

FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

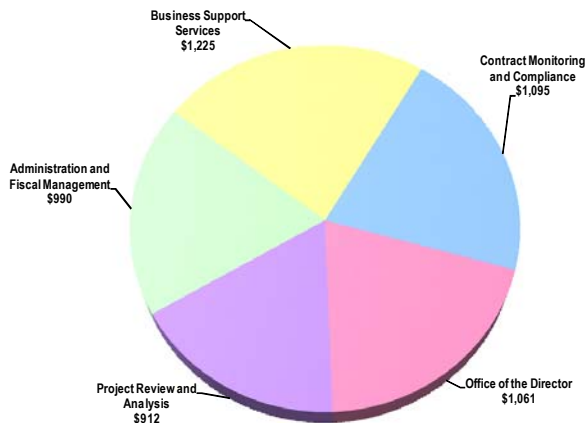
Small Business Development

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.

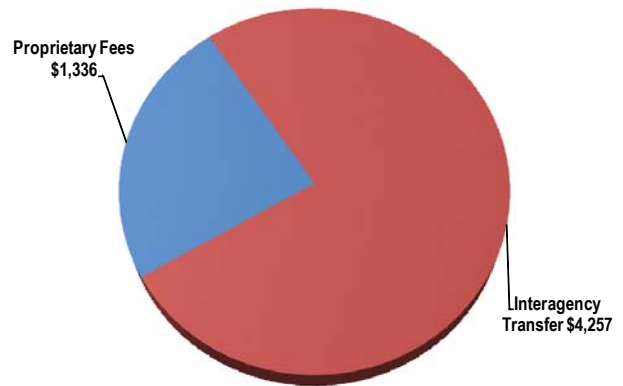
As part of the Economic Development strategic area, SBD is committed to the growth and development of small businesses by providing management, technical, and financial resource assistance and contracting opportunities through the application of small business program measures and compliance monitoring 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 2009-10 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 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
<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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 09-10
Overtime	39	0	6	4	6
Temporary Help	31	0	10	0	10
Rent	0	0	0	0	351
IT Funding Model	0	0	0	0	105

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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

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2008-09 the Division processed 2,938 Monthly Utilization Reports, confirmed 1,054 payments to contractors and processed 1,643 contract awards

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, including workforce goals for construction.

- Analyzes construction, architecture and engineering, and goods and professional services projects for inclusion of Small Business and Community Workforce program goals
- 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
- Implements expedite project review process for small business measures under the Economic Stimulus Program (ESP)

Strategic Plan Outcome - Measures

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase participation of small businesses in County contracts	Percentage of County contract expenditures with small business goals	EF	↑	10%	10%	10%	14%	10%
	Value of assigned goals (in millions)*	OC	↑	\$216	\$237	\$530	\$280	\$237

* FY 2009-10 target is based on 10 percent of the total value of projects that are estimated to be reviewed

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2008-09, the Department reviewed projects valued at \$2.985 billion for small business participation
- *The FY 2009-10 Adopted Budget includes the elimination of one Administrative Secretary position (\$55,000)*

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 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize contractor compliance with wage, benefits, and participation goals	Value of underpaid wages recovered on county contracts (in thousands)	OP	↔	N/A	\$432	\$194	\$536	\$194
	Percentage of monitored projects in compliance with small business goals	OC	↑	100%	79%	100%	96%	100%
	Percentage of monitored projects in compliance with living and responsible wages	OC	↑	100%	85%	100%	96%	100%
	Value of underpaid wages identified on County contracts (in thousands)	OP	↔	N/A	\$422	N/A	\$456	\$0

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2008-09, the Division monitored 432 procurement and construction projects valued at \$2.45 billion for compliance with small business participation and/or responsible and living wage requirements
- *The FY 2009-10 Adopted Budget includes the elimination of four positions from the Contract Monitoring and Compliance Division; one Clerk 2, two Contract Compliance Officer 1 positions, and one Contract Compliance Officer 2 position (\$248,000)*
- The FY 2009-10 Adopted Budget includes partial reimbursement for one position dedicated to the construction of the Ballpark Stadium Project (\$57,000)

DIVISION: BUSINESS SUPPORT SERVICES

This Division is responsible for coordinating internal and external small business support services including 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
- 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 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase number of small businesses accessing capital from technical assistance	Certified SBEs provided bonding technical assistance	OP	↔	110	192	110	144	115
	Certified SBEs assisted with small business loan applications	OP	↔	50	69	54	29	60
	Certified SBEs obtaining small business loans	OP	↔	4	7	4	8	10
	Certified SBEs obtaining first time bonding	OP	↔	9	39	10	48	20

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- Due to the increase in the number of certified small businesses working on County contracts requiring financial assistance, in FY 2008-09 the Department increased the total available line of credit from \$2 million to \$4 million
- As a result of intensive outreach activities, the Department continues to see an increase in the number of small businesses seeking certification
- *The FY 2009-10 Adopted Budget includes the elimination of one vacant Technical Assistance Coordinator position (\$83,000)*

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- The FY 2009-10 Adopted Budget includes \$15,000 in funding from Capital Outlay Reserve (COR) for the replacement of existing computers
- In FY 2009-10, the Department will continue to facilitate the provision of business development assistance and information regarding certification outreach, economic stimulus projects and initiatives, through the Mayor's Small Business Expo, Chambers of Commerce, Ballpark Stadium Project, Super Bowl and Commission District workshops; the Department will also implement in-house industry accounting software and business plan training opportunities to continue to serve the needs of small businesses
- In FY 2008-09, the Department partnered with the Florida Regional Minority Business Council (FRMBC) in its 2009 Business Expo to increase firm awareness of County, regional, state and federal small and minority business programs and to encourage participation in public and private sector opportunities
- The FY 2009-10 Adopted Budget includes the transfer of six positions to the Department of Procurement Management as part of the County's effort to consolidate vendor services (\$550,000) and the reduction of various operating expenses across the Department (\$124,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Technical Assistant Coordinator position to provide assistance to small businesses	\$0	\$82	1
Hire a Deputy Director	\$0	\$185	1
Hire three Contract Compliance Officers	\$0	\$199	3
Hire one Clerk 2 and one Administrative Secretary	\$0	\$104	2
Total	\$0	\$570	7