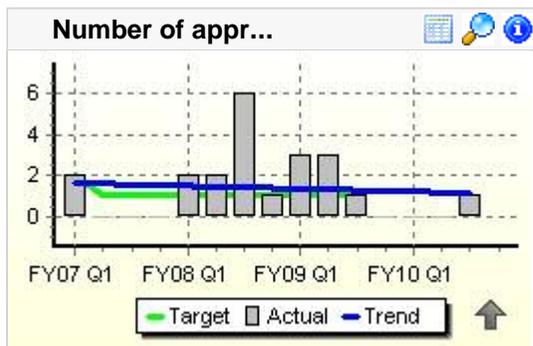
Number of approved loans

Laurie Johnson Sheri McGriff

Loans are approved through Continental National Bank Small Business Loan Program guaranteed by an awarded MDC contracts and through various targeted financial institutions/SBA Express Loan Programs.

Performance

Ind	Actual	Target	Variance	Date
	1	n/a	n/a	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Total value of approved loans

Laurie Johnson Sheri McGriff

The dollar value of approved loans reported quarterly includes loans approved through the Miami-Dade County Small Business Lending Program and loans reviewed and facilitated as a result of SBD's assistance and approved by other lending institutions.

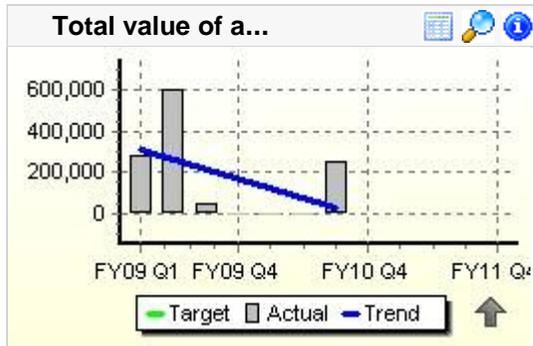
Performance				
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Ind	Actual	Target	Variance	Date
	250,000	n/a	n/a	FY10 Q3

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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Objective Name**Owner(s)**

Increase contracting opportunities for small businesses

Kelly Duncombe

Small Business Development reviews, analyzes and recommends small business goals for construction, procurement and architectural & engineering projects that allows the participation of firms certified in the County's small business programs.

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Percentage of CBE project dollars approved by the RC

Kelly Duncombe

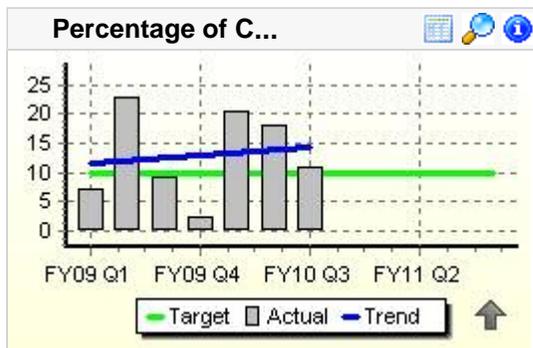
The percentage represents the total value of dollars for the CBE goals that have been designated for A&E projects. These goals include 1st tier setasides and subconsultant goals.

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	11 %	10 %	1 %	FY10 Q3

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Percentage of CSBE project dollars approved by the RC

Kelly Duncombe

The percentage represents the total value of dollars for the CSBE goals that have been designated for construction projects. These goals include set-asides and subcontractor goals.

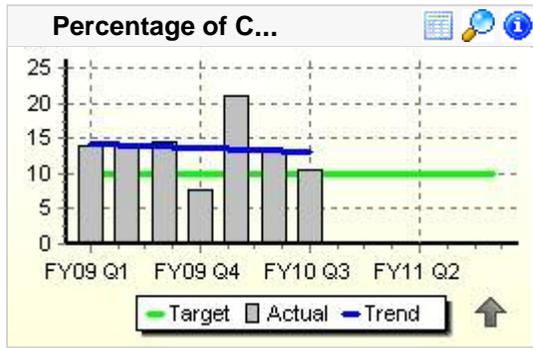
Performance

Ind	Actual	Target	Variance	Date
▲	11 %	10 %	1 %	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Percentage of SBE project dollars approved by the RC and Micro/SBE utilization

Kelly Duncombe

The percentage represents the total value of dollars for SBE goals that have been designated for goods and services projects and the utilization of Micro Enterprises by county departments.

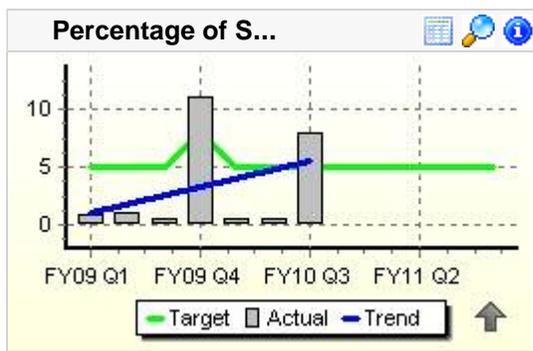
Performance

Ind	Actual	Target	Variance	Date
▲	8 %	5 %	3 %	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Percentage of SBE project dollars approved by the RC and Micro/SBE utilization (adjusted)	Kelly Duncombe
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The percentage represents the total value of dollars for SBE goals that have been designated for goods and services contracts and the utilization of Micro Enterprises by county departments. The total value is adjusted to exclude big ticket items where no opportunities exist for SBE and Micro utilization so that the business plan goal is not negatively skewed.

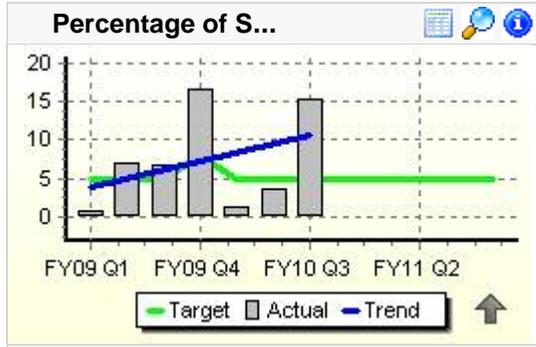
Performance				
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Ind	Actual	Target	Variance	Date
▲	15 %	5 %	10 %	FY10 Q3

Initiatives Linked To Measure				Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Percentage of County department expenditures with Micro-Enterprises (procurement)	Kelly Duncombe
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Under the SBE Program, certified Micro Enterprises receive an automatic 10% bid preference/selection factor on contracts \$50,000 and under. It is required that departments solicit bids or quotes from at least 4 firms, where available, for contracts of \$50,000 and under. County departments are also required to expend at least 5% of the total value of contracts \$50,000 and under with micro-enterprises.

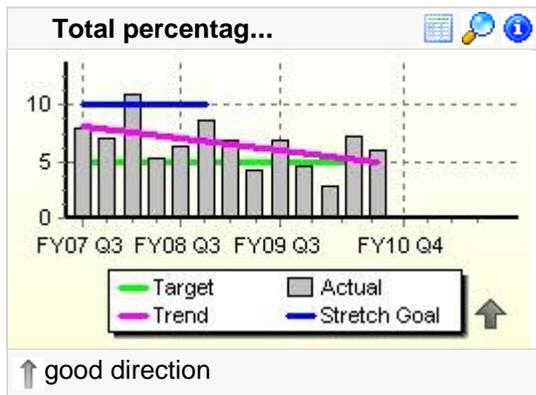
Performance				
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Ind	Actual	Target	Variance	Date
	6 %	n/a	n/a	FY10 Q3

Initiatives Linked To Measure				Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
	Total purchases from microenterprises	292,942	n/a	FY10 Q2
	Total purchases under \$50,000 expended by departments	4,091,821	n/a	FY10 Q2



↑ good direction

Measure **Owner(s)**

Percentage of projects assigned goals

Kelly Duncombe

Percentage of projects assigned CBE, SBE, Micro and CSBE goals.

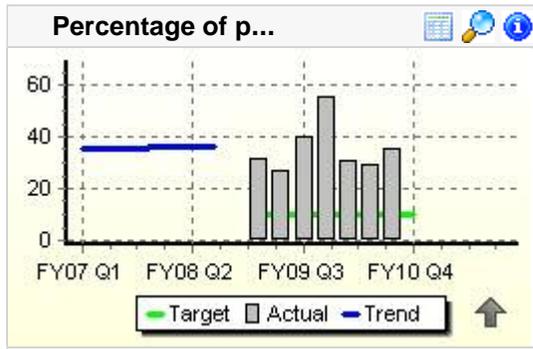
Performance

Ind	Actual	Target	Variance	Date
▲	35 %	10 %	25 %	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Percent of projects assigned goals	40 %	13 %	Dec 2008



Measure **Owner(s)**

Percentage of completed projects where identified small business opportunities were achieved

Alecia Anderson Alice Hidalgo-Gato

Part of SBD's mission is to increase contracting opportunities for small business enterprises on County contracts. SBD reviews contracts prior to bidding to identify opportunities for small business and set participation requirements. Projects awarded with small business measures are monitored through completion to ensure measures are met.

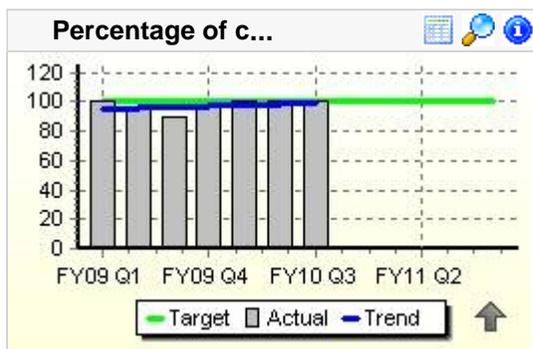
Performance

Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name

Owner(s)

Increase contract awards to small business enterprises

Patrice King Sharon Ryland

Total value of awards to all small business enterprises, the respective industries including A&E, goods and services, and construction. Also the value of awards to CBEs, SBE/Micros and CSBEs. The Business Plan Goals are 10% of A&E and Construction awards for CBEs and CSBEs respectively and 5% of goods and services awards for SBE/Micros.

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

Total value of awards to all small business enterprises

Patrice King

Total value of awards to all small business enterprises including CBEs, SBEs, Micros, and CSBEs.

Performance

Ind	Actual	Target	Variance	Date
	42,242,108	4,224,210	38,017,898	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Total value of A&E awards

Patrice King

Total value of awards for architectural and engineering services.

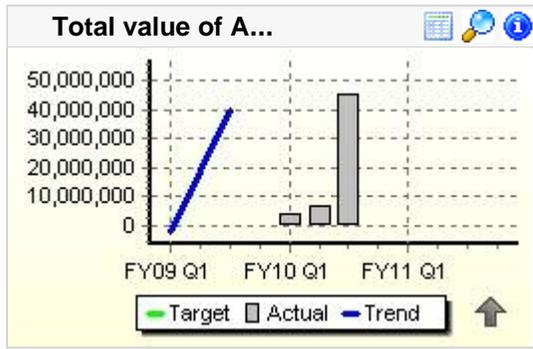
Performance

Ind	Actual	Target	Variance	Date
	45,500,000	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Total value of CBE awards

Patrice King

Total value of awards to CBE firms. The Business Plan Goal is 10% of A&E awards to CBEs.

Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	880,000	4,550,000	(3,670,000)	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Total value of goods and services awards Patrice King

Total value of awards for goods and services.

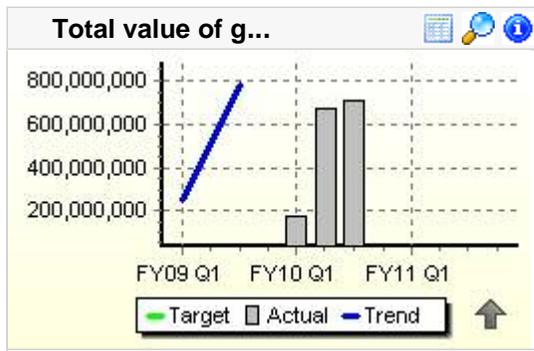
Performance

Ind	Actual	Target	Variance	Date
	707,771,658	n/a	n/a	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Total value of SBE and Micro/SBE awards Patrice King

Total value of awards to SBE and Micro enterprise firms. The Business Plan Goal is 5% of goods and services awards for SBEs and Micros.

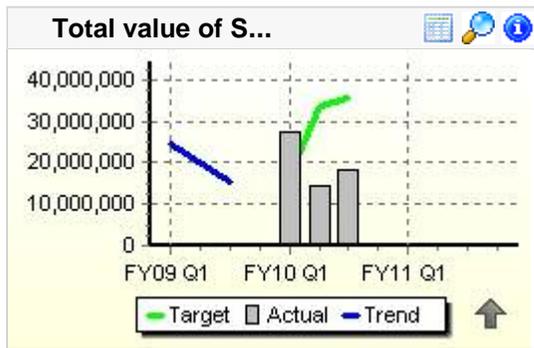
Performance

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	18,324,021	35,388,582	(17,064,561)	FY10 Q3

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Total value of construction awards	Patrice King
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Total value of awards for construction services.

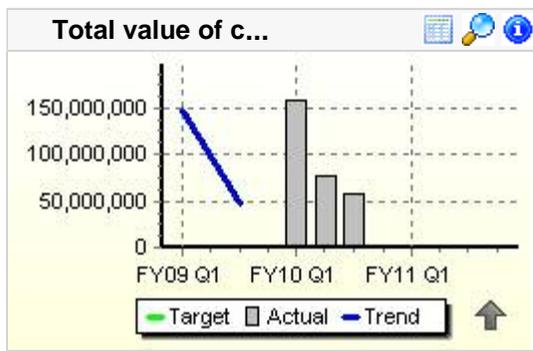
Performance

Ind	Actual	Target	Variance	Date
	56,806,879	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Total value of CSBE awards	Patrice King
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Total value of awards to CSBE firms. The Business Plan Goal is 10% of construction awards for CSBEs.

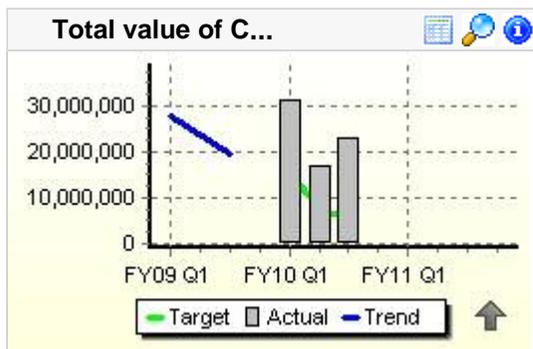
Performance

Ind	Actual	Target	Variance	Date
▲	23,038,087	5,680,687	17,357,400	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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Financial Perspective

Objective Name

Meet Budget Targets [SBD]

Owner(s)

Penelope Townsley

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

Positions: Full-Time Filled (SBD)

Mike Iturrey Penelope Townsley

The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

Performance

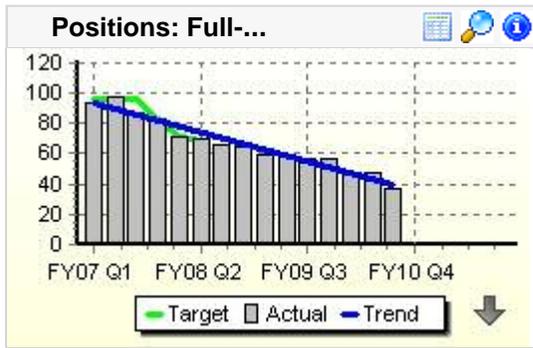
Ind	Actual	Target	Variance	Date
	37	n/a	n/a	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Positions: Full-Time Filled (AFD)	7	n/a	FY10 Q3
	Positions: Full-Time Filled (PRA)	7	n/a	FY10 Q3
	Positions: Full-Time Filled (CMC)	10	n/a	FY10 Q3
	Positions: Full-Time Filled (DO)	4	n/a	FY10 Q3
	Positions: Full-Time Filled (BSS)	9	n/a	FY10 Q3



Measure **Owner(s)**

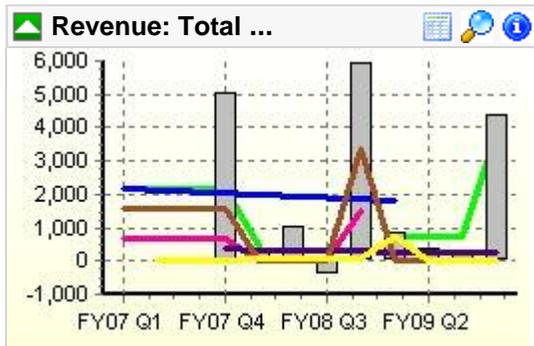
Revenue: Total (SBD)

Mike Iturrey

Total revenue in \$1,000s (from FAMIS)

Performance

Ind	Actual	Target	Variance	Date
▲	\$1,037 K	\$492 K	\$(545) K	FY10 Q3



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Revenue: UMSA General Fund (SBD)	\$0	n/a	FY10 Q3
▼	Revenue: User Access Program Support	0	158	FY10 Q3
▼	Revenue: Carryover (SBD)	\$0 K	\$31 K	FY10 Q3
▲	Revenue: General Fund (SBD)	\$0 K	\$0 K	FY10 Q3
▲	Revenue: State (SBD)	\$0 K	\$0 K	FY10 Q3
	Revenue: CW Gen Fund (SBD)	n/a	n/a	FY10 Q3
▲	Revenue: Proprietary (SBD)	\$1,037 K	\$303 K	FY10 Q3
▲	Revenue: Federal (SBD)	\$0 K	\$0 K	FY10 Q3
▲	Revenue: Capital Working Fund (SBD)	\$0	\$0	FY10 Q3

Measure **Owner(s)**

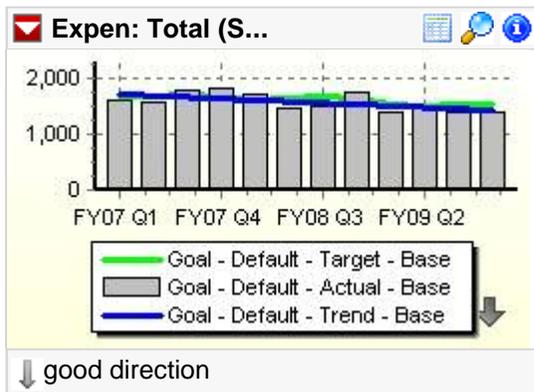
Expen: Total (SBD)

Mike Iturrey

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

Ind	Actual	Target	Variance	Date
▼	\$1,347 K	\$1,307 K	\$(40) K	FY10 Q3



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Expen: Other Operating (SBD)	\$98	\$229	FY10 Q3
▲	Expen: Capital (SBD)	\$2	\$5	FY10 Q3
▼	Expen: Personnel (SBD)	\$1,247	\$1,073	FY10 Q3

Objective Name**Owner(s)**

Budget Implementation FY 09-10 (SBD)

Penelope Townsley

Small Business Development

Initiatives Linked To Objective**Owner(s)**

Eliminate 1 position in Project Review and Analysis (SBD-1)

Betty Alexander
Penelope Townsley
James Vose

Eliminate 4 positions in Contract Monitoring and Compliance (SBD-2)

Alecia Anderson
Alice Hidalgo-Gato
Penelope Townsley

Eliminate 1 position in Business Support Services (SBD-3)

Laurie Johnson
Sheri McGriff
Penelope Townsley

Transfer 6 positions to Procurement Department from Business Support Services (SBD-4)

Lillie Estrada
Laurie Johnson
Sheri McGriff
Penelope Townsley**GrandParent Objectives****Parent Objectives**

Internal Perspective

Objective Name	Owner(s)
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Increase the percentages of business enterprises in-compliance with small business goals	Penelope Townsley	Small Business Development
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The Contract Monitoring and Compliance (CMC) Division is responsible for ensuring compliance with small business, minimum wage and workforce requirements applicable to awarded County contracts. Specifically, County construction contracts are monitored for compliance with Responsible Wages and Benefits, Community Small Business Enterprise and Community Workforce Program requirements. Procurement contracts are monitored for compliance with Living Wage and Small Business Enterprise requirements. Miami-Dade Aviation Department permittees are monitored for compliance with living wage requirements. and Engineering Professional Services Agreements (PSAs) are monitored for compliance with Community Business Enterprise measures. CMC staff explain program requirements to firms at pre-work meetings held by the contracting departments and individual compliance training to firms as part of its preventive outreach efforts to increase the percentages of business in compliance with legislation.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Create a more business-friendly environment in Miami-Dade County

Parent Objectives

(ED4.2) Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)

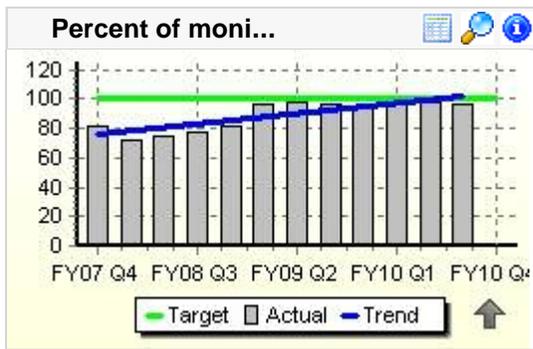
Measure	Owner(s)
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Percent of monitored projects in compliance	Alecia Anderson Alice Hidalgo-Gato
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The Department is striving to educate firms on program requirements to increase compliance with applicable legislation. This measure tracks the percent of those projects monitored that are in compliance.

Performance

Ind	Actual	Target	Variance	Date
■	97 %	100 %	(3) %	FY10 Q3



Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	Total County projects monitored for compliance	320	1055	FY10 Q3
■	Percent of monitored projects in compliance with the CSBE program	89 %	100 %	FY09 Q2
■	Percent of monitored projects in compliance with the CBE program	100 %	100 %	FY09 Q2
■	Percent of monitored projects in compliance with the CWP program	99 %	100 %	FY09 Q2
■	Percent of monitored projects in compliance with	93 %	100 %	FY09 Q4

Living Wages

	Percent of monitored projects in compliance with Responsible Wages	81 %	100 %	FY09 Q4
	Percent of Monitored Projects in compliance with the SBE program	100 %	100 %	FY09 Q4

Measure

Owner(s)

Pre-Work Conference Meetings Attended

Alecia Anderson Alice Hidalgo-Gato

Information pertaining to applicable small business, wage and workforce requirements is provided to firms at pre-work meetings held by the contracting departments prior to the commencement of a contract. It is CMCs goal to attend all pre-work meetings, however, staff may not always be available to attend. The target number equals the pre-works scheduled and the actual equals those meetings actually attended by compliance staff. If compliance staff is unavailable to attend, the departmental project manager is asked to review the applicable program requirements with the awardee and have the sign a pre-work summary report to verify the information contained therein was explained to them. The majority of the pre-work meetings are for constructions contracts. Occasionally a pre-work meeting may be scheduled on procurement or A/E contracts but it is not a common practice.

Performance

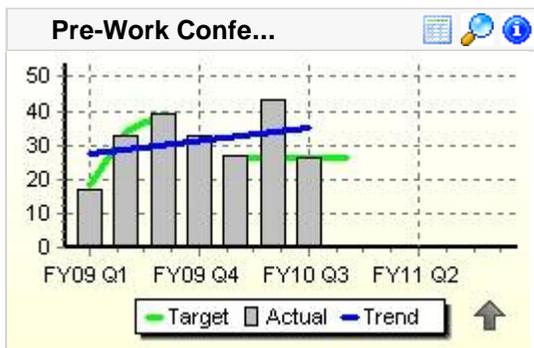
Ind	Actual	Target	Variance	Date
■	26	26	(0)	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Number of Businesses Provided Compliance Training

Alecia Anderson Alice Hidalgo-Gato

Training on compliance with small business, wage and workforce requirements is available to any firm upon request. Training is offered to all firms found in non-compliance with governing legislation on active County contracts and to newly certified small business enterprises. It is CMC's goal to increase the number of firms provided training by 10% from the previous fiscal year.

Performance

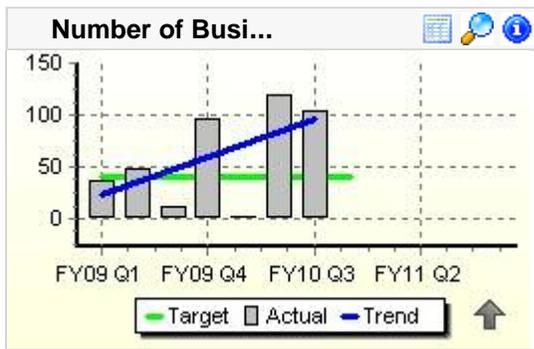
Ind	Actual	Target	Variance	Date
▲	104	42	62	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name

Owner(s)

Increase number of businesses complying with Responsible and Living Wage requirements

Alice Hidalgo-Gato

The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to the local workers that provide services on its construction and service contracts to ensure that they earn sufficient wages to support themselves and their families. The ordinances have been very successful in combating "working poverty" for those doing county or county-financed work, seek to reduce the number of Miami-Dade county residents who live below the poverty level, their dependence on taxpayer funded healthcare and social service while simultaneously increasing their dignity and economic security.

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Lead the coordination of economic development activities throughout Miami-Dade County

Parent Objectives

(ED2.4) Maximization of living wage opportunities for all Miami-Dade County residents

Measure

Owner(s)

Percent of monitored projects in compliance with Living and Responsible Wages

Alecia Anderson Alice Hidalgo-Gato

The Department is striving to educate firms on program requirements to increase compliance with applicable legislation. This measure tracks the percent of those projects monitored that are in compliance with living and responsible wage requirements.

Performance

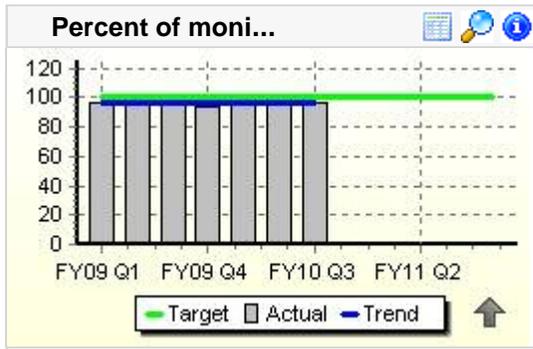
Ind	Actual	Target	Variance	Date
■	97 %	100 %	(3) %	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Value of Underpaid Wages Identified on County Contracts

Alecia Anderson Alice Hidalgo-Gato

The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to the local workers that provide services on its construction and service contracts to ensure that they earn sufficient wages to support themselves and their families. This measure tracks the dollar value of underpaid wages to these workers.

Performance

Ind	Actual	Target	Variance	Date
■	\$73,398	\$91,200	\$(17,802)	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Value of Underpaid Living Wages Identified	\$20,295	n/a	FY10 Q3
	Value of Underpaid Responsible Wages Identified	\$53,103	n/a	FY10 Q3

Measure

Owner(s)

Value of Underpaid Wages Recovered on County Contracts

Alecia Anderson Alice Hidalgo-Gato

The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to the local workers that provide services on its construction and service contracts to ensure that they earn sufficient wages to support themselves and their families. Our goal is to recover 50% of wages identified as underpaid. This measure tracks the value of the wages identified as underpaid that were recovered for workers.

Performance

Ind	Actual	Target	Variance	Date
■	\$59,362	\$101,441	\$(42,079)	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Value of Underpaid Responsible Wages Recovered	\$46,242	n/a	FY10 Q3
	Value of Underpaid Living Wages Recovered	\$13,120	n/a	FY10 Q3

Measure

Owner(s)

Pre-Work Conference Meetings Attended for Responsible Wages

Alecia Anderson Alice Hidalgo-Gato

Information pertaining to applicable small business, wage and workforce requirements is provided to firms at pre-work meetings held by the contracting departments prior to the commencement of a contract. It is the department's goal to attend all scheduled pre-work meeting.

Performance

Ind	Actual	Target	Variance	Date
▲	31	20	n/a	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Number of Businesses Provided Compliance Training for Responsible or Living Wages

Alecia Anderson Alice Hidalgo-Gato

Training on compliance with small business, wage and workforce requirements is available to any firm upon request. Training is offered to all firms found in non-compliance with governing legislation on active County Contracts and to newly certified small businesses.

Performance

Ind	Actual	Target	Variance	Date
▲	108	41	67	FY10 Q3

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Learning and Growth Perspective

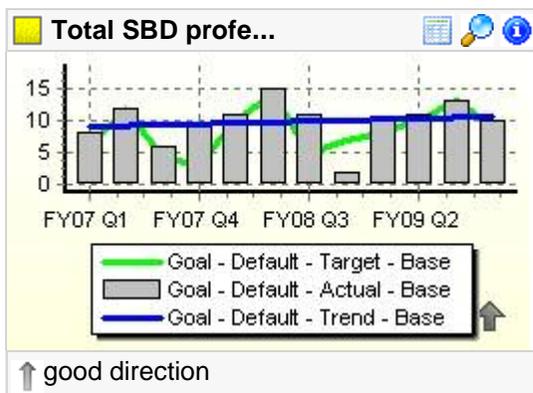
Objective Name	Owner(s)
Increase employee professional development training opportunities	Mike Iturrey Lorna Martin Spencer

The Human Resources Unit continues to develop internal and external training, seminars and workshops for professional and personal growth development; coordinates with each division to provide employees with identified proficiency tools and special training needs that will enable staff to provide excellent customer service and increase their knowledge base.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
Collaborate with other County entities on workforce learning opportunities	Lorna Martin Spencer	Parent Objectives
Provide effective team-building workshops	Lorna Martin Spencer	
Conduct quarterly business process overviews for each division	Lorna Martin Spencer	
Incorporate cross-training as part of daily work.	Lorna Martin Spencer	
Provide employee specific skill-building opportunities	Lorna Martin Spencer	
Conduct quarterly usage training on reports used within each division	Lorna Martin Spencer	
Collaborate with County capital departments on industry-specific practices	Lorna Martin Spencer	

Measure	Owner(s)
Total SBD professional development trainings	Mike Iturrey Lorna Martin Spencer
<p>HR's main objective is to coordinate with each division and identify the needs of each employee or the division as a whole provide the necessary training. Although there are some apparent needs identified at the start of each fiscal year, other needs can only be addressed as the year progresses.</p>	

Performance					Initiatives Linked To Measure		Owner(s)
■	Actual	Target	Variance	Date			
	4	5	(1)	FY10 Q3			
					Child Measures Linked To Measure		
	Ind	Name	Actual	Target	Date		
		Number of Admin training	8	n/a	FY10 Q2		
		Number of Dir. Office training	1	n/a	FY10 Q2		
		Number of PRA training	2	n/a	FY10 Q2		
		Number of BSSD training	2	n/a	FY10 Q2		
		Number of CMC training	3	n/a	FY10 Q2		



Initiatives Linked To Scorecard

	Type	As Of	\$	🔔	✓	!	🔄	%	Status	Owners
Aviation/Transit - Projects with DBE Measures Data Capture and Incorporation (MIS)		03/31/2010	▲	■				3%	On Hold	Estrada, Lillie
SBD Firm Business Profile - MIS		03/31/2009		■				0%	On Hold	Estrada, Lillie
Develop a Small Business Resource guide (BSSD)		05/31/2010	▲	▲	■			85%	In Progress	McGriff, Sheri Wright-Robinson, Lawanda
Departmental Small Business Utilization		06/30/2010						n/a	In Progress	Ryland, Sharon

Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)
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