



## **FY09 PERFORMANCE PLAN**

### **Department of Small and Local Business Development**

#### **MISSION**

The mission of the Department of Small and Local Business Development (DSLBD) is to foster the economic growth, development and retention of District-based businesses.

#### **SUMMARY OF SERVICES**

The Department of Small and Local Business Development provides assistance and services to District-based businesses through identifying and disseminating business opportunities; advocating and promoting small business; providing one-on-one counseling services, workshops, courses and trainings; certifying companies to do business in the city; monitoring contract compliance of District agencies and public/private partners and fostering small business development in commercial districts. DSLBD is organized into four divisions: (1) Certification, Compliance and Enforcement, (2) Business Opportunities and Access to Capital, (3) Training and Education and (4) Commercial Revitalization.

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

##### **INITIATIVE 1.1: Implement small business programs to strengthen the economic viability of neighborhood retail service.**

In FY09, DSLBD will implement services through DC Main Streets and other program initiatives to help retain retail businesses and attract new business to neighborhood commercial corridors. Starting in January 2009 and continuing through the end of the fiscal year, DSLBD will develop toolkit guidelines and provide technical assistance in areas such as visual merchandising, storefront improvement design, promotion and green business practices to help strengthen the competitive advantage of neighborhood retail.

##### **INITIATIVE 1.2: Improve the physical condition of neighborhood commercial corridors to create more consumer-friendly environments.**

In FY09, DSLBD will expand the clean and safe program launched in FY08 and extend services in DC Main Streets neighborhoods and small (annual revenue under one million dollars) Business Improvement Districts. DSLBD will implement six clean and safe services in neighborhoods around the city by the end of July 2009 to complement existing District cleaning efforts and create healthy and vibrant commercial corridors. The clean and safe teams will provide daily litter and graffiti removal, tree box maintenance, debris transfer, and other maintenance services, in order to help support the economic vitality of many commercial corridors in the city. These services will supplement the work provided by the Department of Public Works, by focusing on trouble-spots, high volume traffic areas, and other special needs of the commercial corridor. The commercial corridors that will receive clean and safe services are: Adams Morgan, Anacostia, Barracks Row and DuPont Circle (Historic). GATEWAY Georgia Avenue and H Street Main Streets will receive clean and safe services.

#### **OBJECTIVE 2: Assist small businesses with accessing capital and expanding business opportunities.**

##### **INITIATIVE 2.1: Increase capital for certified business enterprises (CBEs) through the launch of a new Micro Loan Program.**



In fall 2008, DSLBD will launch a new micro-loan pilot program designed to provide emergency, start-up, and working capital to small businesses. Due to the amount of capital available, the micro-loan fund will provide loans for a minimum of five businesses in FY09. The pilot program will assist DSLBD in determining the most appropriate target and funding levels needed to implement a fund district-wide across business sectors.

**INITIATIVE 2.2: Develop a Capital Acquisition Partnership Network to assist Certified Business Enterprises (CBEs).**

In FY09, DSLBD will develop partnerships with local lending institutions to expand business opportunities for Certified Business Enterprises (CBEs) by increasing the availability of start-up, working, equity and development capital and bonding. DSLBD will help businesses grow by increasing access to lending institutions, which will include banks, venture capital, private equity, insurance and bonding companies. DSLBD will partner with various lending institutions that will allow for the growth and expand business capacity based on the opportunities within the District of Columbia.

**INITIATIVE 2.3: Expand training and education opportunities for businesses.**

In FY09, DSLBD will expand training and education programming available to small businesses. In winter 2009, DSLBD will develop and launch the CBE Institute in partnership with Southeastern University. The CBE Institute will provide courses to help CBEs improve their sustainability and operational infrastructure and increase their chances of success. The courses will target businesses that are beyond the start-up phase and feature specific training tracks designed to address small business capacity building and professional development needs in the areas of proposal writing, accounting, project management and relationship management. The CBE Institute will include five courses offered throughout the fiscal year at DSLBD's Enhanced Business information Center (e-BIC) and the campus of Southeastern University.

**OBJECTIVE 3: Increase participation of District-based businesses in the local economy through District government and public/private partnership business opportunities.**

**INITIATIVE 3.1: Enhance the Certified Business Enterprise (CBE) Online program and evaluate the application program.**

In FY09, DSLBD will work with OCTO to further enhance the award-winning CBE Online program. By spring 2009, the Online program will be enhanced to give users the ability to complete various parts of the application out of sequential order and the ability to update certain basic contact information without assistance from DSLBD personnel. In FY09, DSLBD will also re-examine the certification process to eliminate redundancies in the application by seeking partnerships with other government agencies, including the Office of Tax and Revenue and the Department of Consumer and Regulatory Affairs.

**INITIATIVE 3.2: Expand the capacity of the Compliance and Enforcement Unit.**

DSLBD is charged with monitoring and enforcing mandated CBE spending requirements of District agencies and public/private development projects receiving economic assistance from the District. In FY09, DSLBD will improve its compliance program by enhancing the compliance online system, making improvements to its internal compliance monitoring business process to ease the burden of reporting by District agencies and private sector partners, and pursuing opportunities to integrate the compliance online system with the PASS system. DSLBD will announce changes to the compliance program in fall 2008.



## PROPOSED KEY PERFORMANCE INDICATORS

Measure	*FY07 YE Actual	FY08 Target	FY08 YE Actual	FY09 Projection	FY10 Projection	FY11 Projection
<b>Objective 1</b>						
Total value of grant dollars for business retention (in thousands) <sup>1</sup>	N/A	\$130	\$130	\$0	TBD	TBD
<b>Objective 2</b>						
Total value of access-to-capital pool (in thousands) <sup>1</sup>	N/A	\$180	\$0	\$250	TBD	TBD
# of participants in training and education activities	N/A	1100	1308	1125	1150	1175
<b>Objective 3</b>						
Total # of small and local businesses <sup>2</sup>	N/A	TBD	N/A	TBD	TBD	TBD
# of CBEs	N/A	1000	1154	1200	1250	1300
# of District residents employed by CBEs approved during the fiscal year <sup>3</sup>	N/A	600	4665	4600	4700	4800
% of applications processed within 45 business days	N/A	75%	74.5%	75%	75%	75%
Total amount of payments to CBEs from eligible District funds (in millions)	N/A	\$80	TBD	\$85	\$90	\$95
% of applicants approved for certification	N/A	90%	94.2%	91%	92%	93%

\*General Note: All of the above indicators are new and were not historically tracked by the Department. New controls are being implemented to ensure reliable data.

1 - FY08 figures represent one-time funds. FY09 and FY10 targets will depend on appropriations.

2 - Data provided by the Office of Tax and Revenue.

3 - These figures are reported by the CBEs during the certification process. The Department is reviewing measures to certify these figures.