



Department of Small and Local Business Development (DSLBD) FY2016 Performance Accountability Report (PAR)

Introduction

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' progress 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.

Overview – Agency Performance

The following section provides a summary of DSLBD performance in FY 2016 by listing DSLBD’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The agency for the third consecutive year had over 3,000 small business participants participate in training and educational activities.	DSLBD received federal funds to operate the program.	This was largely accomplished through the DC-PTAC program. The District of Columbia Procurement Technical Assistance Center (DC-PTAC) helps strengthen the technical capacity of DC small businesses to capture federal, state, and local contracts successfully. The DC-PTAC has enjoyed a very successful year; expanding its client base to over 600 District-based small businesses and assisting those clients in obtaining over \$4 million in contract awards.
In FY 16, DSLBD launched a pilot program supporting a local branding campaign. This evolved into the Made in DC Establishment Act, which created a Fund to support the operation and sustainability of the program.	DSLBD received a budget allocation for two additional FTEs and operating expenses. More important, by interacting with such a diverse range of businesses, we have expanded our offerings and have become more in touch with the needs of the businesses in the District.	DSLBD is having unprecedented success tapping into the 60,000 registered businesses in the District of Columbia. By expanding the reach of the agency, we are now able to help support a diverse range of entrepreneurs. By doing, we are marketing DC as not only a cool place to be, but as a cool place to do local business. To date, there are over 175 businesses registered in the program.
Tighten internal controls for monitoring and executing agency expendable budgets.	DSLBD closed out the ODCA (Auditor’s) report. this has had a tremendous impact on the agency. DSLBD is now fully staffed, has clarified longstanding issues that have plagued performance, and has helped the organization to develop clear processes.	Local businesses have a better understanding of real contracting and procurement opportunities. Moreover, the agency has sought to offer deeper transparency and accountability. Having internal controls and standard procedures in place results in a more efficient process, one that is timely and informative.

In FY 2016, DSLBD had 15 Key Performance Indicators. Of those, 1 were neutral. Of the remaining measures, 53% (8 KPIs) were met, 0% (0 KPIs) were nearly met, and 40% (6 KPIs) were unmet. In FY 2016, DSLBD had 19 Initiatives. Of those, 58% (11) were completed and 37% (7) were nearly completed, and 5% (1) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DSLBD in FY 2016.

FY16 Objectives

Division	Objective
Agency Management	Provide administrative support and the required tools to achieve operational and programmatic effectiveness within DSLBD.
Business Opportunities and Access to Capital	Assist small businesses with accessing capital.
Business Opportunities and Access to Capital	Expand business opportunities and training/education resources.
Certification, Compliance and Enforcement	Improve the business certification process and strengthen compliance and enforcement of the CBE program.
Certification, Compliance and Enforcement	OBJECTIVE 2: Increase participation in the C/SBE contracting and procurement process.
Commercial Revitalization	Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.

FY16 KPIs

Objective: Assist small businesses with accessing capital.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of DSLBD clients obtaining HUB Zone and 8(a) certification	100	Q	9	11	51	73	144	Met	

Objective: Expand business opportunities and training/education resources.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of small business trade missions	1	Q				1	1	Met	
Number of small business participants in training and education activities	3,400	Q	107	1,247	1,570	105	3,029	Unmet	While this number is slightly under the target, it represents a more realistic number. The business ops division is working more collaboratively for FY17 to ensure this target is met.
Number of small businesses participating in international business matching activities (exporting activities)	20	Q	2			8	10	Unmet	There are no barriers. The division will work to reach this goal for the current fiscal year.
Number of small businesses receiving microloans	20	Q	0	0	0	0	0	Unmet	The department is working with key stakeholders to capitalize the Fund. A portion of funds were swept for FY16. The agency is continuing to research and develop best practices and aims to begin issuing loans for the current fiscal year.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Litters and Recyclables in pounds collected in commercial corridors	800,000	Q	2,122,987	1,933,360	1,965,053	1,965,053	7,986,453	Met	

Number of tree boxes maintained in commercial corridors	0	Q	5,466	5,466	5,466	5,466	21,864	Met	
Number of streetscape loans received	0	Q	1				1	Met	
Number graffiti removed in commercial corridors	3,500	Q	237	161	168	408	974	Unmet	On occasion, private property owners are reluctant to allow Clean Team crews onto their property to abate graffiti.

Objective: Improve the business certification process and strengthen compliance and enforcement of the CBE program.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of certification applications processed within 45 business days	85	Q	85.35	91.06	83.88	93.05	88.1	Met	DSLBD took significant steps in making the CBE certification process streamlined, simpler and more efficient. The agency received an additional stimulus (\$750k) for FY17 to make vital changes to our internal systems. These changes are sure to help the agency process faster for the current (FY17) fiscal year.
Average number of business days for certification application determinations	28	Q	21	23	22	22	22	Met	
Number of certification applications processed within 45 business days	1,250	Q	268	214	255	281	1,018	Unmet	Received an increase in FY17 budget allocation to improve certification and enterprise systems. these upgrades will make significant improvements to processing and receiving certification applications.

Number of spot checks conducted	1,100	Q	56	45	66	65	232	Unmet	Working within the Department to streamline this measure. While there are no barriers, it is vital that the two divisions in charge of this measure, certification and compliance develop a singular measure that both can track and measure. this has been done for FY17's performance plan.
---------------------------------	-------	---	----	----	----	----	-----	-------	---

Objective: Increase participation in the C/SBE contracting and procurement process.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of District agencies monitored for Certified Small Business Enterprise (CSBE) compliance	88	A					88	Neutral Measure	

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of webpage views	122,500	Q	64,620	210,163	255,575	248,275	778,633	Met	

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of District agencies monitored for Certified Small Business Enterprise (CSBE) compliance	A	88	88	88	88	88
Number of Small Business Trade Missions	A				1	1
Number of Business Improvement Districts (BIDs)	A	10	10	10	10	10
Number of DC Main Street Organizations	A	8	10	10	10	10
Number of certified Business Enterprises (CBEs)	A	1,144	1,195	1,290	1,206	1,206
Number of Certification Applications Received	Q	314	235	304	302	1,155
Number of Streetscape Loan Applications Received	Q	1	0	0	0	1
Percentage of District Agencies who met 50% CSBE set aside goal	Q					

FY16 Initiatives

Title: Develop a comprehensive and robust data repository reflecting relevant information concerning CBEs.

Description: DSLBD will continue to work with OCTO, DCRA and the OCFO to develop the best practices in collecting data on SBEs. DSLBD will foster its relationship with the private sector to conduct special research and data collection initiatives. This initiative will be achieved by the end of FY16.

Complete to Date: 75-99%

Status Update: e have conducted a disparity study and have just released an IDIQ for continuous assistance with a diverse range of research projects.

If Incomplete, Explanation: DSLBD has not created a data repository. However, we have conducted a disparity study and have just released an IDIQ for continuous assistance with a diverse range of research projects.

Title: Develop a D.C. Scorecard system.

Description: This will be modeled off of the Federal program that provides a quality assurance check list of small business performance. This database will be available to Primes and District agencies, information included can range from basic information to recent jobs, time of completions and more.

Complete to Date: 0-24%

Status Update: This priority has been re-prioritized. The agency will work with the DMGEO to identify best practices.

If Incomplete, Explanation: This priority has been re-prioritized

Title: To help foster a business ecosystem in the District of Columbia.

Description: The agency will produce policy papers that address key issues affecting the small business community. The agency will produce four policy papers by 9/30/16.

Complete to Date: Complete

Status Update: While the final product looks slightly different than the original conception, the agency worked to produce a survey assessing the access to capital needs of local small businesses; the agency conducted a disparity study that examined high waiver areas; and the agency also produced a definition of terms for the expendable budget and released for the first time ever, a Greenbook and SBE Annual Goal Setting report.

Title: Launch FundDC

Description: FundDC is a financing tool designed to sustain and/or increase the level of business activity, job creation and retention, and provide access to capital for the sustainability and expansion of eligible businesses. The initiative is in conjunction with DISB and other relevant government agencies and will be launched by 9/30/16.

Complete to Date: 75-99%

Status Update: DSLBD has held several Access to Capital workshops. The agency has also engaged outside support to improve its processes and help establish an efficient process to administer loans.

If Incomplete, Explanation: DSLBD has engaged various stakeholders to make improvements to the Access to Capital program. This includes updating our rules and regulations. However, funds were swept and the agency continues to find ways to A.) capitalize the program; and B.) put in place an efficient process to administer loans.

Title: D.C. Competitive Clusters (DC)

Description: Creation of business clusters in underserved areas or for underserved industries. Clusters have the potential to spur the growth of small businesses by 1.) Increasing the productivity of the companies in the cluster; 2.) By driving innovation in the field; and 3.) Stimulating new businesses in the field. DSLBD has started to implement this strategy through the CompeteDC program (May 2016).

Complete to Date: Complete

Status Update: Interise is scheduled to conduct business assessments this fall. Two businesses have hired new staff members since the last update. As of July 21, approximately thirty-eight businesses have participated in the MWAA program.

Title: Incentivize Local Businesses to locate in D.C. and hire District residents.

Description: The Local Business Tax Incentive (LBTI) will be the primary tool entrepreneurs can use to start and develop their small business. Through the LBTI, businesses will select from a robust package of incentives that include a wage tax credit, reduction in the corporate and sales tax and makes adjustments to the real property tax, among others. The LBTI incentivizes businesses to locate and hire in traditionally underserved communities. This initiative will be launched March 2017.

Complete to Date: 75-99%

Status Update: DSLBD has reworked the legislation to address the administrative concerns. The current bill, the "Small Business Tax Relief Fund" was developed with assistance from OTR and OPLA. The agency looks forward to introducing this legislation in January.

If Incomplete, Explanation: DSLBD identified some administrative challenges for the legislative proposal as initially introduced. The bill would also have been subject to appropriations.

Title: Creative Economies Strategy.

Description: Work with the Office of Motion Picture and Television Development to create a small business ecosystem to support the developing film industry (pilot) and work with other sectors within the creative industry. This will be launched by May 2016.

Complete to Date: Complete

Status Update: In partnership with DMPED, Office of Cable Television and other partners, the District sponsored 202 Creates.

Title: Target high priority industries to locate to the District.

Description: To be determined by the Mayor's goals and an analysis of the gaps identified during the waiver process. This initiative will be completed by 9/30/16.

Complete to Date: Complete

Status Update: DSLBD has completed a disparity study with Blue Path. The Department is reviewing and should make available after further internal discussions.

Title: Focus resources on expanding Public Private Partnerships (P3)

Description: The P3 program will facilitate and strengthen DSLBD's relationships with private sector entities in order to strengthen the District's small business infrastructure of available services, resources, and programming. This division of DSLBD leads and manages strategy, outreach and execution for new and potential partnerships. These relationships provide sustainable small business growth while maintaining continuous communication between strategic partners and the DC small business community. This initiative launched July of 2015.

Complete to Date: Complete

Status Update: In order to avoid conflict with OP3, DSLBD rebranded this division as Strategic Partnerships and Initiatives (SPI). The SPI program facilitated DSLBD's relationships with private sector entities in order to strengthen the District's small business infrastructure of available services, resources,

and programming the division led the Made in DC pilot.

Title: Launch the Center for Entrepreneurial Education and Development (CEED).

Description: CEED provides information and services to entrepreneurs and companies looking to launch and strengthen their business in the District. CEED is a one stop shop, bringing together resources from key District agencies. CEED encompasses a comprehensive suite of business courses facilitated by industry experts. Courses are provided free of charge, or in some cases, for a nominal fee. Programs under CEED include, CompeteDC, the CEO Academy and Teaming to Win. This is a rolling initiative.

Complete to Date: Complete

Status Update: Programs under CEED include, CompeteDC, the CEO Academy and Teaming to Win and CEO Growth Academy.

Title: Process CBE applications in an average of 30 days business days

Description: DSLBD is committed to simplifying the bureaucratic process. By simplifying the regulatory environment, we anticipate more small businesses will register as CBEs and others will no longer be afraid of doing business in the city. We will also continue to make improvements to our certifications and compliance staff to maximize efficiency and ensure customer service.

Complete to Date: 75-99%

Status Update: DSLBD received a significant financial boost from the Mayor to support development and improvements of a new enterprise system. On November 4, the agency released the new self-re certification application as a part of the CBE recertification application process. all eligible businesses are now able to submit this application via our online system.

If Incomplete, Explanation: Certification team has been operating on an outdated certification system. Funding was not sufficient for the agency to make the necessary improvements that would help process applications faster.

Title: Implement and review modifications to the CBE program as outlined by the Small and Certified Business Enterprise Development and Assistance Act of 2014. (Bill B20-0181)

Description: Since the law took effect last October (enacted on April 8, 2014), the agency has already begun to implement significant changes. In FY16, DSLBD will continue review its processes to measure the impact of those changes. The agency will fashion appropriate methodologies based upon review of its procedures. This is a rolling initiative.

Complete to Date: Complete

Status Update: Initiative was completed several weeks ago. Since then, the agency has been conducting internal testing to ensure systems are fully functioning. The agency will look to issue a press release early next week.

Title: Start up in a Day White House Challenge.

Description: The D.C. business Center portal is a website under development that will streamline and personalize D.C. business owners' experience with the District of Columbia government. Through the portal's single log-in user profiles, small business owners will be able to easily access information about all their encounters with the city's main regulatory and support agencies for small businesses. This initiative will be complete by 9/30/16.

Complete to Date: Complete

Status Update: Received a grant from the white house to speed up development of systems. No updates since Q

Title: Restructure the Certification and Compliance departments to maximize efficiency and customer service.

Description: In FY15 DSLBD added new compliance and certification 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. The Compliance and Enforcement Division monitors 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. As a continuation of this effort, DSLBD is working with DCHR to hire additional FTEs. DSLBD will focus its efforts to enhance CBE online applications and finalize standard operating procedures. This initiative will be completed by 12/1/15.

Complete to Date: 75-99%

Status Update: DSLBD made significant improvements in FY16, including hiring to an optimal operating level and now monitoring PPDs. The agency even issued its first fine.

If Incomplete, Explanation: This is an ongoing initiative

Title: Tighten internal controls for monitoring and executing agency expendable budgets.

Description: Require a CAPSTAT for the 2015 expendable budget process. While 2015 was the first year the agency determined agency goals after changes to the CBE law, the agency has identified certain steps that should be taken to streamline the process and to make it more efficient. DSLBD will work with OCP and EOM to further refine procedures for the CBE/SBE waiver process. DSLBD will explore developing a tiered system, one that encourages both CBEs and small businesses eligible to certify as CBEs to qualify for SBE spending requirements. DSLBD will also launch a campaign to increase CBE participation by at least 30 percent. This initiative will be complete by July 1, 2016.

Complete to Date: 75-99%

Status Update: As reported, DSLBD met with OCFO, OCTO and Budget office to discuss transfers and other ways to improve the process.

If Incomplete, Explanation: ongoing

Title: Focus Local Procurement Power to Support Small Businesses.

Description: In her transition plan, Mayor Bowser commented on SBE spending. She noted that, The process is broken and has failed to support local businesses in the way originally envisioned. For FY16, the agency is focused on leveraging SBE spending as an economic development tool to grow and develop small businesses across the District. Doing so will have a profound impact on the hiring power of local businesses. This is a rolling initiative.

Complete to Date: 75-99%

Status Update: Released SBE Annual Report

If Incomplete, Explanation: Ongoing

Title: Improve upon methodologies that measure and evaluate the agency's Main Streets program.

Description: DSLBD will determine and track outputs and outcomes of the Main Streets program. Through this new process, DSLBD maintain a database containing data pertinent to measuring economic activity in Main Streets districts. DSLBD will implement this new Main Street program by the end of FY16.

Complete to Date: Complete

Status Update: A hearing was held in early October to assess the progress of Main Streets and BID programs. NOFAs have been released and grantees notified of awards.

Title: Increase training and technical assistance for Main Streets programs.

Description: DSLBD can offer a more comprehensive package of educational resources to small businesses under the Main Streets program. This will be implemented by 9/30/16.

Complete to Date: Complete

Status Update: DSLBD received significant enhancements to support Main Streets programs. Art All Night is a testament to the success and ongoing support of Main Streets programs. This event brought increased foot traffic and put on display the works of our local businesses.

Title: Leverage Healthy Food Retail Program to create more opportunities in food deserts.

Description: The Healthy Food Retail grants (\$100 thousand) funds innovative ways to support small food retailers (less than 5,000 square feet) in DC neighborhoods lacking access to healthy food. DSLBD will closely monitor the number of grants managed, the total dollars disbursed in order to measure the number of new businesses established through grant funds. The initiative will be complete by the end of FY16.

Complete to Date: Complete

Status Update: N/