

Department of Small and Local Business Development FY2017

FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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. DSLBD does so by 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>As of September 30, 2017, DSLBD's Certification division has certified approximately 1,600 CBEs.</p> <p>DSLBD has surpassed 1,500 active Certified Business Enterprises. This is a great milestone for the Agency, after maintaining an average of 1,100 active CBEs for several years.</p>	<p>The Certification division published its SOPs. This has greatly increased productivity and allows specialists to be well informed of their roles and responsibilities. It allows them to be more aware of the requirements of the job and allows them to be more effective in their work in certifying businesses. The outcome has resulted in faster processing times and more applications processed.</p>	<p>By streamlining processes within the Certification division, simplifying recertifications, and effectively launching the online webinar, DC residents are now able to register as a CBE faster than ever before. This is creating real funding opportunities and jobs for local residents and DC based businesses.</p>
<p>Record Spending with Small Business Enterprises. Mayor Bowser charged DSLBD with leading the District's efforts to transform the compliance operations such that it is functioning and fully meeting its obligation to ensure that the government's procurement practices are fair, transparent and compliant with the District's CBE law. In response, DSLBD Compliance and Enforcement Division; continued efforts has certainly kept us on track in FY 2017, with record SBE spending in 3rd Quarter of \$445,885,498.61, which include subcontracting dollars (indirect spend) of \$14,956,988.17 from 10 District Agencies and additional direct spend of \$46,101,187.33 due to data discrepancy findings.</p>		<p>These are dollars that are being put directly into the pockets of DC based businesses. This record spending encourages a thriving economy, allows businesses to grow and to hire more local residents.</p>
<p>Expansive impact of DSLBD's Procurement Technical Assistance Program.</p> <p>PTAC has helped a record number of clients (over 600) receive a record number of contracts (federal and local dollars). For 2017, PTAC assisted clients in obtaining over \$57 million in contracting dollars.</p>		<p>The large majority of DC PTAC clients are DC residents. Therefore, DC PTAC is helping hundreds of DC residents obtain millions of dollars in contracting</p>

June 14, 2017 DC PTAC conducted a DC PTAC Small Business Summit; bringing together a multitude of Speakers, Government Agencies, defined training workshops, along with federal and local agency exhibitors like the DC Chamber of Commerce, DC Government, DHS, HHS, large Prime Contractors, and other DoD and federal government agencies.

opportunities.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government
2	Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq
3	Assist small businesses with accessing capital.
4	Connect the Small Business Community with procurement opportunities within the local, federal and private sector.
5	Connect small and local businesses to opportunities in the global marketplace.
6	Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.
7	Create and maintain a highly efficient, transparent and responsive District government. **

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government (1 Measure)									
Percentage of applications processed in under 30 days	Quarterly	80%	98%	68%	81%	85%	83%	Met	
2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq (3 Measures)									
Percentage of SBEs receiving prime DC Government contracts	Quarterly	40%	67%	75%	0%	0%	35.5%	Unmet	As the Compliance division began tracking and monitoring this measure, it was quickly realized that as structured, this measure could not be adequately captured on a consistent basis. This was brought to the attention of the CA's office. The division has worked

									with the CA to rework this measure for FY18.
Percentage of SBEs awarded contracts over \$250k	Quarterly	25%	3%	10%	0%	0%	3.3%	Unmet	As the Compliance division began tracking and monitoring this measure, it was quickly realized that as structured, this measure could not be adequately captured on a consistent basis. This was brought to the attention of the CA's office. The division has worked with the CA to rework this measure for FY18.
Percentage of SBEs awarded contracts under \$250k	Quarterly	75%	3%	10%	0%	0%	3.3%	Unmet	As the Compliance division began tracking and monitoring this measure, it was quickly realized that as structured, this measure could not be adequately captured on a consistent basis. This was brought to the attention of the CA's office. The division has worked with the CA to rework this measure for FY18.

3 - Assist small businesses with accessing capital. (1 Measure)

Percentage increase in small businesses receiving microloans (year over year)	Quarterly	100%	0%	0%	0%	0%	0%	Unmet	DSLBD recently filled a vacancy for a small business development manager. Through this hire, the agency will begin to capitalize the Fund and administer disbursements.
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4 - Connect the Small Business Community with procurement opportunities within the local, federal and private sector. (2 Measures)

Amount contract awarded to PTAC clients	Quarterly	4000000	5047399	15343642	13056516	23801818	57249375	Met	
Percentage of "Convene and Connect" participants connected to contracting opportunities	Quarterly	50%	50%	50%	40%	50%	47.5%	Nearly Met	There was turnover in staff. During this transition, productivity slightly dipped off. This dip resulted in a three percent drop. This measure was also reworked for FY18 to better capture how small business clients are matched to opportunities and milestones.

5 - Connect small and local businesses to opportunities in the global marketplace. (5 Measures)

The percentage of CBE participation in DSLBD small trade missions	Annually	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67%	Met	ExportDC is focused on recruiting CBEs and developing programs that will increase their exporting capacity.
Percentage of small businesses participating in international business matching activities (exporting activities)	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%	Met	
Percentage of businesses participating in exploratory trade mission activities	Annually	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Neutral Measure	
Percentage of businesses participating in educational trade mission activities	Annually	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Neutral Measure	
Percentage of businesses participating in business development trade mission activities	Annually	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%	Neutral Measure	

6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (3 Measures)

Number of hours counseling businesses	Quarterly	300	25	221	255	102.3	603.3	Met	
Percentage of disbursements awarded on time	Quarterly	90%	98%	95%	96%	100%	97.3%	Met	

Percentage of invoices processed within 3 business days.	Quarterly	90%	26%	97%	96%	96%	78.8%	Unmet	The first quarter is typically extremely hectic for staff. It is also the time where staff work kinks out of the system. As a result, the first quarter disbursements considerably lowered the average of this KPI. As you will note, the remaining quarters witnessed an average of 90%. The hiring of a grant manager in FY18 will also improve this average.
7 - Create and maintain a highly efficient, transparent and responsive District government. ** (1 Measure)									
Number of webpage views	Annually	750000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	892063	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Process CBE applications in an average of 30 business days. (3 Measures)						
Number of Certified Business Enterprises (CBEs)	Quarterly	1388	1441	1502	1589	5920
Number of individuals completing the CBE Program webinar	Quarterly	249	267	255	273	1044
Number of site visits	Quarterly	38	37	16	40	131
1 - Review Quarterly Reports and provide feedback District agencies within 30 days. (5 Measures)						
Number of District agencies monitored for Certified Small Business Enterprise (CSBE) compliance	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86
Number of District Agencies that met their SBE Contracting goal	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming
Percentage of District Agencies that met their SBE Contracting goal	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming
Number of Waivers Processed	Quarterly	53	53	53	73	232
Number of Public-Private Development Projects monitored	Quarterly	258	0	9	5	272
4 - Bolster outreach and training efforts by hosting "Doing Business With... Sessions" with local, federal and private						

developers. (1 Measure)						
Number of "Doing Business With Sessions" held	Quarterly	4	3	7	8	22
4 - Expand Client base to 700 in the DC Procurement Technical Assistance Center (PTAC). (2 Measures)						
Number of small business participants in training and education activities	Quarterly	821	492	2967	270	4550
Number of PTAC clients awarded a contract	Quarterly	No data available	16	34	75	125
4 - Target resources to attract, retain and prepare high priority industries to qualify for procurement opportunities. (2 Measures)						
Total number of new partnerships	Quarterly	5	5	9	3	22
Number of ConnecTech participants matched to federal funding opportunities and research	Quarterly	33	26	15	5	79
5 - Identify, recruit and prepare small businesses to participate in the ExportDC program (4 Measures)						
Number of Small Business Trade Missions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of businesses receiving International Market Access (IMA) grants	Quarterly	0	5	1	3	9
Number of small businesses participating in ExportDC Calendar of Trade events	Quarterly	0	8	40	0	48
Number of international speaker series events	Quarterly	0	1	4	0	5
6 - Continue to provide support and grant management to Clean Teams and Main Streets (5 Measures)						
Number of DC Main Street Organizations	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16
Amount of Neighborhood Revitalization Grants Allocated	Quarterly	4460842	215000	0	673341	5349183
Number graffiti removed in commercial corridors by Clean Teams	Quarterly	849	1218	922	1120	4109
Litters and Recyclables in pounds collected in commercial corridors by Clean Teams	Quarterly	2987565	2278380	1947500	1369810	8583255
Number of tree boxes maintained in commercial corridors	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5558

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
BUSINESS DEVELOPMENT (1 Strategic Initiative)				
Develop a Creative Economies Strategy by	Work with the Office of Motion Pictures and Film Development, DMPED and the Commission on Arts and Humanities to create a small business ecosystem to support the developing film industry	0-24%	No updates to report.	This initiative was not completed due to shifting priorities and changeover in internal

launching a small business incubator.	and the maker community. Assuming success, expand into other sectors within the creative industry.			staff.
CAPACITY BUILDING (1 Strategic Initiative)				
Implement industry based public private partnership models to effectively aid district based firms in building capacity for business opportunities	<p>Strategic Partnerships and Initiatives (SPI) will aid firms by identifying and entering into strategic partnerships so as to leverage financial, technical and operational assistance from private, local state and federal partners for the benefit of small business enterprises.</p> <p>The agency will accomplish this initiative by leveraging educational resources and capacity building programs. This includes workshops, networking opportunities and business development trainings for small and emerging contractors. SPI will improve upon programs such as CEO Growth Academy and FastTrac DC while creating new partnerships such as the MWAA Certification Program established in FY15-FY16.</p> <p>SPI will streamline functions of the business opportunities division by organizing existing resources. Doing so will allow SPI to be more intentional in targeting available resources and identifying new sources of assistance to small business enterprises.</p>	Complete	During Quarter 4, Strategic Partnerships and Initiatives established several new partnerships with the following organizations, the US Black Chamber of Commerce; SB Works; and TNB Associates.	
CERTIFICATION (4 Strategic initiatives)				
Develop and Release new CBE business application.	<p>The operating system for the CBE Business Online application is set to expire in one (1) or two (2) years. This will make the system currently housing all business applications for the CBE program obsolete. DSLBD will need the funding and resources to build-out a new application system.</p> <p>The new system will be compatible with all internet browsers and will also shorten the application process. This will in turn increase the number of certified businesses and improve the business certification process. The Mayor's approved FY17 budget includes a one-time increase of \$750,000 for the building of a new enterprise system. Funding is allocated through OCTO.</p>	Complete	The implementation of the Enterprise system began on August 21, 2017. The implementation is starting with the Certification Module. The Kickoff Meeting occurred on August 30, 2017 with representatives from each DSLBD division, the Certification scrum team and Product Owner, our Product Sponsor (our Director), Chief of Staff, and the DSLBD DES Program Manager along with representatives from OCTO and our primary implementers (Salesforce). The system is being developed using the Agile Methodology. Our 1st Sprint started on Sept 20, 2017.	
Revise and finalize certification	Revising and finalizing certification and compliance standard operating procedures will bring consistency to processes and maximize efficiency. The current	Complete	This initiative was complete as of Q3.	

and compliance Standard Operating Procedures.	Certified Business Enterprise (CBE) program application is only compatible with Internet Explorer 9 or above. The system is also currently running on the Microsoft 2008 operating system. Funding in the FY17 budget will go towards developing the new enterprise system. Doing so will streamline the process (i.e. shorten the application and make it more business friendly) and address many concerns DSLBD and the business community have expressed. The new system will allow for an increase of certified firms as we will decrease the technology barriers and process barriers that are currently experienced with the system.			
Electronically integrate the Compliance and Enforcement expendable budget process with the Office of the Chief Financial Officer (OCFO), and the Office of Contract and Procurement (OCP)	By the end of the fiscal year, the agency will have completed its Enterprise system. The system, at this point should be nearly fully automated. This initiative will be accomplished through taking the following steps: continuing to work with OCFO to confirm the final District spend with SBEs and CBEs; continue working with OCP to connect procurements via (PASS) utilizing funding source, object class and comp sources to link and track Special Exceptions and Waiver Requests against Expendable budget; Continue working with OCFO, OCP and OCTO to ensure timely, consistent data feeds pursuant to mutually agreeable timeframes; and formalize independent agency reporting. Taking these steps will ensure the CBE program is fully compliant with the law.	75-99%	Compliance and Enforcement Division has completed the 3rd Quarter SBE Spend Reporting. We are currently awaiting the SBE Expenditure data for Quarter 4, which will include SOAR Expenditures, P Card Expenditures, and Pipeline Spend. Receiving the spend data in a timely manner is a challenge.	The completion of the agency Enterprise System in FY18 will allow the agency to complete this initiative. DSLBD is working diligently to evaluate all the spend for each quarter in a timely manner. However, we are finding that our performance measure will lag quarter to quarter, due to the data retrieval challenges.
Continue Enhancements to Compliance Database for Automated Tracking Systems	This initiative will help streamline and establish controls to automatically capture transfers between agencies, regarding the Expendable Budget Process. In FY17, DSLBD will actively engage stakeholders such as OCFO and the Mayor's Budget team to develop a more streamlined and automated process; our goal is to make the transfer process automated, so the Compliance database will capture real time adjustments related to the expendable budget.	75-99%	As of Fiscal Year 2017, DSLBD has made great strides with capturing actual SBE expenditure data in Quickbase, currently we are able to upload the SOAR, Purchase Card, and Pipeline Data into Quickbase to account for actual SBE Spend; however, the data component (FEIN Number) to identify active certified small business enterprises is not always correct, according to Federal records (IRS) causing discrepancies when Quickbase is trying to link the identifier (FEIN number) with the active CBE Number and the Expenditures.	the data component (FEIN Number) to identify active C/SBEs is not always correct, according to Federal records (IRS) causing discrepancies when Quickbase is trying to link the FEIN # with the active CBE Number and the Expenditures. DSLBD Compliance Specialists have to research all SBE Spend discrepancies provided by the Agencies to determine if those vendors were active CBEs during the time the services or goods were provided.

COMMERCIAL CLEAN TEAMS (1 Strategic Initiative)

Share lessons	DSLBD and its partners can help leaders in	Complete	This initiative was complete as	
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learned from DC Main Streets through a citywide conference.	neighborhoods throughout the District apply the lessons and experiences from the existing 10 Main Streets programs. Modeled on the very successful Entrée DC event for restaurant entrepreneurs, a one-day conference will include sessions on how to recruit businesses, managing the nighttime economy and other strategic sessions to address concerns of local businesses.		of Q2.	
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