

Default KPI Rating:

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

In FY 2015, DSLBD fully achieved its initiatives and almost half of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DSLBD uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DSLBD objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DSLBD made on completing its initiatives, by level of achievement.



PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Certification, Compliance and Enforcement

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.**



Performance Assessment Key: Fully Achieved

DSLBD successfully implemented the provisions of the new CBE law enacted on April, 08 2014 (Applicable October 2014). The agency made all necessary changes to the process for certification, compliance and enforcement of the CBE program, and updated information pertaining to the CBE program on the agency Website and launched a new website dedicated to connecting CBEs to procurement opportunities: www.cbeconnect.com. 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 was completed as of 9/1/15.**

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.

● Performance Assessment Key: Fully Achieved

In FY15 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 88 District government agencies, which account for nearly \$685 million in projected operating expenditures with CBEs, and over 200 public-private development projects, which account for over \$462 million in projected expenditures with CBEs. As a continuation of this effort, the Compliance team performed approximately 271 spot checks on public and private developer projects **in FY15.**

KEY PERFORMANCE INDICATORS– Certification, Compliance, and Enforcement

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.7	Average # of business days for certification application determinations	29	30		30.75	100.02	CERTIFICATION
	1.5	Percentage of certification applications processed within 45 business days	91%	85%		79.24%	Measure Not Rated	CERTIFICATION
	1.6	Number of certification applications processed	803	1,200		1185	98.75%	CERTIFICATION
	1.8	Number spot checks conducted (new in FY14)	445	1,100		271	24.64%	CERTIFICATION

Business Opportunities and Access to Capital



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.**

● **Performance Assessment Key: Fully Achieved**

In FY14 and FY15, 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. This resulted in a sub goal to develop the food industry into a strong and viable economic cluster while finding innovative solutions to food desserts throughout the District. In particular, the Healthy Food Retail Grant Program awarded \$170,000 to five grantees to supplement thirty corner stores, a small grocery store and District based farmers with funding and technical assistance.

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.**

● **Performance Assessment Key: Fully Achieved**

The DC Procurement Technical Assistance Center (DC-PTAC) continued to secure federal funding. PTAC assisted District based small businesses in acquiring contracts in excess of \$4 million. DCPTAC reached an important milestone for the program doubling the number of clientele from 300 to 600. The program will also continue working on to position DC based businesses with government contract opportunities.

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.**

Performance Assessment Key: Fully Achieved

DSLBD's Public Private Partnerships (P3), Business Opportunities and DCPTAC programs collaborated in FY15 to perform various outreach activities with DC hospitals and universities to establish a network and formalize the process to benefit small businesses. Over 80 businesses attended a "Doing Business with Georgetown" informational on procurement opportunities; over 75 small businesses participated in "Doing Business with Whiting-Turner" which featured procurement opportunities related to the construction of the Thompson Athletic Center at Georgetown; and small businesses also participated in "Doing Business with Manhattan Construction" which brought together 75 small businesses interested in learning about procurement opportunities related to the renovation of a historic dormitory on Georgetown's campus.

DSLBD will continue to work these industries to increase communication and identify procurement contract opportunities, by meeting with Providence Hospital to forge a new partnership and on Thursday, October 29, P3 hosted a Panel on connecting DC small businesses to procurement opportunities with local healthcare institutions. This event was held at the R.I.S.E. Demonstration Center in Ward 8 and included panelist from Sibley Memorial Hospital, MedStar Georgetown University Hospital, United Medical Center and Children's National Medical Center.

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.**

Performance Assessment Key: Fully Achieved

DSLBD will continue working with DMPED, OP, and DOES to support the expansion of DC Food Incubators that support foodservice entrepreneurs. In August, Commercial Revitalization awarded five grants totaling \$170,000 for grantees to employ innovative ways to support small food retailers (less than 5,000 square feet) in DC neighborhoods lacking access to healthy food.

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.**

Performance Assessment Key: Fully Achieved

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. As of August 21, Phase Zero has accepted ten companies into the program. DSLBD’s Tech and Innovation Team has also been hard at work, establishing a partnership with technoir, exploring a new tool for ConnectTech clients, participated in the Global Mobile Internet Conference in Silicon Valley and has established a partnership with the Department of Homeland Security.

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.**

Performance Assessment Key: Fully Achieved

In FY15, 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. In FY15 DSLBD expanded the Small Business Trade Mission Series and increased coverage to accommodate the needs of additional small businesses.

DSLBD organized and led the “Washington, DC Trade Mission to Ethiopia and South Africa,” September 13-22, 2015, with mission stops in Addis Ababa, Ethiopia, and Johannesburg, South Africa. All five of the DC business participants received STEP Program (federal) reimbursement funding to offset their international business development expenses. ExportDC is reviewing this week the expense reports submitted by the five trade mission participants for reimbursement purposes. Total amount of federal funding



administered by ExportDC for the trade mission to Africa was \$32,150 (business support grants).

KEY PERFORMANCE INDICATORS– Business Opportunities and Access to Capital

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
●	1.2	Number of small business participants in training and education activities	3380	3,200		2169	67.78%	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL
●	1.3	Number of small businesses participating in international business matching activities (exporting activities). [One City Action Plan Action 1.1.3]	15	20		12	60%	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL
●	1.4	Number of DSLBD Clients obtaining HUB Zone and 8(a) certification[5-Year Economic Development Strategy 1.3] (New in FY13)	288	50		293	586%	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL
●	1.5	Number of small businesses receiving microloans (new in FY14)	19	Baseline		N/A	N/A	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL



●	1.6	Number participants in DC Food Incubators (new in FY14)	50	Baseline		50	0	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL
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Commercial Revitalization

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.**

● **Performance Assessment Key: Fully Achieved**

In March, DSLBD awarded a grant for the Lower Georgia Avenue feasibility study. By early August, the grantee conducted a very successful graffiti remediation event, removing 10 graffiti tags. Recommendations for the creation of a commercial revitalization program were submitted in September.

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.**

● **Performance Assessment Key: Fully Achieved**

In August, Commercial Revitalization awarded five grants totaling \$170,000 for grantees to employ innovative ways to support small food retailers (less than 5,000 square feet) in DC neighborhoods lacking access to healthy food.

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.**

 **Performance Assessment Key: Fully Achieved**

For FY15, the in store consultation program had 286 client sessions totaling 225 hours took place during FY15. As a result of these sessions clients were informed about incentives for small business owners, they received technical assistance to increase sales and profitability, reposition operations, better understand the permitting process and how it impacts small businesses, and green and sustainable energy issues -among others.

KEY PERFORMANCE INDICATORS– Commercial Revitalization

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Number graffiti removed in commercial corridors	2319	2,500		N/A	N/A	COMMERCIAL REVITALIZATION
	n/a	Number of trash bags collected in commercial corridors	44,354	n/a		N/A	N/A	COMMERCIAL REVITALIZATION
	1.5	Litters and Recyclables in pounds collected in commercial corridors (New FY14. Previous year measures the total number of trash bags	795958	N/A		1,213,861	142.81%	COMMERCIAL REVITALIZATION



		collected in commercial corridors)						
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Agency Management

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.**

● Performance Assessment Key: Fully Achieved

DSLBD has worked extensively with the OCTO to enhance its current website. Enhancements to the CBE Online have been finalized and went live Thursday, October 22, 2015. Additionally, on Tuesday, November 3, 2015, DSLBD launched a new website that will help CBEs connect with DC Government contracting opportunities, *CBEConnect*. Overall, DSLBD increased web traffic significantly. The number of webpage views drastically increased from 155,746 in FY 14 to 280,501 in FY 15.

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.**

● Performance Assessment Key: Fully Achieved

To date, DSLBD held approximately 2,169 small business participants in training and education activities. DSLBD also launched the Center for Entrepreneurial Education and Development (CEED). CEED provides information and services to entrepreneurs and companies looking to launch and strengthen their business in the District. CEED is a one stop shop, bringing together



resources from key District agencies including DSLBD, the Department of Consumer and Regulatory Affairs (DCRA), and other non-profit and Federal organizations serving District businesses. CEED encompasses a comprehensive suite of business courses facilitated by industry experts. Courses are provided free of charge, or in some cases, for a nominal fee. Programs under CEED include, CompeteDC, the CEO Academy and Teaming to Win.

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**

● Performance Assessment Key: Fully Achieved

As of April 2015, this initiative was achieved. The Clean Teams supported Sustainable DC goals by recycling, mulching street trees, using eco-friendly supplies, and reducing storm water pollution generated by DC’s commercial districts.

KEY PERFORMANCE INDICATORS– Agency management

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Number webpage views (new in FY13)	155,746	120,000		280,501	233.75%	AGENCY MANAGEMENT

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
# of Certified Business	1,152		1108	CERTIFICATION



Enterprises (CBEs) [One City Action Plan Action 1.1.6]		1107		
# of Certification Applications Received	965	851	1181	CERTIFICATION
# of District Agencies monitored for Certified Small Business Enterprise (CSBE) compliance [5-Year Economic Development Strategy 1.17]d	80	80	82	CERTIFICATION
# of Small Business Trade Missions [One City Action Plan Action 1.1.3]	1	1	2	BUSINESS OPPORTUNITIES AND ACCESS TO CAPITAL
# of DC Main Street Organizations	7	8	8	COMMERCIAL REVITALIZATION
# of Business Improvement Districts (BIDs)	9	9	10	COMMERCIAL REVITALIZATION
# of Streetscape Loan applications received	6	0	Workload Measure Not Rated	COMMERCIAL REVITALIZATION
% of District Agencies who met 50% CSBE set aside goal	16	30	Workload Measure Not Rated	CERTIFICATION