

Department of Small and Local Business Development FY2018

FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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. DSLBD does so by 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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
<p>DSLBD released of \$1.9 Million in FY18 through several small business access to capital program. This includes the District Capitalized Loan Program (\$500,000) and three Loan Loss Reserve Grants totaling \$200,000 to SBA Microloan Intermediaries that resulted in \$1,300,000 in microloans available to DC-based businesses.</p> <p>The \$1.9 million also includes the following grants: Ward 7 & 8 Microbusiness Dream Grant (\$125,000) Ward 8 Grocery Grant (\$400,000) Ward 8 Equitable Food Incubators Grant (\$250,000) Grown in DC Pilot Program (\$120,000) 2018 Emerging Business District Grant (\$300,000) Commercial Compactor Grant (\$322,877)</p>	<p>Nearly a hundred DC small businesses were able to start or grow because of the funds provided through these access to capital programs. More than half of the funds were dedicated to business development focused in Wards 7 and 8.</p>	<p>DSLBD was able to achieve it's goal in releasing all of the \$500,000 that was allocated to District Capitalized.</p>
<p>The continued development of DES and the release of the Certification Module. DES streamlines the online work processes of DSLBD's internal business areas: Certification, Compliance, Grants Management, and Business Counseling & Training.</p> <p>The first release of the Certification portal in April was a huge success. The new DES system replaced an outdated application that was only compatible with Internet Explorer 9 or above and had a number of limitations for the business community and DSLBD staff. The new system: Is compatible with Chrome, Safari, and all other commonly used browsers; Reduced the Certification application process from 16 steps</p>	<p>The first release of the Certification portal in April was a huge success. The new DES system replaced an outdated application that was only compatible with Internet Explorer 9 or above and had a number of limitations for the business community and DSLBD staff. The new system: Is compatible with Chrome, Safari, and all other commonly used browsers; Reduced the Certification application process from 16 steps to 8 steps; Streamlined the Recertification process significantly</p>	<p>Back-end operations for the Certification team have improved with DES and once the entire system is completed, operations across all of DSLBD's divisions, as well as inter-agency collaboration, will be streamlined.</p>

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to 8 steps; Streamlined the Recertification process significantly		
DSLBD facilitated almost \$1M in sales for DC makers through Made in DC sponsored events.	DC based makers that don't have the capacity nor the network to reach a larger market are given the opportunity through Made in DC. The impact of Made in DC programs is not just revenue for small businesses, but also connections that lead to more opportunities.	

2018 Strategic Objectives

Objective Number	Strategic Objective
1	Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government
2	Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq
3	Effectively manage the Small Business Capital Access Fund
4	Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement
5	Connect small and local businesses to opportunities in the global marketplace.
6	Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.
7	Create and maintain a highly efficient, transparent and responsive District government. **

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government (1 Measure)									
Percent of applications processed in under 30 business days	Quarterly	85%	83%	84%	83%	86%	84%	Nearly Met	The Certification Division missed the FY18 target by 1% because the team was down two staff members for most of the year while dedicating a considerable amount of time to the development and testing of the DES: Certification Module.

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq (7 Measures)									
Percent of monitored agencies reporting on all contracts and subcontracts	Quarterly	60%	80%	12%	Waiting on Data	No applicable incidents	46%	Unmet	This KPI has been removed for FY19 (approved by OCA Performance Analyst) as it was determined not to be an effective measuring tool since all monitored agencies may not necessarily have contracts/subcontracts and the process of agency reporting on contracts is being replaced by prime contractor reporting via DES.
Percent of waiver applications processed within 20 days or less	Quarterly	50%	28.6%	29%	23%	59%	34.9%	Unmet	During a recent review of DSBd's performance plan, we have uncovered that the data for this KPI was not being captured accurately. Waivers that were open/being processed during the end of a quarter were not being counted for that quarter or the next. The entry for Q4, 59%, is correct and the actual numbers for Q1-3 are 48%, 43%, and 52% respectively. The actual annual average is 50.5%.
Percent of agencies participating in Compliance trainings (out of total monitored)	Quarterly	85%	64%	25%	90%	No applicable incidents	44.8%	Unmet	Compliance trainings for monitored agencies are not held during every quarter of the fiscal year. Our numbers for this measure are higher during the quarters when we held trainings, like Q1 and Q3. This KPI has been modified for FY19 (approved by OCA

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									Performance Analyst) to measure only the percentage of agencies participating in the mandatory Expendable Budget training. This KPI was also changed to an annual measure since the training is held primarily during one quarter throughout the year.
Percent of formal complaints that are investigated/reviewed within 90 calendar days	Quarterly	75%	No applicable incidents	100%	No applicable incidents	No applicable incidents	100%	Met	
Percent of payment complaints investigated/reviewed within 90 calendar days	Quarterly	90%	100%	100%	100%	No applicable incidents	100%	Met	
Percent of the District-wide SBE goal achieved	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		
Percent of monitored agencies reporting procurement plans	Quarterly	80%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	80%	Met	
3 - Effectively manage the Small Business Capital Access Fund (1 Measure)									
Percent increase in small businesses receiving microloans (year over year)	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
4 - Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement (2 Measures)									
Total contract dollar amount awarded to PTAC clients	Quarterly	\$20,000,000	\$4,443,067	\$3,678,148	\$7,221,224	\$12,334,650	\$27,677,089	Met	
Percent of IED clients completing milestones/programs	Annually	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	52.5%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
5 - Connect small and local businesses to opportunities in the global marketplace. (3 Measures)									
Percent of small businesses participating in business development trade mission activities	Quarterly	50%	100%	No applicable incidents	100%	100%	100%	Met	
Percent of CBE participation in DSLBD small trade missions	Quarterly	40%	No applicable incidents	No applicable incidents	100%	100%	100%	Met	
Percent of small businesses participating in international business matching activities (exporting activities)	Quarterly	80%	100%	No applicable incidents	100%	100%	100%	Met	
6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (3 Measures)									
Percent of disbursements paid on time	Quarterly	95%	96%	100%	100%	96%	98%	Met	
Percent of invoices processed within 3 business days	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.5%	Met	
Percent of Neighborhood Revitalization Grants Disbursed	Annually	New Measure	Annual Measure	Annual Measure	Annual Measure	Annual Measure	106.9%	No Target Set	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Process CBE applications in an average of 30 business days (3 Measures)						
Number of webpage views	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	654,946
Number of Certified Business Enterprises (CBEs)	Quarterly	1636	1678	1665	1682	6661
Number of individuals completing the CBE Program webinar	Quarterly	244	123	202	352	921

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
2 - Compliance Monitoring and Enforcement (5 Measures)						
Number of waivers	Quarterly	63	62	69	88	282
Number of agencies requesting waivers	Quarterly	40	40	40	23	143
Number of Compliance Reviews	Quarterly	0	0	0	0	0
Number of formal complaints	Quarterly	0	1	0	0	1
Number of payment complaints	Quarterly	2	0	0	0	2
2 - Provide Compliance training and outreach to monitored agencies (3 Measures)						
Number of training sessions held	Quarterly	5	40	10	0	55
Number of participants attending training sessions	Quarterly	88	40	236	0	364
Number of agencies represented at training sessions	Quarterly	51	40	76	0	167
3 - Implement District Capitalized (2 Measures)						
Number of microloans disbursed	Quarterly	2	2	1	59	64
Amount of Microloans disbursed	Quarterly	\$45,000	\$70,000	\$30,000	\$208,267	\$353,267
4 - Advance stakeholder engagement (1 Measure)						
Number of stakeholder engagement activities	Quarterly	18	30	15	16	79
4 - Develop strategic partnerships to assist small business development (1 Measure)						
Number of new partnerships	Quarterly	3	3	5	5	16
4 - Target resources to attract, retain and prepare businesses to qualify for procurement opportunities (2 Measures)						
Number of hours counseling businesses	Quarterly	148	234	397	382	1161
Number of small business participants in training and education activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1514
4 - Workforce and service integration support (2 Measures)						
Number of client milestones/program completions	Quarterly	105	550	350	1000	2005
Total number of IED clients	Quarterly	285	1012	1250	1553	4100
5 - Identify, recruit and prepare small businesses to participate in the ExportDC program (5 Measures)						

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Number of businesses receiving International Market Access (IMA) grants	Quarterly	2	0	9	5	16
Number of Small Business Trade Missions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of international speaker series events	Quarterly	0	3	2	0	5
Number of businesses participating in business to business activities	Quarterly	2	0	9	5	16
Number of CBEs participating in small business trade missions	Quarterly	2	0	7	4	13
6 - Continue to provide support and grant management to Clean Teams and Main Streets (5 Measures)						
Number graffiti removed in commercial corridors by Clean Teams	Quarterly	955	2096	2063	3486	8600
Number of DC Main Street Organizations	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18
Amount of Neighborhood Revitalization Grants Allocated	Quarterly	6,115,792	377,357.4	461,938	0	6,955,087.4
Litters and Recyclables in pounds collected in commercial corridors by Clean Teams	Quarterly	2,502,283	3,403,686	1,840,280	1,783,400	9,529,649
Number of tree boxes maintained in commercial corridors	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6003

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
Access to Capital (1 Strategic Initiative)				
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	Implement the Pathways to Prosperity Program. The Pathway to Prosperity Program is a comprehensive initiative that leverages \$350,000 for entrepreneurial grants in Wards 7 and 8; \$500,000 in access to capital for overlooked and underserved communities; and \$650,000 in food access. This initiative will leverage recent allocations in order to provide firms with the necessary resources to grow and sustain businesses while also addressing systemic problems such as food inequality and inequity across the District.	Complete	In FY2018, \$500,000 in loans dispersed to businesses located in Wards 7 & 8 and/or residents of Wards 7 & 8 operating a business. DSLBD also made three Loan Loss Reserve Grants totaling \$200,000 to SBA Microloan Intermediaries that resulted in \$1,300,000 in microloans available to DC-based businesses.	

Title	Description	Complete to Date	Status Update	Explanation
BUSINESS DEVELOPMENT (5 Strategic initiatives)				
Expand the ASPIRE to Entrepreneurship Program	The purpose of this initiative is to expand the ASPIRE to Entrepreneurship Program by leveraging additional resources to increase program participation and outcomes. DSLBD will coordinate efforts with DOES to ensure the maximum number of returning citizens are connected to training, outreach and wrap around services necessary to be successful.	Complete	Aspire is ending FY18 with significant local and national partnerships in place.	
Develop and launch the small business toolkit	<p>DSLBD will design, test and launch the Business Toolkit, a dynamic online platform through business.dc.gov portal. The purpose of this initiative is to connect DC businesses and DC residents exploring entrepreneurship in real-time to relevant business assistance resources, an inter-agency network of business support staff, and other DC businesses and agencies seeking their products and services.</p> <p>The Toolkit offers user-friendly tools to help businesses: 1.) Search centralized list of current citywide resources; 2.) Navigate various regulatory processes and program requirements by utilizing interactive roadmap guides; 3.) Connect in real-time with appropriate DC Government staff to address business issues; 4.) Participate in a virtual network of DC businesses; 5.) Maintain a business profile and virtual storefront through which prospective customers (DC agencies, B2B and retail buyers) can find and review their business offerings; and 6.) By including features to support the Made in DC program, which will include an auxiliary interface designed to engage the maker community.</p>	Complete	Beta site development completed. Correction of technical issues continues.	
Innovation for Equitable Business Development	The Department will formalize a process for piloting new programs and smaller initiatives to ensure equitable community access to resources for building businesses and integrating workforce and small business development. The Department will engage government partners and community stakeholders in order to utilize a "human-centered design" approach to supportive services for historically underserved and disenfranchised persons.	Complete	We have developed an outline of basic expectations of how a pilot program is developed, coalescing the process across several pilot programs.	
Support a collaborative small business network to support the development growth and retention of	Develop a robust and comprehensive business partnership strategy. The goal is to strengthen existing and develop new strategic partnerships with external small business organizations and inter-government agencies, which can extend their small business expertise towards developing a supportive micro and small business network. Through this	Complete	During the 4th quarter, DSLBD continued to leverage partnerships to expand its reach and better support small businesses. Partnerships included sister agencies, like DDOT and OCP, financial	

Title	Description	Complete to Date	Status Update	Explanation
District-based businesses	network DSLBD will establish relationships that will help to foster economic strategies and bolster opportunities for District –Based small businesses. This will be accomplished through leveraging educational resources and capacity building programs, that has the mission supporting the growth of small businesses by providing financial, technical, and operational assistance.		institutions, such as TD Bank, Life Asset and LEDC, and The Wharf.	
Provide small businesses a vehicle for opportunities to access affordable commercial space	The purpose of this FY18 strategic project will be to work with the DMGEO to provide commercial spaces to small business owners. DSLBD will focus on spaces in overlooked and underserved communities.	50-74%	Progress in securing a space for a Made in DC store east of the river was slower than anticipated due to several obstacles including landlord demands and funding limitations.	Progress in securing a space for a Made in DC store east of the river was slower than anticipated due to several obstacles including landlord demands and funding limitations.
CERTIFICATION (1 Strategic Initiative)				
Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The purpose of this FY18 strategic project will be to review how all contracting entities within the District apply the preference points and percentage of price reductions for CBEs during the procurement process. This issue has been raised within the CBE community and there has been no clear explanation on how this is applied across the board. In order to maintain the integrity of the CBE program and ensure CBE's are receiving the benefits of the program, this is a necessary project. The project will need the support of DSLBD leadership. DSLBD will also need the support of DMGEO, DMPED and the CA to ensure all agencies that are involved with this process cooperate with the ask. The end goal is to propose new rule making to provide guidance on how the preference should be applied when evaluating bids and proposals.	0-24%	Certification's top priority was to create, develop, and release the department's new application system called the DSLBD Enterprise System (DES) , Certification division portal, which resulted in this initiative being re-prioritized for the new fiscal year.	Certification's top priority was to create, develop, and release the department's new application system called the DSLBD Enterprise System (DES) , Certification division portal, which resulted in this initiative being re-prioritized for the new fiscal year.
COMMERCIAL CLEAN TEAMS (1 Strategic Initiative)				
Produce DC Main Streets Summit.	DSLBD's Neighborhood Revitalization Division will produce an event which expands upon the very successful FY2017 Summit. After FY 2019, this will become an annual training session which helps commercial revitalization practitioners to improve their efficiency and operations.	Complete	DC Main Streets Summit was held on Saturday, July 28th, 8:30 am - 3 pm.	
COMPLIANCE (3 Strategic initiatives)				

Title	Description	Complete to Date	Status Update	Explanation
Establish Standard Operating Procedures for the SBE/CBE Compliance Division	<p>This strategic initiative will result in the development and issue Standard Operating Procedures specifically designed to govern DSLBD's internal and citywide processes for implementation and execution of the SBE/CBE Program.</p> <p>Development of SOPs will help formalize best practices, enhance communication and encourage greater transparency. The addition of SOPs will significantly enhance the quality, availability and uniformity of operations and delivery of information and services to employees, businesses and government enabling greater scrutiny by agency customers, stakeholders and the public regarding the District's spending and utilization of certified businesses.</p>	50-74%	Compliance has started drafting processes regarding the waivers and public private development procedures.	Compliance has started drafting processes regarding the waivers and public private development procedures.
Develop and release the Department of Small and Local Business Development Enterprise System (DES)	<p>The vision of this system is to develop and streamline the online work processes of DSLBD internal business areas: Certification, Compliance, Grants Management, and Business Training & Opportunities. The DES will demonstrate transparency in the procurement process, hold Agencies and Developers accountable for setting and meeting goals to hire small and local businesses, and challenge local businesses to participate in the CBE Community to meet needs of Agencies and Government-Assisted Project Developers.</p> <p>The operating system for the CBE Business Online application is set to expire in one (1) or two (2) years. This will make the system currently housing all business applications for the CBE program and other reporting systems obsolete. DSLBD will leverage recent capital allocations of \$900,000 to build-out a new application system. The new system will be compatible with all internet browsers and will also shorten the application process. This will in turn increase the number of certified businesses and improve the business certification and compliance processes.</p>	Complete	The Certification Module had 2 major releases 1.1 and 1.2 as well as multiple minor releases to tweak the system in FY18. The development team is now focused on the Compliance Module. The Compliance Releases will occur in FY19 with 3 releases. FY19 funding is uncertain, therefore, assuming funding for the system is received, a release for Business Opportunities and Grants Management will also occur in FY19.	
Coordinate with OCP to streamline reporting and database improvements	This will assist in bringing the Department and monitored agencies into compliance concerning 2-218.01 et seq., reporting requirements. The desired outcome is to develop a notification system whereby OCP	25-49%	DSLBD is currently working with OCP relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to	DSLBD is currently working with OCP relating to the data integration and the DES System. In addition, DSLBD is currently in

Title	Description	Complete to Date	Status Update	Explanation
	notifies DSLBD whenever contracts are awarded.		review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.	discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.
PROCUREMENT TECH ASSISTANCE PROGRAM (1 Strategic Initiative)				
Full spectrum acquisition readiness and management	The purpose of this initiative is to establish a qualitative scoring mechanism for assessing the health and operational readiness of small and local businesses. Small business scoring will provide objective basis for remediation and guidance afforded by supporting DSLBD programs. Another goal is to refine the visibility of small business data and related trends. Accurate and comprehensive data will improve decision making and CBE/SBE utilization within District Agencies. Through this initiative, DSLBD has a goal of augmenting business growth via programs which deliver training, mentoring and performance monitoring of small and emerging businesses.	Complete	DCPTAC focuses on small business training, procurement readiness, and strategic coaching toward business growth and acceleration. We will generate new clients, produce counseling hours, produce training events for client participation and influence contract award for our clients. We work with our clients in the preparation of business / procurement readiness when they are eligible to receive the information that we have to offer.	
TRADE AND EXPORT (2 Strategic initiatives)				
Plan and Manage Caribbean Regional Export Initiative	ExportDC will plan and manage an international business development initiative with a regional focus on the Caribbean countries. The Caribbean is a very diverse region with a strong potential for U.S. exports. In fact, the Caribbean countries currently import \$20.9 billion worth of U.S. products and services (in 2016). Its close proximity to the United States, its regional integration, and the free trade agreement with the Dominican Republic are just a few of the more relevant reasons why the Caribbean should be a key part of the international strategy of DC-based businesses. ExportDC will partner with the U.S. Department of Commerce's Trade Americas Team to promote and recruit companies for a	Complete	ExportDC is putting in place the arrangements for the FY 2018 International Speaker Series, which will launch in January 2018. ExportDC is currently recruiting qualified candidates for the May 2018 trade mission to the Caribbean Region.	

Title	Description	Complete to Date	Status Update	Explanation
	<p>one-week trade mission to the Caribbean, scheduled from May 6-11, 2018.</p> <p>The trade mission will allow our DC businesses to explore and pursue export opportunities by meeting directly with potential clients in their markets. The event will begin with a two-day business conference in Miami, Florida. Participating companies will then travel to one or two Caribbean countries based upon an assessment of their market potential. In support of the Caribbean initiative, ExportDC plans to reach out to several embassies in Washington, DC, to organize and hold a series of seminars on relevant Caribbean markets for U.S. exporters. In addition, ExportDC will promote the US Department of Commerce webinar series, which will consist of one-hour information sessions devoted to the leading markets in the Caribbean region: Bahamas, Barbados, Dominican Republic, Haiti, Jamaica, and Trinidad & Tobago. Expected date of completion is September 30, 2018.</p>			
ExportDC/Made in DC initiative with the US State Department	<p>ExportDC and Made in DC are partnering with the U.S. State Department's Office of Foreign Missions to showcase our DC makers at the next Foreign Mission Street Festival. The event is currently scheduled on October 24, 2017, at the old Walter Reed facility. This new collaboration represents an excellent opportunity for our DC-based makers to reach a wider audience, including the foreign embassies. In addition, the event is very timely because ExportDC and Made in DC are beginning to build resources to expose the DC makers to the global marketplace.</p>	Complete	The U.S. State Department invited ExportDC and Made in DC to participate in their annual Foreign Mission Street Festival.	