

## Agency Strategic Plan

## Department of Minority Business Enterprise (232)

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## Mission and Vision

**Mission Statement**

Working collaboratively with public and private industries, the Department of Minority Business Enterprise will aggressively pursue supplier diversity by creating contracting opportunities and promoting fairness in the state's procurement process for Small, Women- and Minority-owned Businesses.

**Vision Statement**

The Department of Minority Business Enterprise envisions a Commonwealth in which a system of fair contracting and equal business opportunities exist for its small businesses, and especially for women- and minority-owned businesses.

## Agency Values

- Creativity.  
*The determination to craft and implement a system of fair and equal access to contracting opportunities.*
- Collaboration.  
*Building associations with those who share in our mission and goals, and will work with us towards the achievement of our vision.*

## Executive Progress Report

**Service Performance and Productivity**

- *Summary of current service performance*

The enabling legislation of the Department of Minority Business Enterprise ("DMBE") is found in Section 2.2-1400 et seq. of the Code of Virginia. The DMBE charged with establishing, preserving, and strengthening small, women-, and minority-owned businesses and promoting the growth and development of such businesses.

For over three decades, the Department has served as a catalyst in promoting and encouraging State procurement diversification and business opportunities for minority businesses. In 2002, the DMBE commissioned a disparity study that found substantial under-utilization of the Commonwealth's minority and women-owned businesses. As a result of the disparity study, the DMBE's enabling legislation was expanded to include the certification of small and women-owned businesses, as well as the certification of disadvantaged business enterprises. The expansion of services has resulted in a significant increase in the level of the DMBE's performance and organizational output, but has also created a "one-stop-shop" for certifying businesses in the Commonwealth for procurement purposes.

The DMBE has four (4) core service areas: (1) Certification; (2) Procurement Reporting and Coordination; (3) Outreach; and (4) Administrative Services.

The Certification Service Area is responsible for the certification of eligible small, women-, and minority-owned businesses to participate in the SWaM Procurement Initiative. This service area also certifies Disadvantaged Business Enterprises (DBEs) for participation under the Virginia Unified Certification Program (as part of the federal DBE Program).

The DMBE works collaboratively with numerous state agencies to collect procurement data and provide statistical analyses and reports regarding the Commonwealth's procurement of goods and services from SWaM vendors. The Procurement and Reporting Service Area focuses on the two very important aspects of the SWaM Procurement Initiative: increasing expenditures with SWaM vendors through match-making and providing accurate statistical data.

The Outreach Service Area is charged with the following:

- Developing and implementing a statewide marketing plan to improve the DMBE's image, and promote its services and programs;
- Participate in and collaborate with state agencies to promote SWaM and DBE participation;
- Provide SWaM and DBE (or eligible vendors) with certification, management and technical assistance;
- Develop outreach collaborations between federal, state, and local governments, and non-governmental entities; and
- Provide guidance and one-on-one counseling to vendors, procurement officials, agencies, and executives.

The Administrative Services area focuses on the administration of the agency's operations, including but not limited to

daily operations, human resources, fiscal transactions and compliance, reporting requirements, and staffing.

- *Summary of current productivity*

The Department of Minority Business Enterprise's ("DMBE") productivity has significantly increased over the last 12 months with more focused and efficient operations. In addition to more aggressive and streamlined certification efforts, the DMBE has increased its match-making and outreach activities across the Commonwealth. DMBE has forged new collaborations and partnerships with various public and private entities in the areas such as certification reciprocity and procurement policy development.

With a staff of 20 full time employees, the DMBE has re-organized its operations to produce efficiencies and implement expectations for accurate results. For example, staff assigned to the Certification service area and other core service areas are cross-trained on both the SWaM and Disadvantaged Business Enterprise Certification Programs to better ensure the prompt processing of certification applications as well as providing better customer service. Additionally, the agency has historically processed from 800 to 900 certification applications per year. As a comparison, the number of applications processed by end of Fiscal Year 2006 was 7,438, while the number processed by the end of Fiscal Year 2007 was 13,469.

The DMBE, in response to feedback from applicants and the general public, explored different methods that would balance maintaining the integrity of the certification of businesses with making the certification process less burdensome or intrusive on the applicant. As a result, the DMBE streamlined the certification process by offering a 30-day certification option, eliminating unnecessary steps, and paring down the list of required supplemental documentation for applications to statutorily required documents. As a result, the turn-around time for processing an application for certification has been reduced from 30-60 days to an average of 5-14 days.

The DMBE has also implemented creative solutions to increasing the number of certified businesses participating in the SWaM Procurement Initiative. For example, businesses that are currently certified as women- or minority-owned are targeted to apply for and receive dual-certification without substantial paperwork. Also, the DMBE has entered into a partnership with the Virginia Minority Supplier Development Council to offer their minority business members the SWaM certification without substantial paperwork. All of these efforts will result in increased numbers of certified SWaM businesses that are available to do business with the Commonwealth and ultimately, increase their participation in the procurement activities of the state.

Since the end of Fiscal Year 2005, the DMBE also participated in over 1,000 outreach events and activities around the Commonwealth related to SWaM in support of partnering agencies, associations and private organizations. These events reached several thousand businesses and focused on conducting business transactions with the Commonwealth. In the past 12 months, the DMBE also provided one-on-one management and/or technical assistance to 1,152 firms across Virginia and over 500 meetings with state agencies.

The reporting and tracking of the efforts of Commonwealth agencies have increased proportionally with the increased and required focus on the SWaM program. During FY 2005, the DMBE staff reviewed between 250,000 and 300,000 line items requests per month that were identified by state agencies on CARS and American Express, for reports to generate monthly, quarterly, and ad hoc SWaM totals. In FY 2006, the DMBE staff automated the process for generating statistical reports and is providing quarterly updates (and reports) to the Governor, his Secretaries and to the public. Today, the SWaM Dashboard (an electronic data capture application) allows for on-demand viewing of the Commonwealth's procurement activities as it relates to expenditures by State agencies with SWaM businesses. DMBE is continually seeking new methods by which the collection and analysis of procurement data can assist agencies in meeting their SWaM goals.

### **Initiatives, Rankings and Customer Trends**

- *Summary of Major Initiatives and Related Progress*

The Department of Minority Business Enterprise ("DMBE") envisions a Commonwealth where a system of fair contracting and equal business opportunities exist for its small businesses, and especially for women- and minority-owned businesses. To accomplish this vision, the DMBE must work collaboratively with public and private industries, aggressively pursue access to the contracting opportunities for small, women- and minority-owned businesses, and ensure fairness in the procurement process.

There are several initiatives in place that are intended to widen the scope of available small, women- and minority-owned businesses, increase the utilization of these businesses among public and private industries, and improve the quality of services being offered to our customers.

#### **Certification Partnership Arrangements**

Currently, DMBE serves as the certifying authority for many state agencies, Virginia localities, and for several private companies. In order to maximize the relationships and available resources, DMBE has set out to enter into partnership

arrangements with local, state and private entities and organizations who register small businesses as part of their supplier diversity initiative or procurement process. A part of this effort is to offer DMBE certification services to these entities in a streamlined process that would ultimately increase the availability of SWaM vendors for contracting opportunities.

#### Unified Certification Program

The Unified Certification Program (or Virginia UCP) for the Commonwealth was developed to bring effectiveness and efficiencies to the various certification programs underway by state agencies and institutions. To further the one-stop-shop certification concept, the various certification programs were merged and housed within the DMBE. DMBE is also pursuing certification partnership arrangements with surrounding states and federal agencies to increase the availability of Disadvantaged Business Enterprises for transportation-related projects with counties, airports, cities, and other recipients of U.S. Department of Transportation funds.

#### Match-Making

Creating an opportunity for potential business is the focus of the Match-Making effort. DMBE Procurement Advocates, Field Engineers and Certification staff works on a daily basis to match SWaM and DBE vendors with upcoming contracts with the State, localities and sometime, private industries. A key measure of our success is not only the number of certified vendors that are available to perform on a contract, but also to increase the number of opportunities and expenditures spent with small, women- and minority-owned businesses.

#### Data Integrity

The collection expenditures from discretionary spending with state entities are an important gauge of how the Commonwealth is performing with the SWaM Procurement Initiative. Agencies are required, under Executive Order No. 33, to provide an annual plan on the SWaM Program will be integrated into their daily procurement activities. Providing an accurate, comprehensive and less burdensome system for the collection and input of data is the basis of the SWaM Dashboard System. This electronic system allows public entities to enter and track their SWaM expenditures from discretionary spending and provides a transparent look into how the Commonwealth is performing as a whole. Streamlined reporting policies and providing for "checks and balances" across the system supports the effort.

- *Summary of Virginia's Ranking*

[Nothing entered]

- *Summary of Customer Trends and Coverage*

#### Certification.

Since the passage of House Bill 122 in July 1, 2006, the number of Small, Women- and Minority-owned business certifications increased from 6,688 to 13,469 (as of the end of Fiscal Year 2007). The largest increase has been with the Small Business certifications, followed by Minority-owned Businesses, then Women-owned Businesses.

#### SWaM Expenditures.

An in-house analysis was also conducted to determine which commodity services were most utilized by state entities within the past two (2) fiscal years, and the availability of SWaM vendors within identical commodity codes. The data indicates that within FY 06 and FY 07, the top commodity services remained relatively consistent among the agencies; with cumulative dollars rounded to millions, the top 10 services are:

- (1) Construction – Highways, with \$822 million;
- (2) Highway Repair & Maintenance Services, with \$775 million;
- (3) Architectural & Engineering Services with \$585 million;
- (4) Management Services, with \$368 million;
- (5) Construction – Bridges, with \$348 million;
- (6) Construction – Building Improvements, with 328 million;
- (7) Construction – Buildings, with \$229 million;
- (8) Skilled Services, with \$207 million;
- (9) Charge Card Purchases of Supplies and Materials, with \$167 million; and
- (10) Medical Services, with \$158 million.

Of the \$6.2 billion reported through the Commonwealth's financial reporting system (i.e., CARS) during this period, the top 10 most utilized services represent \$3.9 billion or 63% of the Commonwealth's expenditures.

#### Impact of Aging Population on the Agency

1. Number of persons who received services from the Agency in the past fiscal years who fell into each of the following

age ranges: 65-74; 75-84; and 85 and older.

No data available because this information—which includes the age of business owners—is not collected or requested by the Agency.

2. Agency services that are utilized by senior citizens 65 and older in significant numbers.

No data available because this information—which includes the age of business owners utilizing our services—is not collected or requested by the Agency.

3. Current agency programs specifically designed to serve seniors 65 and older.

None available or offered.

4. Extent to which Agency provides “consumer-oriented” publications and websites online that are designed to be “senior-friendly.”

The Agency’s website conforms to Level A of the W3C Web Content Accessibility Guidelines 1.0, including all Priority 1 checkpoints defined in the Guidelines. The Web Content Accessibility Guidelines 1.0 explains how to make Web content accessible to people with disabilities. Conformance to the Guidelines help make the Agency’s Website more accessible to users with disabilities.

5. Effect that the aging of the Agency’s own workforce will have on its ability to deliver services.

Less than 3% of the Agency’s workforce fall within the 60 to 65 years of age range with 0 employees aged 65 and older. Because of the nature of our work, the potential for upcoming retirements (of less than 3%) should not affect the operations of the Agency. Loss of institutional knowledge of procurement practices and policies, and programming knowledge may occur, however, the “replacement” of this segment of the workforce can be achieved successfully with promotions or transfers from other agencies.

6. Any other services or programs that the Agency has implemented or plans to implement in the future to address the impact of the ageing of Virginia’s population.

None at this time.

### **Future Direction, Expectations, and Priorities**

- *Summary of Future Direction and Expectations*

The Department of Minority Business Enterprise (“DMBE”) is focused on increasing the availability and utilization of small, women, and minority-owned businesses, as well as disadvantaged business enterprises, in the Commonwealth’s procurement programs. One component of this process, the certification of small, women- and minority-owned (“SWaM”) businesses and Disadvantaged Business Enterprise (“DBE”), require increased resources and services as the demand for these services continue to grow.

The DMBE has developed a comprehensive and streamlined certification, re-certification, and appeals process that is consistently applied and interpreted, and that can be applied through partnership arrangements with localities and other public/private organizations.

The DMBE plans to maximize the use of technology to achieve its mission and improve its performance. One example of this is the enhancement of the DMBE website which features an online certification application. There are continuous improvements to the certification application and certification database, which provides a wealth of information not only to certification applicants, but also to state agencies and private industry.

The DMBE will also increase its efforts to enhance existing and develop new inter-departmental agreements for SWaM and DBE certifications. These agreements are essential to ensuring that the DMBE works cooperatively with other entities and without duplication in its efforts to deliver of its mandates and mission. The DMBE also recognize the need to ensure that current and future personnel have the appropriate skills and training to meet the demands of the agency’s mission. As such, the DMBE will work closely with the Commonwealth’s Human Resources Management Department to coordinate training programs that focus on developing optimal employment development and cross-training. DMBE will also pursue efforts to ensure that the increased visibility and demand for services are supported by an effective and efficient marketing strategy that focuses on the appropriate stakeholders, promotes effective programs, and ultimately results in jobs, business opportunities, and economic growth for small businesses, and for businesses owned by women and minorities.

- *Summary of Potential Impediments to Achievement*

\*Growing number of certification applications being received while the number of staff remains constant

\*Increasing demand for management and technical consulting services from vendors

\*Increasing demand for workshop and activity participation

\*Employee turnover and training (learning curve component)

<b>Service Area List</b>
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Service Number	Title
232 534 06	Minority Business Enterprise Procurement Reporting and Coordination
232 534 07	Minority Business Enterprise Outreach
232 534 14	Minority Business Enterprise Certification
232 534 22	Administrative Services

<b>Agency Background Information</b>
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**Statutory Authority**

The Department is an agency of the Commonwealth of Virginia that was created within the Office of the Governor and under the authority of the Code of Virginia, Title 2.2, Chapter 14 et seq. The DMBE is endowed with the following powers and duties:

1. Coordinate as consistent with law the plans, programs and operations of the state government that affect or may contribute to the establishment, preservation, and strengthening of small, women-, and minority-owned businesses.
2. Promote the mobilization of activities and resources of state and local governments, businesses and trade associations, universities, foundations, professional organizations, and volunteer and other groups towards the growth of small, women-, and minority-owned businesses, and facilitate the coordination of efforts of these groups with those of state departments and agencies.
3. Establish a center for the development, collection, summarization, and dissemination of information that will be helpful to persons and organizations throughout the nation in undertaking or promoting the procurement from small, women-, and minority-owned businesses.
4. Within constraints of law and availability of funds, and according to the Director's discretion, provide technical and management assistance to small, women-, and minority-owned businesses, and defray all or part of the costs of pilot or demonstration projects that are designed to overcome the special problems of small, women-, and minority-owned businesses.
5. Manage the Capital Access Fund for Disadvantaged Businesses created pursuant to Section 2.2-2311, and, in cooperation with the Small Business Financing Authority, determine the qualifications, terms, and conditions for the use of such Fund.
6. Implement any remediation or enhancement measure for small, women-, or minority-owned businesses as may be authorized by the Governor pursuant to subsection C of § 2.2-4310 and develop regulations, consistent with prevailing law, for program implementation. Such regulations shall be developed in consultation with the state agencies with procurement responsibilities and promulgated by those agencies, in accordance with applicable law.

The DMBE is statutorily empowered to perform a number of delineated tasks, including but not limited to making recommendations for legislative and executive actions, as well as adopting reasonable regulations to implement a certification program for minority business enterprises.

- Chapter 1400 provides for the establishment of the department and the appointment of the Director.
- Chapter 1401 provides the definitions that govern the program.
- Chapter 1402 establishes the additional powers and duties of Department to enable the Department to work with several agencies to coordinate programs that establish, preserve and strengthen small, women-, and minority-owned businesses. Its primary mechanisms are through procurement conferences, formal and informal agreements, and the Interdepartmental Board. It also works closely with the state university system, HBCUs and individual colleges and universities to provide educational and technical assistance. It is the center for the state's business certification program and provides that information to state agencies, private businesses, and others interested in soliciting small, women- or minority-owned businesses. The Department, alone or in conjunction with other state agencies, federal entities and private sector associations will provide training seminars and workshops that offer technical and management assistance. The Department will work with various trades associations for the purpose of increasing growth among small, women- or minority-owned, and disadvantaged businesses. Directs the Department to manage the Capital Access Fund for Disadvantaged Businesses.
- Section 2.2-2311 provides for the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.

- Chapter 1403 establishes the powers of the Director, as deemed necessary or appropriate, to better fulfill the duties of the Department; the Director must with other state agencies to “develop comprehensive plans and specific goals for minority enterprise programs and establish regular performance monitoring”, in accordance with the Virginia Public Procurement Act, Section 2.2-4310.
- Chapter 1404 establishes the Interdepartmental Board and requires cooperation between Departments.
- Chapter 1404.1 provides the authorization to the Departments to allow for use of vendors identified by public institutions of higher education as small, women-, and minority-owned business enterprises. While the Department retains overall authority over the Small, Women, and Minority, (SWAM), certification program, this section establishes the requirements for public institution of higher education to follow and delineates the Department's authority to review the public institution of higher education procurement records.
- Chapter 1405 establishes reporting requirements, solicitation of recommendations, and directs the Department to implement a data collection process.
- Section 2.2-3705.3 provides the exclusion of certain proprietary records or trade secrets from the Freedom of Information Act.

### Customers

Customer Group	Customers served annually	Potential customers annually
Colleges and Universities, HBCU	35	35
Disadvantaged Business Enterprises (DBE)	446	476
Federal Agencies	5	10
Governor	1	1
Legislators	140	140
Local Governments	100	136
Minority-Owned Business Enterprises	2,910	103,793
Private Contractors	1,750	19,893
Small Business Enterprises	25,935	470,520
State Agencies	170	170
Voluntary Organizations/Trade Associations	15	20
Women-owned Business Enterprises	3,328	132,219

#### *Anticipated Changes To Agency Customer Base*

During the Inter-Secretarial Task Force sub-committee meetings there were some discussions of certifying firms owned by service disable veterans and firms in HUB Zones. The Department was charge with evaluating the possibility of certifying such firms and report on its feasibility by the end of 2005. Effective July 1, 2006, the Department of Veterans Services was charged with developing a certification program that would accommodate businesses owned by service disabled veterans who are also small business owners. The Department has already received a number of such requests and inquiries from firms seeking certification in one of those categories. Both agencies are working together to finalize the certification process for this constituency. Typically, new certifications designations are subsequently established generates a five (5) percent increase in the customer base and demand for services.

### Partners

Partner	Description
Department of Business Assistance	"
US Department of Transportation	"
Virginia Department of Transportation	
Washington Metropolitan Airport Authority	"

### Products and Services

- *Description of the Agency's Products and/or Services:*  
 Small, Women- and Minority-owned Business Certification  
 Disadvantaged Business Enterprise Certification  
 Management and Technical Assistance  
 Procurement Advocacy
- *Factors Impacting Agency Products and/or Services:*  
 \*Staff turnover and learning curve for certification  
 \*Increased demand for outreach activities and participation  
 \*Increased demand for informal hearing services  
 \*Lack of investigatory/compliance powers (to pursue violations of the Code as it pertains to certification)
- *Anticipated Changes in Products or Services:*  
 \*Increased demand for shorter certification reviews  
 \*Increased usage of outreach and procurement staff for agency consultations (4 procurement advocates serving over 150 agencies)  
 \*Increased demand for workshops, presentations by state agencies, private organizations, etc.

**Finance**

- *Financial Overview:*  
 DMBE's receives greater than 67% of its funding from non-general funds and less than 33% it's funding from general funds. During FY 2005 DMBE accepted the responsibility for certifying small, women-owned, and DBE firms. Only the DBE certification process came with resources (non-general funds) to support the process. The small business (SBE) and women-owned business (WBE) certification responsibilities were transferred to DMBE with no resources (funding or personnel) and requires more than half of DMBE certification resources. The certification of service disabled veterans will also increase staff demand.
- *Financial Breakdown:*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$753,413	\$1,506,868	\$753,413	\$1,506,868
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$753,413	\$1,506,868	\$753,413	\$1,506,868

*This financial summary is computed from information entered in the service area plans.*

**Human Resources**

- *Overview*  
 The DMBE is allocated a total of 29 positions. Over the past years, the DMBE has experienced a high attrition rate among employees attributable primarily to transfers to other state agencies. By the end of Fiscal Year 07, the DMBE had a Director, a Deputy Director, three Procurement Advocate positions, four Field Engineers, a Business Manager, five certification positions, a Receptionist, two outreach specialist, and one Administrative Support position.
- *Human Resource Levels*

Effective Date	7/1/2006	
Total Authorized Position level	29	
Vacant Positions	-9	
<b>Current Employment Level</b>	<b>20.0</b>	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	20	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	2	
Contract Employees	0	

**Total Human Resource Level** **22.0** = *Current Employment Level + Wage and Contract Employees*

- **Factors Impacting HR**

Additional personnel and funding to adequately support the SWAM certification program, the Virginia Unified Certification Program required by the U.S. Department of Transportation, and to make needed IT changes to facilitate both certification programs and DMBE's customers and partners. The additional resources needed are due in part to the increased emphasis on businesses becoming certified with the DMBE in order to participate in the Commonwealth's procurement activities.

- **Anticipated HR Changes**

DMBE expects to have filled 90% of the FTE positions by the end of the second quarter of FY 2008.

**Information Technology**

- **Current Operational IT Investments:**

DMBE has continually evaluated its current application development capability to ensure that its business needs are met. With the assistance of the Virginia Interactive (formerly VIPNET), DMBE has developed most of the applications that DMBE customers and staff use to meet the responsibility of certification of small, women-, and minority-owned businesses in the Commonwealth.

The online certification application requires continual updates for the MS Access databases to SQL. DMBE has maintained these critical applications as information technology hardware and software and management of information technology changes, without any in-house staff dedicated to IT matters.

DMBE has also implemented a more efficient administrative cue for the input and maintaining of client information in the SQL database.

DMBE has developed a VPN connection to the agency server to ensure field staff, which remotely accesses the network, can access outlook, Internet, and public files in a timely manner.

- **Factors Impacting the Current IT:**

Changes driven by VITA transformation activities may change DMBE's ability to serve external agency and internal information technology customer needs. The transformation of the agency's IT hardware and software has allowed the agency to become more up-to-date with available technology. However, associated costs have increased dramatically (from \$35,000 per year to \$86,889).

DMBE customers are expecting to transact their business with DMBE across automated system expeditiously. This has required DMBE to expand electronic government services, and consider possible modification and enhancements to application currently in process.

Under the Unified Certification Program, DMBE is required to provide a DBE directory to service all Virginia recipients of federal dollars from the U.S. DOT. The directory will require the ability to be searched.

New requirements/commitments by VDOT to the Federal Highway Department will require changes to the DBE database to collect the required information for reporting DBE certification activities.

- **Proposed IT Solutions:**

DMBE anticipates the several projects, which may require some procurement associated with current agency IT needs. The project will require the development of one vendor directory for DBE firms certified under the Unified Certification Program as required by the U.S. Department of Transportation and the ability to search the directory.

DMBE anticipates receiving high quality and timely service from VITA, responsive to our locations and field staff across the state, with no increase in service cost.

- **Current IT Services:**

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$185,383	\$577	\$188,164	\$586



Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
<b>Estimated VITA Infrastructure</b>	<b>\$185,383</b>	<b>\$577</b>	<b>\$188,164</b>	<b>\$586</b>
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
<b>Agency IT Current Services</b>	<b>\$185,383</b>	<b>\$577</b>	<b>\$188,164</b>	<b>\$586</b>

*Comments:*

[Nothing entered]

● *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
<b>Total Proposed IT Investments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$185,383	\$577	\$188,164	\$586
Proposed IT Investments	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$185,383</b>	<b>\$577</b>	<b>\$188,164</b>	<b>\$586</b>

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

**Capital**

- *Current State of Capital Investments:*  
DMBE has neither capital investment nor plan to have any capital investment in the near future.
- *Factors Impacting Capital Investments:*  
Not applicable at this time.
- *Capital Investments Alignment:*  
Not applicable at this time.

**Agency Goals**

**Goal 1**

Procurement Reporting and Coordination: Enhance the procurement opportunities for SWaM businesses with the Commonwealth of Virginia; increase the proportion of State contract dollars allocated to DMBE-certified SWaM vendors.

### Goal Summary and Alignment

The DMBE's Procurement Reporting and Coordination function generates data and reports to the Governor and the General Assembly the status of the state's utilization of small, women-, and minority-owned businesses in state procurement. This function supports the mission of the DMBE in that it provides direct statistical feedback to the Executive and Legislative branches, and to the public, on the Commonwealth's performance and impact on the growth and development of Virginia's small, women-, and minority-owned businesses. This function also supports other state agencies by providing assistance with locating certified businesses as well as helping agencies understand SWaM procurement policies.

### Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.

### Goal 2

Certification: Increase the pool of DMBE-certified SWaM vendors and DBEs.

### Goal Summary and Alignment

The DMBE's primary goals are to increase the number of SWaM certified businesses and increase the amount of state dollars allocated to SWaM vendors in state contracting.

### Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.

### Goal 3

Procurement Reporting and Coordination: To provide a uniform method to collect and report SWaM data and provide guidance in the development of a data collection and reporting tool.

### Goal Summary and Alignment

The Agency's goal is to provide timely and accurate reports to the Governor, his Cabinet, other state agencies, and to the general public.

### Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.

### Goal 4

Outreach: Provide the connective tissue that is necessary between the Commonwealth's procurement community and the SWaM and DBE vendor communities, which will result in increased awareness and participation of small, women-, and minority-owned businesses.

### Goal Summary and Alignment

This goal is important because state agencies and vendors do not always connect. The DMBE and its Procurement Advocates fill in the gaps that may exist between both parties. Procurement Advocates provide direct assistance to agencies and vendors and primarily work to make the connection between the two.

### Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

### Goal 5

Commonwealth Preparedness: We will strengthen the culture of preparedness across state agencies, their employees and customers.

### Goal Summary and Alignment

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth

preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget, and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

#### Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

#### Goal Objectives

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

##### Objective Strategies

- The agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management.

##### Link to State Strategy

- nothing linked

##### Objective Measures

- Commonwealth Preparedness

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: 2007 COOP Assessment Results (% out of 100)

Measure Target Value:  Date:

Measure Target Description: Minimum of 75% or, if at 75%--increase the average by 5% each year

Data Source and Calculation: The COOP Assessment Review is a 24 component assessment tool that helps measure the viability of a COOP Plan.

#### Goal 6

Administrative Services: To ensure that resources are used efficiently and programs are managed effectively

#### Goal Summary and Alignment

The Virginia Performs Management Scorecard program has served as a common gauge of the agency operations over the past several years. This goal allows for the agency to monitor its use of resources and management of programs in a manner that is consistent with applicable state and federal requirements.

#### Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
-

## Service Area Strategic Plan

## Department of Minority Business Enterprise (232)

3/13/2014 12:10 pm

Biennium: 2008-10 ▾

## Service Area 1 of 4

## Minority Business Enterprise Procurement Reporting and Coordination (232 534 06)

## Description

The Department of Minority Business Enterprise ("DMBE") works collaboratively with numerous state agencies and institutions to collect procurement data, and to provide statistical analyses and reports regarding the Commonwealth's procurement of goods and services from Small, Women- and Minority-owned ("SWaM") businesses. The Procurement and Reporting Service Area focuses on the two very important aspects of the SWaM Procurement Initiative, i.e., increasing expenditures with SWaM vendors through match-making and providing accurate statistical data on the progress of the SWaM Program.

In the past, DMBE produced quarterly expenditure reports that demonstrated the Commonwealth's progress with Executive Order No. 33 (2006) and achievement of the 40% goal of doing business with SWaM vendors. Today, the Commonwealth has an electronic data application, called the SWaM Dashboard, which allows state agencies to provide their quarterly expenditure data in a more consistent format and provides for instant viewing of the Commonwealth's progress via the Internet. Today, data on the SWaM Dashboard can be prepared for reports, in chart-formats, and provide detailed agency spend data. The Dashboard also tracks year-over-year growth, the number of contracts obtained by SWaM vendors, the size of the contracts, the number of solicitations, and number of different firms contacted in each of the aforementioned categories. Data trending is also available to the Governor, his Secretaries and to agencies, via the Dashboard.

## Background Information

## Mission Alignment and Authority

- Describe how this service supports the agency mission

The Department of Minority Business Enterprise's ("DMBE") Procurement Reporting and Coordination service area generates and reports to the Governor and General Assembly the status of the state's utilization of small, women- and minority-owned businesses in state procurement. This service area supports the mission of the DMBE in that it provide direct statistical feedback to the Executive and Legislative branches on the Commonwealth's performance and impact on the growth and development of the Virginia's small, women- and minority-owned ("SWaM") businesses. This service area of DMBE also provides assistance to agencies by locating and using SWaM vendors, as well as helping agencies understand SWaM procurement policies. DMBE staff serve as the liaison between agencies and the vendor community, and help create connections between the two components.

- Describe the Statutory Authority of this Service

Code of Virginia, Section 2.2-1405, Reports and Recommendations; Collection of Data

The Director shall, from time to time, submit directly or through an assistant to the Governor his recommendations for legislation or other action, as he deems desirable to promote the purposes of this chapter. The Director shall report, on or before November 1 of each year, to the Governor and the General Assembly the identity of state departments and agencies failing to submit annual progress reports on small, women- and minority-owned business procurement required by § 2.2-4310, and the nature and extent of such lack of compliance. The annual report shall include recommendations on the ways to improve compliance with the provisions of § 2.2-4310 and such other related matters as the Director deems appropriate. The Director, with the assistance of the Comptroller, shall develop and implement a systematic data collection process that will provide information for a report to the Governor and General Assembly on state expenditures to small, women- and minority-owned businesses during the previous fiscal year.

## Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Colleges and Universities, HBCU	Colleges and Universities, HBCU	35	35
Disadvantaged Business Enterprises (DBE)	Disadvantaged Business Enterprises	0	0
Legislators	General Assembly	140	140
Governor	Governor	1	1

Minority-Owned Business Enterprises	Minority-owned Businesses	3,356	5,000
Small Business Enterprises	Small Businesses	7,885	10,000
State Agencies	State Agencies	170	170
Women-owned Business Enterprises	Women-owned Businesses	2,210	4,000

*Anticipated Changes To Agency Customer Base*  
 [Nothing entered]

**Partners**

<b>Partner</b>	<b>Description</b>
Department of Business Assistance	Partner with the Procurement Advocates assigned to the Department of Business Assistance to promote the match-making and business opportunities available to SWaM and DBE vendors

**Products and Services**

- *Factors Impacting the Products and/or Services:*  
 [Nothing entered]
- *Anticipated Changes to the Products and/or Services*  
 [Nothing entered]
- *Listing of Products and/or Services*
  - Annual Procurement Report for the Governor and General Assembly.
  - Comprehensive SWaM data collection system.
  - Guidance to state agencies on preparing annual SWaM Plans.
  - Quarterly SWaM Reports for Governor and Secretaries.
  - Ad hoc SWaM reports to assist Procurement Advocates and agency buyers.

**Finance**

- *Financial Overview*  
 The Procurement Reporting and Coordination service area has been in existence for approximately two (2) years at the same staffing level (4 Procurement Advocates) and has shown the potential to be an invaluable means to provide information on the Commonwealth's progress towards improvement in procuring goods and services from small, women-, and minority-owned ("SWaM") businesses.

The Procurement Advocates have reached out to the agency buyers and SWaM champions with training, strategies, and guidance that are beginning to produce some impact on the amount of state dollars being spent with small, women- and minority-owned businesses. The Department of Minority Business Enterprise's staff in this area covers the State performing their duties of training, providing guidance and strategies to agency buyers and SWaM champions and as such the cost of their travel, lodging and meals to support these activities should be increased as their efforts increase.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$253,355	\$261,327	\$253,355	\$261,327						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$253,355	\$261,327	\$253,355	\$261,327						
Base	\$253,355	\$261,327	\$253,355	\$261,327						

Budget				
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$253,355	\$261,327	\$253,355	\$261,327
Base Budget	\$253,355	\$261,327	\$253,355	\$261,327
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$253,355	\$261,327	\$253,355	\$261,327
Base Budget	\$253,355	\$261,327	\$253,355	\$261,327
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$253,355	\$261,327	\$253,355	\$261,327

**Human Resources**

- *Human Resources Overview*

The Procurement Advocates group consists of one Asian American woman, one Caucasian males, and a Caucasian female in the full time classified positions. There is one vacant Procurement Advocate position being filled (as of October 2007). The data and reporting/statistical reporting area consists of one African American male.

- *Human Resource Levels*

Effective Date	7/1/2005	
Total Authorized Position level	6	
Vacant Positions	1	
<b>Current Employment Level</b>	<b>5.0</b>	
Non-Classified (Filled)	0	} breakout of Current Employment Level
Full-Time Classified (Filled)	4	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	1	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>6.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

The Department of Minority Business Enterprise ("DMBE") anticipate filling one position prior to the end of the first quarter of FY 2007.

**Service Area Objectives**

- We will increase the amount of contracting dollars spent with certified Small, Women- and Minority-owned vendors.

#### Objective Description

The amount of contract dollars spent by the Commonwealth of Virginia with Small, Women- and Minority-owned ("SWaM") businesses is an important gauge of the success of the SWaM Procurement Initiative. Executive Order No. 33 (2006) also provides for a 40% aspirational goal of spending with SWaM vendors in the Commonwealth. To achieve this objective, the progress of each Secretariat and all state agencies on spending with SWaM vendors is monitored and reported to the Governor, his cabinet, and to the public each quarter.

#### Alignment to Agency Goals

- Agency Goal: Procurement Reporting and Coordination: Enhance the procurement opportunities for SWaM businesses with the Commonwealth of Virginia; increase the proportion of State contract dollars allocated to DMBE-certified SWaM vendors.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Increase Expenditures with Small, Women- and Minority-owned ("SWaM") Businesses

Measure Class: Agency Key Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Up

Measure Baseline Value: 40 Date: 6/30/2006

Measure Baseline Description: \$1,178,628,550 (end of Fiscal Year 07)

Measure Target Value: 45 Date: 6/30/2010

Measure Target Description: \$1,650,079,970 (40% increase by end of Fiscal Year 2008 and each year thereafter until 2010)

Data Source and Calculation: SWaM Dashboard, Commonwealth Accounting & Reporting System, MasterCard, AMEX, self-reporting agency reports

- We will increase the number of contracts awarded to certified Small, Women- and Minority-owned vendors.

#### Objective Description

The number of contracts awarded to Small, Women- and Minority-owned ("SWaM") businesses is an important gauge of the progress of the SWaM Procurement Initiative. Executive Order No. 33 (2006) provides for a 40% aspirational goal of spending with SWaM vendors in the Commonwealth. The end result of this goal is that the number of contracts awarded to SWaM vendors will increase proportionately. To be successful, the spending of each Secretariat and all state agencies must be tracked; this information will be reported to the Governor, his cabinet, and to the public each quarter.

#### Alignment to Agency Goals

- Agency Goal: Procurement Reporting and Coordination: Enhance the procurement opportunities for SWaM businesses with the Commonwealth of Virginia; increase the proportion of State contract dollars allocated to DMBE-certified SWaM vendors.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Increase contracts awarded to Small, Women- and Minority-owned ("SWaM") Businesses

Measure Class: Agency Key Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Up

Measure Baseline Value: 215829 Date: 6/30/2008

Measure Baseline Description: 215,829 contracts by end of Fiscal Year 2008

Measure Target Description: 258,995 contracts by end of Fiscal Year 2009 and a 20% increase thereafter until 2010

Data Source and Calculation: SWaM Dashboard, Commonwealth Accounting & Reporting System, MasterCard, AMEX, self-reporting agency reports

- To collect, report, and analyze data for utilization by the Governor, his Cabinet, state agencies, institutions and authorities.

#### Objective Description

To provide accurate statistical data which reflects the Commonwealth's progress with spending with Small, Women- and Minority-owned businesses and Disadvantaged Business Enterprises.

#### Alignment to Agency Goals

- Agency Goal: Procurement Reporting and Coordination: To provide a uniform method to collect and report SWaM data and provide guidance in the development of a data collection and reporting tool.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Accurate and timely reporting of agency expenditure data for Small, Women- and Minority-owned ("SWaM") businesses

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: Final reports depend on the submission and accuracy of data entered into the SWaM Dashboard from state agencies

Measure Baseline Value:  Date:

Measure Baseline Description: Provide reports 28 days after end of quarter

Measure Target Value:  Date:

Measure Target Description: Provide reports 25 days or less after end of quarter

Data Source and Calculation: SWaM Dashboard, Agency Expenditure Reports, Annual Agency SWaM Plans, and Agency Weekly Reports

- To provide efficient and effective assistance to state agencies relative to SWaM procurement policies, opportunities and available vendors.

#### Objective Description

Providing efficient and effective assistance to state agencies is an important part of this Service Area's function, i.e., increasing contracting opportunities for Small, Women- and Minority-owned ("SWaM") Businesses and Disadvantaged Business Enterprise ("DBE") vendors through match-making and providing accurate statistical data. Cultivating relationships with state agencies and their procurement officers allows the Department of Minority Business Enterprise ("DMBE") to obtain insight on its procurement operations and potential contract opportunities. The match-making component requires that DMBE facilitate a "business connection" between SWaM and DBE vendors with state agencies.

#### Alignment to Agency Goals

- Agency Goal: Procurement Reporting and Coordination: Enhance the procurement opportunities for SWaM businesses with the Commonwealth of Virginia; increase the proportion of State contract dollars allocated to DMBE-certified SWaM vendors.

#### Link to State Strategy

- nothing linked

#### Objective Measures



- Assistance to state agencies relative to SWaM procurement policies, opportunities and available vendors

Measure Class: Other Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Up

Frequency Comment: On-going: varies per quarter and events transpiring

Measure Baseline Value: 879 Date: 6/30/2008

Measure Baseline Description: 879 events (including outreach activities, meetings, presentations, etc.)

Measure Target Value: 950 Date: 6/30/2010

Measure Target Description: 950 events (including outreach activities, meetings, or presentations) each year until 2010

Data Source and Calculation: One-on-one meetings, presentations to state agencies, workshops, direct agency assistance

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## Service Area Strategic Plan

## Department of Minority Business Enterprise (232)

3/13/2014 12:10 pm

Biennium: 2008-10 ▼

## Service Area 2 of 4

## Minority Business Enterprise Outreach (232 534 07)

## Description

The Outreach Service Area is charged with the following:

- Developing and implementing a statewide marketing plan to improve the Department of Minority Business Enterprise's ("DMBE") image, and promote its services and programs;
- Participate in and collaborate with state agencies to promote Small, Women- and Minority-owned ("SWaM") Business and Disadvantaged Business Enterprise ("DBE") participation;
- Provide SWaM and DBE (or eligible vendors) with certification, management and technical assistance;
- Develop outreach collaborations between federal, state, and local governments, and non-governmental entities; and
- Provide guidance and one-on-one counseling to vendors, procurement officials, agencies, and executives.

As part of its outreach efforts, the DMBE provides a number of services, including but not limited to:

- Certified Businesses and Specialized Vendor Lists

The Department's provides DMBE-certified SWaM and DBE Vendors List. The requests for these lists come from various places: state and local governments, private firms seeking to incorporate SWaM or DBE firms in their bids, and procurement officers seeking to assure that SWaM or DBE firms are aware of potential solicitations. There are enormous requests for Specialized Vendor Lists of Certified Businesses from the state and local governments as well as private firms. The Department's has made the list available on its website for downloading and has provided user with a means to search the list of Certified Businesses.

- Management Assistance and Technical Assistance to SWaM and DBE firms

The Department conducts business assessments of SWaM and DBE firms to determine the type of management or technical assistance needed. The assessment determines the sufficiency of the firm's organizational structure, management team, business model, market and/or distribution area, and their business capacity to create value.

The Department's technical assistance range from engaging select firms in a core curriculum designed to improve business operation to providing highly specialized direct services to assess internal controls, manufacturing and processing, estimating, bidding, cost analysis, and distribution. The management assistance and technical assistance are extended to the field, when possible, where the assistance is applied to the project.

- Other Services

Mentoring, marketing, financial assistance, and business training directly or through workshops, seminars, conferences and one on one counseling.

## Background Information

## Mission Alignment and Authority

- *Describe how this service supports the agency mission*

The Outreach Service Area supports the Department of Minority Business Enterprise's ("DMBE") mission by identifying Small, Women- and Minority-owned businesses ("SWaM") and Disadvantaged Business Enterprises ("DBE") firms for the SWaM and DBE certification programs. This function helps to increase capacity of these firms to do business with the Commonwealth. This Service Area also works with state, local, federal and private entities that seek the DMBE's assistance with establishing an affirmative outreach program or identification of SWaM and DBE firms to provide goods or services.

- *Describe the Statutory Authority of this Service*

Code of Virginia, Section 2.2-1402, Duties of the Department.

The Department of Minority Business Enterprise shall have the following powers and duties:

1. Coordinate, as consistent with law, the plans, programs and operations of state government which affect or may contribute to the establishment, preservation, and strengthening of small, women-, and minority-owned businesses.

2. Promote the mobilization of activities and resources of state and local governments, businesses, and trade associations, universities, foundations, professional organizations, and volunteer and other groups towards the growth of small businesses and businesses owned by women and minorities, and facilitate the coordination of efforts of these

groups with those of state departments and agencies.

3. Establish a center for the development, collection, summarization, and dissemination of information that will be helpful to persons and organizations throughout the nation in undertaking or promoting the procurement from small, women-, and minority-owned businesses.

4. Within constraints of law and availability of funds, and according to the Director’s discretion, provide technical and management assistance to small, women-, and minority-owned businesses, and defray all or part of the costs of pilot or demonstration projects, which are designed to overcome the special problems of small, women-, and minority-owned businesses.

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Colleges and Universities, HBCU	Colleges and Universities, HBCU	35	35
Disadvantaged Business Enterprises (DBE)	Disadvantaged Business Enterprises (DBE)	446	476
Federal Agencies	Federal Agencies	5	10
Local Governments	Local Governments	100	136
Minority-Owned Business Enterprises	Minority-Owned Business Enterprises	3,356	5,000
Private Contractors	Private Contractors	1,750	19,893
Small Business Enterprises	Small Business Enterprises	7,885	10,000
State Agencies	State Agencies	170	170
Voluntary Organizations/Trade Associations	Voluntary Organizations/Trade Associations	15	20
Women-owned Business Enterprises	Women-owned Business Enterprises	2,210	4,000

*Anticipated Changes To Agency Customer Base*  
 [Nothing entered]

**Partners**

Partner	Description
Virginia Department of Business Assistance	The Virginia Department of Business Assistance and DMBE has entered into a collaborative agreement to jointly provide outreach service to small, women-, and minority-owned businesses.
Virginia Department of Transportation	The Virginia Department of Transportation is one of the largest recipients of federal dollars for transportation projects. DMBE is the certifying authority for the DBE Program on behalf of all of Virginia's transportation agencies.

**Products and Services**

- *Factors Impacting the Products and/or Services:*  
 The increase in the number of certified SWAM businesses needing this Service Area's services or products.
- *Anticipated Changes to the Products and/or Services*  
 The number events that this Service Area will be able to support in the future and the time it takes to deliver service to SWAM business.
- *Listing of Products and/or Services*
  - "
  - "
  - "
  - "
  -

**Finance**

- *Financial Overview*  
[Nothing entered]
- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$197,833	\$677,663	\$197,833	\$677,663				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$197,833	\$677,663	\$197,833	\$677,663				
Base Budget	\$197,833	\$677,663	\$197,833	\$677,663				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$197,833	\$677,663	\$197,833	\$677,663				
Base Budget	\$197,833	\$677,663	\$197,833	\$677,663				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$197,833	\$677,663	\$197,833	\$677,663				

**Human Resources**

- *Human Resources Overview*  
Four Field Engineers located across the Commonwealth: Hampton Roads, Northern Virginia, Central Virginia/Richmond, and Danville/Lynchburg. The Field Engineers consists of two African American and two Caucasian males.

- *Human Resource Levels*

Effective Date	7/1/2006
Total Authorized Position level	13
Vacant Positions	2
<b>Current Employment Level</b>	<b>11.0</b>
Non-Classified (Filled)	0
Full-Time Classified (Filled)	9
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	2
Contract Employees	0
<b>Total Human Resource Level</b>	<b>13.0</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*  
The workload has greatly increase due to the increased number of certified SWAM businesses has began strain Service Area staff.
- *Anticipated HR Changes*

Rotating staff members into other service areas.

### Service Area Objectives

- Identify SWaM, DBE, SWaM-eligible and DBE-eligible businesses in Virginia and provide them with management and technical assistance.

#### Objective Description

Identifying Small, Women- and Minority-owned businesses ("SWaM"), Disadvantaged Business Enterprises ("DBEs"), SWaM-eligible and DBE-eligible businesses in Virginia and provide them with management and technical assistance is the foundation for capacity building for these businesses. Many small businesses require assistance in preparing solicitations, managing finances, and marketing themselves to a public entity.

#### Alignment to Agency Goals

- Agency Goal: Certification: Increase the pool of DMBE-certified SWaM vendors and DBEs.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Number of outreach activities

Measure Class: Other Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Up

Measure Baseline Value: 169 Date: 6/30/2008

Measure Baseline Description: 169 (as of end of FY 08)

Measure Target Value: 200 Date: 6/30/2010

Measure Target Description: 200 (by end of FY 09)

Data Source and Calculation: DMBE weekly reports and Event Calendar

- To implement a statewide marketing campaign in collaboration with public and private organizations.

#### Objective Description

To promote the SWaM and DBE Certification Programs to small businesses across the Commonwealth of Virginia and increase the number of certified firms.

#### Alignment to Agency Goals

- Agency Goal: Certification: Increase the pool of DMBE-certified SWaM vendors and DBEs.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Promote the SWaM and DBE certification programs and the agency

Measure Class: Other Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Up

Measure Baseline Value: 3 Date: 6/30/2008

Measure Baseline Description: 3 media placements (end of Fiscal Year 08)

Measure Target Value: 12 Date: 6/30/2010

Measure Target Description: 12 media placements per year (by the end of Fiscal Year 09)

Data Source and Calculation: DMBE Event Calendar and weekly reports.







## Service Area Strategic Plan

## Department of Minority Business Enterprise (232)

3/13/2014 12:10 pm

Biennium: 2008-10 ▼

## Service Area 3 of 4

## Minority Business Enterprise Certification (232 534 14)

## Description

The Certification Service Area is responsible for the certification of eligible small, women-, and minority-owned ("SWaM") businesses to participate in the SWaM Procurement Initiative. This service area also certifies Disadvantaged Business Enterprises ("DBE") for participation under the Virginia Unified Certification Program (as part of the federal DBE Program).

## Background Information

## Mission Alignment and Authority

- *Describe how this service supports the agency mission*

This Service Area performs the certification function that is required by the Code of Virginia, Section 2.2-1400 et seq. for the SWaM Procurement Initiative. This Service Area also implements the federal certification program required under 49 CFR Parts 23 and 26 for the federal Disadvantaged Business Enterprise Program under the U.S. Department of Transportation.

- *Describe the Statutory Authority of this Service*

Code of Virginia, Section 2.2-1403 (8) Powers of the Director

As deemed necessary or appropriate to better fulfill the duties of the Department, the Director may:

(8) Adopt regulations to implement certification programs for small, women-, and minority-owned businesses, which regulations shall be exempt from the Administrative Process Act (§ 2.2-4000 et seq.) pursuant to subdivision B 2 of § 2.2-4002. Such certification programs shall deny certification to vendors from states that deny like certifications to Virginia-based small, women-, and minority-owned businesses or that provide a preference for small, women-, or minority-owned businesses based in that state that is not available to Virginia-based businesses. These regulations shall (i) establish minimum requirements for certification of small, women-, and minority-owned businesses; (ii) provide a process for evaluating existing local, state, private sector, and federal certification programs that meet the minimum requirements; (iii) mandate certification, without any additional paperwork or fee, of any prospective state vendor that has obtained certification under any certification program that is determined to meet the minimum requirements established in the regulations.

## Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Disadvantaged Business Enterprises (DBE)	Disadvantaged Business Enterprises (DBE)	446	476
Minority-Owned Business Enterprises	Minority-Owned Business Enterprises	3,356	5,000
Small Business Enterprises	Small Business Enterprises	7,885	10,000
Women-owned Business Enterprises	Women-owned Business Enterprises	2,210	4,000

## Anticipated Changes To Agency Customer Base

[Nothing entered]

## Partners

Partner	Description
Transportation Agencies	DMBE serves as the certifying authority under the Virginia Unified Certification program on behalf of all state transportation agencies (e.g., VDOT, Va. Port Authority, Airports Authority, etc.).

## Products and Services

- *Factors Impacting the Products and/or Services:*

[Nothing entered]

- *Anticipated Changes to the Products and/or Services*  
[Nothing entered]
- *Listing of Products and/or Services*
  - Small Business Certification (SBE)
  - Women-owned Business Certification (WBE)
  - Minority-owned Business Certification (MBE)
  - Disadvantaged Business Certification (DBE)

**Finance**

- *Financial Overview*  
[Nothing entered]
- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$201,669	\$372,319	\$201,669	\$372,319		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$201,669	\$372,319	\$201,669	\$372,319		
Base Budget	\$201,669	\$372,319	\$201,669	\$372,319		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$201,669	\$372,319	\$201,669	\$372,319		

**Human Resources**

- *Human Resources Overview*  
[Nothing entered]
- *Human Resource Levels*

Effective Date	7/1/2007	
Total Authorized Position level	9	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>9.0</b>	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	6	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>9.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*  
Most of Certification Area's staff has one year or less experience in DBE/SWaM certification.
- *Anticipated HR Changes*

"In sourcing" of experienced DBE specialists to manage the increase of DBE certification applications received.

### Service Area Objectives

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- We will increase the availability of Small, Women- and Minority-owned ("SWaM") Businesses and Disadvantaged Business Enterprise ("DBE") certified vendors.

#### Objective Description

Increasing the number of certified SWaM and DBE vendors improves the availability and utilization of these vendors to compete and win contracting opportunities with the Commonwealth of Virginia.

#### Alignment to Agency Goals

- Agency Goal: Certification: Increase the pool of DMBE-certified SWaM vendors and DBEs.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Increase the number of certified Small, Women- and Minority-owned ("SWaM") and Disadvantaged Business Enterprise ("DBE") vendors

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Frequency Comment: End of each quarter

Measure Baseline Value:  Date:

Measure Baseline Description: 15773 certified firms (by end of Fiscal Year 08)

Measure Target Value:  Date:

Measure Target Description: 20,200 certified firms (by end of Fiscal Year 09)

Data Source and Calculation: The information is gathered from the DMBE certification database and weekly certification reports generated by the certification division. The numbers provided are actual vendor certifications.

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Service Area Strategic Plan

Department of Minority Business Enterprise (232)

3/13/2014 12:10 pm

Biennium: 2008-10 ▼

Service Area 4 of 4

**Administrative Services (232 534 22)**

**Description**

The Administrative Services Area focuses on the administration of the agency's operations, including but not limited to daily operations, human resources, fiscal transactions and compliance, reporting requirements, staffing, and commonwealth preparedness.

**Background Information**

**Mission Alignment and Authority**

- *Describe how this service supports the agency mission*  
The Administrative Services area supports the agency's mission by providing the direction, operational consistency, and compliance requirements of the Commonwealth and other laws as applicable.
- *Describe the Statutory Authority of this Service*  
[Nothing entered]

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
-----------------------	----------	---------------------------	----------------------------

*Anticipated Changes To Agency Customer Base*  
[Nothing entered]

**Partners**

Partner	Description
Department of General Services: Fiscal Operations	DMBE entered into an MOU with DGS to handle all of the agency's fiscal and transactional requirements.
Department of Human Resource Management	DMBE entered into an MOU with DHRM to handle of the agency's human resources requirements.

**Products and Services**

- *Factors Impacting the Products and/or Services:*  
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*  
[Nothing entered]
- *Listing of Products and/or Services*  
[None entered for this Service Area]

**Finance**

- *Financial Overview*  
DMBE receives greater than 67% of its funding from non-general funds and less than 33% it's funding from general funds. The agency's non-general funds derive from the Commonwealth Transportation Fund as a result of the transfer of the Disadvantaged Business Enterprise Certification Program to DMBE and the implementation thereof.
- *Financial Breakdown*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$100,556	\$195,559	\$100,556	\$195,559
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$100,556	\$195,559	\$100,556	\$195,559
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**Human Resources**

- *Human Resources Overview*

The Administrative Services area includes the Director, Chief Deputy, Business Manager, Executive Assistant, and Receptionist.

- *Human Resource Levels*

Effective Date	10/15/2007	
Total Authorized Position level	5	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>5.0</b>	
Non-Classified (Filled)	2	breakout of Current Employment Level
Full-Time Classified (Filled)	3	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>5.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

**Objective Description**

To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

**Alignment to Agency Goals**

- Agency Goal: Administrative Services: To ensure that resources are used efficiently and programs are managed effectively

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percent of Scorecard categories marked as "meets expectations" for the agency

Measure Class: Other Measure Type: Outcome Measure Frequency: Quarterly Preferred Trend: Up

Measure Baseline Value: 83 Date:

Measure Baseline Description: 83% (the 2007 score of the agency at end of FY 2007)

Measure Target Value: 100 Date: 6/30/2010

Measure Target Description: 100% (by end of FY 2008 and each year thereafter until 2010)

Data Source and Calculation: Virginia Performs Management Scorecard

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<http://www.vaperforms.virgina.gov>

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