

FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

Small Business Development

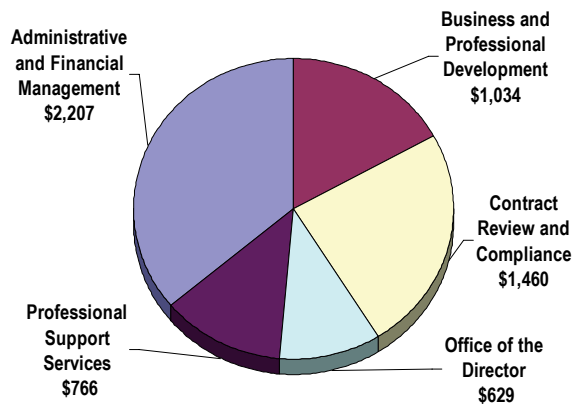
The Department of Small Business Development (SBD) is responsible for administering Miami-Dade County small business programs to foster economic growth by providing contracting and business development opportunities for certified small business enterprises and ensuring that employees working on County 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 and Enabling Strategies areas, SBD is committed to the growth and development of small businesses through the application of contract measures, goals and compliance monitoring of County contracts, as well as providing management and technical assistance. The Department collaborates with various industries, financial institutions and governmental agencies to provide services such as mentoring, training, bonding, and financial assistance under its management, technical and financial assistance programs.

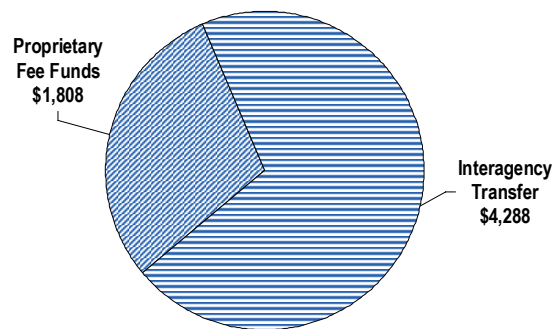
SBD fosters development, competitiveness, growth and economic empowerment of small businesses. The Department encourages business partnerships and collaborations with other County departments, industry groups, advisory boards, the Living Wage Commission and the local business community.

FY 2008-09 Proposed 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; monitors County funding for Chambers of Commerce and Community-based Organization (CBO) initiatives; 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="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;"><u>PROFESSIONAL SUPPORT SERVICES</u></p> <ul style="list-style-type: none"> • Analyzes construction, architecture, and engineering projects to identify opportunities for small business enterprise participation; coordinates and administers the County's debarment process; reviews and conducts the comprehensive compliance, administrative appeal, and SBE certification denial hearings; analyzes proposed SBE 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 process for firms that violate ordinances; certifies SBEs 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 </div>	<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;"><u>ADMINISTRATIVE AND FINANCIAL MANAGEMENT</u></p> <ul style="list-style-type: none"> • Coordinates departmental 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 the Bonding and Financial Assistance programs for SBEs; administers Cone of Silence Ordinance data tracking and reporting processes; coordinates resolution of prompt payment issues for SBEs; administers management and technical assistance programs for SBEs; develops marketing and outreach strategies for recruiting SBEs; administers industry trainings, forums, workshops, and seminars for SBEs </div>
<u>FY 07-08</u> 11	<u>FY 08-09</u> 8
<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;"><u>BUSINESS AND PROFESSIONAL DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Analyzes projects for construction, architecture and engineering, and goods and professional services for inclusion of SBEs and Community Workforce programs; analyzes bid/proposal documents to identify curable defects and change orders for impact to SBE participation; 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>	<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;"><u>CONTRACT REVIEW 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 SBE programs; coordinates and mediates dispute resolutions for SBE programs; administers Community Workforce Program (CWP); 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; analyzes change orders for impact to SBE participation </div>
<u>FY 07-08</u> 12	<u>FY 08-09</u> 12
<u>FY 07-08</u> 19	<u>FY 08-09</u> 19

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed 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	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
Strategic Area: Economic Development				
Administrative and Financial Management	2,820	2,207	25	17
Business and Professional Development	1,014	1,034	12	12
Contract Review and Compliance	1,344	1,460	19	19
Office of the Director	638	629	4	4
Professional Support Services	816	766	11	8
Total Operating Expenditures	6,632	6,096	71	60

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DIVISION: BUSINESS AND PROFESSIONAL DEVELOPMENT

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 SBEs and Community Workforce programs
- Analyzes bid/proposal documents to identify curable defects and change orders for impact to SBE participation
- 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
- Recommends small business participation goals to the County Manager

Strategic Plan Outcome - Measures

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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Increase participation of small businesses in County contracts	Percentage of County expenditures assigned for certified small businesses	10%	10%	10%	10%	10%
	Value of assigned goals (in millions)	N/A	\$253	\$216	\$202	\$530
	Projects assigned goals	N/A	212	158	192	200
	Value of projects reviewed (in millions)	N/A	\$2,658	\$1,692	\$2,598	\$5,300
	Projects reviewed	699	935	610	610	610

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Analyze construction, procurement, architectural and engineering projects to apply CSBE, CBE, SBE, and CWP measures	Maintain an average of seven business days to analyze and establish availability for construction, procurement, architectural and engineering projects for goals; maintain an average of seven business days for Pre-Award compliance for construction, procurement, architectural and engineering contracts

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DIVISION: CONTRACT REVIEW 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 SBE programs, Responsible Wages and Benefits, and Living Wage ordinance requirements
- Coordinates and mediates dispute resolutions for SBE programs
- Administers Community Workforce Program (CWP)
- 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
- Analyzes change orders for impact on SBE participation

Strategic Plan Outcome - Measures

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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Maximize contractor compliance with wage, benefits, and participation goals	Percentage of monitored projects in compliance	100%	82%	100%	75%	100%
	Value of underpaid living wages recovered (in thousands)	N/A	\$94	N/A	\$88	N/A
	Value of underpaid living wages identified (in thousands)	N/A	\$92	N/A	\$62	N/A
	Value of underpaid responsible wages recovered (in thousands)	N/A	\$253	\$78	\$217	N/A
	Value of underpaid responsible wages identified (in thousands)	N/A	\$332	N/A	\$139	N/A

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ED4-2: Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	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	Maintain an in-compliance status for projects awarded with small business program measures by conducting site visits every other month for construction and twice per year for goods and services

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DIVISION: PROFESSIONAL SUPPORT SERVICES

This Division is responsible for the coordination and administration of the County's debarment process, administrative appeal hearings and the anti-discrimination ordinance.

- Coordinates and administers the County's debarment process
- Reviews and conducts the comprehensive compliance, administrative appeal, and SBE certification denial hearings
- Analyzes proposed SBE 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 SBEs 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 County's small and disadvantaged business enterprises certification process

Strategic Plan Outcome - Measures

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

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

* Data collected by calendar year; 2007 data shown under FY 2006-07

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Certify small business enterprises desiring to conduct business with the County in an efficient and expedited manner	Achieve an average turnaround time of 46 business days for the comprehensive review of new certification applications

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DIVISION: ADMINISTRATIVE AND FINANCIAL 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 the Bonding and Financial Assistance programs for SBEs
- Administers Cone of Silence Ordinance data tracking and reporting processes
- Coordinates resolution of prompt payment issues for SBEs
- Administers Management and Technical Assistance programs for SBEs; develops marketing and outreach strategies for recruiting SBEs
- Administers industry trainings, forums, workshops, and seminars for SBEs
- Assists small businesses 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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Increase number of small businesses accessing capital from technical assistance	Certified SBEs provided bonding technical assistance	82	101	110	120	110
	Certified SBEs obtaining first time bonding	10	15	9	13	10
	Certified SBEs assisted with small business loan applications	65	55	50	50	54
	Certified SBEs obtaining small business loans	2	2	4	8	4

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance	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	Increase industry outreach activities to recruit new firms and maintain the participation of certified firms in the County's small business programs

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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
- In FY 2007-08, the Department has 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 Proposed Resource Allocation Plan 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 million)
- *The FY 2008-09 Proposed Resource Allocation Plan includes a reduction of eight positions in Administration (\$644,000) as a result of a revision of administrative functions*

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	\$6	\$169	3
Restore five positions in the Administrative and Financial Management Division to continue development and implementation of the Firm Online Services and the Mobile Field Unit Interview System, departmental countywide reporting efforts, and day-to-day IT issues	\$0	\$356	5
Restore three positions in the Bonding and Financial Assistance/Management and Technical Assistance programs to provide growth and development of small business	\$0	\$216	3
Total	\$6	\$741	11