



Department of Small and Local Business Development DSLBD (EN)

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.

ACCOMPLISHMENTS

✓ Healthy Food Retail Program

In 2011, as directed by the FEED DC Act of 2010, the District of Columbia commissioned the Healthy Food Retail Program (HFRP). Operated through the DC Department of Small and Local Business Development (DSLBD), the HFRP sought a nonprofit organization partner that would expand access to healthy foods in the District of Columbia by providing assistance to corner stores, farmers markets, and other small food retailers in low-income DC neighborhoods; eligible project areas were those with a census tract with 60% or lower average median gross income, as defined by the U.S. Department of Housing and Urban Development. DSLBD worked with a local nonprofit organization that led a project advancing the following objectives:

- a) Providing nutrition education, training, and business assistance services to at least thirty (30) small food retailers;
- b) Establishing and operating a pilot commercial distribution system for fresh produce and healthy foods; and,
- c) Preparing a Healthy Food Retail Program Guide that details the steps, permits, licenses, and costs involved in the aforementioned commercial distribution system.

[Job Creation and Public Safety]

✓ Adams Morgan Partnership Business Improvement District

In FY11 the Department of Small and Local Business Development successfully re-certified the Adams Morgan Partnership Business improvement District (AMPBID) for an additional 5 years. The 34 block AMPBID is home to 91 restaurants, 119 retail stores, 26 hotel rooms, and employs 6,000 residents averaging 1820 visitors annually.

[Job Creation]

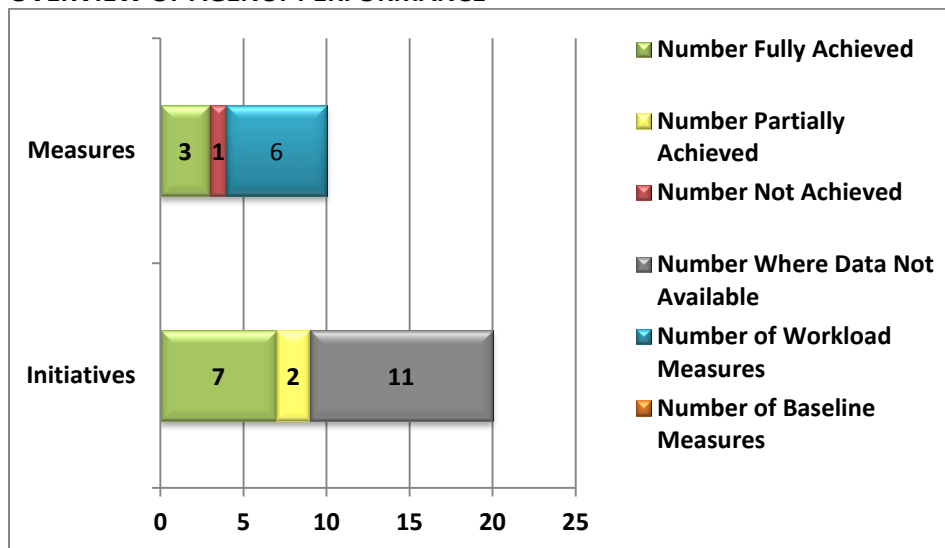
✓ Certified Business Enterprise Applications

In FY11 the Department of Small and Local Business Development (DSLBD) averaged approximately 28 days to process a Certified Business Enterprise (CBE) application, 2 days faster than our 30 day standard. By creating more efficiency in processing applications DSLBD was able to support greater access contracting opportunities for district-based businesses

[Job Creation]




OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported

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.**

FY 2011 grants management program included the development of face-to-face technical assistance, toolkit guidelines to help strengthen the competitive advantage of small and independent businesses, and conducting 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.

Outputs/Output Measures - DSLBD managed 30 targeted business technical assistance and commercial clean team grants totaling \$2.7M. These targeted services were implemented through the seven active DC Main Streets organizations, two Business Improvement Districts and DC based Nonprofits. Outcomes/Outcomes Measures - Through these grants DSLBD helped retain retail businesses and attract over 20 new retail establishments/business, leading to the creation of over 100 full-time jobs. Fully Achieved – Based on 30 grants issues for \$2.7M, creating over 100 full-time jobs.

- **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 streamlined the grants management process by enhancing the service delivery schedules, implementing a cost per service block analysis, and encouraging the continued use of environmentally sensitive materials and practices.

Outputs/Output Measures - Covering over 191 blocks, the clean teams picked up over 60,000 bags of trash, 25,000 posters, graffiti and stickers.

Outcomes/Outcomes Measures - These initiatives helped attract more customers, increase safety for employees and the public and supported renovation and reinvestment activity in participating neighborhood business districts.

Fully Achieved – Based on over 60,000 bags of trash, 25,000 posters, graffiti and stickers removed.

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

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

The objective of the Revolving Micro-loan Fund (RMLF) is to provide funds to sustain and/or increase the level of business activity, job creation and retention of Certified Business Enterprise (CBEs). The fund manager for the RMLF is the Washington Area Community



Investment Authority (WACIF). In FY11, WACIF awarded two CBEs were with funding from the RMLF. DSLBD was able to promote the Revolving Micro-Loan Fund program through multiple channels:

Outputs/Measures -

1. Advertising of the program at our Business Opportunity workshops, over 400 small business people attended.
2. Micro Loan programs seminars sponsored by DSLBD and WACIF in Ward 7
3. Promoted through our quarterly e-newsletter that was emailed to over 1,200 CBE'S
4. Referring the Revolving Micro-Loan Fund to CBE's after a one-on-one counseling session, for those companies that were seeking additional funds

Outcomes/Measures – Two CBEs were awarded microloans in FY11. In FY 2012, DSLBD will continue to increase outreach counseling sessions by advertising through our sister channels i.e. Small Business Development Centers.

Partially Achieved – Based on good promotion activity but only two awards given.

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

DSLBD worked with banking and bonding partners to provide CBE companies in the construction industry with information that helped them understand how to attain business loans and/or surety bonds.

Outputs/Measures - We provided a 12 week training program on access to capital that included traditional and non-traditional banks and bonding. Since the Business Opportunity workshops were so well attended DSLBD allowed bonding companies the opportunity to talk about their services at the beginning of the sessions and provided one-on-one on-site counseling.

Fully Achieved – Based on 12 week training program success.

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

Outputs/Measures - In May of 2011 DSLBD hosted a session that was called “Meet the Money People.” The purpose of this conference was to bring together traditional and non-traditional lenders and explain their programs. The traditional lenders were national and local banks and the non-traditional lenders were venture capitalists and microloan officers.

Fully Achieved – Based on roundtable coordinated

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

Outputs/Measures - DSLBD Hosted roundtable series that included Bank of America, Sun Trust, M&T, Bank of Georgetown, BB&T and several others in a four part lending series.

1. Managing By the Numbers: Understanding & Using Your Financial Statements to Grow Your Business
2. Financial Literacy for Small Business Owners
3. Access to Capital & Credit: Bank Underwriting and Loan Packaging
4. Meet the Money People

Fully Achieved – Based on roundtables coordinated.



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

- **INITIATIVE 3.1: Implement Greening your business practices.**
DSLBD did not embark on this initiative in FY11 as part of its performance plan.
- **INITIATIVE 3.2: Increase number of “series classes”.**
DSLBD continued to offer more series niche classes in the following areas: Social media, Financial Strategies and Legal issues. Increasing the numbers of series classes allow more CBEs to take advantage of tools and resources to aid in establishing and growing their businesses.
Outputs/Measures - In FY11 niche classes ranging in topics such as Employment Law, Turner School of Construction Management, an Eight-Part Legal series and the highly demanded social media classes were attended by over 400 DC businesses and residents. Certificates of completion were awarded to over 400 businesses who attended the various niche classes.
Fully Achieved – Due to # of series classes offered
- **INITIATIVE 3.3: Continue to provide distance learning opportunities.**
DSLBD did not embark on this initiative in FY11 as part of its performance plan.
- **INITIATIVE 3.4: Continue and Implement Green Building Act Workshop.**
DSLBD did not embark on this initiative in FY11 due to divestiture from DDOE who requested that DSLBD hold off on workshop until green building laws were updated.

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 is actively pursuing federal funding for the PTAC and will submit a competitive grant application to the Defense Logistics Agency on January 31, 2012.
Partially Achieved – PTAC Program ended in March, 2011.
- **INITIATIVE 4.2: Create Three Regional Business Opportunity Workshops.**
DSLBD worked closely with DDOT, WMATA and MWAA to create business opportunities.
Outputs/Measures - Since the District’s CBE certification program only applies in the District, we held several classes to explain how to obtain DBE, MWAA and DDOT certifications. The MWAA and WMATA certifications have reciprocity with District Department of Transportation (DDOT), which puts CBEs in a better position to participate in greater opportunities throughout the District and the region. These workshops augmented the promotion and advocacy efforts by the agency for District opportunities.
Fully Achieved – Based on three Business Opportunity Workshops created
- **INITIATIVE 4.3: Conduct CBE Post-Certification Workshops.**
DSLBD did not embark on this initiative in FY11 as part of its performance plan.
- **INITIATIVE 4.4: One-on-One Counseling Sessions.**
DSLBD did not embark on this initiative in FY11 as part of its performance plan due to loss of PTAC program and related personnel.

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.**
Objectives 5-8 were created to accommodate the Office of Partnership and Grant Services program that was transferred to DSLBD. In FY 11, OPGS was transferred back to EOM. They became not applicable to DSLBD once that occurred.
- **INITIATIVE 5.2: Establish partnerships with like-minded organizations.**
[See footnote 1]

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.**
[See footnote 1]
- **INITIATIVE 6.2: Close out SCF grant program.**
[See footnote 1]

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

- **INITIATIVE 7.1: Develop NPDC public awareness campaign.**
[See footnote 1]

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.**
[See footnote 1]

¹ Objectives 5-8 were created to accommodate the Office of Partnership and Grant Services (OPGS) program that was transferred to DSLBD. In FY 11, OPGS was transferred back to EOM becoming not applicable to DSLBD.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.1	# of DC Main Streets Organizations	7	7		7		COMMERCIAL REVITALIZATION
●	1.2	# of Business Improvement Districts (BIDs)	8	8		8		COMMERCIAL REVITALIZATION
●	1.3	# Bags of Trash Collected	217,584	200,000		121,604 ²	60.80%	COMMERCIAL REVITALIZATION
●	2.1	# of microloans provided to Certified Business Enterprises (CBEs)	0	0		2		BUSINESS OPP AND ACCESS TO CAPITAL
●	3.1	# of participants in small business training and education activities	1,221	3,000		3,658	121.93%	BUSINESS OPP AND ACCESS TO CAPITAL
●	4.1	% of certification applications processed within 45 business days	85%	80%		88.03%	110.03%	CERTIFICATION
●	4.2	average # of business days for certification application determinations	22	30		28	107.14%	CERTIFICATION
●	4.3	# of Certified Business Enterprises (CBEs)	1,179	1,179		1,216		CERTIFICATION
●	4.4	# of completed certification applications	0	0		1,042		CERTIFICATION
●	4.5	# certification applications approved	0	0		704		CERTIFICATION

² Number of trash bags collected is based on clean team reports. In FY11 DSLBD did not receive all reports from FY11 due to leadership transitions in clean team management.