



**FY 2014 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 YTD <sup>1</sup>
# of Certified Business Enterprises (CBEs) <sup>2</sup> [One City Action Plan Action 1.1.6]	1,216	1,206	1,152
# of certification applications received	1,334	1,207	965
# of District Agencies monitored for Certified Small Business Enterprise (CSBE) compliance [5-Year Economic Development Strategy 1.17]	78	80	80
# of Small Business Trade Missions [One City Action Plan Action 1.1.3]	N/A	3	1
# of DC Main Street Organizations	7	7	7
# of Business Improvement Districts (BIDs)	8	9	9
# of Streetscape Loan applications received	N/A	22	6
% of District Agencies who met 50% CSBE set aside goal	N/A	61	16

<sup>1</sup> As of 6/30/2013

<sup>2</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. 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 Implement “paperless” CBE application process (One City Action Plan Action 1.1.6). (One City Action Plan Action 1.1.6).**

DSLBD will build on enhancements made to the online business certification process in FY13 by upgrading the CBE online application system to allow applicants to complete the entire application transaction without having to submit paper documents in person to DSLBD. This initiative will include working with the Office of the Chief Technology Officer (OCTO) to create more business-friendly functionality to “CBE Online” and the ability for CBEs to upload all application files. DSLBD plans to complete this enhancement to CBE application process by the end of FY14.

**INITIATIVE 1.2 Perform site visits or spot checks on approximately 1100) CBE certified by DSLBD (5-Year Economic Development Strategy 1.17).**

In FY14 DSLBD added new compliance staff and re-launched a full scale CBE Compliance and Enforcement program focused on various compliance areas for DC agencies and public-private development projects. Total activities for the CBE Compliance and Enforcement Division include monitoring 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. A key area for this newly assembled team will be to verify the validity of approximately 1100 businesses certified by the department. This is an important step to reaffirming the credibility and sustainability of the CBE program. DSLBD will perform these spot checks by the end of FY14.



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

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>3</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Average # of business days for certification application determinations	30	30	38	30	28	26
% of certification applications processed within 45 business days	95%	85%	85%	85%	85%	85%
# of certification applications processed	1,191	1,150	979	1,200	1,250	1,300
# spot checks conducted (new in FY14)	n/a	n/a	n/a	1,100	1,100	1,100

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<sup>3</sup> As of 6/30/2013



## *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: Begin a process to establish a capital access program for businesses involved in green/sustainable activities. (Sustainable DC Plan BE2.2)**

DSLBD will work with OPLA and DMPED to begin a process to establish a government backed loan program designed to equip businesses in the green/sustainable field with access to loans. The program will also assist small businesses to become transaction ready and knowledgeable about the available resources for access to capital. DSLBD will establish this process by April 30<sup>th</sup> 2014.

**INITIATIVE 1.2: Establish a robust client base of 300 companies in the DC Procurement Technical Assistance Center.**

Upon receipt of a federal grant, DSLBD will continue operation of its Procurement Technical Assistance Center (PTAC) in the District of Columbia. The PTAC is designed to provide technical assistance to DC small businesses seeking Federal, local, and private sector procurement opportunities. The PTAC provides specialized services with technical assistance, bid matching, and other programs to support DC small businesses. An important milestone for the PTAC in FY14 will be to establish a client base of 300 small business concerns with outreach, training, and counseling. DSLBD will accomplish this milestone by the end of FY14.

**INITIATIVE 1.3: Implement a formal 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. In FY13 DSLBD partnered 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. In FY14 DSLBD will work to formalize a process with some universities and hospitals interested in participating in a small business procurement program. DSLBD will complete this initiative by the end of FY14.

**INITIATIVE 1.4: Support the creation or expansion of a DC Food incubator to support foodservice entrepreneurs. (Sustainable DC Plan FD3.3)**

DSLBD will partner with DMPED, OP, and DOES to support the creation or expansion of a DC Food Incubator that supports foodservice entrepreneurs. For many foodservice



entrepreneurs, talent is not enough to overcome the high entry barrier involved with the foodservice industry. DSLBD will partner with several DC government agencies and community organizations to support existing incubators and expand the resources and training available in the District by the end of FY14.

**INITIATIVE 1.5: Implement a “Phase Zero” SBIR working capital program to support competitiveness among DC firms pursuing technology transfer and innovation business opportunities with the federal government (5-Year Economic Development Strategy 2.7).**

In FY14 DSLBD implemented the Federal and State Technology Partnership “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. In FY14 DSLBD will establish a “Phase Zero” working capital program to support small business participation in Phases One and Two of the Small Business Innovation and Research program. DSLBD will implement this initiative by the end of FY14.

**INITIATIVE 1.6: Implement next phase of “Small Business Trade Mission Series” (One City Action Plan Action 1.1.3).**

Building off of the success of DSLBD’s second year of international market visits in FY13 where several partner countries were identified, DSLBD will implement the next phase of 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 such as 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 30<sup>th</sup> 2014.



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

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>4</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
# of small business participants in training and education activities	2,875	3,000	1,815	3,200	3,400	3,400
# of small businesses participating in international business matching activities (exporting activities). <sup>5</sup> [One City Action Plan Action 1.1.3]	17	15	5	20	25	30
# of DSLBD Clients obtaining HUB Zone and 8(a) certification[5-Year Economic Development Strategy 1.3] <sup>6</sup> (New in FY13)	N/A	Baseline	0	50	75	100
# of small businesses receiving microloans (new in FY14)	N/A	NA	N/A	Baseline	TBD	TBD
# participants in DC Food Incubators (new in FY14)	N/A	NA	N/A	Baseline	TBD	TBD

<sup>4</sup> As of 6/30/2013

<sup>5</sup> In FY12 DSLBD named this indicator “# of businesses participating in exporting activities.”

<sup>6</sup> 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: Launch and manage implementation of new Rhode Island Avenue Main Street program.**

DSLBD will manage the launch and implementation of a new Main Streets program located on the Rhode Island Avenue corridor in FY14. DSLBD has designed and implemented processes utilizing OCTO-supported web tools to streamline and simplify grants management for DC Main Streets and will leverage this approach for the new RI Ave Main Street. Through this new process, grantees will be able to submit grant applications online and report progress towards established goals. DSLBD will implement this new Main Street program by the end of FY14.

#### **INITIATIVE 1.2: Launch and manage new clean team programs in Connecticut Ave NW, 12<sup>th</sup> Street NE, and Minnesota Avenue NE.**

DSLBD will launch three new Clean Team programs to support commercial revitalization in the District. The agency is responsible for selecting grantees that will carry out services and hold them accountable for attaining corridor goals and meeting the high standards set by over a dozen other clean teams operating throughout the city. This initiative will be complete by the end of FY14.

### **KEY PERFORMANCE INDICATORS – Commercial Revitalization**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>7</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
# graffiti removed in commercial corridors	3,624	2,000	1,364	2,500	3,000	3,500
# trashbags collected in commercial corridors	157,011	200,000	44,354	150,000	175,000	200,000
# tree boxes maintained in commercial corridors <sup>8</sup>	N/A	20,000	7,463	N/A	N/A	N/A

<sup>4</sup> In FY12 DSLBD could not obtain reliable data to support this indicator, and therefore did not use this indicator in FY13.

<sup>7</sup> As of 6/30/2013



## *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 enhance DSLBD's overall web presence to improve agency communication, external content management and to optimize web-experience for small business clients and residents.**

DSLBD will work with the OCTO to enhance its current website on the Drupal platform. With the addition of several new programs in FY13, it is important that DSLBD implement a strategy to streamline communication of its programs and services to optimize the web experience for small business clients and residents. This initiative will be achieved by the end of FY14.

### **KEY PERFORMANCE INDICATORS – *Agency Management***

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>9</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
# webpage views (new in FY13)	114,689	117,500	144,784	117,500	120,000	122,500

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<sup>9</sup> As of 6/30/2013