



DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT

FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the Department of Small and Local Business Development.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT OVERVIEW

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.

Objectives:

1. Pathways to the Middle Class
2. Commercial Corridor Revitalization
3. Efficient, Transparent, and Responsive Government

Activities:

1. Access to Capital
2. CBE Law Trainings
3. CBE Application Processing
4. CBE Law Compliance Monitoring
5. Strategic Partnerships
6. Business Readiness to Compete for Contracts
7. Main Streets and Clean Teams
8. Capital Infrastructure Development (DES)
9. CBE Law Reforms
10. Sustainable Economy Advancement
11. Federal Grants
12. Pipelines to Success Piloting
13. Technical Assistance Supports and Services
14. Downtown Revitalization
15. District Residents
16. Equity

3 OBJECTIVES

3.1 PATHWAYS TO THE MIDDLE CLASS

Build and sustain pathways to the middle class by reducing barriers to access of opportunities, information, and resources for local entrepreneurs and District residents.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of new hires that are District residents	Outcome	Up is Better	71.43%	62.5%	No Target Set
Total dollar amount of loans dispersed to small businesses	Quantity	Up is Better	\$79,000	N/A	\$139,000
Total contract dollar amount awarded to APEX clients	Outcome	Up is Better	\$43725729.2	\$104,349,770	\$35,000,000
Total dollar amount in opportunities for small businesses as a result of business development coaching and matchmaking activities	Outcome	Up is Better	\$6695038.9	\$24061864.3	\$4,000,000
Dollar amount of opportunities as a result of strategic partnerships	Outcome	Neutral	\$8284349.59	\$5,529,440	*
Influential capital and revenue for DC-based Businesses	Outcome	Neutral	\$971,500	\$1,415,000	*
Number of Certified Business Enterprises (CBEs)	Quantity	Up is Better	1994.3	2040.5	*
Number of grantees and/or pitch participants supported	Outcome	Up is Better	662	192	*
Number of jobs created or maintained for Clean Team Crew Members	Outcome	Up is Better	548	137	*
Number of returning citizen businesses and entrepreneurs supported through technical assistance and training	Outcome	Neutral	912	101	*
Number of returning citizen businesses and entrepreneurs supported with access to capital and financing	Outcome	Neutral	170	23	*
Number of small business participants in coaching/counseling training/matchmaking events	Outcome	Up is Better	11,129	6,000	*
Number of small business promotion events/posts	Quantity	Neutral	110	10	*
Number of strategic partnerships maintained	Outcome	Up is Better	492	N/A	*

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent increase of CBE DC APEX Accelerator clients	Outcome	Up is Better	118.98%	108.06%	*

*Specific targets are not set for this measure

3.2 COMMERCIAL CORRIDOR REVITALIZATION

Support revitalization of commercial corridors across the District, including the Downtown, as well as the attainment of goals outlined in the DC Comeback Plan.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Amount of neighborhood revitalization grants allocated	Quantity	Up is Better	12,339,748	5269372.7	*
Number graffiti removed in commercial corridors by Clean Teams	Outcome	Neutral	29,314	14,528	*
Number of Clean Team Programs supported	Outcome	Neutral	40	40	*
Number of DC Main Street Organizations supported	Quantity	Up is Better	28	28	*
Pounds of litter and recyclables collected in commercial corridors by Clean Teams	Outcome	Up is Better	2,461,870	12,753,600	*

*Specific targets are not set for this measure

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Promote the ease of doing business with government for local businesses and residents by espousing increased efficiency, transparency, and responsiveness in day-to-day agency operations.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of monitored agencies participating in annual compliance training	Outcome	Up is Better	92%	95.60%	100%
Percent of monitored agencies reporting on subcontracting dollars with SBEs	Outcome	Up is Better	100%	100%	100%

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of monitored agencies that achieved their Small Business Enterprise (SBE) spend goal	Outcome	Up is Better	95.56%	N/A	85%
Percent of waiver requests processed within 20 days or less that were required to be responded to within the quarter	Efficiency	Up is Better	76.8%	68.2%	70%
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	100%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	61.54%	58%	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	41.18%	18.75%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	0%	No Target Set
Percent of applications processed in under 30 business days	Efficiency	Up is Better	83.01%	72.77%	80%
Percent of assigned applications reviewed within 10 business days	Efficiency	Up is Better	93.10%	84.51%	90%
Percent of invoices processed within 5 business days	Efficiency	Up is Better	98%	96.89%	95%
Dollar value of verified public private development subcontractor payments	Outcome	Neutral	\$248122328.83	\$250263973.8	*
Number of active public private development projects monitored	Outcome	Up is Better	119	115	*

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of CBE applications received	Quantity	Up is Better	581	656	*
Number of mandatory training sessions held	Quantity	Up is Better	10	4	*
Number of monitored agencies	Quantity	Neutral	90	91	*
Number of monitored agencies reporting subcontracting dollars	Outcome	Neutral	26	27	*
Number of spot checks conducted	Efficiency	Neutral	452	562	*
Number of waivers received in the fiscal year	Quantity	Down is Better	341	263	*

*Specific targets are not set for this measure

4 ACTIVITIES

4.1 FEDERAL GRANTS

Maximize opportunities for local small businesses through partnerships with federal government grantors.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total contract dollar amount awarded to APEX clients	Outcome	Up is Better	\$43725729.2	\$104,349,770	\$35,000,000

4.2 CBE LAW REFORMS

Advocate for the passage of comprehensive CBE law reforms that will close loopholes in current law and make it easier for bona-fide local businesses to secure contract and procurement opportunities with District government.

No Related Measures

4.3 CAPITAL INFRASTRUCTURE DEVELOPMENT (DES)

DSLBD will prioritize capital infrastructure development to streamline processes and engagement for end-users interfacing with the agency. This includes focusing on completion of baseline modules for the District Enterprise System to include agency contracts, public-private development projects, and grants modules as well as fine-tuning implementation of current modules including certification and agency SBE goal setting.

No Related Measures

4.4 CBE APPLICATION PROCESSING

Maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of applications processed in under 30 business days	Efficiency	Up is Better	83.01%	72.77%	80%
Percent of assigned applications reviewed within 10 business days	Efficiency	Up is Better	93.10%	84.51%	90%
Number of CBE applications received	Quantity	Up is Better	581	656	*
Number of Certified Business Enterprises (CBEs)	Quantity	Up is Better	1994.3	2040.5	*

*Specific targets are not set for this measure

4.5 EQUITY

Collaborate with Office on Racial Equity for staff trainings, programmatic analyses, and the development and implementation a Racial Equity Action Plan.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	100%	No Target Set

4.6 PIPELINES TO SUCCESS PILOTING

Collaborate with sister agencies to pilot new pipelines of engagement for the District's commercial revitalization workforce and District resident youth entrepreneurs.

No Related Measures

4.7 CBE LAW TRAININGS

Conduct ongoing training sessions and targeted outreach to key staff across monitored agencies to ensure compliance with the CBE Law (D.C. Code 2-218.01 et seq.).

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of mandatory training sessions held	Quantity	Up is Better	10	4	*

*Specific targets are not set for this measure

4.8 CBE LAW COMPLIANCE MONITORING

Monitor agency spend, assess agency reporting, and investigate complaints related to compliance with the CBE Law (D.C. Code 2-218.01 et seq.).

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of monitored agencies participating in annual compliance training	Outcome	Up is Better	92%	95.60%	100%

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of monitored agencies reporting on subcontracting dollars with SBEs	Outcome	Up is Better	100%	100%	100%
Percent of monitored agencies that achieved their Small Business Enterprise (SBE) spend goal	Outcome	Up is Better	95.56%	N/A	85%
Percent of waiver requests processed within 20 days or less that were required to be responded to within the quarter	Efficiency	Up is Better	76.8%	68.2%	70%
Dollar value of verified public private development subcontractor payments	Outcome	Neutral	\$248122328.82	\$250263973.8	*
Number of active public private development projects monitored	Outcome	Up is Better	119	115	*
Number of monitored agencies	Quantity	Neutral	90	91	*
Number of monitored agencies reporting subcontracting dollars	Outcome	Neutral	26	27	*
Number of spot checks conducted	Efficiency	Neutral	452	562	*
Number of waivers received in the fiscal year	Quantity	Down is Better	341	263	*

*Specific targets are not set for this measure

4.9 DISTRICT RESIDENTS

Support the hiring and retention of District residents.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of employees that are District residents	Outcome	Up is Better	61.54%	58%	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	41.18%	18.75%	No Target Set

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of new hires that are District residents	Outcome	Up is Better	71.43%	62.5%	No Target Set

4.10 MAIN STREETS AND CLEAN TEAMS

Provide essential assistance, grant management and oversight and technical support to Main Streets and Clean Team grantees.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of invoices processed within 5 business days	Efficiency	Up is Better	98%	96.89%	95%
Amount of neighborhood revitalization grants allocated	Quantity	Up is Better	12,339,748	5269372.7	*
Number graffiti removed in commercial corridors by Clean Teams	Outcome	Neutral	29,314	14,528	*
Number of business development counseling hours with Main Streets Programs	Quantity	Up is Better	230	12	*
Number of Clean Team Programs supported	Outcome	Neutral	40	40	*
Number of DC Main Street Organizations supported	Quantity	Up is Better	28	28	*
Number of jobs created or maintained for Clean Team Crew Members	Outcome	Up is Better	548	137	*
Number of training sessions held for Main Streets and Clean Teams grantees	Quantity	Neutral	23	1	*
Pounds of litter and recyclables collected in commercial corridors by Clean Teams	Outcome	Up is Better	2,461,870	12,753,600	*

*Specific targets are not set for this measure

4.11 SUSTAINABLE ECONOMY ADVANCEMENT

DSLBD will expand programming focused on the growing and supporting the local sustainable economy.

No Related Measures

4.12 BUSINESS READINESS TO COMPETE FOR CONTRACTS

Support small businesses in obtaining contracts and other opportunities by providing training, counseling, educational outreach and matchmaking services.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total dollar amount in opportunities for small businesses as a result of business development coaching and matchmaking activities	Outcome	Up is Better	\$6695038.9	\$24061864.3	\$4,000,000
Influential capital and revenue for DC-based Businesses	Outcome	Neutral	\$971,500	\$1,415,000	*
Number of business development coaching/counseling hours	Quantity	Up is Better	4152.46	2169.5	*
Number of business development coaching/counseling/training/matchmaking events	Quantity	Neutral	245	514	*
Number of returning citizen businesses and entrepreneurs supported through technical assistance and training	Outcome	Neutral	912	101	*
Number of small business participants in coaching/counseling training/matchmaking events	Outcome	Up is Better	11,129	6,000	*
Number of small business promotion events/posts	Quantity	Neutral	110	10	*
Number of training sessions for CBE small businesses that are looking to do business with DC Government and/or the Federal Government	Outcome	Up is Better	36	2.91	*
Percent increase of CBE DC APEX Accelerator clients	Outcome	Up is Better	118.98%	108.06%	*

*Specific targets are not set for this measure

4.13 STRATEGIC PARTNERSHIPS

Identify and cultivate strategic partnerships so as to leverage financial, technical and operational assistance from private, regional, state and federal partners.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Dollar amount of opportunities as a result of strategic partnerships	Outcome	Neutral	\$8284349.59	\$5,529,440	*
Number of grantees and/or pitch participants supported	Outcome	Up is Better	662	192	*
Number of strategic partnerships maintained	Outcome	Up is Better	492	N/A	*

*Specific targets are not set for this measure

4.14 ACCESS TO CAPITAL

Implement District Capitalized, a comprehensive program that will leverage the Small Business Capital Access Fund in order to provide firm with the necessary capital to sustain and operate a business in the District.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total dollar amount of loans dispersed to small businesses	Quantity	Up is Better	\$79,000	N/A	\$139,000
Number of returning citizen businesses and entrepreneurs supported with access to capital and financing	Outcome	Neutral	170	23	*

*Specific targets are not set for this measure

4.15 DOWNTOWN REVITALIZATION

Support revitalization of the Downtown through commercial revitalization initiatives and programs.

No Related Measures

4.16 TECHNICAL ASSISTANCE SUPPORTS AND SERVICES

Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement.

No Related Measures

5 PROJECTS

5.1 YOUTH ENTREPRENEURSHIP PILOT PROGRAM

Proposed Completion Date: September 30, 2025

DSLBD will focus on pipelines that support the growth, development, and governmental re-engagement with youth entrepreneurs, with an initial focus on those engaged in DOES' SYEP. The pilot will expose youth to business basic concepts, knowledge on how to best navigate government agencies, processes, and regulations when starting a business, networking opportunities with District entrepreneurs, and business pitch training which will culminate in a public pitch at the end of the project. Further, participants will each be assigned to an agency division throughout the project, based on their respective interests, to gain better insight into the agency, its mission, vision, and day-to-day operations and how such operations serve/support small and local businesses in the District.

5.2 CLEAN TEAM CREW MEMBER CDL SUPPORT PILOT

Proposed Completion Date: September 30, 2025

DSLBD will focus on pipelines that support the growth, development, and governmental re-engagement with Clean Team crew members through partnerships with DPW. Specifically, DSLBD will work with current Clean Team managers to enroll crew members into DPW's CDL Theory I and II courses. For those participants, DSLBD will identify funds to provide a stipend to the respective participants, so they don't lose any pay for while engaged in the training program.

5.3 NATIONAL SECURITY GIBS/DIBS CULTIVATION

Proposed Completion Date: September 30, 2026

DSLBD will prepare local eligible businesses to better compete for federal government opportunities in the defense industrial base sector as part of its grantor/grantee relationship with the US Department of Defense (DoD). This initiative will be led by DSLBD's DC APEX Accelerator division which offers personalized business counseling and competitive insights for navigating the government contracting process successfully. More specifically, APEX will identify and assist local businesses that currently meet, or have the potential of meeting, DOD's government industrial base and defense industrial base business requirements for contracting.

5.4 US TREASURY SSBCI GRANT

Proposed Completion Date: September 30, 2025

DSLBD will implement the first phase of the State Small Business Credit Initiative (SSBCI) Technical Assistance Grant to support businesses, with a focus on Socially and Economically Disadvantaged Individuals (SEDI), to become more prepared to receive capital support. More specifically, this DC SSBCI Technical Assistance-funded project plans to connect and coordinate with the DC SSBCI Capital Programs in three (3) areas: (1) Developing Pipeline of Qualified Applicants for the SSBCI Capital-funded program; (2) Supporting Post-Award of SSBCI Capital-funded programs; and (3) Coordinating Outreach and Data Sharing for SEDI and VSB Clients.

5.5 CBE GREEN

Proposed Completion Date: September 30, 2025

DSLBD will advance sustainability initiatives to support CBEs in the green economy. CBE Green, an initiative created in partnership with DOEE, will award grants to CBE service firms to provide critical back-office supports to other CBEs - certified small business enterprises (SBEs), resident-owned businesses (ROBs), or disadvantaged business enterprises (DBEs) interested in pursuing contract and procurement opportunities with and similar to the

DC Sustainable Energy Utility (DCSEU), an entity committed to helping District residents, businesses, and institutions save money through energy efficiency and renewable energy programs.

5.6 LOCAL MAKERS AND SUSTAINABLE FASHION PILOT

Proposed Completion Date: September 30, 2025

DSLBD will advance sustainability by supporting DC resident-owned businesses making products locally those focused on fashion sustainability initiatives. This pilot project, in partnership with George Washington University Textile Museum, will focus on four fashion sustainability areas - technological innovation, recommerce, textile alternatives, and fashion empowerment - to reduce the fashion industry's environmental impact locally and beyond the District and to support growth of the fashion economy in Washington, DC. Via ReFashion's four fashion sustainability areas the initiative seeks to support District-based fashion economy businesses and to help redefine what fashion must become to meet systematic challenges. Further, this initiative will provide opportunities for community building, resource/education sharing and networking to DC-based fashion businesses that are bringing viable solutions through circular and sustainable business models.