

Memorandum



Date: June 4, 2026

To: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

From: Daniella Levine Cava 
Mayor

Subject: Miami-Dade County's Comprehensive Plan – Resources and Services for our Small and Local Businesses

In 2025, Miami-Dade County (County) emerged as the nation's leading destination for small business growth. A [report](#) by Clarify Capital, highlighted by the Miami Herald, ranked Miami-Dade County #1 in the United States for small business applications, with nearly 4,900 new filings per 100,000 residents. This momentum presents a pivotal opportunity to institutionalize success and advance a forward-looking strategy that sustains community-centered economic growth. I am proud to present Miami-Dade County's first ever Comprehensive Plan for Small and Local Businesses.

The Strategic Procurement Department (SPD) plays a key role in shaping the County's economic future by leveraging County procurement opportunities as a catalyst for small and local business development. The Comprehensive Plan reflects a deliberate shift from traditional practices towards a more integrated Countywide approach that removes systemic barriers, modernizes systems to reduce red tape for entrepreneurs, and aligns County resources and services to help small and local businesses compete and grow. The plan expands transparent access to all County opportunities and highlights economic development resources offered by various County departments. This strategy supports my Administration's broader goals of inclusive growth, transparency, and fiscal stewardship.

Building upon the success of established initiatives, including the Vendor Academy, the Small Business Enterprise programs, and Strive305, the plan outlines a cohesive framework focused on capacity-building, increased access to contracting opportunities, cross-sector partnerships, and data-informed decision-making. Emphasis is placed on increasing participation among emerging and underrepresented businesses to ensure that all communities can access economic opportunity.

Implementation will be guided by innovation, collaboration, and accountability. SPD will strengthen partnerships with small and local vendors and anchor institutions, deploy technology to enhance transparency and ease of navigation within the procurement process, and conduct targeted outreach to ensure businesses in underserved areas can fully access County contracting opportunities. Through this comprehensive approach, SPD will position Miami-Dade County as a national model for neighborhood-level economic development and long-term small and local business growth. By empowering local entrepreneurs, the County will not only strengthen its business environment but also ensure that economic prosperity is broadly shared and enduring.

Should you require additional information, please contact Namita Uppal, C.P.M., Director and Chief Procurement Officer, SPD at (305) 375-1574 or Namita.Uppal@miamidade.gov.

Attachment

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Miami-Dade County's Comprehensive Plan

Resources and Services for Our Small and
Local Businesses

Prepared by:

Strategic Procurement Department

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**Fiscal Year
2025-2026**

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EXECUTIVE SUMMARY

The Strategic Procurement Department (SPD) is dedicated to strengthening Miami-Dade County's economic landscape by empowering small and local businesses, advancing accessibility in procurement, and fostering community-centered economic growth. Recognizing that small enterprises serve as the backbone of the County's economy, SPD seeks to remove systemic barriers, broaden access to opportunities, and equip entrepreneurs with the tools required to thrive in an increasingly competitive marketplace.

Building on the success and momentum of the Vendor Academy, the Small Business Enterprise programs and the Strive305 initiative, this business plan presents a holistic and actionable strategy designed by SPD to elevate the County's support ecosystem for small and local businesses. Key priorities include expanding access to capacity-building resources, promoting procurement programs and contracting opportunities, cultivating cross-sector partnerships, enhancing data-driven insights, and amplifying visibility for emerging

and underrepresented businesses.

SPD will advance these goals through a coordinated approach rooted in innovation, collaboration, and strategic communication. Resources will include strengthening relationships with community organizations and anchor institutions, deploying technology to increase transparency and ease of navigation within the procurement system, and implementing targeted outreach to ensure that all businesses—particularly those in underserved communities—can participate fully in County contracting opportunities.

Through these efforts, SPD will position Miami-Dade County as a national model for neighborhood-level economic development and sustainable small business growth. By empowering local entrepreneurs, nurturing a robust business environment, and fostering long-term community prosperity, SPD aims to ensure that the County's economic success is shared across all business communities.

STRATEGIC PROCUREMENT

MISSION & VISION

STATEMENTS

OUR VISION

To be the global leader of purpose-driven procurement.

OUR MISSION

To deliver value and integrate **PURPOSE** in all sourcing decisions by assuring our processes are fair to suppliers, sustainable for our environment, and beneficial to our economy. We pride ourselves in collaborating with our customers and engaging our community with integrity, fairness, innovation, competition, efficiency and transparency.

The department's Guiding Principles are aligned with the word **PURPOSE**:

- Professional service to departments, businesses and constituents.
- Unparalleled model for accountable and transparent governance.
- Resilient and adaptive to the evolving needs of our environment.
- Promote ethical standards and diverse ideas in our business practices.
- Operational efficiencies through use of innovative technology and processes.
- Strategic development of talent through training and recognition.
- Engagement and inclusion of all stakeholders to promote fair and equitable competition.



STRATEGIC OBJECTIVES

01

Enhance Accessibility – Expand outreach through in-person, digital, and media channels to ensure small and local businesses across all communities can access available resources.

02

Foster Collaboration – Strengthen public-private partnerships to align countywide economic development efforts.

03

Increase Visibility – Elevate small and local businesses through events, media features, and targeted communications.

04

Build Capacity – Equip small and local businesses with financial resources, access, mentorship, training, and workforce connections for sustainable growth.

05

Advance Innovation – Leverage technology and data-driven tools to streamline service delivery and improve user experience.





RESOURCES

SPD will advance the resources outlined below during Fiscal Year (FY) 25–26, to strengthen alignment; increase capacity and visibility; and forge strategic partnership and innovation across Miami-Dade County’s small and local business ecosystem. The resources are organized under seven strategic pillars, namely training and educational support, capacity building and business support, financial capacity, community engagement and visibility, strategic alignment and partnerships, communication and innovation, and digital infrastructure and data modernization.



Training & Educational Support



Capacity-Building & Business Support



Financial Capacity



Community Engagement & Visibility



Strategic Alignment & Partnerships



Communication & Innovation



Digital Infrastructure & Data Modernization

I. Training & Educational Support

Vendor Academy **ONGOING**

Launched in March 2023, the Vendor Academy provides essential information and resources for doing business with the County, using a customized educational platform to enhance vendor readiness and participation in contracting opportunities. The Vendor Academy creates a supportive and engaging environment for vendors to learn about the County's procurement programs, processes, and eSupplier portal.

Service offerings include:

Virtual Instructor-Led Procurement Workshops

SPD offers numerous on-line instructor-led workshops to vendors on topics such as procurement methods, how to register as a County vendor, contract terms and conditions, vendor payments, Small Business Enterprises (SBE) programs, the legal framework that governs the County's procurement processes and the role of the entities and personnel that have functional and oversight responsibilities for these processes. Many vendors, especially small businesses, struggle with the complexities of the procurement processes, leading to non-responsive offers. Tailored vendor training and educational support are necessary to improve participation and competition in public procurement.

In-Person and Virtual Commission District Vendor Workshops and Outreach Events

Staff will continue to work with each Commissioner to schedule in-person and virtual Commission district vendor workshops and outreach events. Small and local businesses constitute a major force in the County's economy by creating jobs, sparking innovations, and providing various goods, services, and construction works. Through partnership with the County's Commissioners, SPD will ensure that information and support are provided via workshops and outreach events to encourage small and local businesses to participate in the County's contracting opportunities.



Monthly Onboarding Sessions

Doing business with government can be daunting and challenging, especially for new vendors. The Vendor Academy offers monthly onboarding sessions to help newly registered vendors understand the County's government structure and navigate certain County processes. This proactive approach helps to integrate vendors more quickly, enhances operational efficiency and compliance, and builds collaborative relationships that can lead to long-term success for the County and vendors.

Online Vendor Forums

Online vendor forums are conducted bi-annually to provide prompt responses to concerns or issues demonstrating the County's commitment to engage and collaborate with vendors. These forums also provide avenues for the County to obtain and integrate the vendor community's feedback and experiences in our procurement practices, making them more resilient and inclusive.

Registration Bootcamps

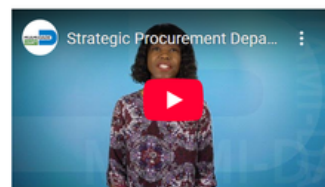
In-person registration bootcamps are held quarterly at various County locations to help vendors register with the County. Bootcamps provide step-by-step assistance to vendors, ensuring comprehensive understanding of the registration and certification processes as well as the benefits of doing business with the County.



Trainings Videos

Training is also offered via instructional videos in English, Spanish, Creole and Mandarin Chinese which can be conveniently viewed by vendors on YouTube. To meet the training needs of the County's diverse population, SPD also plans to include videos in Portuguese.

How to Register as a Vendor in Miami-Dade County (English)



How to Register as a Vendor in Miami-Dade County (Creole)



II. Capacity-Building & Business Support

Small Business Enterprise Technical & Management Assistance Program

ONGOING

SPD is mandated by legislation to provide technical and management assistance to the County's 1700+ certified SBEs to build their capabilities to do business with the County.

Technical and management assistance include:

- Provide guidance and direction, coordinate access to services and maintain continual communications with SBEs to ensure knowledge of the County's programs and resources.
- Assist with payment, performance and other contractual issues. As the mediator between certified SBEs, the County and prime contractors, SPD is required to resolve late payment issues pursuant to Administrative Order No.: 3-19 and the County's Code which stipulate that payments to certified SBEs by the County and the Public Health Trust are due 14 calendar days from receipt of a proper invoice, and payments from prime vendors to subcontracting SBEs are due two calendar days from receipt of payment from the County.
- Conduct one-on-one assessment meetings to review the current business structure of the SBE, the service and/or goods provided, and business resources needed, as well as identify opportunities for growth.
- Attend pre-bid/proposal, post-award and performance meetings to ensure fair treatment of SBE firms.
- Offer business and management workshops, including but not limited to industry specific needs, how to do business with Miami-Dade County, tax preparation for business growth, access to capital, and surety bonding. These workshops allow SBEs to develop their capacity and capabilities and enhance marketability of their products or services.



- Recruit new SBE firms and provide information on contracting opportunities with the County and other entities (municipalities, Jackson Health System, Miami-Dade County Public Schools, etc.).

SBE Mentor Protégé Program (MPP) **ONGOING**

The Mentor Protégé program provides opportunities to build effective working relationships between mature established companies and the County's SBEs for the latter to benefit from the knowledge and experience of the mentor firms as well as prospects for growth, expansion and increased participation in the County's economic development. MPP was created to assist SBE protégés in overcoming barriers that typically inhibit or restrict their success. The program is designed to produce a broad base of high quality, competitive and profitable companies through incremental improvement. Mentors who are medium to large companies in the tri-county area are assigned a one-year commitment to conduct a SWOT analysis of assigned SBEs, and implement a plan to help them accomplish improvement and success in the key areas of need.

Local Business Mentorship & Capacity-Building Program **PROJECTED START DATE: Q2 FY 25-26**

Developed in collaboration with various Beacon Council and Strive305 partners and ambassadors, this structured mentorship initiative will pair small and local businesses with experienced business leaders. The program will emphasize leadership development, financial literacy, and strategic growth planning while equipping small and local businesses with the knowledge, skills, and networks necessary for sustainable growth and procurement readiness. Participants will gain enhanced business acumen, improved competitiveness in public contracting, and increased confidence to scale operations. It will complement the existing MPP while expanding eligibility to all County vendors.



SPD Market Matchmaker Program

ONGOING

SPD has revived and expanded the Market Matchmaker Program, offering vendors free spaces at local markets and organizing quarterly matchmaking events for small and local businesses. This initiative merges product showcasing with mentorship, enabling entrepreneurs to receive feedback and refine their market strategies. The program provides entrepreneurs with real-world opportunities to test products, build brand visibility, and connect with customers. The program stimulates local commerce, enhances market validation for emerging businesses, and strengthens the connection between businesses and their communities.

Additionally, these quarterly networking events allow small and local businesses a platform to present their products and/or services and concerns while providing County representatives the opportunity to learn about various options in the market. These networking events will expand the County's supplier network and foster stronger relationships that improve collaboration and trust.



III. Financial Capacity

Bonding & Financial Assistance

ONGOING

In addition to technical and management assistance, SPD also offers bonding and financial assistance to certified SBEs. Bonding assistance includes helping SBEs to complete bond applications and providing referrals to surety bond agents. Financial assistance includes providing SBEs with access to mobilization capital, line-of credit, and working capital loans from financial institutions. One-on-one meetings are held with SBEs to review their financial position and recommend suitable credit solutions. In these meetings, SBEs are provided with an overview of how commercial loans work and available lending channels or financial institutions.

RISE Fund Assistance Workshops

ONGOING

The RISE Fund Assistance expands access to financial resources for small and local businesses seeking capital growth. SPD will continue to host quarterly virtual workshops to guide applicants through the RISE Fund process. In collaboration with partners featured on strive305hub.com, the sessions provide hands-on support in completing applications, understanding eligibility, and maximizing funding potential. These workshops assist in reducing barriers to capital and empowering businesses to pursue expansion, innovation, and job creation within their communities.



IV. Community Engagement & Visibility

Annual Procurement Expo

ONGOING

In partnership with the Office of the Mayor, SPD organizes and sponsors an Annual Procurement Expo bringing together public, private and non-governmental organizations to provide information on contracting opportunities, access to capital and technical assistance to the vendor community. The expo enables small and local businesses to explore opportunities on how to grow their businesses with Miami-Dade County departments, municipalities, educational institutions, healthcare systems, and beyond. The expo also encourages small and local businesses to engage face-to-face with procurement professionals and community partners to strengthen relationships, network and learn.

Annual Small Business Week

ONGOING

Annually, during National Small Business week, SPD organizes a week of activities to engage, empower and connect small businesses with representatives from numerous County departments, local municipalities, state and federal agencies and other partners. The County's Small Business Week is a



significant event that is held to address the needs and concerns of small businesses, highlight available resources and contracting opportunities, and celebrate their contributions to the County's economy. The week-long celebration includes activities such as workshops, industry specific forums, panel discussions, resource tables, and award recognitions.

Countywide Vendor Academy Access Point Office Hours

ONGOING

To meet business owners in their communities, SPD hosts monthly rotating Vendor Academy Office Hours at two locations – the South Dade Government Center and the HUB @ Office Logic. Delivered in partnership with the Beacon Council, Dade County Federal Credit Union, and other ecosystem partners (capital providers, technical assistance organizations, and community development financial institutions), these sessions provide one-on-one guidance, technical assistance, and information about SBE certification programs, procurement, and funding opportunities. This initiative brings County resources directly to entrepreneurs in underserved communities, promotes equitable access to support, strengthens community trust, expands the reach of SPD programs, and closes geographic access gaps.

Annual Networking & Visibility Events

PROJECTED START DAY: Q2 FY 25-26



These events will create opportunities for small and local businesses to connect with procurement officials, media, and ecosystem partners while elevating the visibility of certified SBE firms. Held in collaboration with Community Newspapers, these bi-annual events will feature live podcast recordings, interactive panels, and business pitch opportunities. SPD will invite a diverse mix of participants to foster meaningful connections between businesses and decision-makers. These events will also enhance awareness of County procurement programs, increase business-to-business collaboration, and promote inclusion within the local economic landscape.

International Procurement Summit

PROJECTED START DATE: Q3 FY 25-26

In partnership with the Miami-Dade Consular Corps, SPD will organize a high-profile summit bringing together global procurement professionals, government representatives, and small and local business stakeholders. The summit will feature best practice exchanges, partnership discussions, and global opportunity sessions. It will elevate Miami-Dade County's international economic profile, attract new partnerships, expose small and local businesses to global markets, and position the County as a global hub for procurement innovation and international trade.



Small Business Visits with the Mayor

ONGOING

In partnership with the Mayor's Engagement Team, SPD will continue to coordinate monthly Saturday visits between the Mayor and small businesses focusing on themed sectors such as technology, retail, or construction. These visits are promoted through County communication channels to maximize public recognition and media coverage. They also strengthen relationships between small business owners and County officials, generate positive media attention, and reaffirm the County's commitment to small business vitality.

Monthly SPD Informational Shows

ONGOING

Monthly informational television shows are aired on ComercioTV and Island TV that highlight SPD's resources and services for small and local businesses, feature success stories, and provide updates on workforce and contracting opportunities. In addition, these shows enhance public awareness and understanding of SPD's programs and the broader business ecosystem. This ongoing media presence increases transparency, educates the public, and inspires community participation in economic development programs.



V. Strategic Alignment & Partnerships

Strategic Alignment Touchpoints

ONGOING

The Strategic Alignment Touchpoints promote collaboration, transparency, and agile decision-making between SPD and its partners. Every Wednesday, SPD hosts strategic meetings that are led by the Economic Impact Catalyst manager of the Strive305HUB. These meetings include cross-functional representatives and ecosystem partners and focus on aligning resources, reviewing progress, and identifying opportunities for synergy across departments and external stakeholders. This continuous alignment improves communication flow, ensures accountability, and enables faster response to emerging challenges. It also cultivates a culture of shared ownership and collaboration among all stakeholders engaged in Miami-Dade's small and local business development ecosystem.

Strengthened Partnership with the Beacon Council

ONGOING

This partnership formalizes collaboration between Miami-Dade County and the Beacon Council, maximizing regional alignment and amplifying small and local business impact. Through a Memorandum of Understanding (MOU), SPD officially transitioned the Strive305 initiative to the Beacon Council. This partnership seeks to integrate regional economic development strategies, leverage the Council's business network, and streamline service delivery. Joint programming,

shared metrics, and co-branded communications will ensure consistency across the ecosystem. This enhanced partnership will also elevate SPD's regional influence, strengthen business retention and expansion efforts, and create a unified platform for small and local business support throughout Miami-Dade County.



Municipal & Institutional Reciprocity Agreements

PROJECTED START DATE: Q3 FY 25-26

SPD will explore any possible reciprocity agreements with municipalities in Miami-Dade County that are not currently utilizing the County's SBE program, along with local universities and hospital systems. The reciprocity agreements will provide these entities with access to the County's SBE programs and resources at minimal costs. For instance, the County's SBE certifications are recognized across institutions and will reduce redundancy and increase operational efficiency for participating entities. Through this initiative, SPD will unlock new contracting opportunities for small businesses and encourage greater participation in public contracting. Additionally, this initiative will position Miami-Dade County as a model for intergovernmental cooperation and business-friendly policies.

South Florida Anchor Alliance (SFAA) ONGOING

The SFAA is a collaborative of 20 regional institutions including hospitals and healthcare systems, education enterprises, and municipalities that joined forces in 2019 to create a thriving South Florida economy through collective procurement and workforce development initiatives. SPD will continue to partner with the SFAA to create a regional marketplace for local small businesses to access contracting opportunities from participating anchor members.



VI. Communication & Innovation

SPD Business Podcast

ONGOING

The monthly podcast features interviews with procurement professionals, certified SBE firms, local vendors, and ecosystem partners. This media tool enables SPD to share success stories, amplify small business voices, and foster community pride through a multilingual communications platform. The podcast serves as an accessible platform for knowledge-sharing and inspiration, reaching broad audiences and enhancing SPD's reputation as a thought leader in small and local business development.



Monthly SPD Business Newsletter

ONGOING

Rebranded from the Strive305 and the SPD Vendor Insights newsletters, the new SPD Business Newsletter was disseminated to a subscriber base of nearly 100,000, in the first quarter of FY 25-26. The newsletter includes procurement updates, policy announcements, vendor outreach and events, and profiles of local success stories.



E-mail Blast through Business to Government Now **ONGOING**

Through the Business Management Workforce System (BMWS), certified SBE firms receive certification updates, news, legislative changes and other pertinent business information to keep them informed. The BMWS system allows emails to be sent to firms, using options such as the firm's certification program, industry, trade or zip code. SPD also uses the BMWS system to share partners' information and events with SBE firms.

Annual Benefits Insert **ONGOING**

SPD will continue to coordinate with the Miami-Dade County Office of the Tax Collector and all 34 municipal governments in Miami-Dade County to include an informational insert in Local Business Tax Receipt mailouts. The insert provides information in English and Spanish on topics such as vendor registration, SBE certification programs, contracting opportunities, and other available resources. This increases visibility of the County's offerings to small and local businesses.



Miami-Dade County SPD Small & Local Business GIS Map **ONGOING**

This interactive GIS map serves multiple purposes. It functions as the official platform for displaying all active Business Tax Receipts (BTRs) across Miami-Dade County, following the recent decision by the commission to eliminate the requirement for small and local businesses to display paper licenses.

VII. Digital Infrastructure & Data Modernization

SPD Website Revamp

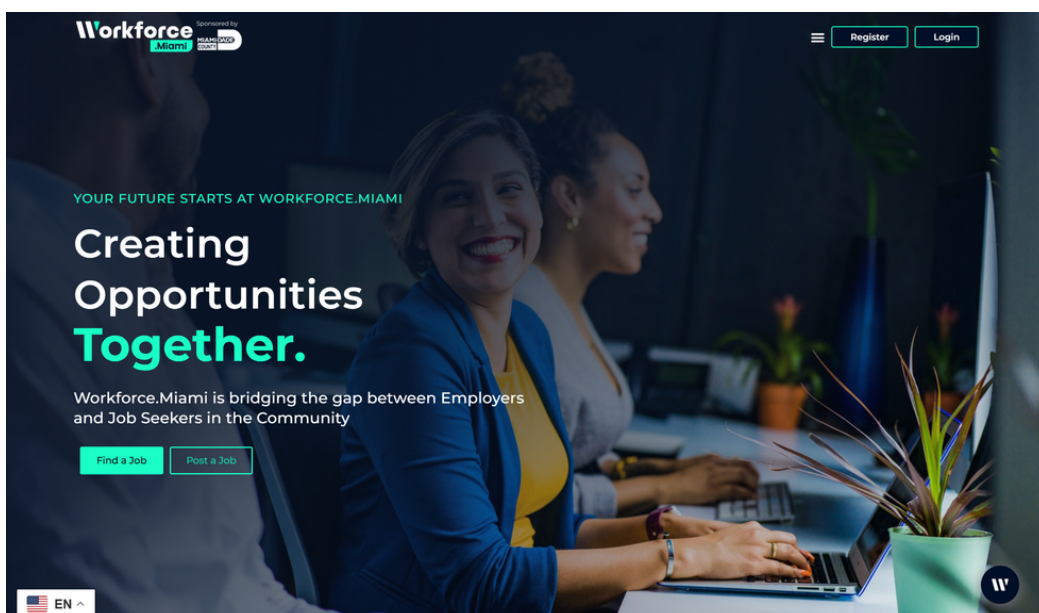
ONGOING

To help create a seamless and user-friendly digital experience for the business community, SPD's website is being redesigned with improved navigation, updated program information, and enhanced online tools. The redesign will prioritize accessibility and integrate features such as application tracking, event calendars, and data dashboards. The revamped website will serve as the central online hub for all SPD resources and services, improving efficiency, transparency, and user satisfaction.

WorkForce.Miami Platform Integration

ONGOING

SPD assumed management of the WorkForce.Miami platform, connecting small and local businesses with qualified local talent and addressing workforce gaps across the County. The platform is the primary resource for job postings, skills matching, and workforce training opportunities. This integration aims to strengthen the County's talent pipeline, support small and local business hiring, and drive inclusive economic growth.



VIII. Miami-Dade County Small and Local Business Resources HUB

Miami-Dade County Small and Local Business Resources HUB

PROJECTED START DATE: Q2 FY 25-26

SPD will develop an interactive resources hub consolidating information on small business programs, certifications, and engagement statistics across departments. The tool will be publicly accessible and regularly updated. The hub will enhance transparency, streamline reporting, and enable leadership to measure performance and progress across all resources. The hub will serve to unify and centralize all small business resources for improved data-driven decision-making.

The following County programs will be included:

- Miami-Dade Public Library System: YOUmake Miami
- Parks Foundation of Miami-Dade: Fit2Lead
- Housing & Community Development: Community Development Block Grant Programs
- Housing & Community Development: Special Economic Development (SPED) program
- Regulatory & Economic Resources: Homeowner & Small Business Permitting Assistance
- Solid Waste Management: Mosquito Control Program
- Transportation & Public Works: Easy Perks
- CareerSource South Florida: Job Posting and Trainings



PERFORMANCE METRICS



Business Engagement

- Number of SBEs that received concierge services
- Number of newly certified and recertified SBEs



Program Participation

- Number of office hours, workshops, and events conducted and number of attendees



Media Reach

- Number of Podcast downloads, newsletter engagement, and TV viewership



Procurement Impact

- Number of newly registered vendors with the County
- Percentage of small and local businesses added to Pre-qualification Pools
- Percentage of Construction, Architectural & Engineering, and Goods & Services contracts awarded to SBEs for eligible SBE contracting opportunities



Workforce Impact

- Number of jobs matched or upskilled through WorkForce.Miami



Partnerships

- Number of new MOUs and collaborations established



CONCLUSION

This Comprehensive Plan represents SPD's bold and forward-thinking commitment to advancing Miami-Dade County's entrepreneurial ecosystem. Through strategic programming, innovative communication, and community partnerships, SPD will enable small and local businesses to thrive, and shape a more equitable and prosperous future.

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