



PILOT PROGRAM

Office of Economic and Small Business Development

November 7, 2017

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EXHIBIT 2

Mentor-Protégé PILOT Program

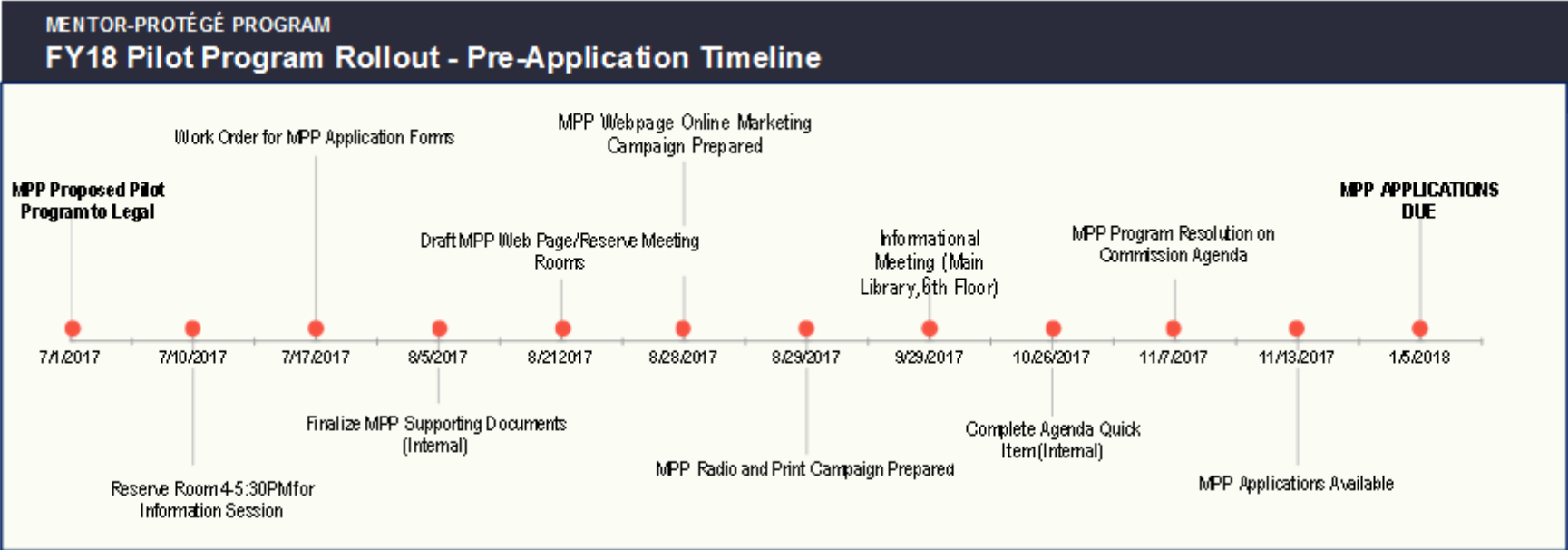


EXHIBIT 2

Mentor-Protégé PILOT Program

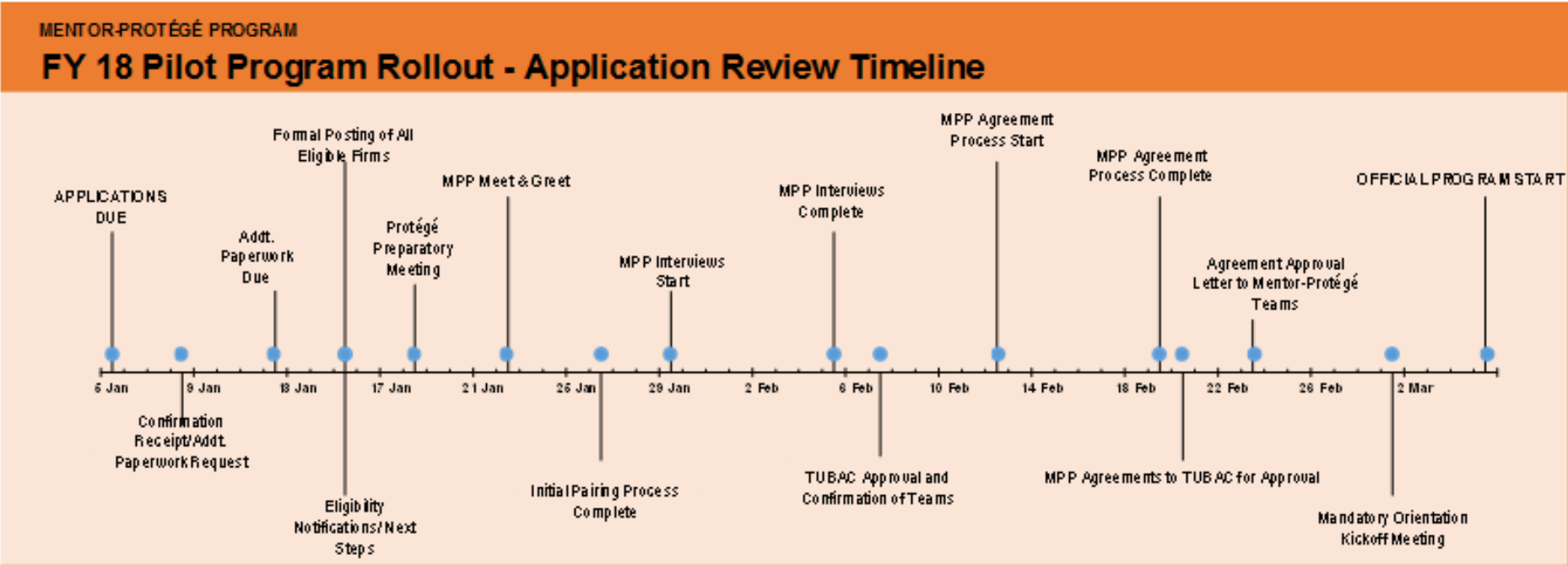
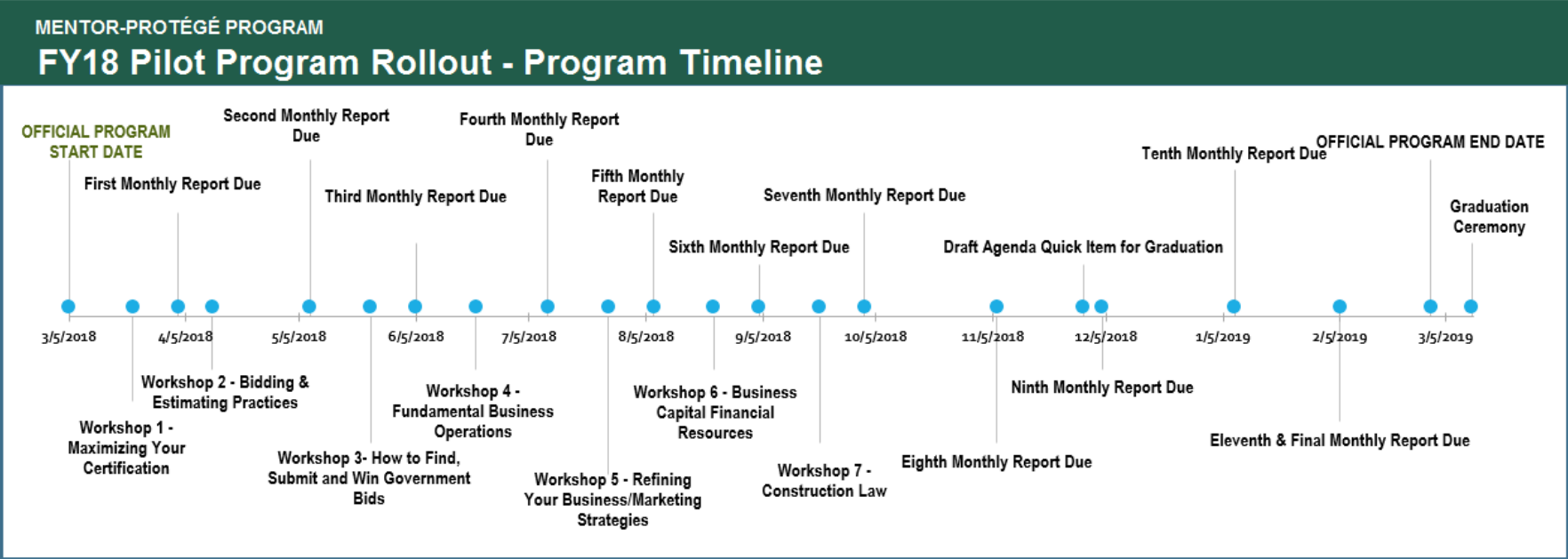


EXHIBIT 2

Mentor-Protégé PILOT Program



TEAM UP BROWARD COUNTY MENTOR-PROTÉGÉ PILOT PROGRAM

KEY TERMS

A. **TEAM UP Broward** – The title given to the Broward County Mentor-Protégé Program. The program is consistent with the mission of the OESBD, which is “*to stimulate economic development by attracting, retaining and expanding targeted industries, including a special focus on small business growth, and thereby, enhance the quality of life for Broward County residents and visitors.*”

B. **Office of Economic and Small Business Development (OESBD)** - The Broward County agency that provides direct support and overall administration of the Mentor-Protégé Program.

C. **Program Director** – The Program Director or designee is ultimately responsible for all aspects of the program. The Program Director oversees the activities of the Program Manager.

D. **Program Manager** - The Program Manager or designee provides management of the program on a day-to-day basis.

E. **Program Coordinator** –The Program Coordinator or designee(s) coordinates the daily operations of the Mentor-Protégé Program in specialized areas, in collaboration with the Program Manager.

F. **Mentor:**

1. A business with an operating presence* in South Florida (Broward County, Miami-Dade County and/or Palm Beach County) with:
 - a. A minimum of five (5) years of experience in its principal industry; AND
 - b. A key representative who has a minimum of five (5) years of relevant expertise in his/her principal industry; OR
2. A resident expert who has a minimum of five (5) years of relevant expertise in his/her principal industry.
3. The Mentor-Protégé Pilot Program will target participation of Mentors in the Construction and Professional Services industries.

The business must have applied for participation as a Mentor in the Mentor-Protégé Program and have been approved by OESBD, in accordance with applicable procedures. The approved Mentor shall agree to follow all Mentor-Protégé Program guidelines and devote the necessary time, staff and other resources in order to fulfill its responsibility as a Mentor, including attending all meetings scheduled with the Protégé and/or OESBD.

*Operating presence can be a satellite office, a locally-based key representative, or as determined by the Program Director.

G. **Protégé** - The business must be a certified firm by OESBD, with a principal or branch office address located in Broward County, must have been in continuous operation for the last twenty four (24) months, in a growth stage of the business cycle, must have completed at least one (1) contract/work order with good references, and must be committed to following Broward County Mentor-Protégé Program rules, guidelines and processes so that incremental growth and business success can be achieved. The prospective Protégé firm must be and remain in good legal business standing with all government and private entities within the state of Florida and throughout the United States. A potential Protégé must submit a complete application packet by the application deadline and

be approved by OESBD, in accordance with applicable procedures. The Mentor-Protégé Pilot Program will target participation and growth of Protégés in the Construction and Professional Services certification categories.

H. Certified Firm - A firm that has an official recognition as a County Business Enterprise (CBE) or Small Business Enterprise (SBE) with OESBD. Other certifications accepted by the program include the Disadvantaged Business Enterprise (DBE) through the State of Florida Department of Transportation Unified Certification Program, or other implemented programs, as determined applicable by the Program Director.

I. TEAM UP Broward Application Committee (TUBAC) – Comprised of the Program Administrator, Program Manager, Program Coordinator and/or any members appointed by the Program Director, as deemed appropriate.

J. Lottery - The lottery process is a fair and equitable method to randomly select qualified Mentor/Protégé participants if and when it is determined there is a larger pool of either Mentor or Protégé applicants. Remaining applications not selected through the lottery process will be automatically included in the next selection cycle. To insure firms submit updated information, applications will be resubmitted after two consecutive selection cycles.

K. Meetings - The Mentor shall conduct regular coaching and technical assistance meetings with the Protégé to, for example, review the Protégé’s strategic business plan and to discuss problems, strategies and objectives for efficient completion of projects and effective management. These meetings will be held at a time and place mutually agreed upon by the Mentor and Protégé; however, such meetings should occur no less than twice every thirty (30) calendar days. The agenda for the meetings should be established in advance and consist of items relevant to the Protégé’s previously identified areas of concern and his/her changing needs as well as the current experiences of both the Mentor and Protégé. Meetings can be face-to-face and/or teleconference/videoconference (i.e. Skype, GoToMeeting, etc.).

L. Growth Stage – Understanding where a business is in regards to the business life cycle will help a firm to foresee upcoming challenges and make the best business decisions. A business with active sales, stable cash flow and a steady base of routine customers, is generally considered to be ready for growth. Refer to the Seven Stages of Business Life Cycle¹ as noted below:

The Seven Stages of Business Life Cycle	
1. Seed Stage	The seed stage of your business life cycle is when your business is just a thought or an idea. This is the very conception or birth of a new business.
2. Start-Up Stage	Your business is born and now exists legally. Products or services are in production and you have your first customers.
3. Growth Stage	Your business has made it through the toddler years and is now a child. Revenues and customers are increasing with many new opportunities and issues. Profits are strong, but competition is surfacing.
4. Established Stage	Your business has now matured into a thriving company with a place in the market and loyal customers. Sales growth is not explosive but manageable. Business life has become more routine.
5. Expansion Stage	This life cycle is characterized by a new period of growth into new markets and distribution channels. This stage is often the choice of the small business owner to gain a larger market share and find new revenue and profit channels.
6. Decline Stage	Changes in the economy, society, or market conditions can decrease sales and profits. This may quickly end many small companies.
7. Exit Stage	This is the big opportunity for your business to cash in on all the effort and years of hard work. Or it can mean shutting down the business.

¹ Retrieved from <http://www.addisonandco.co.uk/the-7-stages-of-business/#3>

INTRODUCTION

As part of Broward County’s commitment to promoting and maximizing access to contracting opportunities for its County Business Enterprises (CBEs), Small Business Enterprises (SBEs), Disadvantaged Business Enterprises (DBEs), and Airport Concession Disadvantaged Business Enterprises (ACDBEs), the County, through its Office of Economic and Small Business Development (OESBD) has designed a small business development Mentor-Protégé Pilot Program (MPP), known as “TEAM UP Broward”. The program is consistent with the mission of the OESBD, which is “to stimulate economic development by attracting, retaining and expanding targeted industries, including a special focus on small business growth, and thereby, enhance the quality of life for Broward County residents and visitors.”

This program supports the Broward County Commission’s value of “Ensuring economic opportunities for Broward’s diverse population and businesses.” As required by Broward County Administrative Code Section 13.41(1-m), “The Office of Economic and Small Business Development shall promote and coordinate the provision of management, financial, educational, and technical assistance to small and disadvantaged business enterprises in Broward County; and ensure that small and disadvantaged business enterprises have fair opportunities to participate in the mainstream of Broward County’s economic development.” The program prominently markets Broward County as a brand, while increasing public understanding with the goal to consistently and effectively market and brand Broward County programs and services, encouraging through effective collaboration the further development of Broward County’s business-friendly identity in a manner that resonates locally and globally.

OVERVIEW

PROGRAM GOAL and SCOPE

The goal of the program is to build overall capacity in Broward County’s economy by growing local small businesses through targeted and strategic technical assistance, leading to increased employment and local investment.

The scope will include:

- Maximizing small business access to Broward County procurement.
- Increasing the volume of opportunities that certified firms are capable of winning in the public and private sectors
- Encouraging strategic relationships between established businesses, local certified small businesses and community partners.
- Providing an opportunity for eligible small businesses to receive developmental assistance in business and/or technical areas from experienced businesses and local service providers.
- Mentors and other partners coaching participating Protégés to enhance small business core capabilities to compete and perform as contractors and/or subcontractors on procurement programs with Broward County and beyond.

Implementation of this program will allow the community to benefit from stronger business relationships. By investing in their businesses, small business owners will be afforded opportunities for growth, expansion

and/or increased market share within their industry; will become more proficient in their respective area of work; and be able to broaden their potential to access an increased volume of work and improved long term stability as a result of their active involvement in this program. This pilot program will target the participation and growth of Protégés in the Construction and Professional Services certification categories. Based on the outcomes and lessons learned from the pilot program, future programs may also include firms in the following sectors:

- (1) Contract/Business Services
- (2) Commodities
- (3) Concessions

PROGRAM BENEFITS

MENTORS	PROTÉGÉS
Opportunities to share valuable market knowledge	Enhanced core capabilities to compete and perform in Broward County procurement and other public / private contracts
May utilize Protégés to meet project goals on Broward County contracts	Development of innovative approaches to problem solving and incorporating new and existing technology and best practices
Expanded pool of available contractors to utilize on future contract opportunities at large	Long-term relationship with a potential prime contractor
Potential to develop future joint ventures with small businesses	Potential to develop future joint ventures with large businesses
Recognition with Broward County and the industry	Increased management/technical capabilities, with guidance to avoid pitfalls and mistakes that hinder business growth
Goodwill and corporate social responsibility	Expansion into new markets
Facilitation of mutually beneficial and profitable relationships for all concerned	Certificate to acknowledge successful participation in the program

PROGRAM FEATURES

- Scheduled coaching meetings between Protégé principals and Mentor executives.
- Technical assistance via training sessions, seminars and workshops.
- Site visits and facility tours to explore new technologies.
- Strategic planning and goal-setting assistance.
- Shadowing opportunities for small business staff members with their corporate counterparts.
- Access to professional business documentation, forms and schedules.
- Ongoing support in dealing with questions, concerns and business obstacles.

DISCLAIMER

In its initial form, TEAM UP Broward Program does not provide financial incentives or evaluation points on County solicitations for participating Mentors.

Under this program:

- Mentors may, but are not required to, utilize the services of their Protégés to fulfill small business subcontracting requirements when bidding on Broward County contracts
- Protégés participating in Mentor-Protégé agreements may be utilized in meeting local and federal small business participation goals.
- If Mentors and Protégés enter into contractor/subcontractor relationships on Broward County contracts, it is recommended that Mentors refrain from exclusively subcontracting the same Protégé firm(s) on multiple projects to encourage equitable access among all available subcontractors.

MENTOR-PROTÉGÉ ARRANGEMENTS

This program is designed to strengthen and further the development of Protégés, including - but not limited to - assisting them to move into new areas of work and/or compete in the marketplace outside of the County's certified small business programs, via the provision of training and assistance from other experienced firms and community partners.

Mentor-Protégé arrangements involve an established firm (Mentor) providing technical assistance to one or possibly two (2) certified firms (Protégés) when feasible. Each arrangement may have up to three (3) areas of concentration for assistance. The Mentor-Protégé arrangement can take many forms and range from bid estimating to the creation of a new, joint venture partnership.

The types of assistance that a Mentor may provide to a Protégé include:

- Professional development and coaching
- Bonding assistance and/or guidance
- Business planning
- Equipment utilization
- New markets and global expansion
- Inventory control
- Record keeping financial best practices, such as accounting, billing and investor relations
- Operations and systems, including HR, IT, telecommunications, security and logistics
- Relationship building and networking
- Other methods of appropriate encouragement and support

Mentors who have their own or are currently affiliated with a technical assistance program should submit their program information along with their Mentor-Protégé Program Application. When entering into the Mentor-Protégé arrangement, the following are items for special consideration:

- **Technical and Management Assistance** - The Mentor may provide guidance on project management and construction techniques, training in plan interpretation, or estimating and cost accounting. However, the Protégé must retain final decision-making authority.

- **Equipment and Personnel** - The Mentor may provide, in limited instances, skilled personnel and equipment if a written lease or rental agreement covers the equipment and the personnel are on the payroll and under the direct supervision of the certified firm. Generally, rental or lease agreements with the Mentor will be reviewed on a cost-benefit analysis based on average industry prices. Note: Long-term, continual, or repetitive use by a Protégé of the Mentor's personnel or equipment may be construed by Broward County as an attempt to artificially inflate participation.
- **Bonding** - The Mentor may provide the Protégé with assistance by bonding an entire project and either charging on a pro rata basis or not charging the Protégé for the bond. It is expected that after gaining experience the Protégé will develop the ability to bond projects independent of the Mentor.

PROGRAM ADMINISTRATION

The OESBD Program Manager is responsible for the day-to-day coordination and administration of the Mentor-Protégé Program. OESBD Program Manager's duties will minimally include:

- Coordinating the TEAM UP Broward Application Committee (TUBAC)
- Advertising and promoting the program
- Organizing related business events
- Identifying and approving potential Mentors
- Identifying and approving potential Protégés
- Pairing mentors to Protégés as available
- Informing and reminding Mentors and Protégés of their roles and responsibilities
- Attending Mentor-Protégé meetings to promote effective cooperation and participation
- Reviewing progress status reports
- Maintaining program records
- Attracting the support of larger corporate sponsors
- Identifying the necessary sources of program funding

PROGRAM ELIGIBILITY AND PARTICIPATION REQUIREMENTS

Any Mentor-Protégé relationship shall be based on a written development plan, which clearly sets forth the objectives of both parties and their respective roles, approved by the OESBD Designated Program Administrator. The agreement must include a schedule of services and resources to be provided to the Protégé for the duration of the pairing. No fees are charged by the Mentor or by OESBD for participation in the Program. Mentors will be assigned one (1) Protégé, and may have up to two (2) Protégés when feasible; Protégés will have ONLY one (1) Mentor. Mentors and Protégés must be separate entities.

MENTOR-PROTÉGÉ PROGRAM APPLICATION PROCESS TIMELINE

Anyone interested in becoming a Mentor or Protégé must submit a completed and signed Mentor-Protégé Program Application to the OESBD for evaluation and selection. There is no fee for submitting a Mentor-Protégé Program Application.

To allow appropriate time for submittal, review and notification of applicants for the pilot twelve-month Mentor-Protégé Program, the deadline for submission of applications is **on or before the designated date**. The Mentor-Protégé Program will commence by the designated timeline. For more detailed information on the timelines for

the application and program schedules, please refer to Application Review Timeline and Mentor-Protégé Program Rollout Timeline.

Any proposed Mentor-Protégé Program Applications submitted after the designated deadline will be held for evaluation in the next cycle.

APPLICATION EVALUATION FOR MENTORS

A. Mentor Eligibility Requirement

1. The potential Mentor (as defined on Page 1) will be productive in his/her area of work or service with a minimum of five years of experience in his/her principal industry and agree to provide developmental assistance through the Mentor-Protégé Program.
2. The Mentor must have and maintain an operating presence and/or local key representative in South Florida (Broward County, Miami-Dade County and/or Palm Beach County) which is deemed, by OESBD, to be productive and successful.
3. The Mentor must be and remain in good legal business standing with all government and private entities within the state of Florida and throughout the United States. Dissolved corporations and unlicensed businesses cannot serve as Mentors.
4. The Mentor will agree to follow all Mentor-Protégé Program guidelines and devote the necessary time, staff and other resources necessary to fulfill its responsibility as a Mentor, including attending all scheduled meetings with the Protégé and/or OESBD.

B. Mentor Application Process

1. The potential Mentor shall complete and submit the TEAM UP Broward Mentor/Protégé Program Application (Form 2 in Forms Section) to OESBD to be considered for program participation as a Mentor. Documentation such as company brochures, occupational licenses and/or business tax receipts will be required to ensure basic eligibility requirements are met. A Mentor will apply to be assigned to a Protégé during the pairing process as detailed below.
2. In some instances it may be necessary for OESBD to contact the owner(s) or manager(s) of the prospective Mentor by telephone or to visit the prospective Mentor's place of business to determine whether an applicant firm is eligible to be a Mentor.
3. Any supplemental information requested must be provided within seven (7) days of the request.
4. The Designated Program Manager will inform the applicant whether the firm is eligible to be a Mentor within 30 calendar days of receipt of the completed Mentor application.
5. OESBD may approve up to two (2) Protégés to each Mentor, as available or appropriate, and to the extent acceptable to the Mentor.
6. Each party must sign an agreement to formalize their commitment to the Program.

C. Mentor Responsibilities and Guidance

1. **Selection Process** – Upon the receipt of the MPP application, Mentors are tentatively confirmed until the final pairing has been agreed upon by both Mentor and Protégé.
2. **Agreement** - The Mentor and Protégé are responsible for agreeing and executing their partnership with whom they believe a successful business relationship can be developed. Both parties must sign an agreement to formalize their commitment to the Program. The following should be considered before confirming a Mentor-Protégé Program Agreement(s):
 - a. geographic proximity
 - b. strategic vision and how the developmental assistance will align
 - c. attitude and commitment regarding the pairing relationship
 - d. financial status and the overall stability of their management
 - e. past performance, including the results of any contract or subcontract work between the Mentor and the Protégé, as well as the Protégé’s subcontracting expectations
3. **Commitment** - The Mentor must commit to participate for a period of twelve months with the selected Protégé(s); however, the relationship between the Mentor and Protégé will be encouraged to continue beyond the scope of the program for years to come.
4. **Meetings** - The Mentor shall agree to follow all of the Broward County Mentor-Protégé Program guidelines and devote the necessary time, staff and other resources in order to fulfill its responsibility as a Mentor, including attending all meetings scheduled with the Protégé, Designated Program Manager and/or OESBD.
5. **Informal Contacts** - The Mentor should also converse with the Protégé via the telephone/email and attempt to make other informal contacts or correspond to discuss daily problems and situations encountered by the Protégé and to provide periodic review.
6. **Introduction to Resources** - The Mentor should, as frequently as possible, introduce the Protégé to various business resources in which he/she consults, including representatives in the finance, bonding, management, and business industries as a means of providing access and breaking down previously existing barriers which may have hindered small businesses historically.
7. **Independence** - The Mentor must not assume managerial or administrative control of the Protégé during the mentorship period.
8. **Reporting Problems to OESBD** - The Mentor and Protégé will discuss poor progress or concerns encountered with the Mentor-Protégé arrangement with OESBD staff as soon as possible after concerns are identified.

APPLICATION EVALUATION FOR PROTÉGÉS

A. Protégé Eligibility Requirements

1. The prospective Protégé shall be a Broward County certified firm with a principal address located in Broward County, must have been in continuous operation for the last 24 months, must have growth potential (refer to Key Terms), must have completed at least one contract/work order with good references, and must be committed to following the Broward County Mentor-Protégé Program rules, guidelines and processes so that incremental growth and business success can be achieved.

2. The prospective Protégé firm must be and remain in good legal business standing with all government and private entities within the state of Florida and throughout the United States. Protégés must be current on all taxes and applicable licenses. Dissolved corporations and unlicensed businesses cannot serve as Protégés.
3. The prospective Protégé shall agree to follow Program guidelines and devote the necessary time, staff and other resources in order to fulfill its responsibility as a Protégé, including attending all meetings scheduled with the Mentor and/or Designated Program Manager and OESBD Program Administrator.
4. The prospective Protégé firm must submit a complete application and all accompanying documentation by the applicable deadlines.

B. Protégé Application Process

1. The prospective Protégé shall complete and submit the TEAM UP Broward Mentor/Protégé Program Application (Document 1, Mentor-Protégé Documents) to OESBD to be considered for program participation. A Protégé applies to be assigned to a Mentor during the pairing process, as detailed below. If the Protégé has completed a strategic business plan, this should also be provided with the application, along with any additional documentation requested. This may include information detailing the prospective Protégé's current financial standing, bonding level, capacity, staffing, workload and other key business indicators. Additional information, such as company brochures, occupational and/or professional licenses may be required to determine program eligibility requirements. In some instances it may be necessary for OESBD to visit the offices to determine whether an applicant firm is eligible to be a Protégé.
2. Any supplemental information requested must be provided within seven (7) days of the request.
3. The Designated Program Manager will inform the applicant whether the firm is eligible to be a Protégé within 30 calendar days of receipt of the completed Protégé application.

C. Protégé Responsibilities

1. **Selection** - Upon the receipt of the MPP application, Protégés are tentatively confirmed until the final pairing has been agreed upon by both Protégé and Mentor.
2. **Meetings** - The approved and assigned Protégé must be available for the coaching and counseling sessions in accordance with applicable procedures, for participation as a Protégé in the Mentor-Protégé Program.
3. **Informal Contacts** - The Protégé is recommended to also converse with the Mentor on the telephone and attempt to make other informal contact or correspond to discuss daily problems and situations encountered by the Protégé and to obtain periodic counseling and guidance.
4. **Use of Training Resources** - In an effort to enhance its business and industry knowledge and effectiveness, the Protégé may be invited to attend, at its own expense, if necessary, training conferences, coursework and workshops on a routine basis as recommended by the Mentor and/or Designated Program Manager and/or OESBD Program Administrator. These conferences are expected to cover various aspects of general business management as well as training sessions addressing specific industry topics. Attendance at these events must be recorded and made a part of the progress report for the appropriate period of attendance.

5. **Independence** - The Protégé is not permitted to relinquish managerial or administrative control to the Mentor.
6. **Reporting Problems** - The Protégé will discuss poor progress or problems encountered with the Mentor-Protégé arrangement with Designated Program Manager and/or OESBD Program Administrator as soon as concerns are identified.
7. **Use of Technical and Referral Assistance Services** - The Protégé may make routine use of the technical and referral assistance component of the Mentor-Protégé program by seeking, scheduling and attending various professional services, which are listed in the Technical and Referral Services, on an as-needed basis.

PAIRING PROCESS FOR MENTORS AND PROTÉGÉS

The process for matching Mentor with Protégés is as follows:

1. All applications received will be screened for eligibility requirements.
2. Non-eligible applicants will be notified of their lack of qualification for the program.
3. A list of eligible Mentors and Protégés will be posted and all will be notified of their eligibility, with the understanding that *eligibility* does not guarantee *participation* in the program. A separate email will be sent with specific instructions as to next steps to the eligible Mentors and eligible Protégés:
 - a. Mentors will be instructed via email as to the process with evaluation forms to rate the prospective Protégés at the meeting.
 - b. Protégés will be invited to attend a preparatory meeting one week prior to meeting with the eligible Mentors.
4. Mentors and Protégés will be invited to attend an introductory Meet & Greet. The meeting will utilize a “speed dating” format. Protégés will have three minutes to rotate to each Mentor and explain: 1) who they are, 2) what they do, 3) what type of assistance they are looking for, and 4) why they are a good candidate to be mentored.
5. Mentors will be provided evaluation forms to provide feedback of their meeting with each Protégé, including any ‘natural fit’ or matching preferences. The evaluation forms will be collected at the conclusion of the meeting by the Program Coordinator.
6. OESBD will take into consideration the input from the evaluation forms along with the applications to pair up the Mentors with Protégés, in accordance with the guidelines set forth below:
 - a. **Mentors** will be evaluated on the following factors:
 - i. Number of years of experience in its principal industry
 - ii. Pairing potential based on principal line of business and area(s) of expertise
 - iii. Rationale for participation
 - b. **Protégés** will be evaluated on the following factors:
 - i. Areas of Need as indicated
 - ii. Pairing Potential based on principal line of business and technical assistance needed
 - iii. Rationale for participation
7. The program will accommodate up to 7 pairs of matched Mentor-Protégé teams. The teams will be matched according to :
 - a. Voluntary matching from the introductory meeting based on ‘natural fit’ or matching preferences; and
 - b. Review process and selection by TUBAC of Mentors with Protégés; and

- c. 'Lottery' pairing of remaining suitable Mentors with Protégés, in the event there is a larger pool of eligible remaining Protégé applications than available Mentors.
8. Final approval of matches are pending upon the formal interview and agreement process as detailed in ***Mentor-Protégé Program Application Process Timeline.***

WORKING RELATIONSHIP

Mentors and Protégés may work together on projects or in contractor-subcontractor arrangements provided that control of the Protégé firm remains with the Protégé itself. Additionally, Mentors may achieve their participation goals by using a Protégé as long as the relationship and work complies with applicable rules and regulations including, but not limited to, **Exclusive Arrangements** – An exclusive arrangement is any relationship in which a contractor requires a subcontractor to have an exclusive bidding agreement; this may violate federal laws. During the course of the relationship, the subcontractor must have the right to quote bids to other prime contractors.

NEEDS ASSESSMENT

Through a needs assessment, the Program Director will determine what stage the Protégé is in the business life cycle (i.e., seed, growth, expansion, etc.) The factors to be considered shall include the following:

- **Net Worth** – Does the Protégé have a positive net worth?
- **Cash Flow** – Does the Protégé have adequate cash flow, bank credit or banking line of credit?
- **Bonding Capacity** – Does the Protégé have bonding? If so, to what capacity?
- **Necessary Equipment** – Does the Protégé have the ability to rent/lease equipment as necessary to compete for work?
- **Administrative Capacity** – Does the Protégé have the resources to solicit and hire the employees necessary to prepare reports and forms, and the resources to provide leadership for the organization?
- **Technical Capacity** – Does the Protégé have adequate resources to direct the project's management and operational requirements of their items of work?
- **Estimating Capacity** – Does the Protégé have the ability to project and determine the pertinent cost factors associated with the performance of items of work?
- **Accounting Capacity** – Does the Protégé have the ability to document projected cost associated with the performance of items of work?
- **Supervisory Staff** – Does the Protégé have an appropriate number of technically trained and experienced staff for their volume of work?
- **Experience** – Does the Protégé have a sufficient number of experienced staff and level of completed work to provide a minimum level of operational expertise in their area of work?

DEVELOPMENT PLAN

All Mentor-Protégé relationships shall be evidenced by a written development plan approved by the Designated Program Administrator. It is recommended that the Protégé prepare a three (3)-year development plan and update it annually. The development plan shall state the current status of the firm and goals for the next two (2) years. The development plan shall contain, at a minimum, information on the background and experience of the owners, the number and types of personnel, the amount of capital; the number, types and values of equipment; and the amount and types of projects to be pursued.

The following guidance should be considered in the development of such plans:

1. The Mentor(s), working together with the Protégé(s) in regular meetings, will focus on assisting with the creation of the Protégés' development plan, identifying the most critical needs to achieve the plan and implementing the actions to obtain the results.
2. The development plan should clearly set forth the objective of the parties and their respective roles.
3. The development plan should describe measurable benchmarks to be reached by the Protégé at successive stages of the plan.
4. The development plan should provide that if resources of the Mentor are utilized by the Protégé in the performance of contracts or subcontracts for the Mentor or for another contractor, then the resources must be separately identified, accounted for, and compensated directly by the Protégé to the Mentor. If the plan provides for extensive use of the Mentor's resources by the Protégé, the arrangement will be closely scrutinized.
5. The development plan may also include training to be provided by the Mentor to the Protégé. Each development plan will have up to three (3) areas of concentration. Such training minimally includes business planning; record keeping; technical assistance; capital formation; loan packaging and financial counseling; bonding; and equipment utilization.

TERMINATION OF A MENTOR-PROTÉGÉ ARRANGEMENT

The development plan should contain a provision that the Mentor-Protégé arrangement may be terminated by mutual consent of the parties or by Broward County upon its determination that:

- The Protégé no longer meets the eligibility standards for certification as identified in the development plan;
- Either party has failed or is unable to meet its obligations under the development plan;
- Protégé is not progressing or is not likely to progress in accordance with the development plan;
- Protégé has reached a satisfactory level of self-sufficiency to compete without resorting to the development plan; or
- The development plan or provisions thereof are contrary to the requirements of federal, state or local law or regulation, or otherwise inimical to public policy.

The development plan may include a provision that either party for any reason may dissolve the arrangement by notifying the Designated Program Administrator. The Designated Program Administrator will send an initial correspondence to both parties to document and verify the termination of agreement.

If there is an interest on behalf of either party to continue their role in the Mentor-Protégé Program then the Designated Program Administrator will assist with executing a new pairing, based on availability.

MEASURABLE OUTPUTS AND OUTCOMES

The effectiveness of the Program will be evaluated through the use of measurable program outputs and outcomes, as defined in the following matrix:

Outputs (products, services, revenue, profits)	Outcomes (Create meanings, relationships, differences)	Activities	Evaluation Method
Increase in # of awarded bids to Certified firms (Protégé)	Increase in capital	Actively participating in County Procurement	Total # of bids awarded (internal reporting methods)
Increase # of Certified Firms (Protégés) that receive guidance and support from Mentor firms	Increase subcontracting/ joint ventures/business relationships among Mentor/Protégé firms	MPP meetings/trainings	Monthly evaluation reports
Retention/Advancement of participating Protégé firms	Graduating firms that have participated in programs	Year to year program scheduling	Total # of participating firms
Participation of firms in MPP	Overall satisfaction of Mentors and Protégés	Referrals and repeat participation in program	Final Reporting and Surveys

BENCHMARK METHODS

The above outputs and outcomes are determined, monitored and evaluated through various financial, operating, personnel, and other internal reporting methods administered by the Protégé. This evaluation is conducted throughout the duration of the Protégé’s participation in the program, from the beginning stage to various intervals (monthly, annually) of the program. At the completion of the mentoring period, follow-up quarterly check-in by the Program Administrator to encourage and assess Protégé’s progress, and annual reviews for the Protégé will be conducted through correspondence. This provides a means of determining whether mentoring procedures need to be revised or refocused either within individual Mentor-Protégé teams or with the entire Program. It will also help to track the long range success and impact of the Mentor-Protégé Program on the business community. The measurement methods include:

1. Progress reports on Protégés to document:
 - Guidance/support received
 - Training provided
 - Jobs created/retained as a result of the program
 - Increase in contract participation and performance as a result of the program
 - Increase in gross revenues as a result of the program
 - Growth goals achieved as a result of the program
 - Progress towards graduation from Broward County certification programs
 - Financial, operating, personnel, and other success indicators

2. Document success stories for case studies
3. Follow-up reviews to be submitted by the Protégé on the one-year anniversary of the conclusion of the Agreement.
4. Invitation to alumni Protégé to attend next session's kickoff meeting.

MONTHLY REPORTS

Mentors and Protégés are required to report on the progress made under each of its active Mentor-Protégé Agreements monthly throughout the term of the agreement. The Protégé will draft the report and submit to the Mentor for review and consensus; it is the Protégé's responsibility to submit the signed report to OESBD upon completion and provide the Mentor with a copy. Each report is due no later than the five (5) business days following each month during the reporting cycle. A template for the Monthly Report is included as the TEAM UP Broward Mentor-Protégé Monthly Reporting Form.

OESBD places extra emphasis on the required monthly reports since these reports will be used to determine if the agreement is meeting its milestones as outlined in the original agreement, and the effect of the mentoring on the Protégé.

At the end of the final month of the Agreement, a final summary report shall be submitted by both the Mentor and the Protégé. This will be due within 15 days following the end of the Agreement reporting period. A Final Reporting form is included as the TEAM UP Broward Mentor-Protégé Final Reporting Form.

PROGRAM OVERSIGHT

Program performance oversight shall be conducted by the Program Manager. This oversight will focus on the progress and accomplishment realized under the approved Mentor-Protégé Agreements. The Program Manager and/or Program Coordinator shall also perform one or more site visits where Mentor-Protégé activity throughout the duration of the program.

Program Oversight may also include:

- Agency staff and others with expertise in business development
- Ongoing evaluation for timely completion of the Mentor/Protégé development plan
- Review of the monthly evaluation forms
- Review of final evaluation form
- Mediation support between non-performing Mentor-Protégé teams
- Dissolution of a mentor/protégé agreement, based on mutual consent of the parties.

The Program Administrator may revoke a Mentor-Protégé Agreement when it is determined, following failed mediation or mitigation measures, that program requirements are not being met between the non-performing Mentor-Protégé team(s).

POST AGREEMENT REPORTS

The Protégé is also required to submit data on employment and revenue for one year following the end of their agreement. This report is due one month after the end of the first fiscal year following graduation. This documentation is a follow-up to the Final Reporting Form submitted at the conclusion of the Agreement.

For additional information contact:



EXHIBIT 2
Mentor-Protégé PILOT Program

Office of Economic and Small Business Development
Program Administrator
TEAM UP Broward Mentor-Protégé Program
TeamUpMPP@Broward.org
954-357-6400