



FY 2013 PERFORMANCE PLAN
Department of Small and Local Business Development

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; 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.

PERFORMANCE PLAN DIVISIONS

- Certification, Compliance and Enforcement
- Business Opportunities and Access to Capital
- Commercial Revitalization
- Agency Management

AGENCY WORKLOAD MEASURES

Measure	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 YTD
# of Certified Business Enterprises (CBEs) ¹ [One City Action Plan Action 1.1.6]	1,179	1,216	1,219
# of certification applications received	1,322	1,334	1,207
# of District Agencies monitored for Certified Small Business Enterprise (CSBE) compliance [5-Year Economic Development Strategy 1.17]	77	78	80
# of Small Business Trade Missions [One City Action Plan Action 1.1.3]	N/A	N/A	3
# of DC Main Street Organizations	7	7	7
# of Business Improvement Districts (BIDs)	8	8	9
# of Streetscape Loan applications received	N/A	N/A	22
% of District Agencies who met 50% CSBE set aside goal	N/A	N/A	61

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. Beginning in FY13, Joint Ventures will be removed from the total CBE count.



Certification, Compliance and Enforcement

SUMMARY OF SERVICES

The Certification, Compliance and Enforcement division is responsible for managing the Certified Business Enterprise (CBE) application process and corresponding elements of CBE compliance by DC Government agencies as well as public-private development projects.

OBJECTIVE 1: Improve the business certification process, increase participation, and strengthen compliance and enforcement of the CBE program (including One City Action Plan Action 1.1.6 and 5-Year Economic Development Strategy 1.17).

INITIATIVE 1.1 Enhance the online CBE application process (One City Action Plan Action 1.1.6).

DSLBD will build on improvements made to the business certification process in FY12 that included streamlining one-on-one consultation assistance and web-based orientation appointment scheduling, by enhancing CBE online application features in FY13. This initiative will include working with the Office of the Chief Technology Officer (OCTO) to create more user-friendly functionality to “CBE Online” and the ability for CBEs to upload application files. DSLBD plans to complete enhancements to CBE application process by the end of FY13.

INITIATIVE 1.2 Re-launch comprehensive CBE Compliance and Enforcement program (5-Year Economic Development Strategy 1.17).

With the addition of new compliance staff, DSLBD will re-launch a full scale CBE Compliance and Enforcement Program focused on various compliance areas for DC agencies and public-private development projects. During the Fiscal Year 2010 budget process, the Council of the District of Columbia voted to transfer DSLBD’s newly established Compliance and Enforcement Division to the Office of the DC Auditor (ODCA). The transfer included all full-time equivalent (FTE) positions and budget for compliance personnel, and left DSLBD with no resources to perform any of the work needed for the effective execution of the compliance programs. The transfer of DSLBD employees bolstered CBE compliance monitoring for ODCA, but dramatically altered DSLBD’s ability to fulfill its compliance responsibilities. Total activities for the CBE Compliance and Enforcement Division include monitoring for approximately 80 District government agencies, which account for nearly \$300 million in projected operating expenditures with CBEs, and over 200 public-private development projects, which account for over \$1 billion in projected expenditures with CBEs. DSLBD will re-launch the comprehensive CBE Compliance and Enforcement program by the end of FY13. The re-launch will include the addition of 10 compliance and enforcement FTEs who will be responsible for monitoring approximately 700 entities (agencies, private businesses, public/private projects etc.) on an annual basis.



KEY PERFORMANCE INDICATORS – *Certification, Compliance, and Enforcement*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Average # of business days for certification application determinations	28	30	30	30	28	26
% of certification applications processed within 45 business days	88%	85%	85%	85%	85%	85%
# of certification applications processed	1,042	1,100	1,194	1,150	1,200	1,250



Business Opportunities and Access to Capital

SUMMARY OF SERVICES

The Business Opportunities and Access to Capital division provides District-based businesses with the knowledge and capacity-building tools necessary to form, develop, and expand by providing classes, training, technical assistance, and advocacy to promote greater participation in local, federal, and private-sector opportunities.

OBJECTIVE 1: Assist small businesses with accessing capital, expanding business opportunities and training and education resources (including 5-Year Economic Development Strategy 1.3 and 5.3).

INITIATIVE 1.1: Launch Bonding and Access to Capital Initiatives.

DSLBD will launch programs designed to equip businesses with bonding and capital assistance that will help them compete in the current economic climate. The programs will assist small businesses to become transaction ready, and with select institutions, will help them acquire moderate to high range loans. DSLBD will launch its bonding and access to capital initiatives by April 30th 2013.

INITIATIVE 1.2: Implement the Procurement Technical Assistance Program (PTAP).

Upon receipt of a federal grant, DSLBD will implement the Procurement Technical Assistance Program (PTAP) in the District of Columbia. PTAP is designed to provide technical assistance to DC small businesses seeking Federal Government procurement opportunities. The PTAP team will consist of four DSLBD staff that will provide specialized services in technical assistance, bid matching, and other programs to connect DC small businesses with federal procurement opportunities. DSLBD will implement these services by the end of FY13.

INITIATIVE 1.3: Begin a process to assist small businesses in obtaining procurement contracts at hospitals and universities (5-Year Economic Development Strategy 5.3).

Hospitals and universities are among the largest purchasers of goods in the District. DSLBD will partner with the Office of the Deputy Mayor for Planning and Economic Development (DMPED) to investigate the procurement contract opportunities on behalf of local small businesses. The concept has been introduced to some universities and hospitals and DSLBD is looking into the feasibility of a small business procurement program. DSLBD will complete this initiative by the end of FY13.

INITIATIVE 1.4: Help small businesses obtain federal contracts through HUBZone and 8(a) certification (5-Year Economic Development Strategy 1.3).

DSLBD will help the District's small businesses understand the federal process to qualify as a HUBZone or 8(a) certified business. Businesses certified in these programs have an advantage when competing for millions of dollars in federal procurement contracts that otherwise leave the city. DSLBD will partner with DMPED to organize training and outreach events to support the participation of District small businesses in HubZone and 8(a) by the end of FY13.



INITIATIVE 1.5: Launch the Federal and State Technology Partnership (FAST) program to assist small businesses with pursuing technology transfer and innovation business opportunities with the federal government (5-Year Economic Development Strategy 2.7).

DSLBD will implement the “FAST” program designed to assist small businesses with obtaining Small Business Innovation and Research (SBIR) funding through the Federal Government. The program aims to improve the participation of small technology firms in the innovation and commercialization of new technology. DSLBD will establish a robust baseline of small business participation during this initial year in the program. DSLBD will implement the FAST program by the end of FY13.

INITIATIVE 1.6: Launch the “Small Business Trade Mission Series” (One City Action Plan Action 1.1.3).

Building off of the success of DSLBD’s inaugural year of international market visits in FY12 where several partner countries were identified, DSLBD will launch the “Small Business Trade Mission Series” program to provide qualified businesses the support to engage in international business matching activities, opportunities to join a government sponsored trade mission, meet directly with potential customers and partners in key strategic markets overseas and deepen their understanding of the market’s requirements, entry barriers and local resource partners. The agency intends to support export-ready DC small businesses on missions to international markets in Canada, China, and South Africa. In addition the agency will support international business matching activities taking place within the United States. DSLBD will complete the Small Business Trade Mission Series by September 30th 2013.

KEY PERFORMANCE INDICATORS – *Business Opportunities and Access to Capital*

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
# of small business participants in training and education activities	3,658	3,000	2,875	3,000	3,200	3,400
# of small businesses participating in international business matching activities (exporting activities). ² [One City Action Plan Action 1.1.3]	N/A	5	17	15	20	25
# of DSLBD Clients obtaining HUB Zone and 8(a) certification[5-Year Economic Development Strategy 1.3] ³ (New in FY13)	N/A	NA	N/A	Baseline	TBD	TBD

² In FY12 DSLBD named this indicator “# of businesses participating in exporting activities.”

³ A baseline has to be established in FY2013.



Commercial Revitalization

SUMMARY OF SERVICES

The Commercial Revitalization division provides technical and funding assistance that supports, promotes, and fosters economic development in commercial districts and the retention, recruitment, and enhancement of small businesses throughout the city.

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

INITIATIVE 1.1: Streamline grants management process to enable Main Streets and Clean Team organizations to more effectively serve the commercial corridors where they operate.

DSLBD will design and implement a new process utilizing OCTO-supported web tools to streamline and simplify the grants management process for DC Main Streets and Clean Team organizations. Through this new process, grantees will be able to submit grant applications online and report progress towards established goals. With these new tools to navigate grants management, DC Main Streets and Clean Team organizations will be able to focus more effort on delivering high quality services to DC small businesses and the corridors where they operate. DSLBD will implement this new grants management process by the end of FY13.

INITIATIVE 1.2: Develop comprehensive strategy to implement Phase II of the Healthy Food Retail Program.

DSLBD will build on the success of the first phase of the Healthy Food Retail Program (“HFRP”) to develop a comprehensive strategy to implement the next phase of the program. In FY12 DSLBD awarded DC Central Kitchen a grant to establish a healthy food distribution system for over 30 corner stores in the District. In FY13, DSLBD will convene a network of local stakeholder organizations, small food retailers, and government agencies to develop the best approach to build on the success of the DC Central Kitchen model that continues to operate today, and explore other areas that will enable DC small food retailers to sell healthy foods while remaining economically viable and contributing to the long-term sustainability of the program. This initiative will be complete by the end of FY13.

KEY PERFORMANCE INDICATORS – Commercial Revitalization

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
# graffiti removed in commercial corridors	N/A	2000	3624	2500	3000	3500
# trashbags collected in commercial corridors	121,604	200,000	157,011	150,000	175,000	200,000
# tree boxes maintained in commercial corridors ⁴	N/A	20,000	7,463	N/A	N/A	N/A

⁴ In FY12 DSLBD could not obtain reliable data to support this indicator, and therefore will not use this indicator in FY13.



Agency Management

SUMMARY OF SERVICES

The Agency Management division provides for administrative support and the required tools to achieve operational and programmatic results.

OBJECTIVE 1: Provide administrative support and the required tools to achieve operational and programmatic effectiveness within DSLBD.

INITIATIVE 1.1: Work with OCTO to launch new DSLBD website to improve agency communication, external content management and to optimize web-experience for small business clients and public.

DSLBD will work with the OCTO to migrate its current website to a brand new platform. With the addition of several new programs this fiscal year, it is important that DSLBD implement a strategy to streamline communication of its programs and services. The migration will result in the coordination of content of DSLBD's new and existing programs, and an enhanced experience for anyone seeking information or services from the agency. This initiative will be achieved by the end of FY13.

KEY PERFORMANCE INDICATORS – Agency Management

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
# webpage views (new in FY13)	N/A	N/A	114,689	117,500	120,000	122,500