

FY 2010 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 by 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; and fostering small business development in commercial districts.

AGENCY WORKLOAD MEASURES

Measure	FY08	FY09
# of DC Main Street Organizations	8	10
# of Business Improvement Districts (BIDs)	8	8
# of certified CBEs ¹	1156	TBD
# of District residents employed by CBEs approved during the fiscal year	4484 ²	TBD
# of participants in training and education activities	1308	TBD

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.

DSLBD will implement services through the eleven active DC Main Streets organizations and other program initiatives (e.g., Commercial District Technical Assistance Program) to help retain retail businesses and attract new business to neighborhood commercial corridors. Priorities include the development of technical assistance and toolkit guidelines to help strengthen the competitive advantage of small and independent businesses, in areas such as restaurant operations, retail operations, storefront improvement design, visual merchandising, and marketing and promotion, as well as implementation of business recruitment and vacancy management strategies.

¹ The number of CBEs fluctuates throughout the fiscal year, as companies may not seek to recertify after the two-year certification period, or are revoked as a company may no longer be eligible for the program. Any increase or decrease from year to year is the net amount.

² Revised FY08 figure based on correction: Reduced from 4665 to 4484 based on the initial inclusion of the upgrade certification category which double counted certified companies. This indicator only includes companies that are seeking a new certification or re-certification.



INITIATIVE 1.2: Improve the physical condition of neighborhood commercial corridors to create more consumer-friendly environments and attract retail to under-served neighborhoods.

DSLBD will continue to implement commercial corridor clean team services through the Business Improvement District (BID) Litter Cleanup Program (comprising nine Main Streets and two small – annual revenue under \$1 million – BIDs) and the Ward 3 BID Demonstration Program (operating on Kennedy Street and Georgia Avenue), to help attract more customers, increase safety for employees and the public, and enrich renovation and reinvestment activity in participating neighborhood business districts. Clean team services are delivered by non-profit contractors that manage crews responsible for litter, graffiti, and illegal sign removal, tree box maintenance and landscape, and coordination with the Department of Public Works on repair requirements for public space.

INITIATIVE 1.3: Develop small business directory.

DSLBD will convert directory information collected through surveys, business inventories, DC Main Streets organizations, and business and merchant association partners, for over 3,000 restaurant, retail, and service businesses, into a search tool. The automated directory will enable users to select type of retail/restaurant or service business, neighborhood (20 commercial districts defined), and/or distance from subway/attraction (e.g., Nationals Stadium, Howard University).

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

INITIATIVE 2.1: Provide micro-loan funds.

Per the Council CED, DSLBD will redesign the micro-loan program and will continue to provide funds designed to sustain and/or increase the level of business activity, job creation and retention of CBEs. The program is still in development, though the agency will continue to provide micro loans.

INITIATIVE 2.2: Provide Access to Capital/Bonding Workshop.

DSLBD will work with banking and bonding partners to provide CBE companies in the construction industry with information that will help them understand how to attain business loans and/or surety bonds. Topics will include financing, credit repair, and underwriting guidelines.

INITIATIVE 2.3: Coordinate Private Equity Symposium.

DSLBD will coordinate with private equity firms to provide an overview of the opportunities that fit their financial portfolios. CBEs will be given insight into the fees and returns required by most private equity firms to participate in various opportunities and an understanding of available capital in the market.



OBJECTIVE 3: Increase training and education resources available to small and local businesses.

INITIATIVE 3.1: Develop emergency preparation and response tools.

DSLBD will develop educational tools to inform businesses on how to address emergency events (i.e. fires, floods, ruptured water mains, building collapse or explosion, and power outages), to include information on accessing emergency government programs and services, expediting governmental processes to restore business operations (i.e. licensing, permitting, inspections), and applying for emergency assistance.

INITIATIVE 3.2: Develop business closure tools.

DSLBD will develop educational tools to inform businesses about the process of closing a business in the District. Closures may occur for numerous reasons, including emergency events, operational disruptions, and financial pressures. The information will be included on the agency's website.

INITIATIVE 3.3: Enhance class curriculum to incorporate current business internet trends.

DSLBD will create a training session that teaches marketing through online social networking sites to provide low cost alternatives to marketing and client relationship management. Classes will also highlight the need for business email addresses and websites.

INITIATIVE 3.4: Extend services to provide distance learning opportunities.

DSLBD will create an online vehicle for current business basics classes to allow for 24/7 access to business training content. Priority will be given to general business classes.

INITIATIVE 3.5: Establish night and weekend training classes.

DSLBD will expand its course offerings to include nights and weekends to increase opportunities for local companies to access the agencies' services.

INITIATIVE 3.6: Create Green Business Classes.

DSLBD will create training sessions and class series that focus on transitioning a business into a Green Business targeting an environmentally conscious market to help grow and expand the revenue streams and services of DC based businesses, thus enabling them to become more stable and competitive in a shifting economy. In addition, DSLBD will create training sessions that teach businesses how to reduce the cost of business operations by introducing environmentally friendly business operation practices.

INITIATIVE 3.7: Develop a Green Building Act Workshop.

DSLBD will establish a workshop will allow CBEs to gain an understanding on how the Act affects business practices in the District of Columbia. CBEs will gain insight on the guidelines and regulations on what they need to do now for future projects. Subject matter experts will provide an overview of best practices. An overview will also be provided regarding opportunities within the District of Columbia. The workshop will also include the involvement of the District Department of Environment (DDOE).



OBJECTIVE 4: Increase participation of District-based businesses in the local economy through District government and public/private partnership business opportunities.

INITIATIVE 4.1: Increase opportunities to capture federal opportunities.

DSLBD will provide small and local businesses with new opportunities to contract with the federal government through the launch of the Procurement Technical Assistance Center (PTAC). The PTAC will provide District-based businesses with bid matching assistance, marketing strategies, government navigation assistance, networking opportunities, procurement process training and one-on-one counseling. In FY09, DSLBD committed to establishing the foundation of the PTAC through hiring staff, procuring bid-match software, and launching the PTAC’s website. While the agency conducted a soft launch and initiated client intake in FY09, a formal launch of the PTAC will take place FY10.

INITIATIVE 4.2: Develop a WMATA Business Opportunities Workshop.

DSLBD will work with the Washington Metropolitan Area Transit Authority (WMATA) to provide CBEs with an understanding of WMATA’s certification process, which is necessary to participate in WMATA-sponsored business opportunities. This certification has reciprocity with District Department of Transportation (DDOT), which will put CBEs in a better position to participate in greater opportunities throughout the District and the region.

PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
% of certification applications processed within 45 business days	TBD	TBD	TBD	TBD	TBD	TBD
Average # of business days for certification application determinations	TBD	TBD	TBD	TBD	TBD	TBD
# of storefront/façade improvement projects completed	7	N/A	13	25	30	TBD
# of bags collected of litter and debris	11,124	N/A	98,484	100,000	TBD	TBD
# of illegal signs and posters removed	583	N/A	9,536	10,000	TBD	TBD
# of treeboxes provided with routine maintenance	314	N/A	4,865	5,000	TBD	TBD



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	