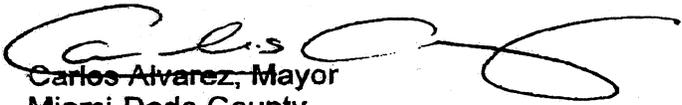




**MEMORANDUM
OFFICE OF THE MAYOR**

DATE: October 30, 2007

TO: Honorable Chairman Bruno A. Barreiro and Members,
Board of County Commissioners

FROM: 
Carlos Alvarez, Mayor
Miami-Dade County

SUBJECT: Appointment of Director for the Department of Small Business Development

I am pleased to announce the appointment of Penelope (Penny) Townsley as the Director of the newly established Department of Small Business Development (SBD) as detailed in the attached memorandum from the County Manager. As you know, in May 2007 I temporarily merged the business development function into the Department of Procurement Management (DPM), in order to allow staff to evaluate the current departmental operations and structure, as well as to develop a more permanent service delivery model. That review is now complete and I am confident that under Ms. Townsley's leadership, SBD will strengthen the County's small business programs and local economy.

Please join me in congratulating Ms. Townsley and wishing her continued success.

Attachments

- c: Honorable Bennett Brummer, Public Defender
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Harvey Ruvin, Clerk, Circuit and County Courts
- Marvin O'Quinn, President and CEO, Public Health Trust
- Robert Cuevas, County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff, Office of the Mayor
- Assistant County Managers
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor
- Department Directors

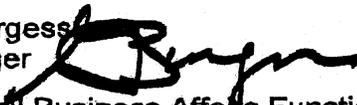
CLERK OF THE BOARD
2007 OCT 30 PM 3:49
CLERK OF THE BOARD
MIAMI-DADE COUNTY, FLA.

Memorandum



Date: October 30, 2007

To: Honorable Carlos Alvarez
Mayor

From: George M. Burgess
County Manager 

Subject: Review of Small Business Affairs Function

On May 3, 2007, you announced the temporary merging of the Department of Business Development (DBD) within the Department of Procurement Management (DPM), renaming it the Division of Small Business Affairs (SBA). To further secure effective management of the small business functions, you appointed Penelope (Penny) Townsley as SBA Interim Director in order to oversee the day-to-day operations of SBA within DPM. Both Penny and DPM Director Miriam Singer were also charged with conducting a full top-to-bottom review of the agency, with the technical support of Special Assistant Howard Piper and Supervisor of Elections Lester Sola, focused towards identifying opportunities to streamline and strengthen the success of small and emerging businesses. Their charge included specific tasks that would ultimately support a recommendation for the appropriate long term organizational placement of small business functions.

After a very intense and comprehensive five months review of the agency's mission, programs, business processes and structure, it is my recommendation that SBA become a separate and independent Department of Small Business Development (SBD) with a primary focus on developing emerging and small businesses and enhancing their ability to participate in County contracting. This recommendation comes after careful consideration of the strengths and weakness of the current small business programs, organizational structure and proposed administrative and legislative reforms identified to pose the programs for optimal success and maintain the appropriate independence and visibility consistent with the Board of County Commissioner's policy focus on small business development. In order to truly focus efforts on small business development and provide a comprehensive continuum of services central to the efficient and effective administration of the County's small business programs, I am recommending that the following like functions be transferred in and out of the department to better align operations:

- Transfer like functions and staff from two County departments (Aviation and Transit) responsible for application and compliance of DBE measures.
- Transfer Affirmative Action Plan support functions and pre-qualifications/technical certification processes for architecture/engineering (A/E) services to the Office of Capital Improvements.
- Transfer management of the nine Community Based Organization grants valued at \$941,000 to the Office of Community and Economic Development.

The recommended organizational placement accomplishes the following:

- Improves the management of the core business functions, and supports a leaner and more effective organization with respect to supporting the mission, operational efficiencies, and recognizes core competencies for alignment and improved performance.

Review of Small Business Affairs Function
Page 2

- Increases County focus on a leaner, effective business service organization supporting small and emerging businesses, to include assisting these firms with improved business management tools and competencies. Business improvement and management practices may include the need for revenue diversification, improved tax management, accounting practices, credit management and bonding.
- Strengthens the program's medium and long range strategic goals, and focuses the program on more effective contract review and objective goal setting (to include capacity and industry specific considerations), implementation of strategic approaches to compliance monitoring, engagement of project managers in ensuring contract requirements are met, and a rational and equitable business approach for enforcement where problems are discovered.
- Enlarges the pool of available certified firms by establishing minimum standards for reciprocal certification, by other jurisdictions, as long as the firms are located in Miami-Dade County.
- Strengthens the alignment of the interdependent components of the small business programs for enhanced support of each other, resulting in robust programs that ensure success of the small businesses.

I am also recommending that Penny be appointed the Director of the Department of Small Business Development. She has been successfully overseeing the day-to-day operations of the SBA Division under DPM since May 2007, while performing a full top-to-bottom review of the agency and its programs. Along with DPM Director Miriam Singer, Penny has completed the comprehensive review of SBD's structure, mission, programs and business processes. The commitment and professionalism she has exhibited while serving as Interim Director gives me great confidence in her abilities to lead this agency, as well as strengthening the success of local, small and emerging businesses by enhancing their ability to secure opportunities.

Penny began her career with Miami-Dade County in 1980. She spent 11 years in DBD, serving as the Assistant to the Director and Acting Deputy Director in 2002. In 2003, Mrs. Townsley was appointed Deputy Supervisor of Elections in the Elections Department and rose to the rank of Chief Deputy Supervisor of Elections in 2006. She holds a Bachelor's Degree in Public Administration from Barry University.

Under Penny's leadership, I expect SBD to:

- Continue efforts to streamline and strengthen small business support programs through recommendations for administrative and legislative reforms to increase effectiveness; minimize costs; eliminate duplication of efforts; and increase the ease with which small businesses transact business with the County.
- Continue to develop methodologies to identify and address small business concerns. These include, but are not limited to identifying obstacles to the growth and development of certified small businesses; identifying factors discouraging small business participation in County contracting; identifying strategies to address these impediments; and increasing the number of certified small business enterprises.
- Evaluate and strengthen the Review Committee processes and membership and establish sounder alternatives to this programmatic function.

Review of Small Business Affairs Function
Page 3

- Identify optimal placement and professional staffing requirements for managing administrative hearing and appellate functions to strengthen the County's position on these cases, reduce time and, and make the overall process effective.
- Work with the Office of Strategic Business Management (OSBM) to explore and implement an alternative funding structure for the Community Small Business Enterprise (CSBE) Trust Fund.
- Work with the OSBM and Human Resources Department to affect the table of organization and position changes required to effectively manage the newly focused mission and recommended organizational structure.
- Amend the CSBE program ordinance to strengthen penalties for failure to meet required goals.
- Establish administrative consistency among all small business programs with regards to certification criteria and residency requirements.

I want to thank DPM Director Miriam Singer for taking on the additional assignment of overseeing the Small Business Affairs function under DPM over the last five months. In addition, I want to thank Special Assistant Howard Piper and Supervisor of Elections Lester Sola for providing assistance to both Penny and Miriam while conducting the review of the County's small business functions.

c: Denis Morales, Chief of Staff, Office of the Mayor
Susanne M. Torriente, Assistant County Manager
Howard Piper, Special Assistant for Management and Performance Assessment
Miriam Singer, Director, Department of Procurement Management
Lester Sola, Supervisor of Elections
Penelope Townsley, Interim Director, Small Business Development