



FY 2015 PERFORMANCE PLAN
Department of Small and Local Business Development

MISSION

The Department of Small and Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District’s commercial districts.

SUMMARY OF SERVICES

The Department of Small and Local Business Development provides assistance and services to District-based businesses by positioning them to compete successfully for local, federal, and global business opportunities; advocating and promoting small business; providing one-on-one technical assistance, workshops, and training; certifying companies to do business in the city; and fostering small business development in commercial districts.

PERFORMANCE PLAN DIVISIONS

- Certification, Compliance and Enforcement
- Business Opportunities and Access to Capital
- Commercial Revitalization
- Agency Management

AGENCY WORKLOAD MEASURES

Measure	FY 2012 ACTUAL	FY 2013 Actual	FY 2014 YTD ¹
# of Certified Business Enterprises (CBEs) ¹ [One City Action Plan Action 1.1.6]	1,206	1,152	1107
# of Certification Applications Received	1,207	965	851
# of District Agencies monitored for Certified Small Business Enterprise (CSBE) compliance [5-Year Economic Development Strategy 1.17]d	80	80	80
# of Small Business Trade Missions [One City Action Plan Action 1.1.3]	3	1	1
# of DC Main Street Organizations	7	7	8
# of Business Improvement Districts (BIDs)	9	9	9
# of Streetscape Loan applications received	22	6	0
% of District Agencies who met 50% CSBE set aside goal	61	16	30

Certification, Compliance and Enforcement

¹ The number of CBEs fluctuates throughout the fiscal year, as companies may not seek to recertify after the two-year certification period, or are revoked as a company may no longer be eligible for the program. Any increase or decrease from year to year is the net amount. Beginning in FY13, Joint Ventures will be removed from the total CBE count.



SUMMARY OF SERVICES

The Certification, Compliance and Enforcement division is responsible for managing the Certified Business Enterprise (CBE) application process and corresponding elements of CBE compliance by DC Government agencies as well as public-private development projects.

OBJECTIVE 1: Improve the business certification process, increase participation, and strengthen compliance and enforcement of the CBE program (including One City Action Plan Action 1.1.6 and 5-Year Economic Development Strategy 1.17).

INITIATIVE 1.1 Implement the applicable changes to the CBE program as outlined by the Small and Certified Business Enterprise Development and Assistance Act of 2014. (Bill B20-0181)

DSLBD will implement the provisions of the new CBE law enacted on April, 08 2014. (Applicable October 2014) The agency will make all necessary changes to the process for certification, compliance and enforcement of the CBE program, and will update information pertaining to the CBE program on the agency Website and related information sources. Such changes include: defining what constitutes a government assisted project that is subject to CBE program, prohibiting businesses from operation as a pass-through, forwarding certification denials to OAH, monitoring contracts or procurements above \$250,000 to be set aside for CBE or Small Business Enterprise (SBEs) etc. **This initiative will be completed by 9/30/15.**

INITIATIVE 1.2 Perform site visits or spot checks on approximately 100) Public and Private Developer Projects (5-Year Economic Development Strategy 1.17).

In FY14 DSLBD added new compliance staff and re-launched a full scale CBE Compliance and Enforcement program focused on various compliance areas for DC agencies and public-private development projects. Total activities for the CBE Compliance and Enforcement Division include monitoring approximately 80 District government agencies, which account for nearly \$300 million in projected operating expenditures with CBEs, and over 200 public-private development projects, which account for over \$1 billion in projected expenditures with CBEs. As a continuation of this effort, the Compliance team will focus on performing approximately 100 spot checks on public and private developer projects **in FY15 This initiative will be completed by 9/30/15.**



KEY PERFORMANCE INDICATORS – *Certification, Compliance, and Enforcement*

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD³	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Average # of business days for certification application determinations	38	30	29	30	28	26
Percentage of certification applications processed within 45 business days	85%	85%	91%	85%	85%	85%
Number of certification applications processed	979	1200	803	1,200	1,250	1,300
Number spot checks conducted (new in FY14)	n/a	1100	445	1,100	1,100	1,100



Business Opportunities and Access to Capital

SUMMARY OF SERVICES

The Business Opportunities and Access to Capital division provides District-based businesses with the knowledge and capacity-building tools necessary to form, develop, and expand by providing classes, training, technical assistance, and advocacy to promote greater participation in local, federal, and private-sector opportunities.

OBJECTIVE 1: Assist small businesses with accessing capital, expanding business opportunities and training and education resources (including 5-Year Economic Development Strategy 1.3 and 5.3).

INITIATIVE 1.1: Expand access to capital program for businesses involved in green/sustainable activities. (Sustainable DC Plan Built Environment Action 2.2)

In FY14, DSLBD worked with OPLA and DMPED to establish a government backed loan program designed to equip businesses in the green/sustainable field with access to loans. The program will continue to market microloan programs and expand reach to more green/sustainable businesses. DSLBD will focus on recapitalizing the existing grants fund to increase assistance offered through the program.

This initiative will be completed by 9/30/15.

INITIATIVE 1.2: Expand Client base to 600 in the DC Procurement Technical Assistance Center.

DSLBD will continue operation of its Procurement Technical Assistance Center (PTAC) in the District of Columbia and will secure the federal grant required to run the program. PTAC will assist District based small businesses to acquire contracts in excess of \$4 million. An important milestone for the program is to double the number of clientele from 300 to 600. The program will also continue working on to position DC based businesses with government contract opportunities.

This initiative will be completed by 9/30/15.

INITIATIVE 1.3: Expand assistance to small businesses seeking procurement contracts at hospitals and universities (5-Year Economic Development Strategy 5.3).

Hospitals and universities are among the largest purchasers of goods in the District. In FY14 DSLBD performed various outreach activities with DC hospitals and universities to establish a network and formalize the process to benefit small businesses. DSLBD will continue to work these industries to increase communication and identify procurement contract opportunities for the small business community.

This initiative will be completed by 9/30/15.

INITIATIVE 1.4: Support Culinary Entrepreneurship in Ward 8 (Sustainable DC Plan Food Action 3.3)

DSLBD will continue working with DMPED, OP, and DOES to support the expansion of DC Food Incubators that support foodservice entrepreneurs. In FY15, DSLBD will work with several DC government agencies and community organizations to support



the expansion of resources and training available. DSLBD will continue to connect businesses within food incubators to grow and develop DC based businesses.

This initiative will be completed by 9/30/15.

INITIATIVE 1.5: Expand “Phase Zero” SBIR working capital program to support competitiveness among DC firms pursuing technology transfer and innovation business opportunities with the federal government (5-Year Economic Development Strategy 2.7).

In FY14 DSLBD implemented a “Phase Zero” working capital program to support small business participation in Phases One and Two of the Small Business Innovation and Research program. DSLBD will continue supporting small business participation in the “Phase Zero” SBIR program by providing the necessary training and outreach.

This initiative will be completed by 9/30/15.

INITIATIVE 1.6: Expand “Small Business Trade Mission Series” coverage (One City Action Plan Action 1.1.3).

In FY14, DSLBD implemented the next phase of the “Small Business Trade Mission Series” program to provide qualified businesses the support to engage in international business matching activities, opportunities to join a government sponsored trade mission, meet directly with potential customers and partners in key strategic markets overseas and deepen their understanding of the market’s requirements, entry barriers and local resource partners. The agency supported export-ready DC small businesses on missions to international markets such as Canada, China, and South Africa. In addition the agency supported international business matching activities taking place within the United States. In FY15 DSLBD will expand the Small Business Trade Mission Series and increase coverage to accommodate the needs of additional small businesses.

This initiative will be completed by 9/30/15.



KEY PERFORMANCE INDICATORS – *Business Opportunities and Access to Capital*

Measure	FY 2013 Actual	FY 2014 Actual	FY 2014 YTD²	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of small business participants in training and education activities	1185	3,200	3380	3,200	3,400	3,400
Number of small businesses participating in international business matching activities (exporting activities). ³ [One City Action Plan Action 1.1.3]	5	20	15	20	25	30
Number of DSLBD Clients obtaining HUB Zone and 8(a) certification[5-Year Economic Development Strategy 1.3] ⁴ (New in FY13)	122	Baseline	288	50	75	100
Number of small businesses receiving microloans (new in FY14)	N/A	1	19	Baseline	TBD	TBD
Number participants in DC Food Incubators (new in FY14)	N/A	1	50	Baseline	TBD	TBD

² As of 6/30/2013

³ In FY12 DSLBD named this indicator “# of businesses participating in exporting activities.”

⁴ A baseline has to be established in FY2013.



Commercial Revitalization

SUMMARY OF SERVICES

The Commercial Revitalization division provides technical and funding assistance that supports, promotes, and fosters economic development in commercial districts and the retention, recruitment, and enhancement of small businesses throughout the city.

OBJECTIVE 1: Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.

INITIATIVE 1.1: Perform feasibility assessment for the implementation of new Georgia Avenue Main Street program.

DSLBD will perform a feasibility assessment or pilot for the implementation of a new Main Streets program located on the Georgia Avenue in FY15. DSLBD has designed and implemented processes utilizing OCTO-supported web tools to streamline and simplify grants management for DC Main Streets and will leverage this approach for the new GA Ave Main Street feasibility assessment and pilot. Through this new process, grantees will be able to submit grant applications online and report progress towards established goals. **DSLBD will implement this new Main Street program by the end of FY15.**

INITIATIVE 1.2: Launch and manage next phase of “Healthy Food Retail Program (Age-Friendly DC Goal: Domain # 8).”

The new Healthy Food Retail grants (approx. \$150 thousand) will fund innovative ways to support small food retailers (less than 5,000 square feet) in DC neighborhoods lacking access to healthy food. DSLBD will determine how best to encourage innovation through this grant and issue an RFA for it by **December of FY15.**

The initiative will be complete by the end of FY15.

INITIATIVE 1.3: Launch in store consultation program in commercial districts.

DSLBD will deploy staff members to provide technical assistance directly for business owners. The assistance will be provided for business owners in their stores or other places of business within the 18 commercial districts currently served by either a Clean Team or DC Main Street. This is an opportunity to introduce business owners to the full services provided by DSLBD at the convenience of business owners and will complement the training services also provided DSLBD.

This initiative will be complete by the end of FY15. FY15 will be a baseline year.



KEY PERFORMANCE INDICATORS – Commercial Revitalization

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD⁵	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number graffiti removed in commercial corridors	1664	2500	2319	2,500	3,000	3,500
Number of trash bags collected in commercial corridors	157,011	200,000	44,354	n/a	n/a	n/a
Litters and Recyclables in pounds collected in commercial corridors (New FY14. Previous year measures the total number of trash bags collected in commercial corridors)	N/A	800,000	795958	N/A	N/A	N/A

⁵ As of 6/30/2013



Agency Management

SUMMARY OF SERVICES

The Agency Management division provides for administrative support and the required tools to achieve operational and programmatic results.

OBJECTIVE 1: Provide administrative support and the required tools to achieve operational and programmatic effectiveness within DSLBD.

INITIATIVE 1.1: Work with OCTO to expand DSLBD’s overall web presence to improve agency communication, external content management and to optimize web-experience for small business clients and residents.

DSLBD will continue to work with the OCTO to enhance its current website on the Drupal platform. With the addition of several new programs in FY14, it is important that DSLBD implement a strategy to streamline communication of its programs and services to optimize the web experience for small business clients and residents

This initiative will be achieved by the end of FY15.

INITIATIVE 1.2: Launch the DSLBD Small Business Inclusion Center, a mobile, co-work office where agency staff, community development organizations, and small businesses collaborate daily to improve the DC small business environment.

In FY15 DSLBD will officially launch the DSLBD Small Business Inclusion Center. It is the first ever mobile, co-work, office space of its kind within DC Government. The Center supports co-location of federal government agencies, small businesses, and community development organizations. Modern business technology, updated policies and procedures for mobile working, and a performance based culture allow the Center to attract organizations that collaborate to help small businesses succeed in Washington, DC. **DSLBD anticipates completing this initiative by the end of FY15.**

INITIATIVE 1.3: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor’s Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency’s internal assessment. **Completion Date: April 2015**

KEY PERFORMANCE INDICATORS – Agency management

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD⁶	FY 2014 Projection	FY 2015 Projection
Number webpage views (new in FY13)	144748	117,500	155,746	117,500	120,000

⁶ As of 6/30/2013