



## Department of Small and Local Business Development DSLBD (EN)

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### 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.

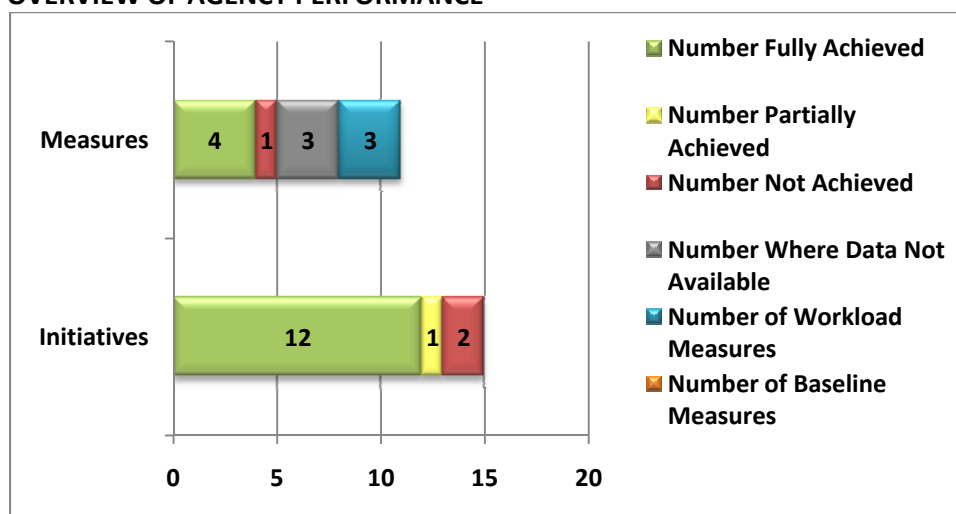
### SUMMARY OF SERVICES

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

- ✓ DSLBD completed 94% of all certifications within 45 days.
- ✓ DSLSD facilitated the launch five new local businesses with resources from the E-BIC.
- ✓ DSLBD provided onsite and face to face business assessments for all of the DC Main Streets and their respective businesses.





### 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: Implement small business programs to strengthen the economic viability of neighborhood retail service.**

DSLBD has implemented services through active DC Main Streets organizations to help retain retail businesses and attract new business to neighborhood commercial corridors. Priorities include the development of technical assistance and toolkit guidelines to help strengthen the competitive advantage of small and independent businesses, in areas such as restaurant operations, retail operations, storefront improvement design, visual merchandising, and marketing and promotion, as well as implementation of business recruitment and vacancy management strategies. In FY10, DSLBD awarded approximately \$725,000 in grants to Main Street organizations to implement these programs.
-  **INITIATIVE 1.2: Improve the physical condition of neighborhood commercial corridors to create more consumer-friendly environments and attract retail to under-served neighborhoods.**

DSLBD will continue to implement commercial corridor clean team services through the Business Improvement District (BID) Litter Cleanup Program to help attract more customers, increase safety for employees and the public, and enrich renovation and reinvestment activity in participating neighborhood business districts. Clean team services are delivered by non-profit contractors that manage crews responsible for litter, graffiti, and illegal sign removal, tree box maintenance and landscape, and coordination with the Department of Public Works on repair requirements for public space. This program aims to complement existing DPW trash collecting and recycling, street cleaning, and graffiti removal services. In FY10, DSLBD awarded approximately \$850,000 in funding for this program.
-  **INITIATIVE 1.3: Develop small business directory.**

DSLBD is currently working with OCTO to launch a GIS-based online tool to help customers locate and patronize over 4500 DC businesses operating in neighborhood commercial district. The site will include a routing feature for vehicles and pedestrians and a filter feature to highlight CBE and Green businesses. In FY10, DSLBD conducted in-person outreach meetings with business owners in over 12 neighborhood commercial districts, who received basic information about DSLBD, to develop the data for inclusion in the business inventory tool. The agency expects to launch the tool in FY11.



## **OBJECTIVE 2: ASSIST SMALL BUSINESSES WITH ACCESSING CAPITAL AND EXPANDING BUSINESS OPPORTUNITIES.**

### **● INITIATIVE 2.1: Provide micro-loan funds.**

The Certified Business Enterprise Revolving Micro Loan Fund (CBE-RMLF), funded by the Department of Small and Local Business Development (DSLBD) through D.C Law 17-20;54 DCR7048, is authorized to manage a Small Business Micro-Loan Fund to provide financial assistance, including loans and loan guarantees to eligible recipients in the District of Columbia by providing low cost financing and technical assistance to support financial sustainability to small businesses that will result in the creation, retention and/or improvement of small businesses and gainful employment for residents in the District of Columbia. DSLBD and the Washington Area Community Investment Fund (WACIF) have coordinated their efforts to provide loans to private for-profit entities as Certified Business Enterprises by DSLBD in the District of Columbia. WACIF, with the assistance of DSLBD, has identified borrowers to receive loan assistance in the form of a senior or subordinated secured loan or loan guarantees. DSLBD has conducted a preliminary review of all submitted applications before sending to WACIF for underwriting and servicing. The primary programmatic tasks discussed to be undertaken by WACIF under the CBE-RMLF Program, are as follows:

- Underwriting and administering disbursements for micro loan funds to qualified businesses;
- Administration for a fund period of two years
- Providing loan fund management services
- Application Set-up o Determination of eligibility
- Notification of the loan eligibility
- Providing loan underwriting guidelines for CBE-RMLF application submission and to provide required material and documentation to be submitted with the CBE-RMLF application that is to be reviewed and analyzed by WACIF's underwriting team.
- Providing due diligence and technical assistance to all CBE applicants to promote access to capital and the ability to enhance the business capacity and financial operation of the business owner and their operations with a focus on job creation and/or job retention.

### **● INITIATIVE 2.2: Provide Access to Capital/Bonding Workshop.**

The DSLBD Certified Business Enterprise Bonding & Access to Capital Training Program is a 12 week educational program intended to advise certified business participants with the necessary information to better prepare themselves for receipt of business loans and/or surety bonds. The program also introduces firms to the world of underwriting and explores the various reasons why some business fail the underwriting process and what the necessary steps are to increase one's chances of having a loan or bond underwritten. The first 4 weeks of the program will focus on financing and credit repair. The remaining 8 weeks will focus on bond readiness. The first 4 weeks of the program are open to any certified business. The remaining 8 weeks of the program will cater to businesses in the construction and development industries. DSLBD partnered with SunTrust Bank to offer the 4 week Access to Capital training and Construction Bonds Inc. and the Surety & Fidelity Association of America to offer the 8 week bonding training. The program is offered every spring and began in April, 2009. FY10's class participation totaled 16 CBEs for the 4 week access to capital sessions and 11 CBEs for the 8 week bonding sessions.

### **● INITIATIVE 2.3: Coordinate Private Equity Symposium.**



On October 29, 2009, the Department of Small & Local Business Development hosted its' first-ever "Access to Non-Traditional Capital" event. The purpose of this event was to address four core needs of DSLBD's CBE businesses, as well as local businesses in general:

1. There are other sources/ ways of accessing capital, than traditional banks
2. Mergers & Acquisitions are best executed by Venture Capital & Private Equity deals
3. The Federal Government endorses Venture Capital funding as a good source of capitalizing companies via the SBA's SBIC program
4. Venture Capital & Private Equity don't require great personal credit... only a great business concept, plan, and growth strategy!

The outcome of the event was successful with 40 plus businesses and entrepreneurs in attendance. There was an esteemed panel of eight Subject Matter Experts, representing all facets of non-traditional capital: Local Venture Capital firms, Local Small Business Investment Company, Factoring Company and the CEO of a local Business Incubator, and the winner of the Washington, DC Economic Partnership 2009 Business Plan Competition.

### **OBJECTIVE 3: INCREASE TRAINING AND EDUCATION RESOURCES AVAILABLE TO SMALL AND LOCAL BUSINESSES.**

- **INITIATIVE 3.1: Develop emergency preparation and response tools.**  
DSLBD developed an educational tool to inform businesses on how to address emergency events such as fires, floods, ruptured water mains, building collapse or explosion, and power outages. The information is disseminated through the agency's website and includes information on accessing emergency government programs and services, expediting governmental processes to restore business operations (i.e. licensing, permitting, inspections), and applying for emergency assistance.
- **INITIATIVE 3.2: Develop business closure tools.**  
DSLBD has created a step by step guide to help businesses learn the basics of closing a business. The guide is featured on the agency's website and includes links to other agencies that are part of the process like the Department of Consumer and Regulatory Affairs, the Office of Tax and Revenue and the Internal Revenue Service. The guide also includes a checklist of documents required by each agency.
- **INITIATIVE 3.3: Enhance class curriculum to incorporate current business internet trends.**  
DSLBD created a training session that teaches businesses how to market their products through online social networking sites. The class focuses on providing low cost alternatives to marketing and client relationship management. Classes also highlighted the need for business email addresses and websites. Classes were launched in the second quarter of FY10. Participation by businesses has been high and classes have been a success. Classes are about 3 hours long and have an average size of 25 participants.
- **INITIATIVE 3.4: Extend services to provide distance learning opportunities.**  
This initiative was not achieved. DSLBD intends to partner with the Office of Partnerships and Grants in FY11 to complete this initiative.



- **INITIATIVE 3.5: Establish night and weekend training classes.**  
DSLBD established night courses to increase opportunities for local companies to access the agencies' services. Participation from the business community has been a success, averaging 15 - 40 participants per class. Course subjects included GSA Multiple Schedule Workshop, Entrepreneur Mindset, Secrets to applying for a loan, Eight Part Legal Series, and Tompkins Builders School of Construction Management. Class schedules varied from monthly to annual meetings. The agency did not conduct weekend courses.
- **INITIATIVE 3.6: Create Green Business Classes.**  
DSLBD implemented classes in the third quarter of FY10. The class focused on transitioning a business into a Green Business by targeting an environmentally conscious market to help grow and expand the revenue streams and services of DC based businesses. The training sessions also taught businesses how to reduce the cost of operations by introducing environmentally friendly practices.
- **INITIATIVE 3.7: Develop a Green Building Act Workshop.**  
DSLBD held two classes in the fourth quarter of FY10. Average attendance from DC businesses was about 16-17 participants. DSLBD is in the process of revamping the course material for next year. However, there is concern that interest in the subject matter is low among local businesses.

**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 opportunities to capture federal opportunities.**  
The DC-PTAC was established in February 2009. Much of the first year was spent with program development and outreach to make their presence known. The program's FY09 year end performance in federal contract awards totaled \$3.5 Million. In FY10 the program has grown to 280 clients with an aggregate of over \$60 Million in federal contract awards to DC based businesses. PTAC attributes the growth to aggressive outreach and a strong focus on identifying viable federal opportunities for small business. The DC-PTAC also believes that building small business capacity through workshops, training and seminars will play a major role in FY11 federal spending with DC based Businesses.
- **INITIATIVE 4.2: Develop a WMATA Business Opportunities Workshop.**  
DSLBD has not created a workshop to date.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	Measure Name	FY2009YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
●	1.1 # of storefront/facade improvement projects completed	11	25	3	12%	
●	1.2 # of bags collected of litter and debris	130510	100000	155578	155.58%	
●	1.3 # of illegal signs and posters removed	11332	10000	15837	158.37%	
●	1.4 # of treeboxes provided with routine maintenance	6857	5000	47225	944.50%	
●	1.5 # of DC Main Street Organizations	10	0	7		
●	1.6 # of Business Improvement Districts	8	0	8		
●	3.1 # of participants in training and education activities	1244	0	1221		
●	4.1 % of certification applications processed within 45 business days	85.2	80	94.02%	117.52%	CERTIFICATION
●	4.2 Average # of business days for certification application determinations					
●	4.3 # of certified CBEs <sup>1</sup>					
●	4.4 # of District residents employed by CBEs approved during the fiscal year		Baseline			

<sup>1</sup> The number of CBEs fluctuates throughout the fiscal year, as companies may not seek to recertify after the two-year certification period, or are revoked as a company may no longer be eligible for the program. Any increase or decrease from year to year is the net amount.