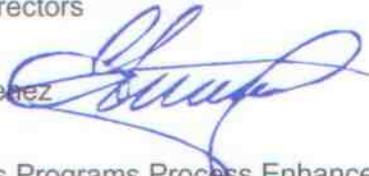


# Memorandum

MIAMI-DADE  
COUNTY

**Date:** July 27, 2011  
**To:** Department Directors  
**From:** Carlos A. Gimenez  
Mayor  
**Subject:** Small Business Programs Process Enhancements



As you are aware, Miami-Dade County has had a long commitment to small businesses. As the backbone of our local economy and major employers in our communities, supporting the sustainability of this county's small business communities is of paramount importance.

On May 3, 2011, the Board of County Commissioners approved amendments to sections of the County Code governing the small business programs which became effective on May 13, 2011. Therefore, effective immediately, capital departments are directed to adhere to the process enhancements outlined in the attached memorandum from the Department of Small Business Development (SBD). These enhancements, and collaboration with SBD, will assist departments in maximizing small business opportunities in all aspects of County contracting.

Please ensure that all level of employees involved in your department's procurement processes are aware of and adhere to these mandates. If you have any questions, please contact me directly at 305-375-1880 or Penny Townsley, SBD Director, at 305-375-3134.

## Attachment

c: Honorable Chairman Joe A. Martinez and Members  
Board of County Commissioners  
Office of the Mayor Senior Staff

**Date:** July 26, 2011

**To:** Honorable Carlos A. Gimenez  
Mayor

**From:** Penelope Townsley, Director  
Department of Small Business Development

**Subject:** Small Business Programs Process Enhancements

As you are aware, the Board approved amendments to sections of the County Code governing the Small Business Programs which became effective on May 13, 2011. Of particular note was the amendment that strengthened the project review process by establishing a more streamlined and transparent process emphasizing public input. To further support this effort, all departments submitting projects to SBD for review are asked to include a set of project plans for public viewing, where applicable. It is anticipated that plans review will enhance firms' ability to more practically determine opportunity, capacity and capability, and result in viable and more effective program measures. Below is a detailed description of the Project Review processes that have been implemented. I am confident that these procedural changes will increase overall efficiency and accountability, and emphasize the County's commitment to small business inclusion and opportunities.

### PROJECT REVIEW PROCESS

#### County/Departmental Objective

The County's objective is to ensure that no less than 10% of its annual expenditures are with certified small business enterprises. As always, our goal is to maximize small business opportunities wherever possible. This objective applies to every aspect of County procurement (construction, goods and services, and architecture/engineering services). Ensuring that the objective is met is the responsibility of each department director through collaboration with SBD.

#### Standing Review Committee Meetings

A Standing Review Committee has been appointed and will be convened as-needed to hear issues where consensus cannot be reached between SBD and user departments. To ensure an impartial process, effective immediately, all Review Committee Meetings will be chaired by a member of the Mayor's Office. The SBD Director has the delegated authority to recommend measures to the County Mayor or designee for approval, upon consensus of the user department or upon recommendation by the Review Committee. It is anticipated that the time savings alone will result in a more efficient process for SBD and user departments.

#### SBD Construction Manager - Pre-Project Review

To ensure there is no delay in the contracting process, SBD's Construction Manager (CM), Ms. Ileana Quintana, will be working with departments by reviewing projects in draft phase (75% to 90% completion) prior to the final package being submitted to SBD for measure consideration. All capital construction and architectural and engineering projects must be submitted to Ms. Quintana or Laurie Johnson, SBD Manager. Project packages should include Project Number, Title, Location, Scope of Work, Trades or Categories, Respective Percentages, Amounts, and all Minimum/Special Requirements. Emergency projects will undergo an expedited review and approval process. The CM will review scope, trades, percentage designations, and subcontracting opportunities; confirm information as identified, including licensing requirements, special requirements, etc.; and make additional trade and/or subcontracting recommendations as may be appropriate. Lastly, the CM will return the agreed upon analysis of subcontracting opportunities to user departments. User departments will submit the final package to SBD for the establishment of measures.

Department Directors are urged to communicate to project managers, in-house engineers and other design professionals that consideration of small business inclusion should be given during project conception and design phases to ensure that, to the extent possible, project development includes opportunities for small businesses. SBD, through its Construction Manager, will work simultaneously with your respective engineers and project managers to address any and all project concerns. With the cooperation and feedback of your staff, unanticipated issues will be resolved as we work together to effectuate this process.

### **Project Analysis & Approval Path**

All projects reviewed by SBD for program measures will be posted on SBD's webpage to solicit comments from certified firms regarding their availability and capability to meet the requirements of the projects. Upon SBD's receipt of a user department's project package and program measure recommendation, the two departments must reach consensus as to the completeness of the project for web posting. Qualified small businesses will be able to download and complete Letters of Availability forms for submission to SBD. Firms will be given three (3) days from the date of posting to submit Letters of Availability or make comments via a unique e-mail address. Projects will be updated with each stage of the review process ensuring total transparency (i.e. initial posting with project scope and department recommendation; first update with SBD project analysis and Availability Letter; second update will be SBD's recommendation and/or accompanying results of the availability analysis; third update will be the final recommendation as agreed upon by user department and SBD or a scheduled date for Review Committee consideration). All public inquiries and responses will be posted with related projects. Public comments may be considered up to 24 hours after final recommendation. Projects will be posted and updated daily. Depending on the level of complexity, the initial posting for some projects may contain a final/consensus recommendation. Under normal circumstances, SBD will maintain an average five to seven day turnaround time from the date of project posting. Upon completion of project analysis, SBD will notify user departments, via e-mail, of goal recommendations. User departments must send back e-mail acknowledgement of consensus or requests for Review Committee hearings. The Project Review worksheets will be provided to user departments to include in the project packages.

### **Pre-Award Compliance Review – Schedule of Intent (SOI)**

Previously, SBD attended all bid submittals where small business measures were applicable, in order to obtain copies of the Schedule of Intent Affidavits (SOIs) for each bid; determine bidders' compliance/responsiveness; and allow a 48-hour period for bidders to cure correctable deficiencies prior to bid openings. Under the amended programs, departments no longer have to wait 48 hours to open bids. The two-step process which included a 48-hour responsiveness review and a pre-award compliance review has been consolidated into a one-step process. SOIs submitted in response to County bids with measures may be submitted in the same envelope as the bid. After bid openings and departments have made initial determinations of responsiveness, a selected number of SOIs must be submitted to SBD for compliance with small business program requirements. During Pre-award Compliance Reviews, firms will be allowed up to 48 hours to cure correctable deficiencies.

I am confident that these new procedures will increase the efficiency, effectiveness and transparency of administering the County's small business programs. If you have questions, please contact me at 305-375-3131.

c: Office of the Mayor Senior Staff  
Wendi J. Norris, Director, General Services Administration