

FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

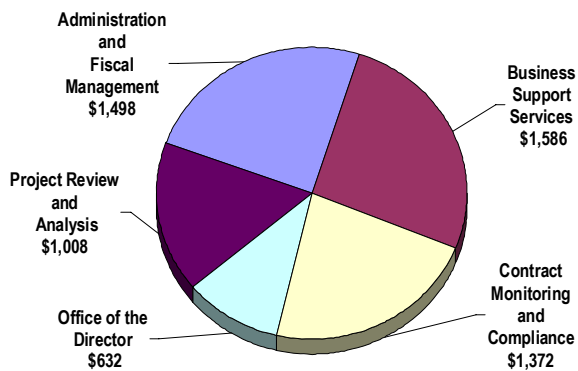
Small Business Development

The Department of Small Business Development (SBD) administers Miami-Dade County small business programs to foster economic growth by providing contracting and business development opportunities for certified small business enterprises and ensuring that employees working on County projects earn responsible and living wages. SBD coordinates and implements various programs that provide financial, business management, bonding, and technical assistance to promote economic growth in Miami-Dade County's local economy.

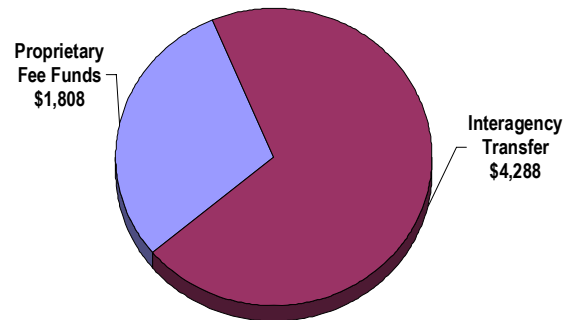
As part of the Economic Development Strategic area, SBD is committed to the growth and development of small businesses by providing management, technical, and financial resource assistance and contracting opportunities through the application of small business program measures and compliance monitoring of County contracts. In an effort to foster competitiveness and economic empowerment of small businesses, the Department collaborates with advisory boards, the Living Wage Commission, the local business community and various industries, financial institutions, and governmental agencies to provide services such as mentoring, training, bonding, and financial assistance to all certified business enterprises.

FY 2008-09 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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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 07-08</u> 4	<u>FY 08-09</u> 4
<div style="text-align: center; padding: 5px;"> <u>BUSINESS SUPPORT SERVICES</u> </div> <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, and certification denial hearings; 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 SBEs; certifies SBEs for Community Business Enterprises, Community Small Business Enterprises, Local Disadvantage Business Enterprises, Micro/Small Business Enterprises, and the Disadvantage Business Enterprise <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <u>FY 07-08</u> 11 </div> <div style="text-align: center;"> <u>FY 08-09</u> 17 </div> </div>	<div style="text-align: center; padding: 5px;"> <u>ADMINISTRATION AND FINANCIAL MANAGEMENT</u> </div> <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 <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <u>FY 07-08</u> 25 </div> <div style="text-align: center;"> <u>FY 08-09</u> 9 </div> </div>
<div style="text-align: center; padding: 5px;"> <u>PROJECT REVIEW AND ANALYSIS</u> </div> <ul style="list-style-type: none"> • Analyzes projects for construction, architecture and engineering, goods and professional services for inclusion of small businesses in Community Workforce programs; 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 <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <u>FY 07-08</u> 12 </div> <div style="text-align: center;"> <u>FY 08-09</u> 12 </div> </div>	<div style="text-align: center; padding: 5px;"> <u>CONTRACT MONITORING AND COMPLIANCE</u> </div> <ul style="list-style-type: none"> • Administers and enforces Responsible Wages and Benefits and Living Wage ordinance requirements; administers and enforces compliance with programs; coordinates and mediates dispute resolutions for small business programs; 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 <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <u>FY 07-08</u> 19 </div> <div style="text-align: center;"> <u>FY 08-09</u> 18 </div> </div>

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
Revenue Summary			
General Fund Countywide	5,060	3,394	0
General Fund UMSA	2,168	1,524	0
Carryover	0	340	708
Contract Monitoring Fees	1,172	1,370	1,100
Interest Earnings	0	4	0
Miscellaneous Revenues	5	0	0
Interagency Transfers	0	0	4,288
Total Revenues	8,405	6,632	6,096
Operating Expenditures Summary			
Salary	6,000	4,535	4,172
Fringe Benefits	1,664	1,379	1,251
Other Operating	676	667	641
Capital	39	51	32
Total Operating Expenditures	8,379	6,632	6,096

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
Strategic Area: Economic Development				
Administration and Fiscal Management	2,820	1,498	25	9
Business Support Services	816	1,586	11	17
Contract Monitoring and Compliance	1,344	1,372	19	18
Office of the Director	638	632	4	4
Project Review and Analysis	1,014	1,008	12	12
Total Operating Expenditures	6,632	6,096	71	60

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Actual FY 07-08	Budget FY 08-09
Travel	4	7	7	1	7
Overtime	23	39	6	6	6
Temp	61	31	16	0	10

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DIVISION: PROJECT REVIEW AND ANALYSIS

This Division is responsible for administration of project review and recommendation of Small Business program measures for construction, architecture and engineering services, and the procurement of goods and services.

- Analyzes projects for construction, architecture and engineering, and goods and professional services for inclusion of Small Business and Community Workforce programs
- Analyzes bid/proposal documents for compliance/responsiveness determination
- 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
- Reviews change orders for goal analysis impact

Strategic Plan Outcome - Measures

- ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Increase participation of small businesses in County contracts	Percentage of County contract expenditures assigned for certified small businesses	10%	10%	10%	10%	10%
	Value of assigned goals (in millions)	N/A	\$253	\$216	\$237	\$530
	Projects assigned goals	N/A	212	158	195	200
	Value of projects reviewed (in millions)	N/A	\$2,658	\$1,692	\$2,308	\$5,300
	Projects reviewed	699	935	610	623	610

BUDGET PRIORITIES

- Analyze construction, procurement, architectural and engineering projects to apply CSBE, CBE, SBE, and CWP measures

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DIVISION: CONTRACT MONITORING AND COMPLIANCE

This Division is responsible for compliance monitoring and enforcement of small business program goals, workforce goals, prompt payment, responsible, and living wages.

- Administers and enforces compliance with small business programs, Responsible Wages and Benefits, and Living Wage ordinance requirements
- Coordinates and mediates dispute resolutions for small business programs
- 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
- Reviews change orders for compliance with small business program measures

Strategic Plan Outcome - Measures

- ED2-4: Maximization of living wage opportunities for all Miami-Dade County residents

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Maximize contractor compliance with wage, benefits, and participation goals	Percentage of monitored projects in compliance	100%	82%	100%	79%	100%
	Value of underpaid living wages recovered (in thousands)	N/A	\$94	N/A	\$113	N/A
	Value of underpaid living wages identified (in thousands)	N/A	\$92	N/A	\$57	N/A
	Value of underpaid responsible wages recovered (in thousands)	N/A	\$253	\$78	\$319	N/A
	Value of underpaid responsible wages identified (in thousands)	N/A	\$332	N/A	\$365	N/A

BUDGET PRIORITIES

- Monitor small business participation on awarded County contracts for wages, workforce goals and program measures through desk audits, wage analysis, site visits, and investigatory meetings to ensure compliance with applicable program requirements to reduce the number of repeat violations

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DIVISION: BUSINESS SUPPORT SERVICES

This Division is responsible for coordinating internal and external small business support services including certification, outreach, problem resolution, management, technical, bonding, and financial assistance.

- Coordinates and administers the County's debarment process
- Reviews and conducts the comprehensive compliance, administrative appeal, and SBE certification denial hearings
- Analyzes proposed legislation for programmatic impact to all stakeholders
- Administers the County's Anti-Discrimination ordinance to prevent discrimination in contracting, procurement, bonding and financial services industries for firms that violate ordinances
- Certifies small businesses for Community Business Enterprises (CBE/ A&E), Community Small Business Enterprises (CSBE), Local Disadvantage Businesses Enterprises (LDBE), Micro/Small Business Enterprises (Micro/SBE), and the Disadvantage Business Enterprise (DBE) programs
- Administers the Bonding and Financial Assistance programs
- Coordinates resolution of prompt payment issues
- Develops recruiting, marketing, and outreach strategies
- Administers industry trainings, forums, workshops, and seminars
- Assists small business in the areas of management, technical, bonding, and financial resource assistance

Strategic Plan Outcome - Measures

- ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Increase number of small businesses accessing capital from technical assistance	Certified SBEs provided bonding technical assistance	82	101	110	192	110
	Certified SBEs obtaining first time bonding	10	15	9	39	10
	Certified SBEs assisted with small business loan applications	65	55	50	69	54
	Certified SBEs obtaining small business loans	2	2	4	7	4

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

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Increase the number of small businesses for optimal participation	Small business graduations	31	27	20	32	20
	Average number of calendar days to process recertification applications	20	40	30	43	30
	Certified small businesses*	876	774	792	792	871

* Data for FY 2006-07 and FY 2007-08 collected by calendar year; Beginning FY 2008-09 data will be collected by fiscal year

BUDGET PRIORITIES

- Certify small business enterprises desiring to conduct business with the County in an efficient and expedited manner
- Provide small businesses with management and technical, bonding and financial assistance through collaborative partnerships with banking and financial institutions supplemented with workshops, seminars, and various training opportunities

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DIVISION: ADMINISTRATION AND FISCAL MANAGEMENT

This Division is responsible for the coordination of the Department's budget, personnel, procurement, accounting, inventory control, telecommunications, and management information service.

- 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
- Administers Cone of Silence Ordinance data tracking and reporting processes

Budget Enhancements or Reductions and Additional Comments

- In May 2007, the Department of Business Development and the Department of Procurement Management were temporarily merged to allow for a comprehensive top-to-bottom review of the business development processes and organizational structure to maximize the efficiency and effectiveness of the small business programs and functions; after a comprehensive review it was determined that the small business functions should remain as a stand alone function and on November 6, 2007, the BCC approved the creation of the Department of Small Business Development as part of the final adopted budget
- As part of the Department's reorganization plan, three positions and their functions were transferred to the Office of Capital Improvements (OCI) in March 2008 to better align the Affirmative Action and Technical Pre-Qualification functions (\$138,000)
- In FY 2007-08, the Department established a collaborative partnership with South Florida Workforce and the Construction and Craft Worker's Local Union to identify availability in construction trades to facilitate addressing the continuing labor requirements of the Community Workforce Program; in addition, SBD is partnering with the Florida Regional Minority Business Council (FRMBC) in their 2008 Business Expo to increase firm awareness of the county, regional, state and federal small and minority business programs, and to encourage participation in public and private sector opportunities
- The Department's FY 2008-09 Adopted Budget includes \$708,000 in carryover, \$1.1 million in Contract Monitoring Fees, \$4.288 million interagency transfers; the interagency transfers include User Access Fees (\$1.240 million) and Capital Working Fund (\$3.048)
- *The FY 2008-09 Adopted Budget includes a reduction of eight positions in Administration (\$644,000) as a result of property tax relief initiatives*

Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire one Clerk 4, one Administrative Secretary, and one Business Development Specialist 2 to increase the processing of certification and re-certification applications	\$0	\$169	3
Restore three positions in the Administration and Fiscal Division, four positions in the Business Support Services Division, and one position in the Contract Monitoring and Compliance Division	\$0	\$644	8
Total	\$0	\$813	11