



DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT FY 2026 PERFORMANCE PLAN

MAY 27, 2025

CONTENTS

Contents	2
1 Introduction	3
2 Department of Small and Local Business Development Overview	5
3 Proposed Objectives	6
3.1 Pathways to the Middle Class	6
3.2 Commercial Corridor Revitalization	6
3.3 Efficient, Transparent, and Responsive Government	6
4 Proposed Activities	7
4.1 Federal Grants	7
4.2 CBE Law Reforms	7
4.3 Capital Infrastructure Development (DES)	7
4.4 CBE Application Processing	7
4.5 Pipelines to Success Piloting	8
4.6 CBE Law Trainings	8
4.7 CBE Law Compliance Monitoring	8
4.8 District Residents	9
4.9 Main Streets and Clean Teams	9
4.10 Sustainable Economy Advancement	10
4.11 Business Readiness to Compete for Contracts	10
4.12 Strategic Partnerships	11
4.13 Access to Capital	11
4.14 Downtown Revitalization	12
4.15 Technical Assistance Supports and Services	12
5 Proposed Additional Measures	13

1 INTRODUCTION

This document is the Fiscal Year 2026 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 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 in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

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”
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”

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Measure Type	Measure Description	Example
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"

Targets: 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. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or 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

3 PROPOSED 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.

No Related Measures

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.

No Related Measures

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.

No Related Measures

4 PROPOSED ACTIVITIES

4.1 FEDERAL GRANTS

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Total contract dollar amount awarded to APEX clients	Up is Better	\$43,725,729	\$104,349,770	\$35,000,000	\$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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Efficiency	Percent of applications processed in under 30 business days	Up is Better	83.01%	72.77%	80%	*
Efficiency	Percent of assigned applications reviewed within 10 business days	Up is Better	93.1%	84.51%	90%	*
Quantity	Number of CBE applications received	Up is Better	581	656	*	*
Quantity	Number of Certified Business Enterprises (CBEs)	Up is Better	1,994.3	2,040.5	*	*

* Specific targets are not set for this measure

4.5 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

4.6 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.).

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of mandatory annual compliance training sessions held	Up is Better	10	4	*	*

* Specific targets are not set for this measure

4.7 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.).

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Efficiency	Number of spot checks conducted	Neutral	452	562	*	*
Efficiency	Percent of waiver requests processed within 20 days or less that were required to be responded to within the quarter	Up is Better	76.8%	68.2%	70%	*
Outcome	Dollar value of verified public private development subcontractor payments	Neutral	\$248,122,329	\$250,263,974	*	*
Outcome	Number of active public private development projects monitored	Up is Better	119	115	*	*
Outcome	Number of monitored agencies reporting subcontracting dollars	Neutral	26	27	*	*
Outcome	Percent of monitored agencies participating in annual compliance training	Up is Better	92%	95.6%	100%	*
Outcome	Percent of monitored agencies reporting on subcontracting dollars with SBEs	Up is Better	100%	100%	100%	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of monitored agencies that achieved their Small Business Enterprise (SBE) spend goal	Up is Better	95.56%	No data available	85%	*
Quantity	Number of monitored agencies	Neutral	90	91	*	*
Quantity	Number of waivers received in the fiscal year	Down is Better	341	263	*	*

* Specific targets are not set for this measure

4.8 DISTRICT RESIDENTS

Support the hiring and retention of District residents.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of employees that are District residents	Up is Better	61.54%	58%	*	*
Outcome	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	Up is Better	41.18%	18.75%	*	*
Outcome	Percent of new hires that are District residents	Up is Better	71.43%	62.5%	*	*

* Specific targets are not set for this measure

4.9 MAIN STREETS AND CLEAN TEAMS

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Number of jobs created or maintained for Clean Team Crew Members	Up is Better	548	137	*	*
Outcome	Pounds of litter collected in commercial corridors by Clean Teams	Up is Better	2,461,870	12,753,600	*	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of business development counseling hours with Main Streets Programs	Up is Better	230	12	*	*
Quantity	Number of Clean Team Programs supported	Neutral	40	40	*	*
Quantity	Number of DC Main Street Organizations supported	Neutral	28	28	*	*
Quantity	Number of training sessions held for Main Streets and Clean Teams grantees	Neutral	23	1	*	*
Quantity	Total dollar amount of neighborhood revitalization grants allocated	Up is Better	\$12,339,748	\$5,269,372.7	*	*
Quantity	Total number of instances citing graffiti removal by Clean Teams in commercial corridors by Clean Teams	Neutral	29,314	14,528	*	*

* Specific targets are not set for this measure

4.10 SUSTAINABLE ECONOMY ADVANCEMENT

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

No Related Measures

4.11 BUSINESS READINESS TO COMPETE FOR CONTRACTS

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Number of small business participants in coaching/counseling training/matchmaking events	Up is Better	11,129	6,000	*	*
Outcome	Number of training sessions for CBE small businesses that are looking to do business with DC Government and/or the Federal Government	Up is Better	36	2.91	*	*
Outcome	Percent increase of CBE DC APEX Accelerator clients	Up is Better	+18.98%	+8.06%	*	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Total dollar amount in opportunities for small businesses as a result of business development coaching and matchmaking activities	Up is Better	\$6,695,038.9	\$24,061,864	\$4,000,000	*
Quantity	Number of business development coaching/counseling hours	Up is Better	4,152.46	2,169.5	*	*
Quantity	Number of business development coaching/counseling/training/matchmaking events	Neutral	245	514	*	*

* Specific targets are not set for this measure

4.12 STRATEGIC PARTNERSHIPS

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Number of strategic partnerships maintained	Up is Better	492	No data available	*	*
Outcome	Total dollar amount of CBE opportunities as a result of strategic partnerships	Neutral	\$8,284,349.6	\$5,529,440	*	*
Quantity	Number of awardees and sub-awardees supported	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Number of new strategic partnerships	Up is Better	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure

4.13 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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Total dollar amount of loans dispersed to small businesses	Up is Better	\$79,000	No data available	\$139,000	*

* Specific targets are not set for this measure

4.14 DOWNTOWN REVITALIZATION

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

No Related Measures

4.15 TECHNICAL ASSISTANCE SUPPORTS AND SERVICES

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

No Related Measures

5 PROPOSED ADDITIONAL MEASURES

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of social media impressions based on content supporting small and local businesses	Up is Better	New in 2025	New in 2025	New in 2025	*
Quantity	Total number of commercial corridor revitalization grants administered excluding Main Streets and Clean Teams	Neutral	New in 2025	New in 2025	New in 2025	*

* Specific targets are not set for this measure