



**FY 2011 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	FY2008	FY2009	FY2010
Total number of certified CBEs <sup>1</sup>	1156	1226	1179
Total number of processed certification applications	N/A	N/A	N/A
Total number of newly certified CBEs	N/A	N/A	N/A
Total number of CBE agreements	N/A	N/A	N/A
Total dollar value of micro-loans provided to CBEs	N/A	N/A	TBD
Total grant dollars awarded to CBEs	N/A	N/A	TBD
Total dollar value of District contracts awarded to CBEs	N/A	N/A	TBD
Total amount of federal contracts awarded to PTAC clients.	N/A	N/A	TBD
# of DC Main Street Organizations	8	10	7
# of Business Improvement Districts (BIDs)	8	8	8
# of participants in e-Bic training and education activities	1308	1414	1221

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

**INITIATIVE 1.1: Manage grants to support small business programs that strengthen the economic viability of neighborhood retail.**

DSLBD will manage grants to support implementation of services through the seven active DC Main Streets organizations to help retain retail businesses and attract new business to neighborhood commercial corridors. FY 2011 priorities include the development of face-to-face technical assistance, toolkit guidelines to help strengthen the

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<sup>1</sup> 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.



competitive advantage of small and independent businesses, and conduct business health checks to assess the needs of the business community in the areas of restaurant operations, retail operations, storefront improvement design, visual merchandising, and marketing and promotion, as well as implementation of business recruitment and vacancy management strategies. This initiative is expected to be completed by fourth quarter of FY11.

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

In FY 2011, DSLBD will streamline the grants management process by enhancing our service delivery schedule, implementing a cost per service block analysis, and encourage the use of environmentally sensitive materials and practices. These efforts will continue to support the 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 4 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. In FY 2011 DSLBD will continue to award grants to clean team services which 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. This initiative is expected to be completed by fourth quarter of FY11.

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

**INITIATIVE 2.1: Promotion of the Revolving Micro-Loan Fund.**

DSLBD will continue the promotion and execution of the RMLF (revolving micro-loan fund) through the administration of WACIF (Washington Area Community Investment Fund). The objective of the RMLF is to provide funds designed to sustain and/or increase the level of business activity, job creation and retention of CBEs. Several CBE (Certified Business Enterprise) firms have been awarded funding from the RMLF. In FY 2011, DSLBD will increase outreach counseling sessions by 100 to the CBE community. In addition, DSLBD will look for additional avenues to increase the funding of the current capital pool. This initiative is expected to be completed by third quarter of FY11.

**INITIATIVE 2.2: Provide Access to Additional Capital/Bonding Workshops.**

In FY 2010, DSLBD worked with banking and bonding partners to provide CBE companies in the construction industry with information that helped them to understand how to attain business loans and/or surety bonds. In FY 2011, DSLBD will provide an SBA Express Loan Workshops that will be geared towards business who have factoring financing. This will benefit CBEs by providing them with additional ways to become financed. This initiative is expected to be completed by second quarter of FY11.



**INITIATIVE 2.3: Host Non-Traditional Financing Roundtable.**

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. DSLBD will have a panel consisting of principals from the CAPCO, Factoring, and Private Equity and Venture Capital firms. This initiative is expected to be completed by second quarter of FY11.

**INITIATIVE 2.4: Host Traditional Banking Roundtables.**

DSLBD will provide access to at least 12 traditional lending sources (Access National, Lafayette Federal Credit Union, Bank of America, Bank of Georgetown, BB&T, Cardinal, Eagle, Industrial, John Marshall, M&T, SunTrust, TD and United Banks). DSLBD will hold at least four roundtables to allow CBEs an opportunity to gain a perspective on the underwriting requirements and access to capital products available at each institution. This initiative is expected to be completed by second quarter of FY11.

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

**INITIATIVE 3.1: Implement Greening your business practices.**

DSLBD will develop educational tools to inform businesses about the process of greening their business in the District. The desired outcome of the greening tools is to move businesses from the regular way of doing business, to becoming more environmentally conscious. This also affords a business sustainable competitive advantage. This initiative is expected to be completed by fourth quarter of FY11.

**INITIATIVE 3.2: Increase number of “series classes”.**

DSLBD will offer more series niche classes in the following areas: Social media, Financial Strategies and Legal issues. Increasing the numbers of series classes will allow more CBEs to take advantage of tools and resources to aid in establishing and growing their business. This initiative is expected to be completed by third quarter of FY11.

**INITIATIVE 3.3: Continue to provide distance learning opportunities.**

In FY 2010, DSLBD created an online vehicle for current business basics classes to allow for 24/7 access to business training content which will give priority to general business classes. In FY 2011, DSLBD will develop and utilize our newly enhanced agency website to integrate and display business basic classes and online content. This will create a user-friendly display that will help clients navigate services offered by DSLBD. This initiative is expected to be completed by the first quarter of FY11.

**INITIATIVE 3.4: Continue and Implement Green Building Act Workshop.**

In FY 2010, DSLBD started the initial plan for workshops that 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. In FY 2011, DSBLB will identify and build relationships with partners through outreach that will link the agency with subject matter experts to carryout planned workshops regarding green building opportunities within the District of Columbia. This initiative is expected to be completed by fourth quarter of FY11.

**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 the Awareness of the PTAC (Procurement Technical Assistance Center).**

DSLBD will increase the awareness and promotion of federal business opportunities through the Procurement Technical Assistance Center (PTAC). The PTAC provides District-based businesses with bid matching assistance, marketing strategies, government navigation assistance, networking opportunities, procurement process training and one-on-one counseling. The PTAC will provide approximately 800 counseling sessions to the small business community. This initiative is expected to be completed by fourth quarter of FY11.

**INITIATIVE 4.2: Create Three Regional Business Opportunity Workshops.**

DSLBD will work with the Washington Metropolitan Area Transit Authority (WMATA), Metropolitan Washington Airport Authority (MWAA) and Washington and Sewer Authority (WASA) to provide CBEs with an understanding of their respective certification processes and different sectors for business opportunities. The MWAA and WMATA certifications have 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. These workshops will augment the promotion and advocacy efforts by the agency for District opportunities. This initiative is expected to be completed by third quarter of FY11.

**INITIATIVE 4.3: Conduct CBE Post-Certification Workshops.**

DSLBD will continue to assess the expectations of the newly certified (and existing) CBE community for business development/opportunities in the District of Columbia, Federal and Regional agencies. Based on this assessment, the agency will provide an overview of existing/future procurement opportunities, independent agencies with contracting & procurement authority, schedule of the Office of Contracting and Procurement( OCP) roundtables, PTAC overview, regional opportunities (MWAA, WASA, WMATA and federal agencies) and workshops offered by the agency (access to capital/bonding, traditional/non-traditional financing roundtables, pre-bid workshops, revolving micro-loan fund and other relevant information for doing business with the District of Columbia.) This initiative is expected to be completed by the second quarter of FY11.

**INITIATIVE 4.4: One-on-One Counseling Sessions.**

DSLBD will commit to at least 700 one-on-one business development counseling sessions with the CBE community. Counseling sessions will provide CBEs with an in-depth knowledge of business and strategic planning, and provide information on



participating in the District's procurement program. DSLBD will facilitate CBE introductions to other business partners (prime contractors, CBEs and other potential business partners) as well as contacts in District agencies. The agency will also provide introductions to the members in the traditional/non-traditional access to capital community. This initiative is expected to be completed by fourth quarter of FY11.

**OBJECTIVE 5: Build the knowledge base and infrastructure required to operate and sustain a world class Nonprofit Development Center (NPDC).**

**INITIATIVE 5.1: Develop infrastructure to effectively operate the center.**

Secure local appropriated revenues, donation and grant resources to effectively manage this newly established service. NPDC staff will work with DSLDB leadership and appropriate District officials to develop and submit a proposed budget request for supplemental funding in FY11 and full funding in FY12. Funding will support the center's PS and NPS capacity needs to provide the core services including its Grant Information Resource Center (GIRC) to local nonprofits clients. NPDC will solicit financial and in-kind donations to augment its capacity building training services as well as submit at least two proposals for program and capacity building support to grant makers that fund these programs for District based nonprofit and community organizations by 3<sup>rd</sup> quarter.

**INITIATIVE 5.2: Establish partnerships with like-minded organizations.**

Collaborate with existing nonprofit capacity building organizations to identify opportunities to leverage resources and share best practices for District nonprofit and community-based service providers. NPDC staff will work with the Enhanced Business Information Center (eBIC), the Foundation Center, the Nonprofit Roundtable, the World Bank, higher education institutions, DCRA, and other organizations to develop and execute a world class capacity building training curriculum. NPDC will also solicit the support of OCTO to develop a platform for video conferencing and webinar trainings to maximize access to the center's assistance for local service providers by 3<sup>rd</sup> quarter.

**OBJECTIVE 6: Administer the District's Strengthening Communities Fund Grant that provides capacity building support to local workforce development service providers.**

**INITIATIVE 6.1: Develop infrastructure to effectively manage the grant.**

Establish the ARRA funding and procurement attributes necessary to transfer and administer grant revenues and related service contracts from the Office of Partnerships and Grant Services to DSLBD. Oversee the second year of the Strengthening Communities Fund Grant (SCF) program and maintain support from District SCF partner agencies. Complete the SCF work plan including the capacity building training, on-site technical assistance, and reporting requirements of the grant program by 2<sup>nd</sup> quarter.

**INITIATIVE 6.2: Close out SCF grant program.**

NPDC will provide the United States Department of Health and Human Services (HHS) program grant manager at the Administration for Children and Families (ACF) with the final close out report including the SCF's program outcome measures and financial report



stated in the grant agreement between HHS and the District by 1<sup>st</sup> quarter. NPDC will also host a SCF partnership conference to share best practices and lessons learned among the participating service providers, HHS/ACF and District officials.

**OBJECTIVE 7: Promote greater awareness of the Nonprofit Development Center (NPDC) location and services.**

**INITIATIVE 7.1: Develop NPDC public awareness campaign.**

NPDC officials will develop marketing materials and web presence on DSLBD's website. Conduct focus group sessions with local and/or national leading nonprofit capacity building organizations. Launch media campaign with local newspaper and broadcast outlets by 2<sup>nd</sup> quarter. Promote awareness of NPDC's services and seek greater cooperation with the District's international community.

**OBJECTIVE 8: Provide grant and resource development support to District nonprofit and community-based organizations.**

**INITIATIVE 8.1: Maintain publication of the District's Funding Alert.**

NPDC staff will publish 50 weekly Funding Alerts to include federal, foundation, and district competitive grant and related resource development opportunities on the District's website by 4<sup>th</sup> quarter. Funding Alerts are used to notify subscribers when grants they are eligible for are announced.



## PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of certification applications processed within 45 business days <sup>2</sup>	85%	85%	85%	80%	80%	80%
average # of business days for certification application determinations	23	23	22	25	25	25
% of businesses counseled rating service good or excellent	Not Available	Not Available	Not Available	80%	80%	80%
% of training classes participants rating service good or excellent	Not Available	Not Available	Not Available	100%	100%	100%
total # of niche series offered by e-Bic	5	4	4	5	6	7
total # of classes offered e-Bic	1459	1500	1603	1700	1800	1900
# of educational and networking events on Business Opportunities and Access to Capital	24	24	27	33	36	36
average # of days for processing the Micro Loan Program completed applications	30	30	21	21	21	21
Average # of business days for processing grant disbursement requests	Not Available	Not Available	Not Available	TBD	TBD	TBD
% of one-on-one technical assistance provided to business owners within 5 business days from initial request	Not Available	Not Available	Not Available	100%	100%	100%
total private \$ paid to CBEs as a result of CBE agreements	Not Available	Not Available	Not Available	Baseline	TBD	TBD
# of counseling sessions on Business Opportunities and Access to Capital	Not Available	Not Available	Not Available	500	500	500
# of businesses using PTAC counseling sessions	Not Available	Not Available	Not Available	75	100	125
% of subgrantee's budget spent on programmatic costs <sup>3</sup>	Not Available	Not Available	Not Available	100%	100%	100%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award <sup>4</sup>	Not Available	Not Available	Not Available	65%	65%	65%
# of Published Weekly Funding Alerts	Not Available	Not Available	Not Available	50	50	50

<sup>2</sup> This is an industry standard measure indicating a percentage of certification applications processed on time. Various municipalities use similar measures. For example, the Office the Fairfax County Executive employs % of audits completed on time. The Department of Contracting and Procurement in Oakland, CA uses 2 similar measures: % of formal bids completed within 65 days and % of informal bids completed within 21 days.

<sup>3</sup> The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees' programmatic costs as a percentage of their overall costs.

<sup>4</sup> Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.