



DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT FY 2025 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2026

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Accountability Report (PAR) for the Department of Small and Local Business Development.

The PAR is the second of two agency performance documents published each year. A Performance Plan is published at the start of the fiscal year when budget decisions have been finalized. A PAR is published in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

PAR Structure: PARs are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects, and related Performance Measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can address questions about an agency's overall performance, the performance of an organizational unit, program, or service, or the implementation of a major project. Performance Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of..."	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6- 12 months"

(continued)

Measure Type	Measure Description	Example
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most Performance Measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in their PAR.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT OVERVIEW

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.

Objectives:

1. Pathways to the Middle Class
2. Commercial Corridor Revitalization
3. Efficient, Transparent, and Responsive Government

3 2025 ACCOMPLISHMENTS

3.1 CREATION AND LAUNCH OF ART ALL NIGHT DC MOBILE APP

The launch of the District's Art All Night mobile app reinforced the Department's objective of making it easier for residents and local businesses to engage with government programs and services.

The app strengthened the overall festival experience by improving user engagement through real-time notifications and interactive features, increasing access to activation site information, expanding Art All Night brand visibility, and enabling the collection of user-authorized data to inform planning and increase participation year over year.

Impact: The first-ever Art All Night mobile app made it easier for residents and visitors to navigate the festival and discover new parts of the city using interactive maps, smart filters, customizable schedules, and real-time updates, creating a more seamless, accessible experience from planning to participation.

Within two weeks of launch, the app surpassed 15,200 downloads, demonstrating strong resident interest and expanding the festival's reach.

3.2 DISTRICT ENTERPRISE SYSTEM'S COMMUNITY PORTAL

The continued development of the DES advanced the DSLBD's goal of improving the overall customer experience and reducing barriers to doing business with DC Government for local businesses and residents. With the launch of the DES Community Portal, businesses gained a single, streamlined entry point to connect with all DSLBD programs. Key features, including one secure login, a unified landing page with direct access to Grants, Certification, and Compliance tools, built-in customer support through case submission, training videos, and FAQs, improved navigation and increased self-service.

Impact: The latest deployment of the DES Community Portal gives businesses a single, streamlined access point to manage certification applications, apply for and administer grants, and track active Agency contracts or public-private development projects, making participation in District programs more efficient and accessible.

3.3 LAUNCH TO LEGACY INITIATIVE

Launch to Legacy advances the agency's mission by strengthening the long-term growth of local businesses, especially entrepreneurs from traditionally underserved communities, by keeping Dream Pitch and We Aspire alums connected, supported, and positioned to scale.

Through networking events, ongoing workshops, training sessions, and targeted engagement opportunities, the initiative builds a stronger alum community, encourages collaboration, and provides continued access to the tools, relationships, and capital pathways businesses need to sustain momentum and achieve lasting success.

Impact: Launch to Legacy benefits District residents by strengthening the small businesses they rely on every day, helping entrepreneurs stay connected, access ongoing support, and continue growing long after they complete Dream Pitch or We Aspire.

The initiative began in FY25 with a Networking Event that brought together more than 75 attendees, including program alums, partners and supporters, DSLBD representatives, and members of the broader DC entrepreneurial ecosystem, building the relationships that help local businesses grow, hire, and stay invested in DC communities.

4 OBJECTIVES

4.1 PATHWAYS TO THE MIDDLE CLASS

Build and sustain pathways to the middle class by reducing barriers to access of opportunities, information, and resources for local entrepreneurs and District residents.

No Related Measures

4.2 COMMERCIAL CORRIDOR REVITALIZATION

Support revitalization of commercial corridors across the District, including the Downtown, as well as the attainment of goals outlined in the DC Comeback Plan.

No Related Measures

4.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Promote the ease of doing business with government for local businesses and residents by espousing increased efficiency, transparency, and responsiveness in day-to-day agency operations.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time							
Outcome	Up is Better	Annual	Annual	Annual	Annual	0%	Target not required

5 ACTIVITIES

5.1 INCLUSIVITY

Collaborate with Office on Racial Equity for staff trainings, programmatic analyses, and the development and implementation a Racial Equity Action Plan.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years							
Outcome	Up is Better	Annual	Annual	Annual	Annual	87.5%	Target not required

5.2 FEDERAL GRANTS

Maximize opportunities for local small businesses through partnerships with federal government grantors.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total contract dollar amount awarded to APEX clients							
Outcome	Up is Better	\$361.17M	\$397.62M	\$325.32M	\$385.24M	\$1,469.34M	\$35M

5.3 CBE LAW REFORMS

Advocate for the passage of comprehensive CBE law reforms that will close loopholes in current law and make it easier for bona-fide local businesses to secure contract and procurement opportunities with District government.

No Related Measures

5.4 CAPITAL INFRASTRUCTURE DEVELOPMENT (DES)

DSLBD will prioritize capital infrastructure development to streamline processes and engagement for end-users interfacing with the agency. This includes focusing on completion of baseline modules for the District Enterprise System to include agency contracts, public-private development projects, and grants modules as well as fine-tuning implementation of current modules including certification and agency SBE goal setting.

No Related Measures

5.5 CBE APPLICATION PROCESSING

Maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of CBE applications received							
Quantity	Up is Better	139	156	124	130	549	Target not required
Number of Certified Business Enterprises (CBEs)							
Quantity	Up is Better	2,183	2,013	2,001	1,968	2,041.25	Target not required
Percent of applications processed in under 30 business days							
Efficiency	Up is Better	62%	52%	53%	78%	61.25%	80%
Percent of assigned applications reviewed within 10 business days							

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Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Efficiency	Up is Better	90%	95%	99%	100%	96%	90%

Explanation of Missed Targets:

1. Percent of applications processed in under 30 business days: Needs Update

5.6 PIPELINES TO SUCCESS PILOTING

Collaborate with sister agencies to pilot new pipelines of engagement for the District's commercial revitalization workforce and District resident youth entrepreneurs.

No Related Measures

5.7 CBE LAW TRAININGS

Conduct ongoing training sessions and targeted outreach to key staff across monitored agencies to ensure compliance with the CBE Law (D.C. Code 2-218.01 et seq.).

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of mandatory annual compliance training sessions held							
Quantity	Up is Better	Annual	Annual	Annual	Annual	5	No Target Provided

5.8 CBE LAW COMPLIANCE MONITORING

Monitor agency spend, assess agency reporting, and investigate complaints related to compliance with the CBE Law (D.C. Code 2-218.01 et seq.).

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of monitored agencies							
Quantity	Neutral	Annual	Annual	Annual	Annual	90	Target not required
Number of waivers received in the fiscal year							
Quantity	Down is Better	Annual	Annual	Annual	Annual	209	Target not required
Dollar value of verified public private development subcontractor payments							
Outcome	Neutral	Annual	Annual	Annual	Annual	\$479,176,206	Target not required
Number of active public private development projects monitored							
Outcome	Up is Better	Annual	Annual	Annual	Annual	133	Target not required
Number of monitored agencies reporting subcontracting dollars							
Outcome	Neutral	Annual	Annual	Annual	Annual	90	Target not required
Percent of monitored agencies participating in annual compliance training							
Outcome	Up is Better	Annual	Annual	Annual	Annual	96.67%	100%
Percent of monitored agencies reporting on subcontracting dollars with SBEs							

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Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Outcome	Up is Better	Annual	Annual	Annual	Annual	100%	100%
Percent of monitored agencies that achieved their Small Business Enterprise (SBE) spend goal							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	85%
Number of spot checks conducted							
Efficiency	Neutral	Annual	Annual	Annual	Annual	448	Target not required
Percent of waiver requests processed within 20 days or less that were required to be responded to within the quarter							
Efficiency	Up is Better	47%	90%	80%	75%	73%	70%

Explanation of Missed Targets:

1. Percent of monitored agencies participating in annual compliance training: Needs Update

5.9 DISTRICT RESIDENTS

Support the hiring and retention of District residents.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of employees that are District residents							
Outcome	Up is Better	Annual	Annual	Annual	Annual	56.86%	Target not required
Percent of new hires that are District residents (Peoplesoft)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	70%	Target not required
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	37.5%	Target not required

5.10 MAIN STREETS AND CLEAN TEAMS

Provide essential assistance, grant management and oversight and technical support to Main Streets and Clean Team grantees.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Clean Team Programs supported							
Quantity	Neutral	Annual	Annual	Annual	Annual	40	Target not required
Number of DC Main Street Organizations supported							
Quantity	Neutral	Annual	Annual	Annual	Annual	29	Target not required
Number of business development counseling hours with Main Streets Programs							
Quantity	Up is Better	No data available	No data available	No data available	No data available	Data is pending	Target not required
Number of training sessions held for Main Streets and Clean Teams grantees							
Quantity	Neutral	Pending	Pending	Pending	Pending	Pending	Target not required

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total dollar amount of neighborhood revitalization grants allocated							
Quantity	Up is Better	\$13,902,000	\$0	\$920,000	\$0	\$14,822,000	Target not required
Total number of instances citing graffiti removal by Clean Teams in commercial corridors by Clean Teams							
Quantity	Neutral	Annual	Annual	Annual	Annual	4,236	Target not required
Number of jobs created or maintained for Clean Team Crew Members							
Outcome	Up is Better	Annual	Annual	Annual	Annual	131	Target not required
Pounds of litter collected in commercial corridors by Clean Teams							
Outcome	Up is Better	Annual	Annual	Annual	Annual	630,924	Target not required
Percent of invoices processed within 5 business days							
Efficiency	Up is Better	Pending	Pending	Pending	Pending	Pending	95%

5.11 SUSTAINABLE ECONOMY ADVANCEMENT

DSLBD will expand programming focused on the growing and supporting the local sustainable economy.

No Related Measures

5.12 BUSINESS READINESS TO COMPETE FOR CONTRACTS

Support small businesses in obtaining contracts and other opportunities by providing training, counseling, educational outreach and matchmaking services.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of business development coaching/counseling hours							
Quantity	Up is Better	Annual	Annual	Annual	Annual	1,994.93	Target not required
Number of business development coaching/counseling/training/matchmaking events							
Quantity	Neutral	Annual	Annual	Annual	Annual	442	Target not required
Number of small business promotion events/posts							
Quantity	Neutral	Pending	Pending	Pending	Pending	Pending	Target not required
Influential capital and revenue for DC-based Businesses							
Outcome	Neutral	Annual	Annual	Annual	Annual	\$969,000	Target not required
Number of returning citizen businesses and entrepreneurs supported through technical assistance and training							
Outcome	Neutral	0	0	26	21	47	Target not required
Number of small business participants in coaching/counseling training/matchmaking events							
Outcome	Up is Better	Annual	Annual	Annual	Annual	4,848	Target not required
Number of training sessions for CBE small businesses that are looking to do business with DC Government and/or the Federal Government							
Outcome	Up is Better	Annual	Annual	Annual	Annual	261	Target not required
Percent increase of CBE DC APEX Accelerator clients							
Outcome	Up is Better	Annual	Annual	Annual	Annual	+64%	Target not required

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total dollar amount in opportunities for small businesses as a result of business development coaching and matchmaking activities							
Outcome	Up is Better	Annual	Annual	Annual	Annual	\$6,808,737.70	\$4,000,000

5.13 STRATEGIC PARTNERSHIPS

Identify and cultivate strategic partnerships so as to leverage financial, technical and operational assistance from private, regional, state and federal partners.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of awardees and sub-awardees supported							
Quantity	Up is Better	Annual	Annual	Annual	Annual	468	New in 2025
Number of new strategic partnerships							
Quantity	Up is Better	Annual	Annual	Annual	Annual	Pending	New in 2025
Number of grantees and/or pitch participants supported							
Outcome	Up is Better	73	16	57	6	152	Target not required
Number of strategic partnerships maintained							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Pending	Target not required
Total dollar amount of CBE opportunities as a result of strategic partnerships							
Outcome	Neutral	Annual	Annual	Annual	Annual	\$18,555,044	Target not required

5.14 ACCESS TO CAPITAL

Implement District Capitalized, 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.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total dollar amount of loans and lines of credit dispersed to small businesses							
Quantity	Up is Better	Annual	Annual	Annual	Annual	\$254,000	\$139,000
Number of returning citizen businesses and entrepreneurs supported with access to capital and financing							
Outcome	Neutral	No data available	No data available	No data available	No data available	Pending	Target not required

5.15 DOWNTOWN REVITALIZATION

Support revitalization of the Downtown through commercial revitalization initiatives and programs.

No Related Measures

5.16 TECHNICAL ASSISTANCE SUPPORTS AND SERVICES

Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement.

No Related Measures

6 ADDITIONAL MEASURES

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of social media impressions based on content supporting small and local businesses							
Quantity	Up is Better	Pending	Pending	Pending	Pending	60,116	New in 2025
Total number of commercial corridor revitalization grants administered excluding Main Streets and Clean Teams							
Quantity	Neutral	Annual	Annual	Annual	Annual	570,000	New in 2025

7 PROJECTS

7.1 CBE GREEN

Related Activity Name: Sustainable Economy Advancement

Project Description: DSLBD will advance sustainability initiatives to support CBEs in the green economy. CBE Green, an initiative created in partnership with DOEE, will award grants to CBE service firms to provide critical back-office supports to other CBEs - certified small business enterprises (SBEs), resident-owned businesses (ROBs), or disadvantaged business enterprises (DBEs) interested in pursuing contract and procurement opportunities with and similar to the DC Sustainable Energy Utility (DCSEU), an entity committed to helping District residents, businesses, and institutions save money through energy efficiency and renewable energy programs.

Start Date: October 1, 2024

Planned Completion Date: September 30, 2026

Current Project Phase: No Updates

7.2 LOCAL MAKERS AND SUSTAINABLE FASHION PILOT

Related Activity Name: Sustainable Economy Advancement

Project Description: DSLBD will advance sustainability by supporting DC resident-owned businesses making products locally and those focused on fashion sustainability initiatives. This pilot project, in partnership with George Washington University Textile Museum, will focus on four fashion sustainability areas - technological innovation, recommerce, textile alternatives, and fashion empowerment - to reduce the fashion industry's environmental impact locally and beyond the District and to support growth of the fashion economy in Washington, DC. Further, this initiative will provide opportunities for community building, resource/education sharing and networking to DC-based fashion businesses that are bringing viable solutions through circular and sustainable business models.

Start Date: October 1, 2024

Planned Completion Date: September 30, 2025

Current Project Phase: Execution

Project Status: DSLBD's ReFashion pilot was successful. In FY25, in collaboration with DSLBD's Made in DC, ReFashion awarded \$25,000 in reimbursable funds to 25 non-storefront-based makers and creatives, including fashion-focused businesses. This program aimed to expand market access for businesses without a physical retail presence. Due to the synergies of Made in DC and ReFashion, the agency anticipates continuing supports and services for fashion makers under the Made in DC umbrella.

7.3 CLEAN TEAM CREW MEMBER CDL SUPPORT PILOT

Related Activity Name: Pipelines to Success Piloting

Project Description: DSLBD will focus on pipelines that support the growth, development, and governmental re-engagement with Clean Team crew members through partnerships with DPW. DSLBD will work with Clean Team managers to enroll crew members into DPW's CDL Theory I and II courses and will offer continued supports to participants as they advance through the training program.

Start Date: October 1, 2024

Date Completed: September 30, 2025

Current Project Phase: Completed

Project Status: In FY25, DSLBD initiated a Pilot Commercial Driver's License (CDL) Training Program, working with the Department of Public Works (DPW). As a part of this program, our agency provided a budget and support for CDL training including stipends for DC Clean Team crew member participants - allowing them to access this critical career

growth opportunity while maintaining the ability to meet daily living expense needs. Twelve (12) completed the CDL Prep Class and three (3) clean team crew members secured either Class A or Class B commercial drivers licenses. ;

7.4 US TREASURY SSBCI GRANT

Project Description: DSLBD will implement the first phase of the State Small Business Credit Initiative (SSBCI) Technical Assistance Grant to support businesses, with a focus on Socially and Economically Disadvantaged Individuals (SEDI), to become more prepared to receive capital support. More specifically, this DC SSBCI Technical Assistance-funded project plans to connect and coordinate with the DC SSBCI Capital Programs in three (3) areas: (1) Developing Pipeline of Qualified Applicants for the SSBCI Capital-funded program; (2) Supporting Post-Award of SSBCI Capital-funded programs; and (3) Coordinating Outreach and Data Sharing for SEDI and VSB Clients.

Start Date: October 1, 2024

Planned Completion Date: September 30, 2027

Current Project Phase: No Updates

7.5 YOUTH ENTREPRENEURSHIP PILOT PROGRAM

Related Activity Name: Pipelines to Success Piloting

Project Description: DSLBD will continue to focus on ways to support the growth, development, and governmental re-engagement with youth entrepreneurs, with an initial focus on those youth participating in DOES' Summer Youth Employment Program. Youth will be exposed youth to basic business concepts, knowledge on how to best navigate government agencies, processes, and regulations when starting a business, networking opportunities with District entrepreneurs, and business pitch training. Further, participants will be assigned to an agency division throughout the project, based on their respective interests, to gain better insight into the agency, its mission, vision, and day-to-day operations and how such operations serve/support small and local businesses in the District.

Start Date: June 1, 2024

Date Completed: September 30, 2025

Current Project Phase: Completed

Project Status: Due to the pilot's success, DSLBD will continue to administer the Department's Summer Youth Entrepreneurship Program in partnership with DOES and in connection with DOES' MBYSEP on an annual basis.