

# Department of Small and Local Business Development FY2021

**Agency** Department of Small and Local Business Development

**Agency Code** EN0

**Fiscal Year** 2021

**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.

## 2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DC KIVA Hub @DSLBD	Ongoing effort to ensuring we are developing and implementing programs that ensure equity for District Certified Businesses.	This partnership is focused on helping the unbanked, or underbanked, businesses and entrepreneurs unlock capital through creative crowdfunding loans. DSLBD provides extensive technical assistance to support prospective applicants and borrowers with their crowdfunding applications.
AAN 2021	This two-day festival furthered DSLBD's mission of supporting the development and growth of DC-based businesses. It also informed the agency's work going forward as it focuses on equity-driven initiatives.	This year's DC Art All Night attracted more than 100,000 residents and visitors to the District to celebrate the District's artistic and small business community while showcasing that the District is truly open for business. Hundreds of resident-owned businesses and artists were also able to showcase their products and talents on the main stage for all to see. In addition, vaccination stations were activated at 4 locations and 21 District residents received their initial shot.
Power Line Undergrounding Program Certified Joint Venture Majority Interest Amendment Act of 2020	Enactment of this law furthered DSLBD's mission of supporting the development, growth, and retention of DC-based businesses, particularly CBEs. It also informed the agency's work going forward as it focuses on equity-driven initiatives that aim to maximize opportunities for all CBEs.	This law maximizes opportunities for CBEs on the joint District/Pepco DC PLUG initiative by requiring that these contracts be awarded to CBEs or certified joint ventures in which a CBE holds a majority interest.

## 2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<b>1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (2 Measures)</b>											
Percent of applications processed in under 30 business days	Quarterly	71.8%	76.1%	80%	69%	75%	67%	68%	69.8%	Unmet	The certification division processed 70% of applications in 30 business days in FY21. The division fell short of the 80% target due to a few staffing challenges and the current DES deficiency process. The certification division started FY21 with three Business Certification Specialists who are responsible for processing all CBE applications that are submitted to the Department, whether it is entry into the program, updates to existing certificates or businesses reporting material changes during the recertification process. During FY21 the division lost two of those Specialists which left one Specialist to process applications. This created a hardship for the team. The division hired three new Specialists late in FY21. The training of new Specialists contributed to the short fall as the division has two Analysts that assist in the training of new staff, in FY21 one of the Analyst was out on extended leave. In addition, the deficiency process within the DES allows the customer to continue working with the same application despite deficiencies. The back and forth with the applicant has affected the processing timeline of applications.
Percent of assigned applications reviewed within 10 business days	Quarterly	78.3%	84.8%	80%	91%	95%	88%	94%	92%	Met	
<b>2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (6 Measures)</b>											
Percent of payment complaints resolved within 30 calendar days	Quarterly	73.3%	No Applicable Incidents	80%	No applicable incidents	No applicable incidents	0%	No applicable incidents	0%	Unmet	While DSLBD serves as an advocate for CBEs when they experience issues related to non-payment complaints, we ultimately do not control when funding is disbursed by the procuring agency. There were several payment complaints that we received that went beyond the 30 day metric due to agencies and/or developers' processes. Because this metric does not demonstrate Compliance & Enforcement's work performance, we have requested that this KPI be removed for FY22.
Percent of monitored agencies participating in mandatory Expendable Budget training	Annually	100%	80.7%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of monitored agencies reporting on subcontracting dollars with SBEs	Annually	New in 2020	85%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of monitored agencies who achieved their Small Business Enterprise (SBE) spend goal	Annually	73%	98%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Percent of waiver applications processed within 20 days or less	Quarterly	47%	37%	50%	21%	41%	61%	55%	44.5%	Unmet	In FY21 Q1 and partly in Q2, waivers were processed in Quickbase which was a manually intensive process. As a result, the processing time for waivers was often delayed. In FY21 Q3 and Q4, waivers were solely processed in the new District Enterprise System (DES). While the division may not have met its target of 50%, a significant increase to our response time was achieved through our new digital system.
Percent of monitored contracts achieving their SBE Goal	Annually	New in 2020	Waiting on Data	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	

### 3 - Effectively manage the Small Business Capital Access Fund. (1 Measure)

Total dollar amount of loans dispersed to small businesses	Annually	\$1,572,527	\$402,350	\$1,000,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$692,995	Unmet	As small businesses continue to struggle and a seek to recovery from the economic downturn caused by the Covid-19 pandemic, both the appetite and ability for small businesses to seek debt has been reduced this year. Many small businesses continue to seek grants for relief, those seeking debt have the option of the SBA Economic Injury Disaster Loan (EIDL) which offers competitive terms, and some are sufficiently in debt related to back rent or other costs that they do not qualify for new debt.
--	----------	-------------	-----------	-------------	----------------	----------------	----------------	----------------	-----------	-------	---

### 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	\$56,229,274	\$34,723,301	\$30,000,000	\$16,492,773	\$434,574.1	\$19,025,772	\$22,036,797	\$57,989,917	Met	
Total dollar amount in opportunities for small businesses as a result of business development coaching and matchmaking activities	Annually	\$4,853,775	\$399,600	\$5,000,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$4,328,484	Unmet	The Business Opportunities Division lost three staff members in FY21, representing a 75% turnover rate. The time to recruit, onboard, and train new staff members resulted in a loss of productivity for this division.

### 5 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (2 Measures)

Percent of disbursements paid within 30 days	Quarterly	100%	99.5%	95%	96.5%	100%	100%	100%	99.1%	Met	
Percent of invoices processed within 5 business days	Quarterly	70.5%	99.6%	95%	96.5%	96.5%	100%	96.8%	97.5%	Met	

## 2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>1 - Process Certified Business Enterprise (CBE) applications in an average of 30 business days (2 Measures)</b>							
Number of Certified Business Enterprises (CBEs)	1765	1838.8	1940	1942	1965	1982	1957.3
Number of CBE applications received	1676	582	146	196	160	166	668
<b>2 - Compliance Monitoring and Enforcement (8 Measures)</b>							
Number of waivers	286	270	56	83	77	88	304
Number of monitored agencies reporting subcontracting dollars	New in 2020	23	13	Needs Update	34	Needs Update	Waiting on Data
Number of public private development projects	New in 2020	106.8	115	108	110	105	109.5
Number of payment complaints resolved	10	No Applicable Incidents	No applicable incidents	No applicable incidents	0	1	1
CBE participation mandated via waiver denial (in dollars)	New in 2020	\$5,706,695.3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$14,060,950
Number of spot checks conducted	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1342
Dollar value of verified PPD subcontractor payments	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Dollar value of PPD developer payments to SBEs	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
<b>2 - Provide Compliance training and outreach to monitored agencies (1 Measure)</b>							
Number of mandatory training sessions held	35	10	0	0	0	15	15
<b>3 - Implement District Capitalized (2 Measures)</b>							
Number of jobs created/retained as a result of loans	303.5	185	Annual Measure	Annual Measure	Annual Measure	Annual Measure	128
Number of loans disbursed	307	157	Annual Measure	Annual Measure	Annual Measure	Annual Measure	105
<b>4 - Develop strategic partnerships to assist small business development (3 Measures)</b>							
Number of strategic partnerships maintained	New in 2020	80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	160
Number of grantees supported	New in 2020	423	21	130	29	105	285
Dollar amount of opportunities as a result of strategic partnerships	\$8,484,775	\$1,197,432	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$12,095,000
<b>4 - Target resources to attract, retain and prepare businesses for procurement and other opportunities (9 Measures)</b>							
Number of business development coaching/counseling hours	3602.5	5135	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4099.2
Number of small business participants in coaching/counseling training/matchmaking events	7713	13,263	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14,469
Number of business development coaching/counseling/training/matchmaking events	265	296	Annual Measure	Annual Measure	Annual Measure	Annual Measure	403
Number of Federal and DC government agencies participating in matchmaking from the Agency Bid Opportunity Rally	New in 2020	7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
Percent increase of qualified CBE DC PTAC clients	New in 2020	21.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%
Number of training sessions for CBE small businesses that are looking to do business with DC Government and/or the Federal Government	New in 2020	102	Annual Measure	Annual Measure	Annual Measure	Annual Measure	121
Influential capital and revenue for DC-Based Businesses	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$19,276,238
Number of small business promotion events/posts	New in 2021	New in 2021	55	50	35	360	500
Number of returning citizen businesses and entrepreneurs supported through technical assistance and training	New in 2021	New in 2021	5	68	68	68	209
<b>4 - Workforce and service integration support (1 Measure)</b>							
Number of returning citizen businesses and entrepreneurs supported with access to capital and financing	New in 2021	New in 2021	2	0	0	39	41
<b>5 - Continue to provide support and grant management to DC Main Streets and Clean Teams. (8 Measures)</b>							
Number graffiti removed in commercial corridors by Clean Teams	17,002	19,816	4018	5685	3232	3342	16,277
Number of DC Main Street Organizations	18	24	Annual Measure	Annual Measure	Annual Measure	Annual Measure	26
Amount of Neighborhood Revitalization Grants Allocated	7,818,182.7	9,241,971	8,833,486	941,000	310,993	257,723.2	10,343,202
Pounds of litter and recyclables collected in commercial corridors by Clean Teams	9,471,714	9,271,887	2,266,680	2,665,975	2,299,873	2,552,680	9,785,208
Number of training sessions held	25	57	17	12	4	12	45
Commercial occupancy rate in DC Main Streets	90.7%	89.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87.91%
Number of jobs created for Clean Team Crew Members	New in 2020	279	102	118	118	124	462
Number of business development counseling hours with Main Streets Programs	New in 2020	478	224	144	220	350	938

## 2021 Operations

Operations Title	Operations Description	Type of Operations
<b>1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (1 Activity)</b>		
Process Certified Business Enterprise (CBE) applications in an average of 30 business days	DSLBD is committed to simplifying the bureaucratic process. By simplifying the regulatory environment, we anticipate more entrepreneurs 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. This is a rolling initiative.	Daily Service
<b>2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (2 Activities)</b>		
Provide Compliance training and outreach to monitored agencies	To ensure agencies are fully compliant with requirements according to 2-218.01 et seq., the Compliance division will conduct ongoing training sessions and targeted outreach to key staff across monitored agencies.	Daily Service
Compliance Monitoring and Enforcement	Compliance staff will monitor agency spend, investigate complaints, track and assess agency reporting and enforce 2-218.01 in order to ensure full compliance with the law.	Daily Service
<b>3 - Effectively manage the Small Business Capital Access Fund. (1 Activity)</b>		
Implement District Capitalized	District capitalized is a comprehensive program that will leverage the Small Business Capital Access Fund in order to provide firm with the necessary capital to sustain and operate a business in the District.	Key Project

Operations Title	Operations Description	Type of Operations
<b>4 - Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement. (3 Activities)</b>		
Workforce and service integration support	Support the alignment of small business development, entrepreneurship, education and workforce development.	Daily Service
Develop strategic partnerships to assist small business development	The business development programs of DSLBD will aid small businesses by identifying and entering into strategic partnerships so as to leverage financial, technical and operational assistance from private, regional, state and federal partners.	Daily Service
Target resources to attract, retain and prepare businesses for procurement and other opportunities	The business development programs of DSLBD will support small businesses in obtaining contracts and other opportunities by providing training, counseling, educational outreach and matchmaking services.	Daily Service
<b>5 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (1 Activity)</b>		
Continue to provide support and grant management to DC Main Streets and Clean Teams.	DSLBD will continue to provide essential assistance, grant management and oversight and technical support to Main Streets and Clean Team grantees.	Daily Service

## 2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Continue to provide support and grant management to DC Main Streets and Clean Teams. (1 Strategic Initiative)</b>				
Create two new Clean Teams and two new Main Streets.	<p>"Create two new Clean Teams (Eastern Market and Ivy City) and two new Main Streets (Pennsylvania Ave East and Chevy Chase). The creation of a clean team consist of competing the service area for grant award. Once the grantee is selected they are to hire the needed staff and purchase all of the needed supplies to successfully implement their proposed services. DSLBD has allocated enhancements in the of amount \$60,000 for the Trinidad service area and an additional \$50,000 in recurring funding for the Fort Lincoln Service Area.</p> <p>DSLBD has Awarded \$260,000 in competitive grants to organizations providing cleaning services for Eastern Market and Ivy City. The Organizations should create 5.6 FTEs for DC residents, while also helping small retail businesses create a cleaner sidewalk area."</p>	Complete	Two new Clean Teams (Eastern Market and Ivy City) and two new Main Streets (Pennsylvania Ave East and Chevy Chase) were created. DSLBD has Awarded \$260,000 in competitive grants to organizations providing cleaning services for Eastern Market and Ivy City. The Organizations should create 5.6 FTEs for DC residents, while also helping small retail businesses create a cleaner sidewalk area.	
<b>Develop strategic partnerships to assist small business development (1 Strategic Initiative)</b>				
Create CBE Capacity Building Partnerships	DSLBD's certification and business opportunity divisions will foster partnerships with District Government agencies to increase the utilization of CBEs within procurement opportunities. The focus will be the areas in industries that have no to low CBE participation; or where CBEs are unable to participate due to capacity limitations. Some areas we have identified with no or low CBE participation are in Forestry at DDOT and Environmental Engineering at DOEE. The partnerships will identify capacity issues that may prevent CBEs from obtaining opportunities with certain agencies and will stimulate the growth in capacity for CBEs in specific industries. This initiative may also grow CBEs that maintain the SBE certification category in certain industries with the use of DSLBD's mentor protégé program within partnerships created with other agencies or organizations. This initiative will help grow the number of active CBEs and will open opportunities, that were otherwise unavailable, to CBEs.	50-74%	<p>DSLBD's Business Opportunities division continues to respond to requests from Agencies, as they are received, including the Department of Health Care Finance. During this quarter, we requested a list of low-performing agencies from the DSLBD Data Team and will use that list to target agencies for outreach in FY 22. The Business Opportunities Division lost 75% of its personnel between the second and fourth quarters of this fiscal year but a reconstituted team will give DSLBD stronger resources for addressing this complex issue.</p> <p>In addition, DSLBD's certification division continued to work with DGS to launch the mentor protégé pilot program, to no avail. As this continues to be unsuccessful, DSLBD has decided to work with Primes that are awarded contracts directly to execute this initiative. The mentor protégé pilot program will roll over to FY22. DSLBD anticipate launching a pilot program in FY22.</p>	<p>Business Opportunities division continues to respond to requests from Agencies, as they are received, including the Department of Health Care Finance. During this quarter, we requested a list of low-performing agencies from the DSLBD Data Team and will use that list to target agencies for outreach in FY 22. The Business Opportunities Division lost 75% of its personnel between the second and fourth quarters of this fiscal year but a reconstituted team will give DSLBD stronger resources for addressing this complex issue.</p> <p>In addition, DSLBD's certification division continued to work with DGS to launch the mentor protégé pilot program, to no avail. As this continues to be unsuccessful, DSLBD has decided to work with Primes that are awarded contracts directly to execute this initiative. The mentor protégé pilot program will roll over to FY22. DSLBD anticipate launching a pilot program in FY22.</p>
<b>Process Certified Business Enterprise (CBE) applications in an average of 30 business days (1 Strategic Initiative)</b>				
Complete the development of the Equity Impact Enterprise designation in the Certification Module of the District Enterprise System (DES).	Council requested the addition of a new designation, Equity Impact Enterprise, for the Certification Module within DES, the District Enterprise System. This new designation will include the requirement that the CBE is 51% owned by an individual identifying as a minority or woman/women. If the CBE is approved for this designation, 5 points and a 10% reduction in price will be applied. DSLBD will modify DES as follows. Applications will be updated and checklist documentation logic will be created based on the new designation. When users fill out the application, the documents based on the logic will be required for upload by the applicant. The backend processing will be updated to include the 51% requirement stated above. The CBE Number will be updated to include the E when an applicant has been approved for the designation. The new designation (E) and points will appear on the public facing site.	Complete	The last phase of the EIE category effort was to automatically update CBE business information so they would have the EIE designation if they were a resident owned business enterprise (ROB), a small business enterprise (SBE), and a disadvantaged business enterprise (DBE). The development team added the EIE category to all active CBEs within the District Enterprise System (DES) and updated the CBE certificates, certification numbers and business profiles for CBEs that qualify for the EIE subcategory. The team added the "E" for the EIE designation to all applicable certificates. This function was deployed on Friday, June 11, 2021. A notification was sent to the affected CBEs on Monday, June 14, 2021. 597 CBEs were affected by this update.	
<b>Target resources to attract, retain and prepare businesses for procurement and other opportunities (2 Strategic initiatives)</b>				
Launch the Sports Wagering Small Business Development Program	DSLBD will implement the Sports Wagering Small Business Development (SWSBD) program based on the five-year Sports Wagering Capacity Building Plan developed in FY20 by DSLBD in consultation with the Office of Lottery and Charitable Gaming. The SWSBD program will largely consist of workshops and trainings, many of which that will be offered by firms that are granted provisional licenses to be Class A Operators, Class B Operators and Management Service Providers. DSLBD will offer a minimum of 1 workshop per quarter.	Complete	Working with OLG, DSLBD delivered 3 workshops between May 26 and June 23rd.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Revitalize Aspire and Offset Discrimination in Capital Access	DSLBD will revitalize the Aspire to Entrepreneurship program by making training and funding accessible and available to returning citizen business owners and entrepreneurs through pitch competition formats. This will help ensure access to critical funding given the discrimination that returning citizens faced in being denied access to programs like the Federal Paycheck Protection Program.	Complete	In Q4 DSLBD supported a final 32 cohort participants through the last 4 weeks of training, funded strategic accounting back office support for all cohort participants, ran 3 weeks of intense mini-pitches and pitch prep with numerous volunteer mentors, and ran an all day Aspire Pitch Event. All participants received between \$2,000 and \$10,000 in awards. DSLBD then conducted additional follow on technical assistance and events to continue to support the cohort as they build their businesses. This represents a major programmatic shift for Aspire to deeper training, closer connections to the agency, more direct funding to returning citizen business owners, and has created a program model with best practices and lessons learned that will inform program development across the board for the Inno.ED division in FY2022.	
<b>Workforce and service integration support (1 Strategic Initiative)</b>				
Build an Equity Framework for All DC-Businesses	DSLBD will develop a uniform, agency-wide equity framework for ongoing program evaluation utilizing the Disadvantaged Business Enterprise (DBE) sub-designation of the CBE law. DSLBD will build the framework for program evaluation through surveys, pilots, and stakeholder engagement and will collect data from both existing and new data sources to more fully understand the landscape of equity for District-based businesses.	50-74%	In Q4 DSLBD held an all staff "Unpacking Bias" training by DCHR to continue agency wide engagement in equity learning. DSLBD further volunteered to be part of the inaugural cohort of the cross-agency Racial Equity Pilot led by the DC Office of Racial Equity. As a part of that, a racial equity team within the agency was identified, and a representative participated in a two-day training by the Government Alliance for Racial Equity (GARE) along with other District Agencies and colleagues in county governments across the region. DSLBD looks forward to continuing this work in FY22.	This initiative continues as we are looking to build in more work through the Office of Racial Equity-led pilot that is a FY22 initiative.