Business Development

Business Plan Report

Customer

Objective Name	Owner(s)
Maximization of living wage opportunities for all Miami-Dade County residents - Bus Dev	Sheila Martinez Marilyn McGill Department of Business Development

Initiatives Linked To Objective	Owner(s)
Reduce ambiguity regarding the health benefit plans qualifying under the Living Wage Ordinance - CRC	Marilyn McGill

GrandParent Objectives

Lead the coordination of economic development activities throughout Miami-Dade County

Parent Objectives

(ED2.4) Maximization of living wage opportunities for all Miami-Dade County residents

Measures	Owner(s)

Objective Name	Owner(s)
Clearly-defined performance expectations and standards - Bus Dev	Betty Alexander Marilyn McGill Sheri McGriff

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Enable County departments and their service partners to deliver quality customer service

Parent Objectives

(ES1.1) Clearly-defined performance expectations and standards (priority outcome)

Measures	Owner(s)
AAP applications < 5M approved in compliance with Ordinance 98-30/Resolution 1049-93(% goal)	Marilyn McGill

Approve AAP applications with complete documentation within 5 days to achieve 95% level.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

good direction updated: 4/12/2006

AAP applications >5M approved in compliance with Ordinance 98-30/Resolution 1049-93 (% goal)	Marilyn McGill Teresa Sands

Approve each AAP application with complete documentation within 10 business days to achieve a 95% goal.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

good direction updated: 4/12/2006

Applications approved in compliance with A.O. 3-39 (PQC)	Marilyn McGill Teresa Sands

PQC = Pre-Qualification Certification, is the culmination of the various certification processes including AAP, technical certification and Business Entity Registration. Before a certificate is issued all components must be fulfilled. DBD's goal is to approve applications with complete documentation within 15 days to achieve 85% approval TAT and ennsures compliance of A&E firms with A.O. 3-39.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Applications approved in compliance w...

Child Measures Linked To Measure

ACTUAL **GOAL** **DATE**

good direction updated: 4/7/2006

Applications approved in compliance with Ordinance 82-37 (A&E) Marilyn McGill Teresa Sands

Approve Architectural & Engineering (A&E) applications within 15 business days to achieve goal of 95%.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Applications approved in compliance wi...

Child Measures Linked To Measure

ACTUAL **GOAL** **DATE**

good direction updated: 4/12/2006

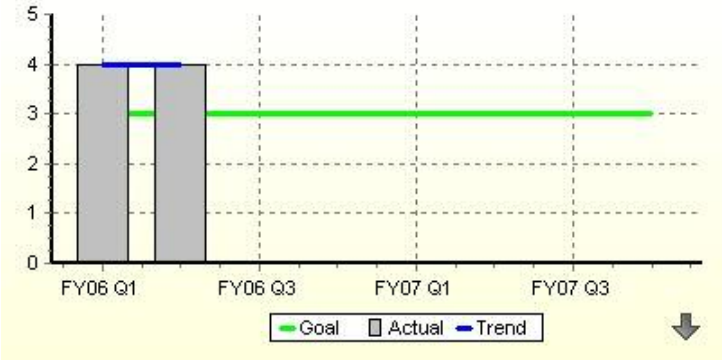
Change Order Review Alina Hudak Marsha Jackman Marilyn McGill Sheri McGriff Tara Smith

DBD reviews and approves within three (3) days all change orders submitted by user departments to determine whether additonal measures should be placed and to review compliance with the applicable ordinances.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Change Order Review



Child Measures Linked To Measure

ACTUAL **GOAL** **DATE**

good direction updated: 4/7/2006

Days to analyze construction, procurement & A&E projects for measures Betty Alexander Marilyn McGill Alina Hudak

The goal is to analyze all county projects within 9 calendar days to apply CSBE, SBE, CBE, CWP measures

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Days to analyze construction, procurem...

good direction updated: 4/7/2006

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Number of Review Committee Submittals	322	n/a	FY06 Q2

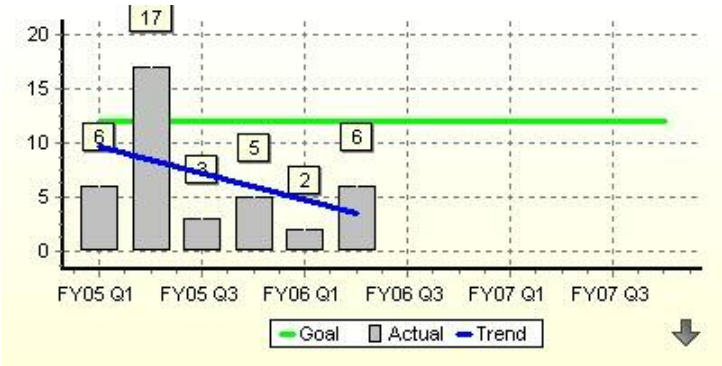
Days to complete A/E compliance reviews Betty Alexander Marilyn McGill

Compliance reviews are conducted by DBD for Architechtural & Engineering (A&E) projects submitted to the Review Committee (RC) for the application of CBE measures. It is DBD's goal to complete compliance reviews within twelve (12) days.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Days to complete A/E compliance review...



good direction updated: 4/7/2006

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Number of A&E submittal submitted for review	176	n/a	FY06 Q2

Days to complete construction compliance reviews (DBD) Betty Alexander Marilyn McGill

Compliance reviews are conducted by DBD for construction projects submitted to the Review Committee (RC)for the application of CSBE measures. It is DBD's goal to complete compliance reviews within seven (7) days.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Days to complete construction complian...

good direction updated: 4/7/2006

Child Measures Linked To Measure

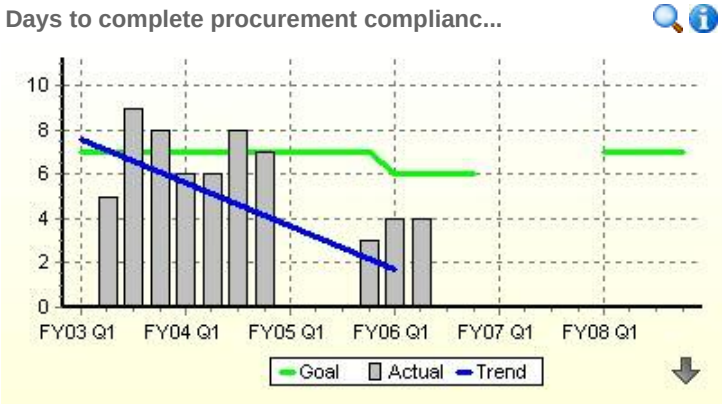
	ACTUAL	GOAL	DATE
Number of construction submittals submitted for review	93	n/a	FY06 Q2

Days to complete procurement compliance reviews (DBD) Betty Alexander Marilyn McGill

Compliance reviews are conducted by DBD for procurement projects submitted to the Review Committee (RC)for the application of SBE measures. It is DBD's goal to complete compliance reviews within seven (7) days.

Performance Graph

Initiatives Linked To Measure **Owner(s)**



good direction updated: 4/7/2006

Child Measures Linked To Measure

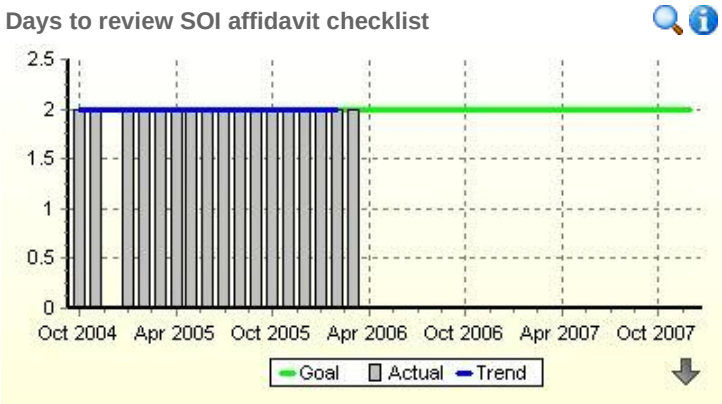
	ACTUAL	GOAL	DATE
Number of procurement submittals submited for review	42	n/a	FY06 Q2

Days to review Schedule of Intent (SOI) Affidavit checklist Betty Alexander Marilyn McGill

The SOI review process was instituted to allow contractors to correct defects on the SOI. The SOI affidavit must be submitted with bids as part of the process of identifying subcontractors that are likely to participate through application of small business measures.

Performance Graph

Initiatives Linked To Measure **Owner(s)**



good direction updated: 4/7/2006

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE

Objective Name	Owner(s)
Workshops/Training/Certification/Mentoring Programs for Small Businesses	Marilyn McGill Patricia Thomas

Initiatives Linked To Objective	Owner(s)
Host Annual Small Business Conference - BAD	Marilyn McGill Patricia Thomas

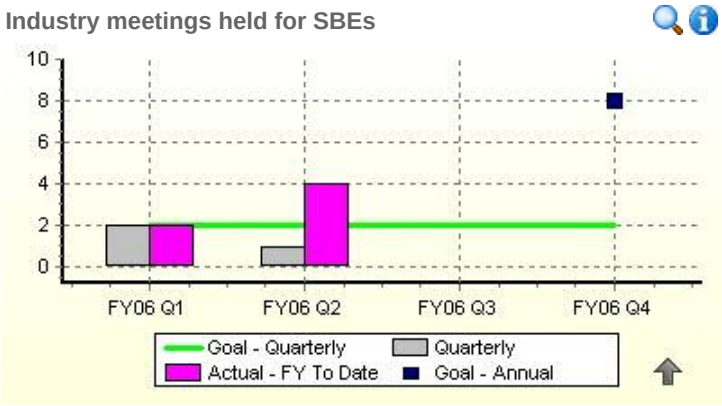
GrandParent Objectives

Parent Objectives

Measures	Owner(s)
Industry meetings held for SBEs	Patricia Thomas Marilyn McGill

The FY05/06 goal is to conduct 8 industry meetings for SBEs. One SBE training workshop was conducted at which information about the County's small business program was distributed. However, it must be noted that development of program activities fell into the post-hurricane and the holiday season, so make-up of the other meetings will occur during the following quarters.

Performance Graph



good direction updated: 4/27/2006

Initiatives Linked To Measure **Owner(s)**

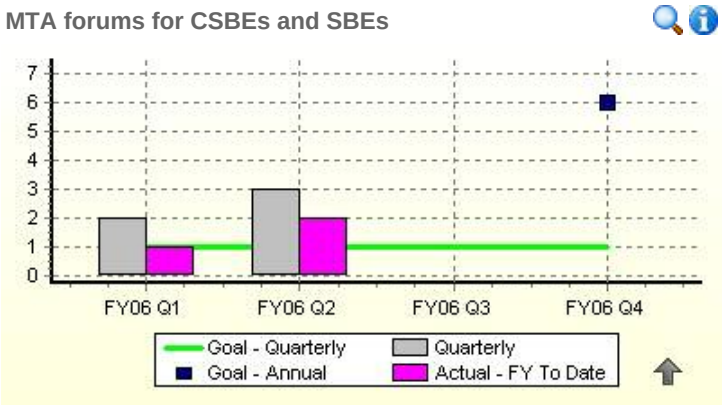
Child Measures Linked To Measure

ACTUAL	GOAL	DATE

MTA forums for CSBEs and SBEs	Marilyn McGill Patricia Thomas

Management and Techincal Assistance (MTA) forums are conducted bi-monthly. To achieve this goal, the Business Assistance Division advertises through flyers, mail-outs, County website and newsletters. Informational packages to familiarize firms with the County's bidding practices and contracting opportunities are also provided at forums and other avenues. The participation of other County departments is also coordinated through DBD to provide general information about contract requirements. BAD contacts CSBE and SBE firms for one-on-one and follow-up meetings to establish business profiles and to determine growth/concerns.

Performance Graph



good direction updated: 4/27/2006

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

Outreach activities conducted to maintain and recruit small businesses in the County's small business programs	Marilyn McGill Patricia Thomas

The division plans community activities as part of the department’s outreach efforts to recruit small businesses and encourage them to participate in County contracting opportunities.

Performance Graph

Outreach activities conducted to recru...

good direction

updated: 4/27/2006

Initiatives Linked To Measure	Owner(s)
Host Annual Small Business Conference - BAD	Marilyn McGill Patricia Thomas
Implement aggressive marketing strategies - BAD	Marilyn McGill Patricia Thomas
Private/Public Sector Business Seminars for small businesses - BAD	Marilyn McGill Patricia Thomas
Re-establish Mentor-Protege Program - BAD	Marilyn McGill Patricia Thomas

Child Measures Linked To Measure

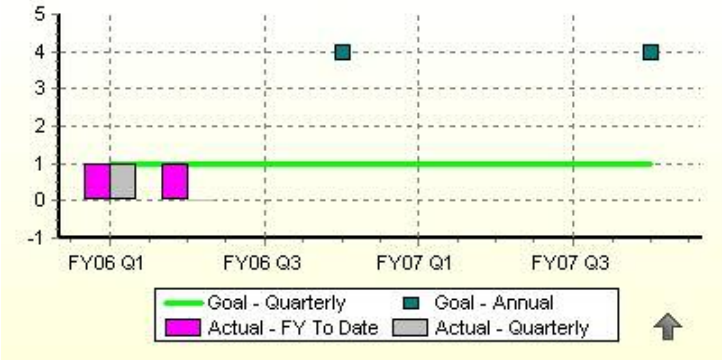
	ACTUAL	GOAL	DATE

Quarterly newsletters distributed — Marilyn McGill Patricia Thomas

DBD's newsletter is scheduled for distribution on a quarterly basis and will be distributed to our certified firms and also to areas where small business owners frequent to keep them abreast and informed of the latest developments in DBD.

Performance Graph

Quarterly newsletters distributed



good direction

updated: 4/4/2006

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure

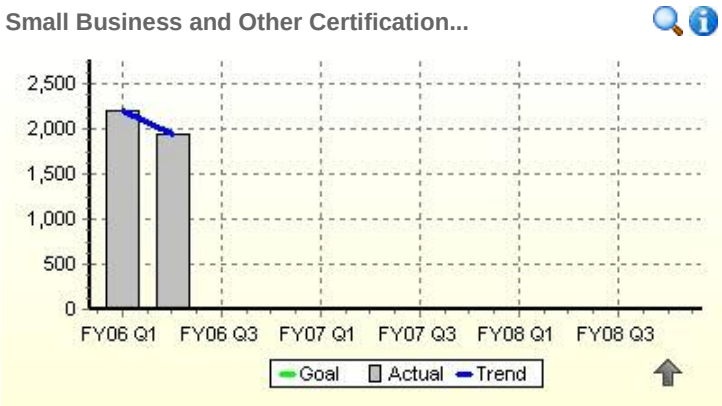
	ACTUAL	GOAL	DATE

Small Business and Other Certifications — Marilyn McGill John Sarduy

Miami-Dade County offers several classifications in which small business can become certified to participate in county awarded contracts. By maintaining these certifications, these firms are always in a "ready" mode to be involved in contracts that can expand their expertise and businesses which eventually will result in increased participation.

Performance Graph

Small Business and Other Certification...



good direction

updated: never

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Community Small Business Enterprise (CSBE) Certificatons	308	n/a	FY06 Q2
Small Business Enterprise Certifications	64	n/a	FY06 Q2
Community Business Enterprise (CBE) Certifications	142	n/a	FY06 Q2
Micro-Business Enterprise (ME) Certifications	500	n/a	FY06 Q2
Local Development Business (LDB) - Certifications	33	n/a	FY06 Q2
Local Small Car Rental (LSCR) Certifications	3	n/a	FY06 Q2

Disadvantaged Business Enterprise (DBE) Certifications	843	n/a	FY06 Q2
BBE Certifications	1	n/a	FY06 Q2
HBE Certifications	55	n/a	FY06 Q2
WBE Certifications	1	n/a	FY06 Q2

Small Business Workshops/Seminars — Marilyn McGill Teresa Sands

Workshops will be presented for Anti-Discrimination, the Small Business Enterprise (SBE)program, Affirmative Action Plans (AAP), Living Wage program and Bonding and Financial Assistance.

Performance Graph

Conduct Affirmative Action Plan (AAP) ...

good direction — updated: 3/14/2006

Initiatives Linked To Measure — **Owner(s)**

Living Wage Commission - DO — Marilyn McGill

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
AAP Workshops	6	2	FY06 Q2
Anti-Discrimination Workshop	0	1	FY06 Q2
Living Wage Workshops	0	1	FY06 Q2
Surety Bond Mentorship Program Workshops	2	2	FY06 Q2

Turnaround time to process new certification applications for small businesses — Patricia Thomas Marilyn McGill

It is DBD's goal to review, approve and gradually decrease the time needed to approve new applications for small business certifications. The goal for FY 05/06 is 20 days. This turnaround time would only be applicable to those applications that have all the necessary documentation needed for approval. Turnaround time is calculated by Oracle.

Performance Graph

Turnaround time to process new certifi...

good direction — updated: 4/7/2006

Initiatives Linked To Measure — **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

Turnaround time to process recertification applications for small businesses — Marilyn McGill Patricia Thomas

It is DBD's goal to review and approve applications (turnaround time) for small business recertification within 12 business days. Turnaround time is tracked by Oracle.

Performance Graph

Turnaround time to process recertifica...

Initiatives Linked To Measure — **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

good direction

updated: 4/7/2006

Objective Name	Owner(s)
Bonding and Financial Assistance Programs	Marilyn McGill Sheri McGriff Department of Business Development

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

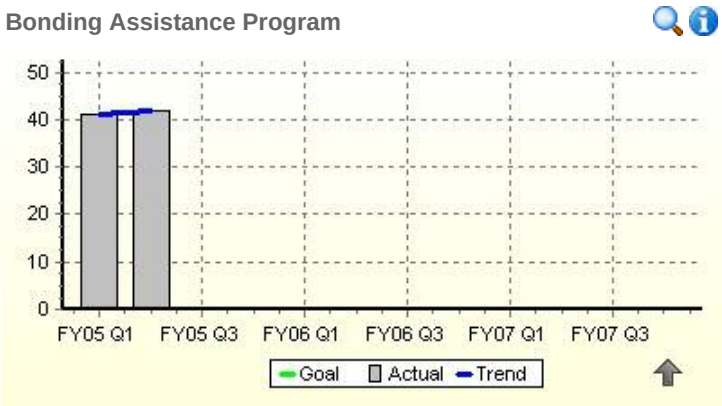
Parent Objectives

Measures **Owner(s)**

Bonding Assistance Program — Marilyn McGill

It is DBD's goal to assist all firms to achieve bonding and as such therefore some initiatives for the bonding assistance during FY05/06 will be to present a resolution to the Board of County Commissioners regarding the Broadlands bond mentorship program and once approved to implement the training program which will result in having more firms qualified for bonding. Additionally, DBD provides help to obtain financial assistance by determining a firm's financial needs and credit-worthiness.

Performance Graph



good direction

updated: 4/27/2006

Initiatives Linked To Measure **Owner(s)**

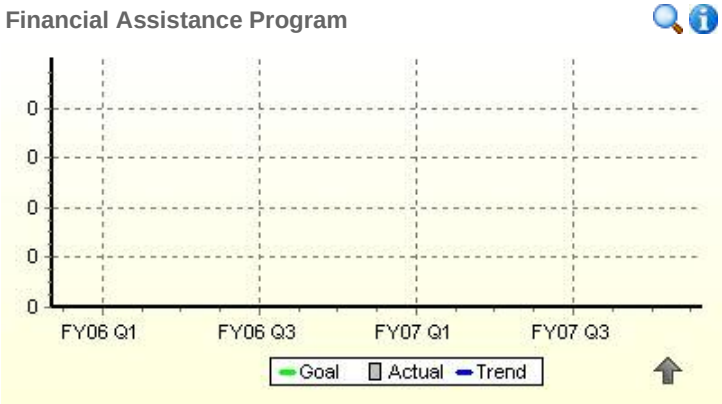
Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Surety Bond Mentorship Program Workshops	2	2	FY06 Q2

Financial Assistance Program — Marilyn McGill

Community Small Business Enterprise (CSBE) and Small Business Enterprise (SBE) firms often face the burden of financing projects over extended periods of time or lack the start-up capital to begin a project. Without adequate support from financial institutions, this burden can lead to contract defaults or eventually put these firms out of business. The County seeks to remedy this situation for those certified in our small business programs.

Performance Graph



updated: never

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Accounting Services Reimbursement Program	n/a	n/a	
Expedited Payment Program (EPP)	2	n/a	FY06 Q2
Small Business Contract Lending Program	n/a	n/a	

North Terminal Development Claims Program for CSBEs — Marilyn McGill

The BCC mandated that CSBEs who participated in the NTD project that have valid unpaid claims should be paid. Therefore, this program has been implemented to assist CSBEs in preparing their claims for work completed on the NTD construction project. Firms will be assisted during preparation phases in order to provide reasonable and necessary documentary support required to demonstrate entitlement and costs of any claims asserted in accordance with the certification and requirements of the Miami Dade County False Claims Ordinance.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

North Terminal Development Claims Pro...

updated: never

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

Objective Name	Owner(s)
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County-DBD	Marilyn McGill

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Create a more business-friendly environment in Miami-Dade County

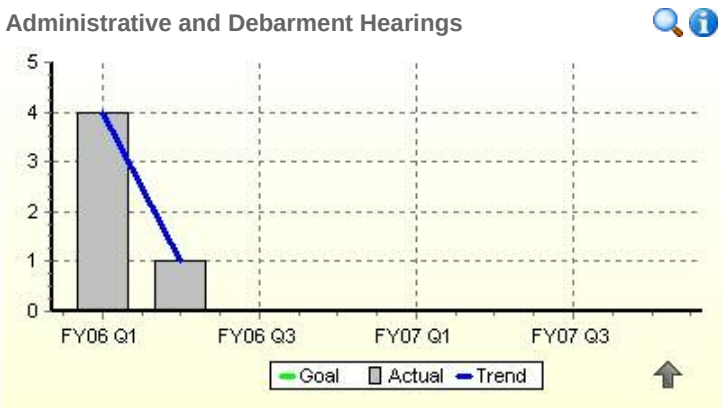
Parent Objectives

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

Measures	Owner(s)
Administrative and Debarment Hearings	Marilyn McGill Teresa Sands

Administrative hearings are held when firms are found in violation and an appeal has been requested. Small business violations for procurement and A&E go before the County's Review Committee. Hearing for wage related issues go before an Adminstrative Hearing Officer. In the of case debarments, the action is initiated by a County department and not DBD. Therefore, although a department's request is filed with DBD, the pursual of the actual debarment proceeding is contingent upon the requesting department taking action of its case.

Performance Graph



good direction updated: 4/6/2006

Initiatives Linked To Measure **Owner(s)**

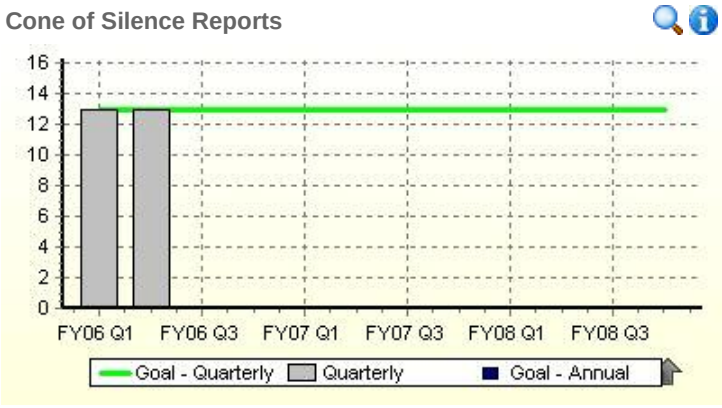
Child Measures Linked To Measure

ACTUAL	GOAL	DATE

Cone of Silence Reports	Marilyn McGill Sheri McGriff

The Cone of Silence Projects Report lists all of the contracts affected by the County's Cone of Silence ordinance and shows the dates during which the Cone of Silence is to be in effect. These reports are issued weekly. It is the policy of Miami-Dade County that a "Cone of Silence" be established on all County competitive selection processes including: · Request for Proposals (RFPs) · Requests for Qualifications (RFQs), and · Bids for the provision of goods and services The Cone of Silence prohibits any communication regarding a particular RFP, RFQ or bid solicitation after they have been advertised. This Cone of Silence is designed to protect the professional integrity of the procurement process by shielding it from undue influences prior to the recommendation of contract award. It establishes a disciplinary and/or penalty process for those who violate the Cone of Silence. The Cone of Silence is terminated at the time when the County Manager issues a written recommendation to the Board of County Commissioners, or at the time when the issuing department issues its written recommendation to the Manager when the award is within the Manager's delegated authority.

Performance Graph



good direction updated: 3/14/2006

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

Selection Committees

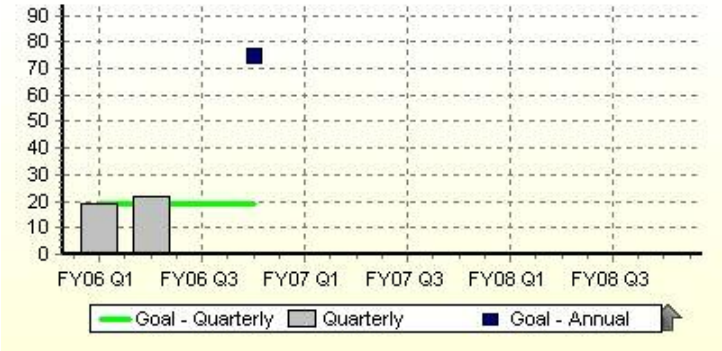
Marsha Jackman Marilyn McGill

DBD establishes and maintains a pool of Selection Committee members that reviews bid proposals as mandated by the BCC, and ensures that the committees are balanced with regard ethnicity and gender.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Selection Committees



good direction

updated: 4/10/2006

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE

Comprehensive Audits

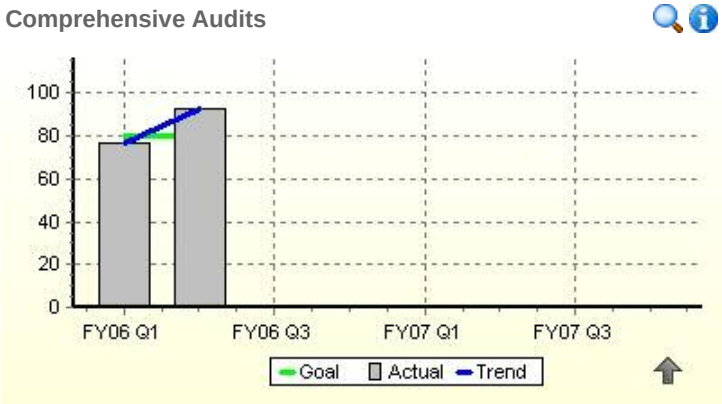
Sheila Martinez Marilyn McGill

Comprehensive audits are issued for all construction, procurement and A&E projects to ascertain compliance of firms awarded or working on designated projects. Audit activities include site interviews that are conducted as verification of participation, reviewing payrolls, and requesting financial documentation.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Comprehensive Audits



good direction

updated: 3/10/2006

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Comprehensive audits conducted for construction projects with measures	26	20	FY06 Q2
Comprehensive audits conducted for construction projects with wage requirements	29	25	FY06 Q2
Comprehensive audits conducted for procurement projects with wage requirements	24	20	FY06 Q2
Comprehensive audits for procurement projects with measures	14	15	FY06 Q2

Site visits conducted

Sheila Martinez Marilyn McGill

The practice of conducting site visits is one of the means by which the monitoring process is effected. It is an important function, as it is only through it we can verify that designated firms meeting goals are actually participating, employees are working in their assigned classifications, and are receiving their designated pay rates. Site visits are conducted only part of a work week.

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Site visits conducted

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE

good direction

updated: 4/7/2006

Financial

Objective Name	Owner(s)
Meet Budget Targets (Business Development)	Rosella Dore Marsha Jackman Sheri McGriff

Initiatives Linked To Objective — **Owner(s)**

GrandParent Objectives

(ES8.2) Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Parent Objectives

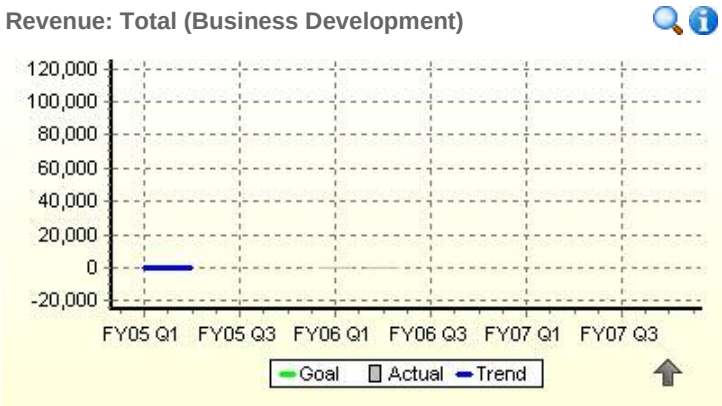
(ES8.2.1) Meet Budget Targets

Measures — **Owner(s)**

Revenue: Total (Business Development) — Sheri McGriff Rosella Dore Marilyn McGill

Total revenue in $1,000s (from FAMIS)

Performance Graph



good direction — updated: 2/16/2006

Initiatives Linked To Measure — **Owner(s)**

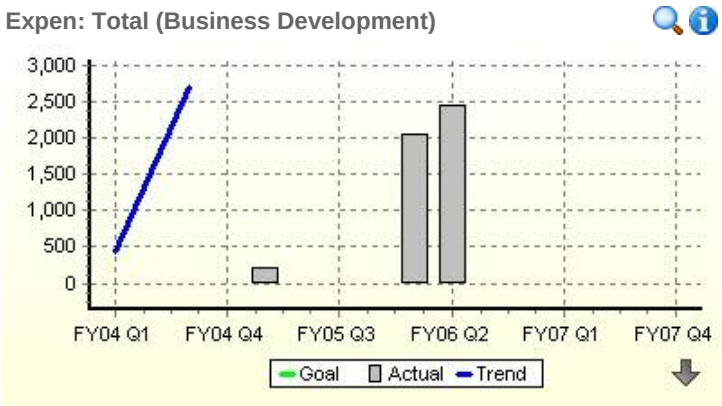
Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
DBD Capital Working Fund	$0	$1,747	FY06 Q2
DBD Carryover	0	157	FY06 Q2
DBD Certification Fees	$2	$16	FY06 Q2
DBD UMSA General Fund	$0	$93	FY06 Q2
Revenue: CW Gen Fund (Business Development)	$0	$197	FY06 Q2

Expen: Total (Business Development) — Sheri McGriff Rosella Dore Marilyn McGill

Total expenditures in $1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance Graph



good direction — updated: 2/16/2006

Initiatives Linked To Measure — **Owner(s)**

Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Expen: Other Operating (Business Development)	775	502	FY06 Q2
Expen: Personnel (Business Development)	$1,669	$1,690	FY06 Q2
Expen: Capital (Business Development)	$8	$17	FY06 Q2

Objective Name	Owner(s)
Filled/Vacancy Report	Marilyn McGill

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Parent Objectives

Measures	Owner(s)
Filled Positions	Marilyn McGill

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Filled Positions

Child Measures Linked To Measure

ACTUAL	GOAL	DATE

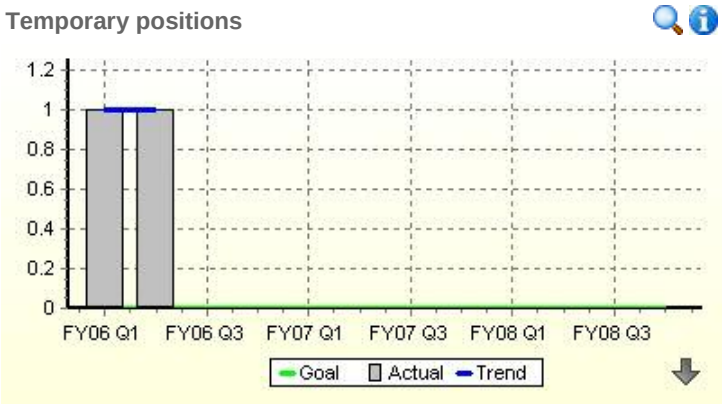
good direction updated: 4/11/2006

Temporary positions	Marilyn McGill

Performance Graph

Initiatives Linked To Measure **Owner(s)**

Temporary positions



Child Measures Linked To Measure

ACTUAL	GOAL	DATE

good direction updated: 4/11/2006

Turnover rate	Marilyn McGill

DBD lost two staff members in the first quarter of FY 05/06 one to the private sector and another to moving from S.Fl.

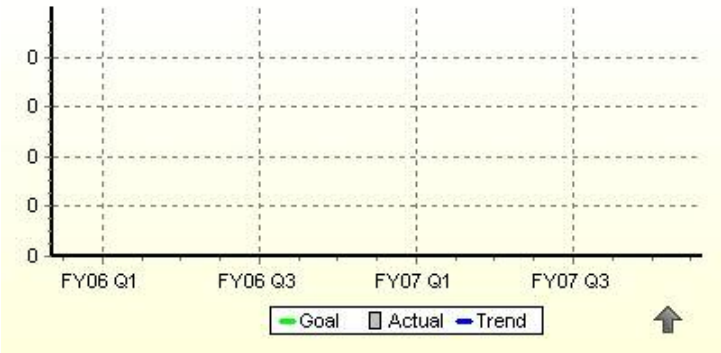
Performance Graph

Initiatives Linked To Measure **Owner(s)**

Turnover rate

Child Measures Linked To Measure

ACTUAL	GOAL	DATE



updated: never

Vacancy positions

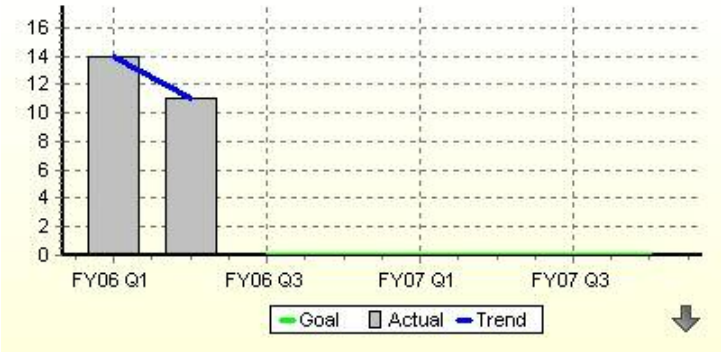
Marilyn McGill Sheri McGriff

Performance Graph

Initiatives Linked To Measure

Owner(s)

Vacancy positions



Child Measures Linked To Measure

ACTUAL	GOAL	DATE

good direction

updated: 4/11/2006

Internal

Objective Name	Owner(s)	
Technology projects completed as planned - Bus. Dev.	Marilyn McGill	Department of Business Development

Initiatives Linked To Objective	Owner(s)
Develop and implement new MTA application - MIS	Marilyn McGill Sheri McGriff
Develop /Implement Bonding and Financial Interface - MIS	Marilyn McGill Sheri McGriff
Develop/Implement NIGP countywide .NET application - MIS	Marilyn McGill Sheri McGriff
Electronic Data Management System (EDMS) - MIS	Marilyn McGill Sheri McGriff
Equitable Distribution Program (EDP) Restructure - MIS	Marilyn McGill Sheri McGriff
Develop/Implement SBE/Micro Justification System	Marilyn McGill Sheri McGriff
Develop/Implement Interface for DBD & Building Dept. - MIS	Marilyn McGill Sheri McGriff
Analyze/Design Handheld Applications - MIS	Marilyn McGill Sheri McGriff
Develop/Implement new Work History Report - MIS	Marilyn McGill Sheri McGriff John Sarduy

GrandParent Objectives

Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange

Parent Objectives

(ES4.5) Technology projects completed as planned

Measures	Owner(s)

Learning and Growth

Objective Name	Owner(s)
Retention of excellent employees - Bus. Dev.	Marilyn McGill Sheri McGriff Department of Business Development

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Attract, develop and retain an effective, diverse and dedicated team of employees

Parent Objectives

(ES5.2) Retention of excellent employees

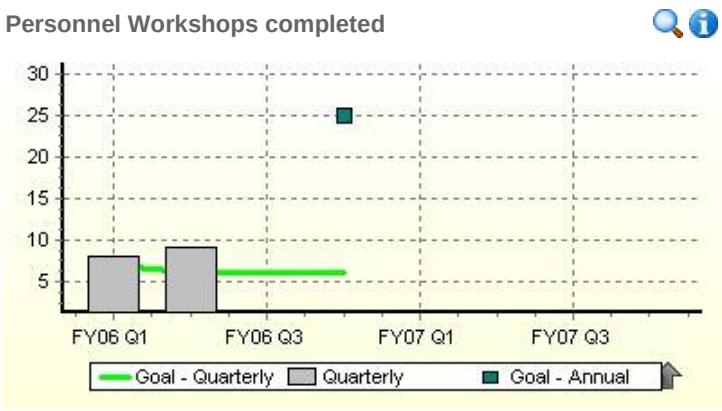
Measures **Owner(s)**

Training/Seminars/Workshops - Departmental Level — Marilyn McGill Sheri McGriff

The personnel unit continues to develop training opportunities and workshops to provide employees with increased proficiencies in customer service, compliance monitoring and to and boost morale, build staff camaraderie and relieve stress.

Performance Graph

Initiatives Linked To Measure **Owner(s)**



Child Measures Linked To Measure

	ACTUAL	GOAL	DATE

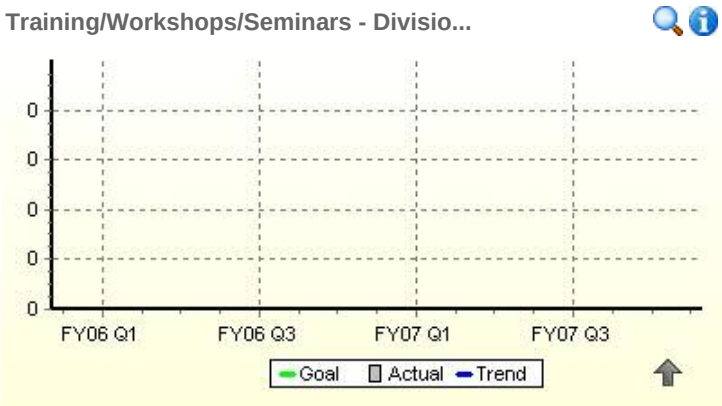
good direction

updated: 4/6/2006

Training/Workshops/Seminars - Divisional Level — Marilyn McGill

Performance Graph

Initiatives Linked To Measure **Owner(s)**



Child Measures Linked To Measure

	ACTUAL	GOAL	DATE
Administration & Finance Staff Development	n/a	n/a	
Business & Professional Development Division Staff Development	n/a	n/a	
Professional Support Services Division Staff Development	n/a	n/a	

updated: never

Objective Name	Owner(s)
Graduated Firms in the small business programs	Alina Hudak Marilyn McGill Patricia Thomas

Initiatives Linked To Objective	Owner(s)

GrandParent Objectives

Parent Objectives

Measures	Owner(s)
Names & Dates of Firms Graduated	Marilyn McGill Patricia Thomas

Juliana Enterprises, Inc. DBA Power Pro - 2/13/06 Enterprise Technology Partners, LLC -- 2/6/06 Manuel G. Vera & Assc.Inc. 3/2/06 Amion Enterprises International - 2/28/06 TotalPack, inc. 3/1/06 ARFRAN, L.I. Inc. 3/29/06

Performance Graph

Names & Dates of Firms Graduated

Click to Edit

good direction

updated: 3/14/2006

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure

ACTUAL	GOAL	DATE