

**Department of Small and Local Business Development (“DSLBD”)
FY18-19 Performance Oversight Hearing Questions
Committee on Business and Economic Development
Kenyan McDuffie, Chairperson**

General Questions

- 1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel, and note the date that the information was collected on the chart.**

Answer: See attachment, Q1.

- a. Please provide an explanation of the roles and responsibilities of each division and subdivision.**
- b. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.**

Answer (a): The Department of Small and Local Business Development (DSLBD or the Agency) operates through the following six divisions:

1) Compliance – provides oversight of District government agencies and non-government projects to ensure compliance with District regulations regarding Certified Business Enterprise (CBE) utilization and participation pursuant to District Law 16-33.

This division contains the following three activities:

- Agency Compliance - is responsible for the coordination of the information processed by the Office of Contracts and Procurement (OCP) and the Office of the Chief Financial Officer (OCFO) to ensure District agencies’ compliance with Small Business Enterprise (SBE) spend requirements.
- Public Private Development (PPD) Compliance - is responsible for tracking and monitoring all Government-Assisted PPD projects.
- Investigations and Enforcement - is responsible for ensuring that agencies, contractors, and developers are complying with the requirements of DC Code 2-218.

2) Certification – provides District-based firms with preference in doing business with the District Government, as well as inclusion in public-private development projects, through the business certification process. The division evaluates applications submitted by businesses to determine conformance with the statutory and regulatory requirements of the CBE program.

This division processes requests the following activities:

- CBE - reviews applications to determine eligibility to become a CBE
- Recertification (Full Recertification) - reviews applications to determine continued eligibility as a CBE;
- Change Request- reviews reported changes to a business certificate to determine continued eligibility as a CBE;
- Joint Venture - reviews requests to determine eligibility and preference the joint venture should receive on a procurement opportunity; and
- Equity and Development Participation - evaluates Certified Equity Participant, Small Investor and Disadvantaged Investor requests related to real estate development projects.

The division is also responsible for maintaining the Department's inventory of active CBEs.

3) *Commercial Revitalization* – provides technical and funding assistance that supports, promotes, and fosters economic development in commercial districts as well as the retention, recruitment, and enhancement of small businesses throughout the city.

This division contains the following four activities:

- Capacity Building – provides oversight, funding, and support for the growth and development of neighborhood businesses and manages grants to community-based organizations;
- Main Streets – fosters retail investment in the District by providing services and funding to help communities retain and recruit businesses, improve commercial properties and streetscapes, and attract consumers;
- Commercial Clean Teams – maintains commercial corridors; enhances litter cleanup efforts through the removal of debris from streets, sidewalks and storefronts; and removes graffiti and illegal sign postings within designated clean team service-delivery areas; and
- Healthy Food Programs – facilitates increased supply and demand for healthy foods in accordance with the Food, Environment and Economic Development (FEED) D.C. Act by providing technical assistance with regard to the purchase, marketing, and maintenance of healthy foods in District of Columbia food deserts.

4) *Small Business Development* – provides District-based businesses with the knowledge and capacity-building tools necessary to form, develop, grow, and expand by offering classes, training, technical assistance, and advocacy to

promote greater participation in local, federal, and private-sector opportunities.

This division contains the following four activities:

- Access to Capital – expands business opportunities for small businesses by increasing the availability of start-up, working equity, and development capital and bonding; partners with lending institutions to provide financial tools; and provides targeted technical assistance that will allow for greater preparedness for the lending process;
- Business Development – provides support, resources, and technical assistance to current or prospective business owners by providing one-on-one counseling, monthly training courses, and workshops to address a broad variety of start-up and development issues from establishing a business to building business credit and finding loans; promotes and advocates for small and local businesses headquartered in the District of Columbia; and is responsible for increasing opportunities for small business participation in the procurement process within the public and private sectors and communicating industry-specific business opportunities; and
- Trade and Export – provides training, targeted services, trade mission support, and business opportunity identification in order to increase the number of District small businesses that export; grows the dollar value of exports from District businesses; and coordinates trade missions for qualified District-based businesses.

5) Innovation and Equitable Development - supports pilot programs, trainings, technical assistance, convenings, and limited grants to support removing barriers to entrepreneurship.

This division contains the following activities:

- Made In DC - supports and promotes businesses that design, make, produce, and/or assemble products in the District of Columbia. As a response to the momentum and growth of the maker and creative economy in Washington, DC, Made in DC functions as a citywide campaign and platform to create opportunity for maker businesses. Made in DC brings businesses together for resource and experience sharing, as well as function as a conduit and messenger between makers and local government.
- The Aspire to Entrepreneurship Program - DSLBD partners with local DC government agencies, non-profits, and Federal partners to operate programming to support justice-involved DC residents (reentering citizens or those on parole or probation) to open, own, and operate their own businesses.

6) *DC Procurement Technical Assistance Center (DC PTAC)* - provide procurement technical assistance and business advisory services to small businesses that are DC based and are seeking contracting opportunities with DC government and the Federal government.

Answer (b): The organizational chart, attached as The Q1, reflects a strategic alignment of activities. The Agency changed one Program Analyst position to the Clerical Assistant position to better align with Agency needs. The Agency is currently hiring for the position.

- 2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.**

Answer: See attachment, Q2.

- 3. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.**

Answer: Devon Lesesen was detailed in September 2018 to the Commission on Arts and Humanities (CAH) due to CAH's immediate need. No end date of this temporary detail assignment has been determined.

- 4. Please provide the Committee with:**

- a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY18 and FY19, to date;
- b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the agency's vehicles in FY18 and FY19, to date;
- c. A list of travel expenses, arranged by employee for FY18 and FY19, to date, including the justification for travel; and
- d. A list of the total workers' compensation payments paid in FY18 and FY19, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Answer (a): The following employees received or retained cellphones at the agency's expense in FY18 and FY19, to date:

Answer (a): See attachment, Q4.

Answer (b): The following vehicles are assigned to the agency in FY18 and FY19

Agency Motor Pool			
Year	Make	Model	Tag Number
2006	Ford	Taurus	DC4341
2007	Chevrolet	Impala	DC6051

Answer (c): Below is a description of travel expenses for agency employees:

Employee Travel Expenses			
Employee	Destination	Purpose	Expense
Jonathan Brady	Miami, Fl, Trinidad and Tobago	Washington, DC Trade Mission to the Caribbean Region (FY18)	\$2,935.88
Earl King	Jacksonville, Florida	APTAC 2018 Spring Conference (FY18)	\$1,477.03
Venessa Kadiri	Jacksonville, Florida	APTAC 2018 Spring Conference (FY18)	\$2,409.98
Sheila Edmondson	Jacksonville, Florida	APTAC 2018 Spring Conference (FY18)	\$2,363.03
Lincoln Lashley	Kansas City, Missouri	National Main Streets Conference (FY18)	\$1,325.89
Kristi Whitfield	Middleburg, Virginia	WDCEP Strategic Planning Meeting (FY18)	\$179.11
Kristi Whitfield	Austin, Texas	South by Southwest Annual Conference (FY18)	\$261.00
Christina Hollimon	Austin, Texas	South by Southwest Annual Conference (FY18)	\$261.00
Devin Jones	St. Louis, Missouri	GFOA 112 th Annual Conference (FY18)	\$1347.83

Answer (d): In FY18 and FY19, to date, there are no workers compensation payments.

- 5. For FY18 and FY19, to date, what was the total cost for mobile communications and devices, including equipment and service plans?**

Answer: In FY18, the total cost for mobile communications and devices, including equipment and service plans was \$34,211.82.

- 6. For FY18 and FY19, to date, please list all intra-District transfers to or from the agency. For each transfer, include the following details:**

- a. Buyer agency;
- b. Seller agency;
- c. The program and activity codes and names in the sending and receiving agencies' budgets;
- d. Funding source (i.e. local, federal, SPR);
- e. Description of MOU services;
- f. Total MOU amount, including any modifications;
- g. Whether a letter of intent was executed for FY or FY18 and if so, on what date,
- h. The date of the submitted request from or to the other agency for the transfer;
- i. The dates of signatures on the relevant MOU; and
- j. The date funds were transferred to the receiving agency

Answer: See attachment, Q6.

- 7. Please list any additional intra-district transfers planned for FY19, including the anticipated agency(ies), purposes, and dollar amounts.**

Answer: The agency does not anticipate additional intra-district transfers.

- 8. For FY18 and FY19, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:**

- a. The revenue source name and code;
- b. The source of funding;
- c. A description of the program that generates the funds;
- d. The amount of funds generated by each source or program;
- e. Expenditures of funds, including the purpose of each expenditure; and
- f. The current fund balance.

Answer: See attachment, Q8.

- 9. For FY18 and FY19, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.**

Answer: See attachment, Q9.

- 10. Please list all memoranda of understanding (“MOU”) entered into by your agency during FY18 and FY19, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.**

Answer: See attachment, Q10.

- 11. Please list the ways, other than MOU, in which the agency collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in FY18 and FY19, to date.**

Answer: The agency is collaborating with analogous agencies through a variety of program, initiatives, and activities including:

- Partnered with the Small Business Administration (SBA) to implement DC Surety Bond Guarantee program, which allows a small business to increase their bonding capacity.
- TD Bank contributed \$5,000 toward the cost of District Connect, a DSLBD conference connecting small businesses with procurement resources, training, and technical assistance
- DC Procurement Technical Assistance Center (PTAC) Cooperative Agreement, which provides a team within DSLBD to provide technical assistance for local and federal contracting opportunities.
- Partnered with Regional Authorities to share spend opportunities in the Green Book which expanded the reach of small businesses outside of DC government for more procurement chances
- Partnered with Washington DC Economic Partnership (WDCEP) to produce a pitch competition during the WE DC Fest

- 12. Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not yet been implemented, please explain why.**

Answer: See attachment, Q12.

- 13. Please list all capital projects in the financial plan and provide an update on all capital projects under the agency’s purview in FY18 and FY19, to date,**

including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide:

- a. An update on all capital projects begun, in progress, or concluded in FY17, FY18, and FY19, to date, including the amount budgeted, actual dollars spent, and any remaining balances.
- b. An update on all capital projects planned for FY19, FY19, FY20, FY21, FY22, and FY23.
- c. A description of whether the capital projects begun, in progress, or concluded in FY16, FY19, or FY19, to date, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Answer: The DSLBD Enterprise System (DES) is the agency's only capital project in the financial plan for FY18 and FY19, to date. The DES has received a total of \$2,136,000.00. The implementation project began in August FY17. In FY18 \$1,685,000.00 was budgeted and spent. For the remainder of FY19 the DES will cost \$749,262.00.

14. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogramming, etc.), and actual spending, by program and activity, for fiscal years 2017, 2018, and the first quarter of 2019. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).

- a. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for fiscal years 2017 and 2018 for each program and activity code.
- b. Attach the cost allocation plans for FY19 and FY19.
- c. In FY18 or FY19, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Answer: See attachment, Q14.

15. Please provide a list of all budget enhancement requests (including capital improvement needs) for FY18 and FY19, to date. For each, include a description of the need and the amount of funding requested.

Answer: DSLBD works with the Mayor's Budget Office and the Deputy Mayor for Planning and Economic Development (DMPED) to develop our annual budget. The FY18 and FY19 agency budgets submitted as part of the Mayor's budget submissions reflects those efforts.

16. Please list, in chronological order, each reprogramming in FY18 and FY19, to date, that impacted the agency, including those that moved funds into the

agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogrammings for FY18 and FY19, to date. For each reprogramming, list the date, amount, rationale, and reprogramming number. Please also include the program, activity, and CSG codes for the originating and receiving funds.

Answer: See attachment, Q16.

17. Please list each grant or sub-grant received by your agency in FY18 and FY19, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

- a. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?

Answer: DSLBD receives one grant. DSLBD is currently the host for the DC PTAC Federal Grant from the Defense Logistics Agency (DLA). The purpose of the grant is to provide procurement technical assistance and business advisory services to small businesses that are DC based and are seeking contracting opportunities with DC government and the federal government.

Agreement Name: Cost Sharing Cooperative Agreement
Period of performance: 10/1/2018 to 09/30/2019
Amount: \$574,908.00
Federal Cost share: \$431,181.00
Local Funding Share: \$143,727.00

Answer (a): The total grant funding supports 5 FTEs. The contractual terms is one base year and two option years. 10/1/2018 - 09/30/2019 is the last option year for this contract period.

18. Please describe every grant your agency is, or is considering, applying for in FY19.

Answer: The agency will apply for a State Trade and Export Promotion (STEP) Grant in FY19. The STEP program's objectives are to increase the number of small businesses that are exporting, and to increase the value of exports for those small businesses that are currently exporting.

19. Please list each contract, procurement, and lease, entered into, extended, and option years exercised by your agency during FY18 and FY19, to date. For each contract, please provide the following information, where applicable:

- a. The name of the contracting party;
- b. Contract number;

- c. Contract type (e.g. HCA, BPA, Sole Source, sing/exempt from competition award, etc.)
- d. The nature of the contract, including the end product or service;
- e. Contract's outputs and deliverables;
- f. Status of deliverables;
- g. The dollar amount of the contract, including amount budgeted and amount actually spent;
- h. The term of the contract;
- i. Whether the contract was competitively bid;
- j. Subcontracting status (i.e. Did the Contractor sub any provision of the goods and/or services with another vendor);
- k. CBE status;
- l. Division and activity within DSLBD utilizing the goods and/or services;
- m. The name of the agency's contract monitor and the results of any monitoring activity; and
- n. The funding source.

Answer: See attachment, Q19.

- 20. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to significant financial liability or will result in a change in agency practices, and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case.**

Answer: The agency is named as a party to the following lawsuit: MAKITA HAYNES-BURKS v. DSLBD – 18-177-DC (CN). On February 27, 2018, Ms. Haynes-Burks filed a charge of Discrimination (Disability/Retaliation) against the agency with the Office of Human Rights (OHR). The case is currently awaiting a formal investigation by OHR.

- 21. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY18 or FY19, to date, and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).**

Answer: The agency or the District on behalf of the agency has not entered into any settlements in FY18 or FY19.

- 22. Please list the administrative complaints or grievances that the agency received in FY18 and FY19, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or**

grievances received. For any complaints or grievances that were resolved in FY18 or FY19, to date, describe the resolution.

Answer: The agency has not received any administrative complaints or grievances in FY18 and FY19, to date.

- 23. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY18 and FY19, to date, whether or not those allegations were resolved.**

Answer: No formal complaints were lodged in FY18 or FY19, to date. The agency's current sexual harassment policy follows Mayor's Order 2017-313. All agency employees have received a copy of this policy, the Agency has identified a Sexual Harassment Officer, and the Agency is in compliance with the requirements under the Mayor's Order and DCHR.

- 24. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY17 and FY18, to date.**

Answer: There are no ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, or reports on the agency completed during FY17 and FY18.

- 25. Please describe any spending pressures the agency experienced in FY18 and any anticipated spending pressures for the remainder of FY19. Include a description of the pressure and the estimated amount. If the spending pressure was in FY18, describe how it was resolved, and if the spending pressure is in FY19, describe any proposed solutions.**

Answer: The agency did not experience any spending pressures in FY18 and does not anticipate any spending pressures for the remainder of FY19.

- 26. Please provide a copy of the agency's FY18 performance plan. Please explain which performance plan objectives were completed in FY18 and whether they were completed on time and within budget. If they were not, please provide an explanation.**

Answer: See attachment, Q26.

- 27. Please provide a copy of your agency's FY19 performance plan as submitted to the Office of the City Administrator.**

Answer: See attachment, Q27.

28. Please provide the number of FOIA requests for FY18 and FY19, to date, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Answer: For FY18 and FY19, to date, the following FOIA requests were submitted to DSLBD:

- 2018 - 5 FOIA requests. 3 granted. Averaged under 15 days per request.
- 2018 - 3 FOIA requests forwarded to the proper agency.
- 2019 - 1 FOIA request. 1 granted. Response submitted within 2 Days.
- It is estimated that two (2) FTEs required to process requests.

Hours spent gathering information responsive to requests varies from one (1) at a minimum to a maximum of approximately 16 hours. There have been no costs associated with DSLBD's response to FOIA requests.

29. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY18 and FY19, to date. This includes ANY study that the agency may have worked on in conjunction with other agencies or Deputy Mayor Offices. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

Answer: The following studies, research papers, reports, and analyses were prepared or contracted by the agency during FY18 and FY19:

- Retail Market Analysis Reports: Georgetown, Lower Georgia Avenue, Minnesota Avenue, Uptown-14th & Kennedy Streets – Complete and attached as Q29.

The purpose of this study is to help the Main Street understand the context of the area, evaluate current and projected retail conditions along the corridor, and identify what changes could help better serve current and prospective new businesses within the program's boundaries. This report includes an analysis of existing retail conditions and identifies future retail opportunities expected from demographic and development projections. Recommendations and strategies are oriented to help the Main Street continue enhancing the vibrancy and commercial sustainability of the area.

- Retail Market Analysis Reports for Logan Circle and Woodley Park – In Process.

The purpose of this study is to help the Main Street understand the context of the area, evaluate current and projected retail conditions

along the corridor, and identify what changes could help better serve current and prospective new businesses within the program's boundaries. This report includes an analysis of existing retail conditions and identifies future retail opportunities expected from demographic and development projections. Recommendations and strategies are oriented to help the Main Street continue enhancing the vibrancy and commercial sustainability of the area.

- **Capability and Capacity Study – In Process**
The Capability and Capacity Study (Capacity Study) is being performed to better understand the capacity of the Small Business Enterprises (SBEs) and SBEs that also maintained the designation of Resident Owned Businesses (ROBs).
- **Triennial Report – In Process**
The Triennial Review of the District of Columbia's Certified Business Enterprise sheltered market program is an analysis of the following two (2) points that is required every three (3) years:
Compare the costs of contracts awarded to CBEs to contracts awarded without use of the set-asides and bid preferences;
Compare economic outcomes such as revenue, tax payments, and employment of District residents for certified business enterprises to economic outcomes for similar firms that are not certified.
- **Minority and Women-Owned Business Assessment – In Process**
The Minority and Women-Owned Business Assessment is in accordance to D.C. Official Code §2-214.01 requiring DSLBD to report the following to council:
Analyze the current state of businesses owned or controlled by minorities or women qualifying as Certified Business Enterprises ("CBE"); Record and track the number of businesses owned or controlled by minorities or women that have been awarded government contracts under the procurement process utilized by the District and; Assess the findings and investigate and recommend ways to encourage businesses owned or controlled by minorities or women to compete in the procurement process utilized by the District
- **Disparity Study – In Process**
The Disparity Study is to provide an analytical study of Minority and Women-Owned Prime Contractors and Subcontractors by:
Evaluating if there is a specific evidentiary foundation of discrimination against minority and women-owned businesses;
Assess if there are disparities between the availability and utilization of minority and women-owned prime contractors and subcontractors and, if there are, describe and analyze the most-relevant causal factors;
and Determine if there are statistically significant disparities in the

utilization of minority and women-owned businesses by prime contractors on government-assisted projects awarded pursuant to section 2346 of the Small and Certified Business Enterprise Development and Assistance Act of 2005, effective October 20, 2005 (D.C. Law 16-33; D.C. Official Code 2-218.46).

- Deanwood Cultural Art District activation and report out – In Process
The Agency issued a competitive grant encouraging hyper local groups, non-profits, or companies in DC Ward 7's Deanwood neighborhood to activate communal space throughout the 2019 outdoor market season. The space activation may coincide with the opening of a Made in DC maker's space on Nannie Helen Burroughs Avenue, NE. DSLBD will ask grantees to develop a proof of concept of how to support new businesses and a consumer base in the Deanwood retail corridors.
- Cost of ChildCare in DC, completed by American University Public Health – Completed and attached as Q29
- Trauma-Informed Care Entrepreneurship Programming, American University Public Health – Completed and attached as Q29

30. Please separately list each employee whose salary was \$100,000 or more in FY18 and FY19, to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

Answer: See attachment, Q30.

31. Please list in descending order the top 25 overtime earners in your agency in FY18 and FY19, to date, if applicable. For each, state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned.

Answer: In FY18 and FY19, to date, there were no overtime earners.

32. For FY18 and FY19, to date, please provide a list of employee bonuses or special pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

Answer: In FY18 and FY19, to date, there were no employee bonuses or special pay granted.

33. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of

each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Answer: The Agency does not have any collective bargaining agreements that are currently in effect for Agency employees.

34. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY18 or FY19, to date, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Answer: DSLBD has no associated boards or commissions.

35. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Provide a description of whether the agency is in compliance with these requirements, and if not, why not (e.g. the purpose behind the requirement is moot, etc.).

Answer: Pursuant to DC Code 2-218.54, DSLBD is required to provide two (2) reports:

- Within 45 days of receipt of agency reports pursuant to DC Code 2-218.53(b), DSLBD is required to submit the following to the DC Auditor:
 - A copy of agency reports - Submitted annually via Quickbase
 - A chart listing each agency's total budget, expenditures, spend goals, and actual spend amounts - Submitted annually via Quickbase and Green Book
- On a semiannual basis, DSLBD is required to report to Council:
 - District agency compliance – Submitted
 - A list of contracting opportunities with District agencies – the agency is currently working with OCP and other procurement agencies to confirm the integrity of data and receive regular procurement updates.
 - A list of projects that require 35% subcontracting – the agency is currently working with OCP and other procurement agencies to confirm the integrity of data and receive regular procurement updates.
 -
 - Beneficiaries that fail to meet the 35% subcontracting – Submitted
 - A list of Joint Ventures and Compliance Checks – Submitted
 - A list of Projects granted Waivers or Contract Modifications – Submitted
 - A list of SBEs and CBEs – Submitted

36. Please attach copies of the required annual small business enterprise (SBE) expenditure reports for your agency for FY18 and FY19.

- a. D.C. Official Code § 2-218.53(b) requires each District agency to submit supplemental information with their annual SBE expenditure report, including: a description of the activities the agency engaged in to achieve their fiscal year SBE expenditure goal; and a description of any changes the agency intends to make during the next fiscal year to achieve their SBE expenditure goal.**
- b. Has your agency submitted the required information for fiscal year 2018?**

Answer (a): See attachment, Q36

Answer (b): Yes, the agency submitted the required information for fiscal year 2018.

37. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Answer: Please see the chart below for training opportunities made available to agency employees.

Subject of Training	Names of Trainers	# of Agency Employees Trained
Various topics offered by DCHR	DCHR Staff	54
The Main Street Approach to Commercial Revitalization	Various speakers at the National Main Streets Conference	1
Professional Development and Training in the Federal Space	Various speakers at the two National PTAC Conferences	7
Understanding Your Myers-Briggs Type Indicator	DCHR	54
Agency Change Management	See Change Consulting (SBE)	54
Progressive Discipline for Managers	DCHR CLD	6
Performance Management for Managers	DCHR CLD	6
Building Effective Teams for Managers	DCHR CLD	6

38. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

Answer: Yes, in FY18 the agency reached 95.12% completion for annual performance evaluations for all employees. In FY19, the agency is on track to reach 100% completion. Senior staff, including managers and the Chief of Staff, conduct the evaluations. Per DCHR guidelines, DSLBD managers meet with their staff and outline goals for the year. Evaluations continue throughout the year as managers conduct mid-year reviews with their staff.

Agency Operations

39. Please describe any initiatives that the agency implemented in FY18 or FY19, to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

Answer: During FY18, DSLBD focused fiscal and human resources on improving internal operations leveraging technology to reduce barriers and improve productivity. These improvements will continue to make it easier for the public to access business development resources, improve customer service, and make it easier to certify with the Department. Some of these improvements include:

- *Design and Development of the Department of Small and Local Business Development Compliance Enterprise Tracking System (DES)* – DSLBD's objective is to streamline the processes within the business areas (Certification, Compliance, Grants Management, and Business Opportunities) and integrate collaboration between divisions by implementing the DES. Currently DSLBD's systems have been developed as separate applications/systems. The systems do not share data therefore efficient data analysis cannot be performed. DES will be a gateway of information and a true single point of entry for all IT functions that currently serve the DSLBD staff, DC Government Agencies, CBEs and other general public users to easily access, understand, and efficiently carryout functions under the appropriate business area. In addition, there will be system integration with systems external to DSLBD (such as OCFO, OCP, and DCRA to name a few) all within the DC Government purview. DES will have the capability to be integrated with the District's Online DC Business portal. By integrating DES with the portal, customers will be able to apply for and manage many of their regulatory and certification functions (including Licensing, Corporate Registration, and CBE Certification) via a single web portal.

- Certification Module was successfully launched April 2018. As of November 26, 2018, 92% of applications have been processed for a final determination in 30 business days or less; and 97% have been processed in 45 business days or less.
 - Compliance Module anticipated end of Q3, FY19. This module will significantly enhance DSLBD's ability to identify, monitor and track all procurement activities; simultaneously providing ongoing access to all contracting officers, prime contractors, developers and subcontractors. This module will streamline and improve:
 - Tracking of SBE spend for agencies and DC Government Assisted Projects
 - Monitoring of CBEs
 - Compliance Tracking
 - Site Visit, Spot Checks, and Investigations Tracking
 - Establishing Fines when CBE usage is not adhered.
- Improvement to the Green Book - The CBE Opportunities Guide (the "Green Book") is increasingly becoming the primary source of information for Annual updates, including goal setting and procurement planning, and the "go-to" source for CBEs tracking agency spending, upcoming contracting and procurement opportunities as well areas of potential growth due to recurring Special Exceptions.
 - The FY19 Green Book was released on November 19, 2018. For the first time it included:
 - Small Business opportunities from our regional partners
 - DC Water
 - Metropolitan Area Transit Authority (WMATA)
 - Metropolitan Airports Authority (MWAA)
 - PEPCO; and
 - Washington Gas
 - Potential Growth Opportunities
 - This is a new section identifying the Top 10 Industries for CBEs to consider expanding their service delivery in areas where agencies have sought and been approved for Special Exception (no CBEs available). This section features over \$200M worth of opportunities in areas such as education services, financial services, and information technology.
- Creation of PPD and Procurement Agency Review Committee During FY2018, as a means of improving communication among funding agencies, DOES and DSLBD agreed that a centralized coordinating committee would be helpful and created the PPD/Procurement Review Committee. The Committee meets as needed to discuss all existing

projects, to share information and resources to improve transparency, awareness, and overall compliance.

40. DSLBD's mission is to support the development, economic growth, and retention of District-based businesses. Can you please share how you work with other District agencies, such as DMPED, to achieve these goals? Specifically, what support and resources related to technical assistance are you currently providing to businesses in the District of Columbia?

Answer: DSLBD works with other agencies to support the development, economic growth, and retention of District based businesses through a variety of activities including:

- As previously mentioned, DSLBD and DOES established the PPD and Procurement Agency Review Committee to coordinate with PPD funding agencies to develop uniform procedures for monitoring and tracking compliance with CBE expenditure and First Source requirements. Meetings are held monthly.
- DSLBD's DC Procurement Technical Assistance Center (DC PTAC) provides procurement navigational support, training, and advisory services to small businesses that are DC based and are seeking contracting opportunities with DC government and the Federal government.
- The Small Business Development Division (SBD) works with practically every District agency in promoting CBEs for procurement opportunities. The SBD provides general technical assistance to businesses to assist in better positioning them for business opportunities. The SBD also sends out waiver notifications to all CBEs within 24 hours of a waiver being posted. Additionally a targeted waiver notification is emailed to businesses with NIGP Codes that specifically match the opportunity(s) in the waiver. The SBD also offers export assistance to firms seeking to sell to an international target market. The Capital Access Fund also resides in SBD, where we fund Microlenders the necessary loan loss reserve funds needed to deploy more loans to small District-based businesses. The DC Surety Bond Guarantee program is promoted in the SBD and assists construction companies in obtaining Surety Bonds for contracts.

41. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY19. How did the agency address its top priorities listed for this question last year?

Answer: The agency's goal is to stimulate and foster the economic growth and development of businesses based in the District of Columbia. To do so, the agency has and will continue to prioritize:

- Delivering transparency of government resources for small businesses;
- Providing advocacy, business development programs, and technical assistance offerings;
- Increasing Access to Capital;
- Improvements in communications and information sharing among contractors, subcontractors, DSLBD, DOES and funding and procurement agencies; and
- Improvements to Compliance Monitoring and Enforcement from notification of solicitation and contract award to tracking of payment to prime and SBE subcontractors).

The Bowser Administration has increased the goal for agency spending with CBEs and SBEs each year since 2015. Actual agency spending has also increased for four consecutive years. This accomplishment is a direct outcome of the agency's efforts to monitor agencies' spending. The Green Book is another great example of steps the agency has already taken to help businesses compete for procurement opportunities. With a continued focus on leveraging data, we can connect many more small businesses with procurement opportunities.

42. Please list each new program implemented by the agency during FY18 and FY19, to date. For each initiative, please provide:

- A description of the initiative;**
- The funding required to implement to the initiative; and**
- Any documented results of the initiative.**

Answer: The Agency has implemented the following new programs:

Aspire- A business development support program for DC residents who are justice-involved or returning from incarceration; operated by grantee partners. The Aspire to Entrepreneurship Pilot Incubator supported 50 DC returning citizens through a 6-month intensive training. Launching in 2019, Aspire Side Hustle will be complementary night and weekend trainings for alumni and new members.

DC Youth Corps- A program modeled after the Aspire initiative, partnering with the Marion Barry Summer Youth Employment Program to provide entrepreneurship training and skill building for DC youth and to better support small employers in preparing to hire DC residents.

Made in DC- A statutory program of DSLBD to support makers and to house a registry of products that are made in the District of Columbia by District-based businesses. While it is not a new program implemented in FY2018, Inno.ED is supporting a redesign of the Made in DC program in 2019 to promote program expansion and efficacy.

Grown in DC- An initiative related to the FEED Act, supporting small food retailers in legislatively designated low food access areas of DC. The Grown in DC initiative comprises of grants to organizations or businesses to develop hyper-local food system infrastructure.

Build a Dream- An immersive entrepreneurial training series, including a train-the-trainer model, developed in-house at Inno.ED. The curriculum is built on open-source principles and over 2,000 client counseling meetings. Over 1,000 DC residents have taken the training. It has been taught at DC libraries, translated into ASL and Spanish, and will be shared with the currently incarcerated through Books to Prisons.

Dream Grants- A statutory program providing grants of up to \$10,000 for microbusiness development for businesses in DC Wards 7 & 8 owned by residents of the Wards. As of 2019, DSLBD will have awarded \$250,000 to nearly 30 microbusinesses. The grant applications are designed to support business development regardless of whether a business is awarded funding.

Living Wage- A statutory program within DSLBD to oversee a grantee to a DC-based non-profit that will create a registry of District-based businesses that pay their employees a living wage.

DC Surety Bond Guarantee Program (DC Bond Program) – Organized through a memorandum of understanding between the Small Business Administration (SBA) and the Deputy Mayor of Greater Economic Opportunity to leverage the DSLBD’s marketing and program resources to provide SBEs and/or ROBs with information about and access to the SBA’s Office of Surety Bond Guarantees (OSG) and other SBA counseling and training resources which can help develop the capacity of SBE/ROBs to complete for District-funded construction contracts. In the program the SBA guarantees surety bonds for certain surety companies, which allows the companies to offer surety bonds to small businesses that might not meet the criteria for other sureties.

District Connect - DSLBD’s Annual Small Business Contracting Expo that in its inaugural year attracted over 300 District-based /businesses wherein we offered Credit Rebuilding services from Guidewell Financial Solutions; Access to Capital from TD Bank, LEDC and Life Asset; Procurement personnel from over 20 District Agencies for matchmaking sessions with CBEs.

District Capitalized - A program that provides financing, training and coaching to help DC businesses and DC residents exploring entrepreneurship, regardless of their business size, industry or risk level, access capital to open and grow their business in the District of Columbia.

DC Main Street Summit - DSLBD expanded the DC Main Streets Summit to the general public and provided information for people who wanted to learn commercial revitalization techniques they could use in their own neighborhoods.

Made in DC Website- In FY 2018, DSLBD launched a new website for Made in DC which allows makers to easily register for the program and also to promote their goods to customer and retail venders.

Small Business Toolkit: In FY18, DSLBD developed and launched the DC Business Toolkit (<http://www.DCBusinessToolkit.com>), an interactive online portal that centralizes the vast number of business assistance resources, which are available citywide through DSLBD, other DC agencies and service providers, so that DC businesses and residents exploring entrepreneurship can readily find and use these tools to open, operate and grow their business in the District of Columbia.

43. How does the agency measure programmatic success? Please discuss any changes to outcomes measurement in FY18 and FY19, to date.

Answer: The agency coordinates efforts with the Office of the City Administrator to measure programmatic success. In addition to developing more meaningful metrics for measuring programming success, the agency hired a Data Analyst in the final quarter of FY18. The new staff member brings a more specialized view and experience improving how we analyze our data, provide recommendations for improvements, implementation practices. For annual performance plan measures, please see previous attachment.

44. What are the top metrics regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

Answer: The agency fully utilizes its annual performance plans to ensure progress is made towards completing strategic initiatives and daily operations. For a full and detailed analysis, please see the attached FY19 Annual Performance Plan. Vital measures include identifying how fast applications are processed – “Percentage of applications processed in under 30 business days” and “Percentage of assigned applications reviewed within 10 business days”; and measuring participation in DSLBD’s agency compliance trainings, “Percent of agencies participating in Compliance trainings”.

Some key workload measures include “The number of CBEs,” “Number of waivers”, “Number of microloans disbursed”, “The number of businesses participants in training and educational activities”, “Number of businesses started through ASPIRE”, “Number of graffiti removed in commercial corridors by Clean Teams”, “Number of DC Main Street organizations”,

“Number of businesses receiving international market access (IMA) grants” and the “Total contract dollar amount awarded to PTAC clients”.

45. What data can the agency point to, whether revenue, tax payments, or employment figures that illustrate the added value of firms under the CBE Program compared to similar firms not certified under the Program.

Answer: The agency is currently evaluating this information with the DSLBD’s Triennial Review of the CBE program. The report will cover the last three years and the agency plans to transmit the report to the Council before the end of fiscal year 2019.

46. Please list the task forces and organizations of which the agency is a member.

Answer: The agency is a member of the following task forces and organizations:

DC Procurement Technical Assistance Center (DC-PTAC) carries a membership with the Association of Procurement Technical Assistance Center, which advocates for the 98 PTACs across the country. The DC-PTAC also carries a membership with the National Contract Management Association for professional development and extended procurement resources.

The Innovation and Equitable Development Division participates in the Innovation and Technology Inclusion Council, Food Policy Council, and on several committees of the Workforce Investment Council.

The Agency IT Lead represents DSLBD in the monthly CIO meetings and the Interagency Data Group meetings. The Agency IT Lead also represents DSLBD and the Greater Economic Opportunity Cluster as a member of the Information Technology Investment Review Board.

47. Please explain the impact on your agency of any legislation passed at the federal level during FY18 and FY19, to date, which significantly affected agency operations.

Answer: In FY18 or FY19, to date, federal legislation has not had any impact on the agency.

48. Please describe any steps the agency took in FY18 and FY19, to date, to improve the transparency of agency operations.

Answer: DSLBD has recently taken important steps to improve the transparency of agency operations. These steps include development of the

DSLBD Enterprise System, the release of the CBE Opportunities Guide Book, and significant improvements to the agency's FY18 Performance Plan.

DES: DSLBD's coordination with OCP aligns our transparency efforts with the progress of the Procurement Data Transparency Portal. Building on the milestones from OCP's efforts, our partnership allows for the planning and secure sharing of data between the projects/systems. The new and improved availability of data in an OCTO Data Warehouse will allow DES to consume contract, purchase order, and payment data for Compliance analytics and workflows. The DES will allow access to contracting and payment data from OCP and OCFO is a significant step for monitoring SBE spend with contracts over \$250K and for monitoring adherence to the Prompt Payment Act for SBE Subcontractors. OCP and OCFO will have access to CBE information which will aid in the calculation of accurate SBE spend data.

Small Business Toolkit: In FY18, DSLBD developed and launched the DC Business Toolkit (<http://www.DCBusinessToolkit.com>), an interactive online portal that centralizes the vast number of business assistance resources, which are available citywide through DSLBD, other DC agencies and service providers, so that DC businesses and residents exploring entrepreneurship can readily find and use these tools to open, operate and grow their business in the District of Columbia. Examples of business assistance resources include: funding, classes, forms, regulatory guidance, coaching.

DSLBD designed the DC Business Toolkit to:

- Improve resource transparency by centralizing information available from DSLBD and other agencies in one location;
- Generate content customized to each constituent (based on business stage, industry, issue or owner characteristics) by using 3-part search functionality (keyword, topic and criteria filtering);
- Demystify program requirements and regulatory processes for DSLBD and other agencies by utilizing interactive roadmap guides (interactive question wizards);
- Connect businesses in real-time with appropriate DC Government staff to address business issues.

Additionally, the Toolkit helps:

- Foster networking between businesses and prospective customers via the Business Listing, Business Profiles, and Made in DC virtual storefront features; and peer-to-peer networking for mentoring and cooperative purchasing; and
- Analyze content and usage to identify service gaps that will help DC Government agencies and partners focus their future business assistance efforts.

In FY19, DSLBD will leverage DC Business Toolkit functionality to:

- Encourage other agencies to add their business assistance resources content;
- Centralize agency's business events in the Calendar feature;
- Create road maps to demystify many of the agency programs (e.g. DC PTAC, Export DC, bonding, District Capitalized) and regulatory requirements (e.g., CBE eligibility, waiver, review and responding to waiver requests); and
- Increase the number of business setting up Business Profiles and Made in DC virtual storefront pages.

49. Please identify all electronic databases maintained by your agency, including the following:

- A detailed description of the information tracked within each system;**
- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and**
- Whether the public can be granted access to all or part of each system.**

Answer: See attachment, Q49.

50. Please provide a detailed description of any new technology acquired in FY18 and FY19, to date, including the cost, where it is used, and what it does. Please explain if there have there been any issues with implementation.

Answer: As previously referenced, the DES is a new technology designed to help DSLBD in its efforts to improve transparency. It will improve communications among DSLBD, OCP, CFO, DOES and OCTO.

51. How many in-person training programs took place in FY18 and FY19, to date?

Answer: *DC-PTAC* conducted 52 in person training sessions and workshops in the FY18 period of performance. The attendance total for those sessions was 2,339.

The CR Team provided 60 in-person training programs for new and established Main Street programs in FY 2018 and FY2019, to date. The training topics ranged from completing monthly reports to the future of retail. They also included formal classroom training sessions in the Main Street Approach®.

The Inno.ED office directly conducted over 100 trainings and workshops in FY2018 and to date at FY2019 with over 5693 sign ups and estimated attendance of over 2500 attendees. This number does not include individual counseling sessions or trainings and workshops led by partners or grantees—we do not currently have staff capacity to track that information.

The Small Business Development Division through CBE Business Opportunities conducted 28 Workshops in FY18 and 7 Workshops to date in FY19.

District Capitalized facilitated the origination of 75 loans totaling \$545,868 in FY18. Fiscal Year 2019 to date, the total number of loans are 99 totaling \$210,200 by a DSLBD grantee, Life Asset, using its District Capitalized loan loss reserve grant.

52. What training deficiencies, if any, did the agency identify during FY18 and FY19, to date?

Answer: The agency identified training deficiencies in two primary areas: financial planning for business and understanding how business budgeting works. Dream Grants are designed to support business development regardless of whether a business is awarded a grant. The actual application and information sessions support micro businesses learning about business planning and licensing by requiring the documentation that is most helpful in launching any DC business (corporate and tax registration, licensing, insurance, budgeting, clean hands, etc). DSLBD piloted a first round of grants for \$125,000 in spring 2018 to ensure that we were preparing the process and other trainings to support all interested applicants. Following the close of the spring 2018 round of grants, we launched an extended version of our Build a Dream training in Summer 2018 to support more than 80 businesses, focusing topics on areas where we deemed the first round of grant applicants to need additional support. We have now launched a winter 2019 version of the Dream Grants for an additional round of funding and will launch a similar extended spring 2019 Build a Dream training series at the Francis Gregory library to continue addressing specific training needs.

With regard to Main Streets, DSLBD continues to amplify compliance training. The Commercial Revitalization Division found the class-room training format to be unproductive and has converted the DC Main Street training schedule for FY19 to be more analysis and presentations delivered by individual neighborhood.

Agency Programs

53. Please provide a detailed description of the Small Business Capital Access Fund, including how many loans were provided in FY18 and FY19, to date. What is the agency's criteria for approval of the loan? What is the total number of loans granted in FY18 and FY19, to date, and what is the remaining balance in FY19?

Answer: The Small Business Capital Access Fund (Fund) is a non-lapsing fund that is used in accordance with DC Official Code § 2-218.75, to:

- Grant the local funds necessary to obtain federal matching funds to establish a procurement technical assistance program in the Department;
- Make a one-time grant in an amount of \$ 50,000 to provide operating support to a newly formed business association in Ward 3; and
- Provide financial assistance, including grants, loans, and loan guarantees, to eligible recipients.

The basic criteria (Participation Requirements) for the District Capitalized Pilot Microloan Program is that the loan applicant must be a CBE or eligible to be a CBE.

In accordance with the law, there are Preferences for Loan Product Applicants. Preference is given to applicants who meet one or more of the following categories:

- Certified Small Business Enterprise (SBE) or eligible to be certified as a SBE;
- Certified Disadvantaged Business Enterprise (DBE) or eligible to be certified as a DBE;
- Certified Resident Owned Business (ROB) or eligible to be certified as a ROB;
- Principal office is located in a designated DC Main Street corridor; and
- Principal office is located in an area identified by the Mayor for economic development or commercial revitalization.

District Capitalized facilitated the origination of 75 loans totaling \$545,868 in FY18. Fiscal Year 2019 to date, the total number of loans are 99 totaling \$210,200 by a DSLBD grantee, LifeAsset, using its District Capitalized loan loss reserve grant.

The Small Business Capital Access Fund currently has \$1.747M of which \$500,000 is being used for the District Capitalized Pilot Microloan Program.

54. Please provide an overview of the District Capitalized Program. Does the agency have plans for expanding this program in FY 2018?

Answer: The District Capitalized Program supports financing DC businesses and DC residents seeking to start a business (“entrepreneurs”) by meeting them where they are and:

- Providing financing products appropriate to their needs, stage, type and repayment capacity, which includes but is not limited to: loans, lines of credit, letters of credit, grants, collateral support, and other

products to support various business needs (e.g., contract financing, commercial space acquisition); and

- Providing technical assistance needed to build their credit, access capital and repay loans, which includes but is not limited to: individual coaching, group training workshops; and evaluation and feedback on financials; and written guidance (tip sheets);
- Building the capacity of community partners (e.g., CDFIs and other lending entities) through the provision of matching funds and fostering the coordination of services and resources so that District Capitalized efforts can be extended to more DC Businesses, residents, and entrepreneurs.

The objective of the program is to help DC businesses and DC residents pursuing entrepreneurship:

- Be a viable applicant regardless of their risk level;
- Understand the lending process and various financing product options;
- Submit successful applications and address deficiencies identified by lenders before re-application;
- Sustain and increase sales to generate revenue for loan repayment;
- Understand how to increase sales and adjust business to support loan repayment; and
- Mitigate issues that may affect repayment.

While District Capitalized products and services are open to all DC-based businesses and DC resident entrepreneurs, looking forward the program's outreach efforts will target engaging:

- Businesses and residents located in Wards 7 and 8 and other underserved areas;
- Businesses who are CBE certified with a focus on those with SBE, ROB or DBE designations;
- Participants of DSLBD's Aspire, Build a Dream, and DC-PTAC programs;
- Veteran-owned businesses;
- Applicants seeking to use funds for contract financing to support contracts awarded by a DC Government agency; and
- Businesses located in an area identified by the Mayor for economic development or commercial revitalization.

55. Please explain the goals and objectives of the DSLBD Trade Mission. How many missions have been conducted in FY18 and FY19, to date? What are the selection criteria for participation by certified business enterprises?

Answer: The DSLBD trade missions and international business-to-business (B2B) matching services are key components of the agency's Export DC

Program, helping DC firms build relationships, identify suitable business partners, and set up meetings with pre-qualified potential customers (or partners) in relevant export markets. Specific goals include the number of B2B meetings conducted during the trade missions, number of international business support grants funded by DSLBD, number of small and local business participants, and the percentage of certified business enterprises (CBEs) that participate in the trade missions organized by DSLBD.

ExportDC's focus in FY 2018 continued to be on the Western Hemisphere with one trade mission in partnership with the U.S. Commercial Service to the Caribbean Region. Seven (7) DC-based businesses participated in the multi-country trade mission, including stops in Haiti, Dominican Republic, Bahamas and Trinidad and Tobago. The other major trade mission was in partnership with DMPED and the Greater Washington Hispanic Chamber of Commerce (GWHCC) to support Mayor Bowser's El Salvador Diplomatic and Trade Mission as well as the new Sister-City agreement with San Salvador. ExportDC identified and selected six (6) candidates (all CBEs) for the El Salvador project. Four of the CBEs participated in the event, and three of them applied for and won business support grants under DSLBD's International Market Access Program.

The selection criteria for trade mission participation by certified business enterprises include the following requirements:

- Have an exportable product or service, and complete an international marketing plan prior to approval;
- Be a small business as defined by SBA size standards;
- Operate a business concern in the District of Columbia to manufacture, assemble, and/or distribute a product or provide a service;
- Maintain a principal office in the District of Columbia for a minimum of six months prior to project start date;
- Be a for-profit business concern and operating profitably (based upon operations in the United States);
- Meet the local licensing and registration requirements set forth by DCRA and OTR; and
- Meet the fundamental export readiness criteria as defined by the US Department of Commerce.

56. Please explain the goals and objectives of the Made in DC Program. Specifically, provide the Committee with:

- a. How many businesses have signed up to be a part of the Made in DC program?**
- b. How are you interacting with these businesses?**
- c. How many FTEs do you have dedicated to this program**
- d. How have these employees worked to expand this program?**

e. What innovative ideas has DSLBD created or come together with small businesses to help better coordinate this program?

Answer: Made in DC was established as a program within the agency, pursuant to DC Code § 2-1208.32, in 2016. As outlined in the operative law, Made in DC calls for the agency to “promote products created, manufactured, or assembled in the District.” To date, the branding of “Made in DC” enjoys significant positive public recognition as we work to further develop the program.

In the first two years of the program the agency created a logo, a registry, an application process, a website, and social media campaign. We supported the development of an independent retail location, Shop Made in DC, and are currently supporting the development of a Maker’s Space in Ward 7. We participated in and supported makers participating in myriad markets and events including South by Southwest, West Elm pop-up shops, Jazz Fest, the Downtown Holiday Market (and over 40 holiday markets), Metrocooking, MadeintheDMV, etc. Following significant program growth and brand awareness, we are undergoing internal program assessment and review and stakeholder engagement through quarter 3 of Fiscal Year 2019.

Most central to this review is developing an understanding of the diversity of businesses and products that are Made in DC. It is our first order concern that the program be accessible and inclusive as we work to build a brand that follows both the letter and intent of the Made in DC law. Thus it is our goal and intent to ensure that program participants and the general public recognize that Made in DC comprises a wide diversity of products and businesses

This review comprises a public survey, a membership record review and process development for program membership renewal, an exploration of overlap with the CBE program, an end-to-end review of our intake and certification process, an assessment of trademark and brand strategy, a renewal of our social media strategy, an exploration of channel partnerships with retailers, channel partnerships with EventsDC as highlighted in the legislation, best practices collaborations with programs like Made in Baltimore, etc.

Answer (a): 565 businesses have expressed interest since the launch of the registration process in 2016. Of those 185 were formally accepted into the program. An additional approximately 120 businesses were grandfathered into the program from a pilot that was operated prior to passage of the law. We will be working to reconcile this information as we develop a certification renewal process this year—required as the certifications only last for 3 years.

Answer (b): DSLBD’s interactions have varied as the program has grown.

- Logo—we allow the use of the logo for any formally registered member (as highlighted on the www.ThisIsMadeinDC.com website)
- Access to Markets—we have supported dozens of makers in participating in local makers markets for free. Sometimes DSLBD sponsored the market, sometimes the market operator provided the space to Made in DC makers at no cost.
- Grant Support—DSLBD has provided direct grant dollars to build retail locations and makers spaces for
- Technical Assistance—DSLBD previously provided direct Technical Assistance to program participants and has created partnerships to ensure ongoing technical assistance for makers
- Referrals—DSLBD also works to provide Made in DC members with referrals to our full set of resources and partners available throughout
- Social Media Brand Support—DSLBD maintains a very active social media presence, primarily through the Instagram account @thisismadeinDC to highlight and support the brand.

Answer (c): We previously dedicated one FTE to Made in DC; this program has now been incorporated into the Innovation and Equitable Development team and activities. This allows us to provide greater strength to program support and integration with other DSLBD business support programs.

Answer (d): Employees did everything that has been described above to develop the program to its current scope.

Answer (e): DSLBD is working across a range of viewpoints to compile agency and public recommendations. A programmatic challenge that we are working currently to overcome was having too many ideas and insufficient focus to structure those ideas. At this time, strengthening the intake, renewal, and brand use status are central programmatic needs to ensure a base for future innovation.

57. Please provide an update on the Aspire to Entrepreneurship Program, including:

- a. The number of local businesses created by the program in FY18 and FY19, to date;**
- b. A description of the types of businesses created by the program; and**
- c. The resources devoted by this agency to the program.**

Answer: Aspire to Entrepreneurship has piloted four cohorts in three years, graduating 50 individuals. As we develop the pilot into a program, in Fiscal Year 2019, we are drawing several lessons from the pilot and the feedback of alumni from the pilot. Our longitudinal data collection is mostly anecdotal, as the program has been structured for 6 months. Thus in FY2019 we are

building out alumni services and services for those who are not able to dedicate 6 months to a program.

In FY2018 the agency funded the Aspire program at \$90,000 and utilized \$50,000 in funding from DOES Project Empowerment, primarily through a central grantee, at \$110,000. This provided 6 months of 40 hour a week programming for 15 individuals who were enrolled in Project Empowerment. We also supported the development of a specific reentry entrepreneurship curriculum from a recognized entrepreneurship trainer in Ward 8, to build future capacity for additional training programs.

In FY18, we invited the Aspire cohort into DSLBD's main conference room for regular classes, provided direct technical assistance on business licenses, and supported *Becoming Free*, a documentary that followed 2 Aspire graduates on their journeys with parole and probation. One Aspire graduate competitively won a Dream Grant, another took second place in eBay Start Up Cup, several have started micro loans with Life Asset, and a few have joined other programs like the Georgetown Pivot program.

Entrepreneurship is a journey, and Aspire has provided a network and a community to support folks who are now on the path.

Answer (a): In FY18, DSLBD Aspire supported 14 businesses through to DCRA licensing directly, and supported the creation of at least 4 more who achieved licensing outside of the program for a total of 18. This is critical, because many program participants faced significant barriers to licensing, including a lack of location, ability to pay fees, a need to achieve clean hands, and support for the entire licensing process. DOES and DCRA were incredible partners dedicating funding and staff to support the cohorts through this process. Some of the future business owners faced impediments to even basic business licensing, and may yet continue to work with DCRA support to achieve licensing in the future. In FY2019 no businesses have yet gone through licensing. To date, 50 individuals completed or mostly completed 6 months of Aspire programming, but in terms of officially licensed businesses we do not have a direct count, in part because there are different ways to count "a business". For purposes of the program we have typically counted licenses, but not all program alumni report when they have finalized a license, some work under the umbrella of other orgs, and we believe a few may have or may plan to open more than one small business, especially those who are pursuing the food sector.

Answer (b): In the last year we supportive the development of future child care centers, shea butter and oil vending, caterers and restaurateurs, art workshops, mental health and wellness brands, t-shirt makers, landscaping and riversmart contractors, trash haulers, custom sign makers, contract painters, event planners, etc. Often businesses start with a lower cost model to

build up capital and prepare for later expansion into the full vision for the business.

Answer (c): The agency has dedicated an FTE and \$250,000 in grant funding to support programming. This is the highest level of resources dedicated to Aspire since its inception.

58. Please explain how the agency has used the Procurement Technical Assistance Program to enhance business counseling and technical assistance to assist small businesses in obtaining local, state, and federal government contracts. Please also include an analysis of the agency resources devoted to this program.

Answer: The Agency has used the DC-PTAC as a tool for preparing small businesses for Federal and local contracting. DC-PTAC now has over 1100 clients and has connected local businesses to approximately \$48 million in contracting opportunities. DC-PTAC focuses on business and procurement readiness, as well as growth and acceleration for eligible DC base small businesses. DC-PTAC offers an array of business development support services including navigational assistance, business and procurement training, market research, bid matching support, and strategic business development instruction.

59. Please provide an overview of DSLBD's efforts to assist with the retention of small and local businesses. Are there any new retention initiatives envisioned for this year?

Answer: Ongoing technical assistance, networking, and training support not only the creation of new businesses but the retention of existing businesses. DSLBD outreach is critical in connecting local firms to training, access to capital, expansion, and addressing other issues. Outreach through community partners, stakeholder groups, and the entrepreneurial ecosystem helps to educate the community about the ongoing needs of businesses and possible solutions. For example, in FY18 we will be working with existing day care providers through OSSE's structured programs to support ongoing training. Similarly, we are building a partnership with the Mayor's Office of Veterans Affairs to build stronger networks among existing Veteran-owned businesses, and working to expand the Aspire to Entrepreneurship network to have ongoing networking and support for pre-existing returning citizen-owned businesses.

Another example of how DSLBD is reaching businesses is through the Made in DC Program. Made in DC is actively working on quarterly trainings that address the concerns and difficulties of being a maker. The agency is also working to address the high barriers to affordable commercial space. Made in DC launched an innovative initiative to create a maker space that combines retail, gallery space, working space with high-end shared equipment, and

classrooms that will be available to local makers on a low cost membership basis. By 2019, the program will have accelerated the progress of about 200 new DC businesses.

60. Please provide an update on the creation of a new Certified Business Enterprise system. Please include:

- a. The amount of funding devoted to the creation of this system;**
- b. The number of FTEs that will be devoted to managing and maintaining this system; and**
- c. The output and deliverables envisioned by the agency.**

Answer: As previously mentioned, DSLBD's objective is to streamline the processes within the business areas (Certification, Compliance, Grants Management, and Business Opportunities) and integrate collaboration between divisions by implementing DSLBD's Enterprise System (DES). Currently DSLBD's systems have been developed as separate applications/systems. The systems do not share data therefore efficient data analysis cannot be performed. DES will be a gateway of information and a true single point of entry for all IT functions that currently serve the DSLBD staff, DC Government Agencies, CBEs and other general public users to easily access, understand, and efficiently carryout functions under the appropriate business area. In addition, there will be system integration with systems external to DSLBD (such as OCFO, OCP, and DCRA to name a few) all within the DC Government purview. DES will have the capability to be integrated with the District's Online DC Business portal. By integrating DES with the portal, customers will be able to apply for and manage many of their regulatory and certification functions (including Licensing, Corporate Registration, and CBE Certification) via a single web portal.

Implementation began for DES in August of FY17 and continued through FY18. Implementation began with the Certification Module. Upon completion of the Certification Module, the implementation of the Compliance Module began in FY19. After completion of the Compliance Module, implementation of the Grants Management and Business Opps Modules will occur in FY19.

The DES is being built using the Salesforce platform. The implementation team consists of OCTO (the implementers – including Salesforce team, CBEs, and OCTO internal staff) and DSLBD (the business owners). The system is being built using the Agile methodology.

Answer (a): Based on procurement data (rather than budget data), the following is the current DES Project Budget Summary to-date*: Total Invested = \$1,465,717.85; additional funding expected in FY19 \$750K.

Answer (b): 2 FTEs – Agency IT Lead and IT Specialist

Answer (c): Release 1.0 Certification Module – Q3 FY18;
Release 2.0 Compliance Module – Q2 FY19;
Release 3.0 Business Opps Module – Q3 FY19;
Release 4.0 Grants Management Module – Q4 FY19.

61. The Committee allocated \$350,000 in the Fiscal Year 2018 budget for the establishment of the Ward 7 and Ward 8 Entrepreneur Micro Grant. Please provide an update on the status of this program, including the number and type of businesses who received grant funding.

Answer: DSLBD operates the Dream Grants pursuant to § 1–325.371. Ward 7 and Ward 8 Entrepreneur Grant Fund. The fund is a non-lapsing special purpose fund that allows for grants of up to \$10,000 for microbusinesses majority owned by residents of the Wards.

The final allocation to the Ward 7 & Entrepreneurship fund was \$300,000. In spring 2018 we conducted a competitive process and awarded \$125,000 across 17 grantees. All but one grantee collected their grant award. In winter 2019 we released an additional round of grants. We anticipate releasing \$125,000-\$175,000 in microgrants. We have not awarded the winter 2019 round of grants at the time of writing this.

The types of businesses included: a fashion app preparing for Series A funding, a pre-K services trainer, a trash hauler, an architectural firm, 2 caters, a cupcake producers, a forming coffee shop, a microgreen micro farm, a paintball company, a communications firm, a mental health therapy provider, an event and wedding planner, an IT consultant, a children's book and puppet. Of these, 4 were new businesses and 12 were existing businesses.

In the spring 2018 round 180 entrepreneurs engaged with the agency, and in the winter round over 200 entrepreneurs engaged in one of the 5 info sessions we held between November and December.

DSLBD prepared the Dream Grant process carefully to ensure that the overall grant making process had a high level of impact for all businesses choosing to engage with DSLBD in the process. Dream Grants are designed to support business development regardless of whether a business is awarded a grant. The actual application and information sessions support micro businesses learning about business planning and licensing by requiring the documentation that is most helpful in launching any DC business (corporate and tax registration, licensing, insurance, budgeting, clean hands, etc.). DSLBD piloted a first round of grants for \$125,000 in spring 2018 to ensure that we were preparing the process and other trainings to support all interested applicants. Following the close of the spring 2018 round of grants, we launched an extended version of our Build a Dream training in Summer 2018

to support more than 80 businesses, focusing topics on areas where we deemed the first round of grant applicants to need additional support. We have now launched a winter 2019 version of the Dream Grants for an additional round of funding and will launch a similar extended spring 2019 Build a Dream training series at the Francis Gregory library to continue addressing specific training needs.

Overall, the Dream Grants have not only been popular, but a significant form of outreach and engagement for entrepreneurs residing in DC Wards 7 & 8. The grant process is designed as a pitch deck or business plan, and the eligibility documentation is designed to have the entire process support business development regardless of whether a business receives a grant award. We follow each grant round with a 10-week training from DSLBD. The summer round include over 80 participants in the follow on training.

62. The Committee allocated \$500,000 in the Fiscal Year 2018 budget for the development of two alternative grocery store models in Ward 8. Please provide an update on the status of these stores.

Answer: DSLBD was allocated \$400,000 for this grant program in the final FY2018 budget. This was awarded across three grantees.

- \$150,000 to Community Connections to operate Speedy Greens, a youth-led healthy food market program. Community Connections used this pilot to catalyze a new program area and is continuing program development and fundraising without DSLBD in FY2019.
- \$200,000 to Capital Area Food Bank to support Hungry Harvest opening two locations for “Produce in a Snap” markets helping to support moving families from free to low-cost access for food, and to support CAFB’s ongoing research and stakeholder work in Ward 8.
- \$50,000 to support Good Food Market’s second DC location at 4001 South Capitol Street, SW, Washington, DC 20032. A groundbreaking for this project happened January 3, 2019.

63. The Committee allocated \$400,000 in the Fiscal Year 2018 budget for a competitive grant to be used as startup funding for an equitable food business incubator in Ward 8. Please provide an update on the status of this grant funding.

Answer: DSLBD was allocated \$250,000 for this grant program in the final FY2018 budget. This was awarded across two grantees.

- \$50,000 to Dreaming Out Loud to preliminary research on the viability of a distributive community-based commercial kitchen incubator program that included co-packing and co-processing operations. Dreaming Out Loud partnered with Martha’s Table at their new facility in the Fort Stanton/Hillsdale area of Ward 8. Due to Certificate of Occupancy issues the kitchen at Martha’s was not accessible, but all

other programming continued. Dreaming Out Loud will activate in the Martha's Table kitchen in Spring 2019.

- \$200,000 to Washington Business Group to develop a three-entrepreneur commercial kitchen at 4131 Wheeler Rd. SE in Congress Heights. The groundbreaking for this occurred in September 2018 and the kitchen is anticipated to open in Spring 2019.

64. The Committee made the following four policy recommendations to the agency in its Fiscal Year 2018 Budget Report. Please provide an update on how the agency has addressed the Committee's recommendations.

- DSLBD should use the Procurement Technical Assistance Center to acquire and analyze small business and small business enterprise data;**
- DSLBD should distribute loans from the Microloan/Small Business Capital Access Fund to help Certified Business Enterprises gain access to capital and build capacity;**
- DSLBD should complete and distribute the user manuals of standardized procedures for the compliance team; and**
- DSLBD should hire personnel for all vacancies (at the time there were seven vacancies) in light of its expanded duties in Neighborhood Revitalization.**

Answer (a): DSLBD is now equipped with the needed resource to provide data analysis, as well as the DES data repository for CBE's within the District of Columbia. The DC PTAC continues to analyze data in the support of CBE clients and DC based small business clients. DC PTAC now has over 1100 clients and has connected local businesses to \$48 million dollars in contracts. DC PTAC have conducted 52 in person training sessions and workshops in the FY18 period of performance. The attendance total for those sessions were 2,339. DC PTAC services offering include small business training, business readiness, and strategic coaching toward business growth and acceleration for DC based small businesses, including CBE's.

Answer (b): DSLBD does not have the capacity to originate loans internally. The SBA Microloan Intermediaries and Community Development Financial Institutions are the best organizations to distribute loans to CBEs. We have a Loan Loss Reserve grant program that provides the necessary equity for Microlenders to leverage at 15:1 (\$75,000 generates \$500,000 in microloans). This allows DSLBD; which does not possess the infrastructure to make loans directly to CBEs, to leverage its funding and provide more loans by leveraging its funds through local lenders. CBEs are eligible to receive loans as eligible recipients are defined as a business certified, or eligible to be certified, as a small business enterprise pursuant to § 2-218.32 or a disadvantaged business enterprise pursuant to § 2-218.33.

Answer (c): The Compliance team continues to streamline our SOPs as we build out the DES. With the completion of the DES, our SOPs will be fully transparent through the use of the system.

Answer (d): DSLBD has done a great job of filling vacancies throughout the year. Only recently have several positions become vacant for the agency to fill.

Business Enterprise Certification and Recertification

65. In accordance with DC Official Code 2-218.43., Bid and proposal preferences, please explain how preference points are applied and who applies the preference points and when they are applied? Also:

- a. Are preference points applied to contracts both over and under \$250,000;**
- b. How are discounts applied to more complex contracts where price is not the only determining factor; and**
- c. How many contract award decisions occurred where the determining factor of award was solely based on the CBE/SBE preference point calculation?**

Answer: Certified Business Enterprises (CBEs) receive preference based on the certification categories the business maintains during the evaluation process of a procurement opportunity. The CBE program has eight (8) certification categories, one of which a business must meet to qualify as a CBE (local business enterprise). Businesses can only apply a maximum of twelve (12) points or twelve (12) percent price reduction toward any contract award. In evaluating requests for bids (RFB), contracting personnel apply a percentage reduction in price according to the CBE categories the business maintains. In evaluating requests for proposals (RFP), contracting personnel apply points to proposal evaluations according to the CBE categories the business maintains.

The Office of Contracting and Procurement (OCP) is the agency that applies preference point calculations during the contract award process. Because OCP, not DSLBD, applies preference points, the data on that process is housed at OCP.

66. Please describe any changes you have made or anticipate making to the certification process and what steps you will take to inform the public of these changes.

Answer: DSLBD has directed tremendous amounts of resources on improving our internal and external processes surrounding the certification application process.

On April 30, 2018 DSLBD released the first phase of the DSLBD Enterprise System (DES), which replaced DSLBD's CBE Business Online system. This release addressed concerns from the business community related to the usability of the online application system and the steps required to complete the application process. The DES is compatible with all commonly used browsers (e.g. Chrome and Safari) and reduced the certification process from sixteen (16) steps to eight (8) steps. In addition, the DES significantly reduced the recertification process (from nine (9) steps to two (2) steps) and continues to allow businesses with no material changes (since the last approved application) to receive their certification number instantly. The DES also allows businesses to make general changes to their CBE profile, such as business email address, business description, business contact information on their own.

DSLBD has informed the public of these changes using the following methods: 1) Email; 2) Posting on the DSLBD website; and 3) Working group meetings with CBE firms to test the new system.

67. How have you expanded the agency's online services over the past fiscal year? What new online services are being offered? What are your targets for viewership and what are your results thus far in FY18?

Answer: Through the DES, the agency has expanded its online services over the past fiscal year to include the Small Business Toolkit and Made in DC modules, respectively.

68. How does the agency track applications for the various classifications of business enterprise certifications and re-certification?

Answer: The agency tracks applications for the various classifications of business enterprises certified and re-certifying through DSLBD's Enterprise System (DES), which is a web-based application. There is a reporting feature built into the DES that allows the department to track certification data based on information collected through applications submitted and determined within the DES.

69. "The "Small and Certified Business Enterprise Waiver and Recertification Amendment Act of 2014" created a new self-certify protocol for re-certification. Please describe the steps the agency has taken to implement the new process. Please indicate how many CBEs have been re-certified under the new process.

Answer: The department released the first online self-recertification process in its legacy system, CBE Business Online, on April 26, 2017 (the process was a manual process prior to this date). This process was duplicated in the new DES.

The number of businesses that completed the self-recertification process during FY17, FY18 and FY19 is 430.

Fiscal Year Self-Recertification Applications Approved	Total Number
FY2017	45
FY2018	288
FY2019	97
Total No. of CBEs Self-Recertified (FY17/18/19)	430

70. Please provide the committee with the number of business enterprises that are certified in each CBE category.

Answer: Below are the numbers of business enterprises that are certified in each CBE category.

Certification Category	Designation	FY18 No. of CBEs	FY19 No. of CBEs
Local Business Enterprise	LBE	1,682	1,708
Small Business Enterprise	SBE	1,578	1,620
Development Enterprise Zone	DZE	1,021	1,042
Resident Owned Business	ROB	942	967
Disadvantaged Business Enterprise	DBE	845	871
Longtime Resident Business	LRB	131	132
Veteran Owned Business	VOB	108	107
Local Manufacturing Business Enterprise	LME	2	2

71. How many applications for business enterprise certifications were received in FY18 and FY19 to date? How many re-certifications?

Answer: In FY 2018, DSLBD received at total of 828 applications for business certification (i.e. 339 new CBE apps; 121 Recertification apps; 288 Self-Recertification affidavits; and 80 Upgrade apps). In FY 2019, DSLBD received, to date, a total of 245 applications for business certification (i.e. 82

new CBE apps; 39 Full Recertification apps; 97 Self-Recertification apps; and 27 Change Request apps).

72. What is the current number of certification specialists on staff?

Answer: There are six (6) staff members. One (1) Manager, one (1) Senior Business Certification Analyst, one (1) Business Certification Analyst and three (3) Business Certification Specialists on staff.

73. What is the average monthly rate of applications reviewed by certification specialists?

Answer: Business Certification Specialists are required to complete an initial review of a submitted application within 10 business days (from the date of submission) to determine whether there are application deficiencies. The average number of days in which an application was reviewed by certification specialists in FY18 was 15 business days. In FY 2019 it is 11 days. While there is a decrease in reviewing the applications from FY18 to FY19, the high average daily rate in FY18 was due to a decrease in processing staff from four (4) to two (2) Specialists. In addition, one (1) of the two (2) Specialists was assigned to work on the DES project, as a part of their assigned duties.

74. How many CBE applications are processed by a certification specialist each calendar year?

Answer: The agency tracks on a fiscal year basis. Below are the details for FY 2018 and FY 2019 to date. Details for FY 2018 do not include Self-Recertification application types, but only new Certifications, Recertification, and Change Requests.

Fiscal Year (Oct. 1 to Sept. 30)	No. of Apps. Processed
2018	540
2019 (to date)	148

75. How many certifications were revoked in FY18 and FY19, to date, and for what reasons?

Answer: The number of certifications that were revoked in FY18 is one. The department provides written guidance that includes a fair process for businesses to appeal a revoked decision through the Office of Administrative Hearings (OAH), once the official notice is served by the department's Legal division.

76. What is the average wait time for processing business enterprise certification applications, and what is the number and percentage of CBE certifications that were processed within the average wait time. What is the average wait time for re-certification applications? Has the DES helped reduce these numbers?

a. What has the agency done to reduce the wait time?

Answer: A notable feature of the new DES is that businesses are able to continue to work within the same application submitted to the Department when deficiencies are identified. In the old CBE Business Online DSLBD would close deficient applications and require a business to resubmit a new application. This affected the wait time for processing applications. In addition, the DES reduced the certification process from sixteen (16) steps to eight (8) steps and the recertification process from nine (9) steps to two (2) steps. These changes have streamlined the process significantly.

The average wait time for processing certification applications is based on a submitted applications' total number of business days in review. This is the number of business days it takes the certification division to make a determination on an application. During FY 2018 the average wait time was 27 business days and for FY 2019, 28 business days.

The average wait time for recertification applications was 17 business days in FY18 and 21 business days as of second quarter FY19. This does not include businesses that complete the Self-Recertification process, only new CBE, Full Recertification, and Upgrade/Change Request application types.

Application Types Processed	FY18 #of Apps Processed	FY19, to date # of Apps Processed
Certification	339	82
Recertification	121	39
Upgrade	80	27
Total	540	148

Application Types Processed	FY18 Avg Days (Wait time) to Process	FY19, to date Avg Days (Wait time) to process
Certification	22	35
Recertification	17	21
Upgrade	8	18

77. For certification and re-certification applications found deficient, what is the average time before an applicant receives official notice of the agency's determination?

Answer: A notable feature of the new DES is that businesses are able to continue to work within the same application submitted to the Department when deficiencies are identified. In the old CBE Business Online DSLBD would close deficient applications and require a business to resubmit a new

application. This affected the wait time for processing applications. The certification division has a ten (10) business day customer service goal. Business Certification Specialists are required to provide businesses with a response related to any deficiencies found with a submitted applications within ten (10) business days (from the date of submission).

The average time before an applicant receives official notice of the agency's determination from management for FY 2018 is seven (7) business days. As of second quarter FY 19 it is 8 business days.

78. Please provide an analysis of the complaints received regarding the certification process. Please include:

- a. The number and percentages by certification and re-certification;**
- b. A description of the most common complaints;**
- c. A description of the actions taken to address and reduce these common incidences; and**
- d. A description of the process areas that remain the most problematic for clients.**

Answer: All appeals related to the certification process are filed with OAH, which in turn determines if an evidentiary hearing is necessary, and, if so, schedules a hearing in accordance with OAH policies. In addition, the department hasn't received formal complaints regarding the certification process, but rather comments related to the ease of recertifying and user friendliness. Concerns that have been brought to the attention of the department is primarily access for returning CBE firms. The department has updated its website providing step-by-step guidance on how to access the system as well as points of contacts such as DES support team to assist with technical issues while CBE program concerns are sent to cbe.info@dc.gov.

Currently, the department is in progress of releasing another announcement regarding updates to the Self-Recertification process and the six month review process, which will be decreased.

79. Based on materials submitted to the Committee earlier this year, is it true that just three Joint Ventures have been awarded contracts since 2015?

Answer: Yes. DSLBD is the certifying entity for the joint venture program. The purpose of the program is to provide a joint venture with added preference when being evaluated for a specific opportunity. Once approved by DSLBD, it is the responsibility of the contracting entity to evaluate a response to an opportunity, based on the parameters set forth in the solicitation language, and vet the response to make a final determination. A certification from DSLBD does not guarantee a contract award.

80. How many site visits has the Certification division conducted in FY18 and FY19, to date?

a. Of those site visits, how many prevented potential businesses from receiving their certification?

Answer: During FY18 the total site visits completed by the Business Certification division totaled 147. During FY 19 the division conducted a total of 51 site visits to date. Of that amount of site visits, a total of 25 site visits prevented businesses from receiving certification.

Protest and Appeals Procedures

81. Please describe the process for handling client protests and appeals in response to adverse determinations made by the agency of an application for certification or recertification.

Answer: As previously mentioned, all appeals are filed with OAH, which in turn determines if an evidentiary hearing is necessary, and, if so, schedules a hearing in accordance with OAH policies.

82. How many protests and appeals were processed by the agency for FY18 and FY19, to date?

Answer: The agency has processed a total of five appeals in FY18 and FY19, to date. Please note, the agency does not process contracting protest.

83. What are the most common protests/appeals handled by the agency?

Answer: The most common protests/appeals are to denials of certification applications.

84. How many agency decisions appealed to the Office of Administrative Hearings were overturned?

Answer: There have been zero agency decisions overturned by OAH, in FY18 and FY19, to date.

Enforcement and Compliance

Monitoring and Inspections

85. Please provide the Committee with a copy of the Compliance Divisions Standard Operating Procedures.

Answer: See attachment, Q85.

86. Please describe any changes you have made or anticipate making to the monitoring process since last fiscal year, and include the efforts you have taken to inform the public and stakeholder community of these changes.

Answer: Last year, we reorganized the Compliance team for better efficiency. Compliance department now has three divisions; Agency Compliance, PPD and Investigations. This has enabled the team to go deeper in each of these areas and increase our responsiveness overall.

DSLBD also redesigned its processes to better meet key objectives and leverage new technology. DSLBD, with OCTO as a partner, chose the cloud-based Salesforce platform as best-fit to our requirements. The project scope, includes Certification, Compliance, Business Opportunities, and Grants to create one DSLBD Enterprise System (DES). The DES will be a single-point of entry for all IT functions that currently serve the DSLBD staff, DC Government agencies, Certified Business Enterprises (CBEs), and other general public users, to easily access, understand, and efficiently carryout functions under the appropriate business area.

Using these new processes, DSLBD developed a roadmap and design to configure our new technology to better monitor and act on Compliance-related matters for the small business community. This Fiscal Year, DSLBD will complete the configuration of the Compliance Module for DES.

The success of the Certification module release in FY18 followed an iterative process that included interaction with key stakeholders. In partnership with OCTO, we use the Agile IT management approach that includes prototyping and usability surveys. We use these key milestones to engage in a feedback loop with our user community and inform our bi-weekly prioritization of user requirements. We will continue to engage stakeholders in our process, in order to best align our system releases for the Compliance module.

The team also have found success implementing Quick Start documentation, extensive on-screen Help Commands, as well as user training sessions. We implemented a case management module to collect user feedback on this documentation for continuous refinement.

DSLBD created a communications team for the deployment of Certification in FY18. We will have a communications team engaged for the deployment of the Compliance Module.

DSLBD has initiated a monthly Compliance Oversight Working Group with the Department of Employment Services, the Department of Housing and Community Development, the Deputy Mayor for Planning and Economic Development, the DC Housing Finance Agency, and the Office of the City Administrator. DSLBD and DOES are working with PPD funding agencies to

develop uniform procedures for monitoring and tracking compliance with CBE expenditure and First Source requirements. These agencies have begun conducting joint compliance meetings among each other and with developers. This includes kick-off meetings with DSLBD Compliance Specialists, DOES First Source Compliance Specialists, and Funding Agency Project Managers.

87. What online upgrades have you made to your compliance monitoring system over the past fiscal year? What new online upgrades are being considered for FY19?

Answer: One critical upgrade that has dramatically improved our compliance monitoring was the Quickbase upgrade last year. This upgrade has enabled us to track verified payments against the CBE expenditure goal. Previously, this was a manual process. This improvement has been essential in DSLBD's current ability to assess fines.

In FY19, we are working on the Compliance phase of the DES system which will further enhance our ability to perform compliance functions. The new online upgrades include:

- Online portal for PPD Project Start-up and Monitoring.
- Automatic notification and tracking of sub-contractor payments for PPD and large Agency projects.
- Online portal for new exception and waiver requests, monitoring, and notification workflows.
- Online (mobile device) inspection and spot-check module.
- Integration with a new secure data warehouse for tracking CBE spend.
- New reports/dashboards for individual CBEs, CBE contract trends, Government spend by industry codes, waiver analysis, Agency spend trends by quarter, and prompt payment analysis.
- Online tools to update Agency forecasting data quarterly vs. annually.

88. What changes have you made to increase the performance of District government agencies, developers, and general contractors who have failed to comply with small and certified business enterprise utilization requirements?

- a. **Has the agency conducted any analyses to determine their effectiveness in enhancing performance compliance?**
- b. **Have changes been implemented for FY18 and FY19, to date?**

Answer: DSLBD continues to improve our agency compliance and PPD oversight. One significant change in the effectiveness of our agency compliance is that, last year, agency directors were required to attend the mandatory agency compliance training. We believe that this change has helped to magnify the Mayor's priority of CBE spend across the administration.

With regard to PPD's, during FY 2018, we established the PPD and Oversight Committee as a means of sharing information and resources. Finally, last year was the first year that DSLBD collected a fine for CBE non-compliance. This ability is a direct result of the department reorganization and the Quickbase upgrade.

DSLBD has improved communications by corresponding with agencies, developers and general contractors on a more frequent basis, which include reminders of requirements, deadlines and consequences for being non-compliant. These consequences include being subjected to corrective measures, fines and/or penalties.

DSLBD has better aligned internal departments to ensure that District government agencies, developers and general contractors are made aware of CBEs that have the capacity to participate in opportunities. Our goal is to eliminate the narrative that the procuring entity cannot find qualified CBEs.

DSLBD has recently hired a data analyst who has been reviewing data maintained by the Department and is helping us analyze agency effectiveness.

89. How does the agency coordinate with other District agencies to keep abreast of CBE compliance matters and performance? Please explain.

Answer: There are a variety of ways in which DSLBD keeps abreast of CBE compliance matters and performance. They include:

- Annual compliance trainings
 - Each year, DSLBD conducts government-wide trainings of agency directors and procurement officials (contracting officers, contracting specialists and CBE liaisons, etc.) to discuss changes and address all issues or concerns. In 2018, this special training was expanded to require the participation of agency directors.
- Interagency PPD oversight meetings with OCA, DMPED, DOES, DHCD, DCHFA, DGS and OCTO
 - These meetings help ensure that all projects are being monitored and agencies are proactively working together to resolve issues as they arise.
- Newly obtained access to the OCP portal
 - Access to OCP's transparency portal will significantly enhance DSLBD's ability to track solicitations and awards.
- Quarterly interactions with agencies

- Continuous communication and visibility regarding progress.

Furthermore, in FY 2018 and FY 2019, DSLBD held numerous training sessions to ensure that all requirements are understood and satisfied. As previously stated, agencies have been divided among four (4) compliance specialists who are directly responsible for communicating with agency liaisons and assisting with compliance related issues.

Waivers

90. Please describe the small and certified business utilization waiver process and include the following in the narrative:

- a. Differences in the waiver request process practiced by the various requesting agencies, developers and contractors;**
- b. The number of resources devoted to reviewing waiver requests; and**
- c. The average turnaround time for a waiver request determination.**

Answer: The law anticipates that there will be occasions where an appropriate CBE may not be available to meet governmental procurement needs and, therefore, allows agencies to request a waiver from CBE requirements.

Waivers may be granted due to: (1) lack of CBEs available to provide the service; (2) available CBEs lacking the business capacity to fulfill the terms and conditions of the requested service; or (3) the goods and services requested are proprietary or specialized in nature. The DSLBD director, in her discretion, may find that agency needs cannot be met at the time of procurement.

Furthermore, an agency liaison can request a waiver in the Quickbase system to have the 35% subcontracting requirement waived.

Instructions and trainings are made available to all agency end users. In addition, agencies were advised that waivers could only be considered when submitted by designated procurement agency representatives and should be submitted in prior to the issuance of a solicitation in order to avoid delays in processing. In addition, supporting documentation must be attached or submitted via email, which include justification to demonstrate the unavailability of SBEs, including market analysis, outreach and consultation with DSLBD, etc.

Answer (a): Waivers are only considered when requested by agency representatives. No requests are received directly from primes/contractors. The process is the same for all agencies. However the process of providing supporting documentation varies and, most of the time, contributes to delays in processing.

Answer (b): During FY 2018, approximately ten (10) compliance specialists were involved in drafting responses to waiver requests.

Answer (c): The average turnaround time for a waiver request determination during FY 2018 was thirty days.

91. Please describe the exception process and include the following:

- a. The total number of exceptions requested in FY18 and FY19, to date;
- b. The number of exceptions granted in FY18 and FY19, to date and the basis for DSLBD's approval;
- c. The total number of exceptions denied in FY18 and FY19, to date, including the reasons for denial; and
- d. The top agencies with the most exception requests in FY18 and FY19, to date.

Answer: DSLBD opens the Special Exceptions process 60 days prior to the beginning of the fiscal year. Special Exceptions are procurement of products and services that District agencies proposes and DSLBD confirms are not SBE eligible for reasons outlined in 27 DCMR 830.6. A waiver request is waiving the 35% subcontracting requirement because the goods and services could not be performed by an SBE. The estimated gross expendable budget is finalized in the CSBE Compliance Reporting database, and agencies are required to review and submit requests by October 1. The basis for approvals or denials are pursuant to 27 DCMR 830.1. DSLBD reviews and approves or denies requests for procurement if: 1.) No small business can perform the work, 2.) The work is proprietary, 3.) The line item is for specialized government services, (4) there are federal or other restrictions on the funds, or 5.) There are requirements for the work to be completed by a non-CSBE, such as for existing multi-year contracts.

Answer (a)(b)(c): Below are the number of exceptions requested, granted, and denied in FY18 and FY19, to date.

FY18 and FY19 Special Exceptions		
Status	FY18	FY19
Under Review	9	24
Approved	2,035	1,735
Denied	728	459
Additional Docs Required	2	1
Total	2,774	2,219

Answer (d): Below are the top agencies with the most exception requests in FY18 and FY19, to date.

Top Agencies with the Most Special Exception Requests in FY18 and FY19		
Agency	FY18	FY19
Department of Energy and Environment	215	163
District of Columbia Public Schools	173	176
Office of the Chief Technology Officer	68	196
Department of Employment Services	164	90
Office of the Chief Financial Officer	125	123
Department of Health	115	75
Child and Family Services Agency	128	38
Department of Human Services	76	70
Department of Corrections	79	63
Office of the Attorney General for the District of Columbia	70	72
Total	1,213	1,066

92. Does the agency have issues regarding the small and certified business enterprise waiver process, and if so, please explain?

Answer: No, DSLBD does not have any concerns regarding the requirement of DC Official Code 2-218.51. The agency recognizes the waiver process as a critical component of leveraging opportunities for small businesses.

93. Concerning waiver requests from contracting entities, how many such requests did DSLBD receive to waive SBE/CBE utilization requirements in FY18 and FY19, to date? Please break the number down by the following categories and note the requesting agency:

- Purchases of goods and services by District government agencies;**
- CBE utilization on government-assisted projects, and**
- CBE utilization of equity participation projects**
- How many waiver requests were approved? Please provide a justification for each waiver;**
- How many waiver requests were denied? Please explain; and**

- f. **What is the average turnaround time for approving/denying a waiver request from a contracting entity?**

Answer (a)(b)(c) (d)(e): See attachment, Q93.

Answer (f): Each year, DSLBD works with agencies to set a CBE spending goal. Waivers reduce the agencies goal from the original total if there are no qualified CBE capable and available to perform the work.

As of January 24, 2019, there were 1708 CBEs available to contract with over multiple industries, with some industry groups underrepresented within the CBE pool.

FY 2018, of the 282 waiver requests submitted, we approved 215 and denied 19. Although we had an increase of waiver requests by 22%, the dollar amount of waiver requests has decreased proving that District Agencies are complying with the law and DSLBD is reducing the amount of the waiver, ensuring that an SBE received a portion of the procurement.

FY 2019, of the 75 waiver requests submitted, we approved 44 and denied 3.

94. Does the agency receive blanket waiver requests from contracting agencies from CBE Utilization requirements? If so, please identify the agencies.

- a. **Which particular industries are impacted by this process; and**
b. **What procedures have been put in place to process such requests?**

Answer: Yes, we have received both written and verbal requests for consideration of blanket approval of waivers; most often from Human Services/Human Care related agencies (i.e., DBH; CFSA; DHS). Human Services and procurements that are competition exempt are the particular industries impacted the most by this process. Currently DSLBD does not approve blanket waiver request. We evaluate each waiver request on a case by case basis. We do receive this type of request. To date, we have not approved one.

95. Please list the recommendations you have made to contracting agencies to suspend, debar, levy fines or other penalties against a contractor, developer or small or certified business enterprise found not in compliance with certified business program requirements. Include in your listing the following:

- a. **The name of the contractor/developer/CBE entity involved;**
b. **Project name;**
c. **Contract identification;**
d. **A description of the infraction; and**
e. **A description of the agency's recommendation.**

Answer: See attachment Q95.

96. Please provide any analyses of the complaints received regarding the waiver process and include:

- a. A description of the most common complaints;**
- b. A description of the action taken to address and reduce these common incidences; and**
- c. A description of the parts of the process that remain the most problematic for the District government agency and private sector stakeholders.**

Answer: The most common complaint(s) the agency receives from CBEs are related to the volume of waivers approved and their belief that the waiver process should be eliminated. On the agency side, there is a general concern that certain projects should be automatically exempt from the waiver process due to the unavailability of CBEs. However, the waiver process is a viable tool for DSLBD to gain a global perspective of the government's needs and the CBE availability, in order to determine where gaps are, and what actions DSLBD can take to increase awareness, identify opportunities, work with the existing CBE community to expand their service offerings, and/or identify additional CBEs for certification.

97. How many Public Private Development projects have been closed since FY2017? For each project that has been closed please provide the Committee with the following:

- a. Which projects did not meet the 35% subcontracting requirements?**
- b. Which projects that did not meet the 35% subcontracting requirement are current beneficiaries of government dollars?**

Answer: Mayor Bowser takes seriously the duty to hold PPD prime contractors accountable for meeting the 35 percent subcontracting requirements. In FY18, the Agency closed out 332 PPDs and currently continues to monitor 91 active PPDs. While DSLBD was not able to take action on PPDs that predated the Bowser Administration, the agency has worked hard to improve data collection over the last few years. As Director Whitfield reported at the Triennial Review of the CBE Program and Monitoring of the Public Private Developments and Subcontracting hearing on October 24, the agency now has accurate, complete, and current data on the 35 percent subcontracting requirements for all open PPDs. As a result of these data collection improvements, the agency is now in a position to close out compliant PPDs in a timelier manner as well as take enforcement action when the requirement is not met. DSLBD thanks the Committee for its partnership in ensuring that PPDs are held accountable to complying with all requirements under District law.

98. Since 2015, how many SBEs have won prime contracts? How many have not been awarded either prime or a subcontract?

Answer: As DSLBD continues to improve visibility into procurement transactions, we are working with OCP and independent procurement authorities to classify these payments accordingly and link these transactions to contracts.

As previously indicated, we will have more visibility with the release of the DES.

99. How many CBEs that have been in the CBE Program for less than 5 years have won a prime contract?

Answer: DSLBD is not the owners of the procurement data. However, we are working with OCP regarding the transparency portal that will maintain all contracts awarded by OCP and potentially house other independent procurement agency contracts.

100. What is DSLBD's process to receive, track, and assess government-assisted construction projects in excess of \$250,000?

Answer: DSLBD currently receives, tracks, and assess government-assisted construction projects in excess of \$250,000 through the agency's Compliance Monitoring database. As part of the ongoing design and development of the new DES tracking system, once completed, all information will be received and tracked electronically.

101. What is DSLBD's process to receive, track, and assess government-assisted construction projects below \$250,000?

Answer: The agency's efforts are focused on contracts over \$250,000 with the understanding that procurements under \$250,000 are automatically SBE unless a justification has been written and posted on either the agency's website or DSLBD's website. Again, this process will be totally automated with the release of new DES tracking system.

102. How does DSLBD interact with DMPED in monitoring PPDs? Do the agencies keep different lists?

Answer: As of FY18, DSLBD has established a centralized committee of funding agencies including OCA, DGS, DMPED, DHCD, DCHFA and DOES. This committee meets monthly to discuss projects and to share information. DSLBD maintains a comprehensive list of agency PPD projects, including DMPED projects. DMPED maintains a separate list of their PPD projects.

103. How many spot checks has the Compliance division conducted in FY17, FY18, and FY19, to date? Of these spot checks:

- a. How many were physical visits?;**
- b. How many revealed fraudulent activity or information that the registration of a particular CBE needed updating?**

Answer: See attachment, Q103.

Answer (b): During this period, DSLBD did not discover any “fraudulent” activity. To the extent potentially non-compliant issues were identified, such as CBEs that had relocated without notifying DSLBD, etc., immediate contact was made with the CBE and, where necessary, appropriate steps were taken to resolve identified issues.

DC Main Streets and Business Improvement Districts

104. Main Streets are an important support of our commercial corridors. Please share with the Committee how are you fostering retail investment in long standing Main Street neighborhoods? Additionally, how are you ensuring that the Main Streets are staying relevant to long standing and new businesses in their corridor?

Answer: DSLBD fosters retail investment in new and established Main Street neighborhoods in three ways: 1) Amplifying the neighborhood to customers on behalf of businesses; 2) In-store counseling to solve internal and external problems; and, 3) Grants to businesses.

By producing events such as Art All Night and Small Business Saturday, DSLBD helps customers identify Main Street neighborhoods. In FY 2018, DSLBD took on an expanded management role for Art All Night which led to a record attendance. The individual Main Street organizations spend much of their DSLBD grant promoting the business districts and the businesses located within them.

Each Main Street organization provides extensive coaching to business owners. Main Street staff members spend considerable time meeting with business owners in their stores and restaurants. This in-store coaching provides an important communication system for place-based owners and managers who cannot easily leave their places of business. The Main Street Directors provide valuable advice on working with DCRA, building maintenance, retail trends, and much more. These store visits are also a valuable way for DSLBD to learn about issues as they develop, because the Main Street Directors share what they have learned to the Agency.

Beginning in FY 2018, DSLBD required all DC Main Street organizations to use \$25,000 of their DSLBD grant as a sub grant directly to businesses. These sub grants have placed \$438,000 directly into businesses. For FY 2019, the sub grants will total \$521,000.

105. As Main Streets have nearly doubled in number since 2016, how is the agency interacting with each neighborhood's Main Street organizations, stakeholders, and residents?

Answer: DSLBD has been very engaged with the Main Streets organizations in the past year. Director Whitfield made a point of walking every Main Street district with its Executive Director. Additionally, she convened two meetings of the Main Street Executive Directors to engage them in a discussion of how to close the retail sales/rent gap and to introduce them to an expanded fundraising resource.

With last year's 25% staffing increase, thanks to the new grants specialist, DSLBD has actually expanded its interactions with Main Streets leaders. In FY 2018, the Agency provided 54 training sessions for Main Street organizations, stakeholders, and residents. DSLBD staff stay in touch daily through conversations and meetings with Main Street staff. They also attend evening and weekend events produced by the 19 Main Street organizations, including events for business owners and those produced for customers.

In FY 2018, DSLBD expanded the DC Main Streets Summit to be open to the public. It attracted 53 participants – more than double the number who attended in FY 2017. The Summit was an all-day conference with presentations by 6 leaders of DC Main Streets organizations (Theresa Cameron, William McLeod, Alex Padro, Anwar Saleem, Kyle Todd, and Wendell Quann), and a representative from the National Main Street Center.

106. What oversight does the agency provide over Main Streets? Please note:

- a. Do they have specific goals they are to reach to report on to DSLBD? If so, please provide the Committee with a report outlining those goals and how they were or were not met;**
- b. What are your expectations of each Main Street's outreach and support for businesses;**
- c. How are you challenging your Main Streets to meet and improve upon their individual mandates; do you monitor their success at meeting their Strategic Goals?**
- d. Do Main Streets have strategic goals that directly relate to their individual neighborhoods? Do you believe that those who represent the individual Main Streets are the best and brightest advocates for their communities?**

Answer (a): Yes, each DC Main Street grantee establishes a project implementation plan at the beginning of the grant cycle. Once approved by DSLBD, the plan becomes the guide for how grantees will use the funds. The attached document includes the close-out letters sent by DSLBD to each FY 2018 Main Streets grantee tracking their performance against their project implementation plan.

Answer (b): The primary role of a Main Street organization is to support the retail stores and restaurants located within their district. As such, all of the organization's activities should benefit these business owners. Special events, such as the H Street Festival and the Taste of North Capitol, are designed to pull customers into businesses. A recent study commissioned by H Street Main Street showed that the H Street Festival generated an average increase in sales of 117% for stores and restaurants located on H Street. Main Street organizations also produce in-store events and use their social media to attract customers. They promote businesses via business directories on their websites, directories distributed on paper, and advertisements in local media.

Beyond the promotions, Main Street organizations encourage business owners to redesign their business operations. The Uptown Main Street program recently helped the owner of L'Enfant Florist merchandise her store. Uptown Main Street also provided technical assistance in social media, so that L'Enfant Florist could reach new customers. This florist also provided pop-up space for Cheesemonster Studio, a new business opening their second DC location on Kennedy Street. The pop-up shop gave Cheesemonster Studio a presence on Kennedy Street during the holiday season before their store opened. Main Street districts are great incubators for some of DC's best businesses. In FY 2018, Po' Boy Jim opened their second location in DC, after H Street Main Street gave the businesses a great start on H Street NE. They chose the Shaw neighborhood, in part, because of recruiting by Shaw Main Streets which also helped the business get started in Shaw.

Main Street staff members spend considerable time meeting with business owners in their stores and restaurants. This in-store coaching provides an important communication medium for place-based business operators who cannot easily leave their stores or restaurants. The Main Street directors provide valuable advice on working with DCRA, building maintenance, retail trends, and much more. These store visits are also a valuable way for DSLBD to learn about issues as they develop, because the Main Street directors bring what they have learned to the Agency.

Answer (c): Each Main Street organization has a unique set of strategic goals contained within their project implementation plan which is developed every year in partnership with DSLBD.

Director Whitfield has recently convened meetings with the Main Street leaders to discuss responses to the overwhelming threat of rising rents and its destructive impact upon the District's neighborhood business districts. The gap between sales per square foot and rent per square foot continues to grow and will cause even more closures, if nothing is done to address this imbalance. DSLBD is challenging the Main Street organizations to find

immediate sources of help for businesses and also to find long-term solutions to the entire problem.

Answer (d): Absolutely. Not only are the Main Street directors the best and brightest advocates in DC, their expertise is valued by other cities. Anwar Saleem and Alex Padro have provided consulting services to the National Main Street Center for communities in Seattle, Nashville, Charlotte, and Atlanta. William McLeod and Kyle Todd are frequent speakers at the annual National Main Streets Conference. DC Main Streets benefits from their extraordinary leadership. Thanks to the hard work of these extraordinary leaders, DC has won more national Main Street awards than any other city in North America.

Each Main Street organization has a unique set of strategic goals contained within their project implementation plan which is developed every year in concert with DSLBD.

107. What programs/employees do you have in place to assist start-ups?

Answer: Start-up storefront businesses including retail stores and restaurants have access to all the assistance available from DSLBD such as:

ASPIRE training, DC Youth Corp, counseling from the Small Business Development Center, financing through District Capitalized, Build a Dream, Stakeholder Groups, SBE Certification, the DC Bond Guarantee Program, matchmaking events to connect CBEs with District Agencies, Developers and Prime contractors for potential contract opportunities, financial intermediation to assist companies in loan packaging to secure commercial mortgages, term loans and lines of credit, and more. Additionally, start-up businesses seeking to locate within Main Street districts have access to all the services and financing offered by the Main Streets organizations.

108. What programs/employees do you have in place to assist current businesses?

Answer: Existing businesses including retail stores and restaurants have access to assistance available from DSLBD such as:

ASPIRE training, DC Youth Corp, counseling from the Small Business Development Center, financing through District Capitalized, Build a Dream, Stakeholder Groups, SBE Certification, the DC Bond Guarantee Program, matchmaking events to connect CBEs with District Agencies, Developers and Prime contractors for potential contract opportunities, financial intermediation to assist companies in loan packaging to secure commercial mortgages, term loans and lines of credit, and more.

Additionally, current businesses located within Main Street districts have access to all the services and financing offered by the Main Streets organizations.

109. Please provide the following for the DC Main Streets organizations:

- a. Changes in geographic area for each Main Street organization in FY18 and FY19, to date;**
- b. Budgets for each Main Street organization;**
- c. A description of the economic activity (i.e. businesses and jobs) fostered by DC Main Streets organizations in FY18 and FY19, to date;**
- d. An update on all newly created Main Streets; and**
- e. Identify all sources of funding for which Main Street organizations are eligible.**

Answer: There were no geographic changes in FY 2018.

Main Street Organization	FY 2019 Budget	FY19 Grant from DSLBD
Barracks Row	\$1,155,667	\$150,080
Columbia Heights & Mount Pleasant*	\$772,560	\$150,080
Deanwood Heights	\$553,000	\$150,080
Destination Congress Heights*	\$1,473,598	\$150,080
Eastern Market	\$ 233,112	\$150,080
Georgetown	\$157,080	\$150,080
H Street	\$964,040	\$150,080
Historic Dupont Circle	\$352,890	\$150,080
Logan Circle	\$219,000	\$175,000
Lower Georgia Avenue*	\$494,034	\$150,080
Minnesota Avenue*	\$2,245,364	\$150,080
North Capitol	\$338,550	\$150,080
Rhode Island Avenue	\$869,765	\$150,080
Shaw	\$474,022	\$150,080
South Dakota/Riggs Road*	\$772,560	\$175,000
Tenleytown	\$364,097	\$150,080
Uptown	\$174,645	\$150,080
Van Ness	\$258,585	\$150,080
Woodley Park	\$314,800	\$175,000

*These Main Street programs are embedded within larger nonprofit organizations. The budget shown is for the larger organization.

Answer (c): In FY18, 153 new businesses opened; 901 jobs were created. The first report for FY 19 was due on 1/20/19. There were 19 new businesses reported and 231 new jobs.

Answer (d): In FY19, Logan Circle Main Street and Woodley Park Main Street were established. Both have hired executive directors. The South Dakota Avenue/Riggs Road Main Street grant was awarded to the Center for Nonprofit Advancement, which is in the process of hiring a Main Street director now. DSLBD ran a competition for an Upper Bladensburg Main Street organization but received no applications.

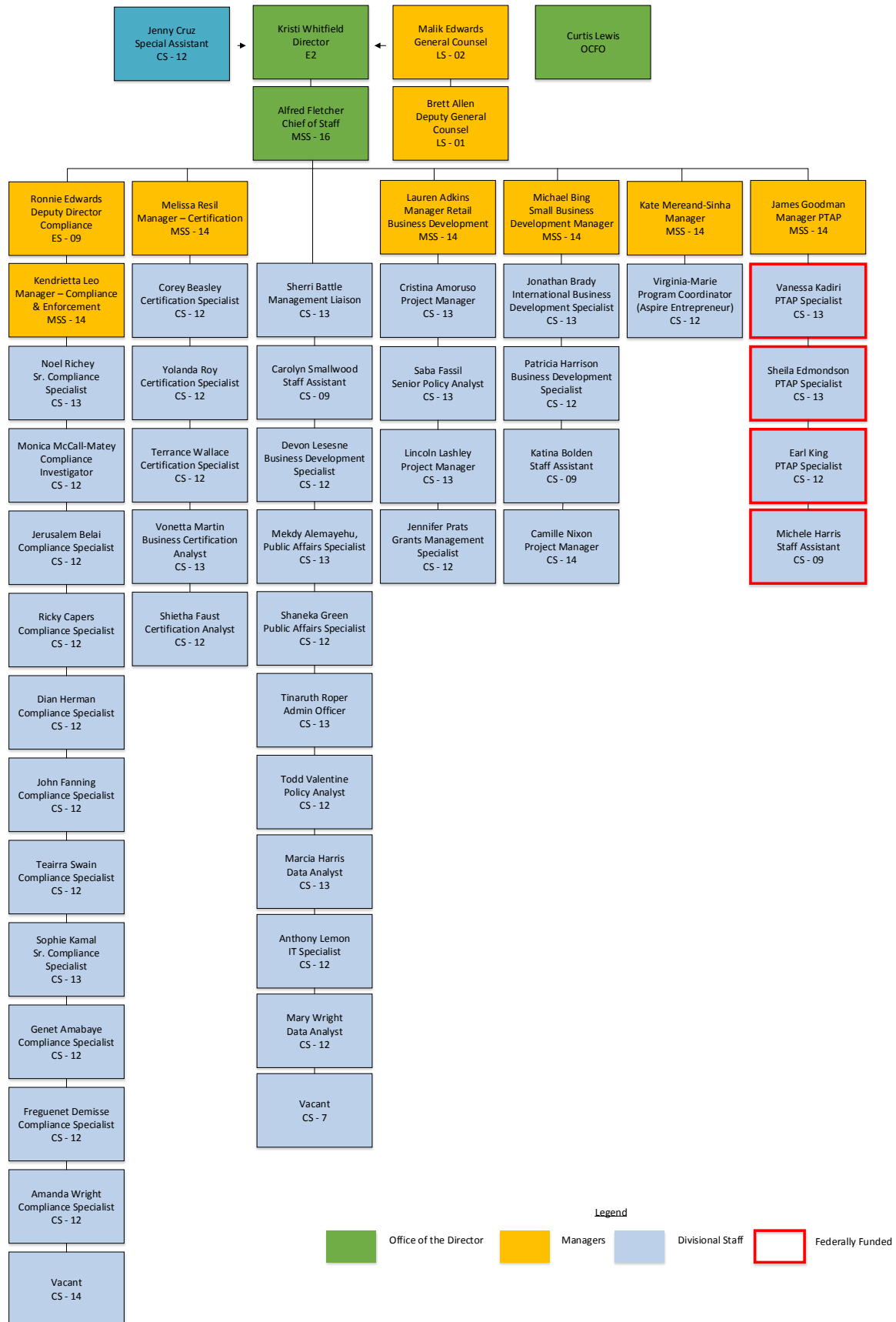
Answer (e): As independent, nonprofit organizations, all Main Streets organizations are free to seek any type of funding which would be open to any other nonprofit organization.

110. Please provide an update on the DSLBD Commercial Clean Team. Please include with the update:

- a. A list of the current clean teams;**
- b. The amount of grant funding allocated to each clean team; and**
- c. The grantee designated for each clean team.**

SERVICE AREA PROPOSAL - Service Area Full Name	Grant Amount	Organization Name
12th Street NE	\$112,618	Changing Perceptions
Adams Morgan Clean Team	\$138,000	Adams Morgan Partnership BID
Alabama Avenue SE Clean Team	\$103,000	Congress Heights Community Training and Dev Corp
Anacostia Clean Team	\$154,500	Anacostia Business Improvement District Corporation
Barracks Row Clean Team	\$114,000	Barracks Row Main Street
Bellevue	\$113,500	Congress Heights Community Training and Dev Corp
Benning Road (Ward 6) Clean Team	\$100,000	H Street Main Street
Benning Road (Ward 7) Clean Team	\$113,000	Career Path DC
Bladensburg Road Clean Team	\$135,000	H Street Main Street
Congress Heights Clean Team	\$124,500	Congress Heights Community Training and Dev Corp
Connecticut Avenue	\$107,982	Career Path DC
Deanwood Heights Clean Team	\$137,000	Deanwood Heights Main Streets
Dupont Circle Clean Team	\$127,000	Historic Dupont Circle Main Streets
Fort Lincoln Drive, NE (Residential)	\$100,000	Saving Our Next Generation
Georgia Avenue Clean Team	\$104,982	GOODProjects

Glover Park Clean Team	\$131,000	Changing Perceptions
H Street NE Clean Team	\$129,000	H Street Main Street
Kennedy Street Clean Team	\$103,618	Emory Beacon of Light, Inc.
Lower Georgia Avenue Clean Team	\$106,000	Collaborative Solutions for Communities
Mid-City Clean Team	\$100,000	Capitol Hill Business Improvement District, Inc.
Minnesota Avenue Clean Team	\$107,982	Career Path DC
Mount Vernon Triangle Clean Team	\$132,000	Mount Vernon Triangle Community Improvement District
New York Avenue, NE Clean Team	\$125,000	Career Path DC
North Capitol Street Clean Team	\$121,000	North Capitol Main Street, Inc.
Pennsylvania Avenue, SE Clean Team	\$110,000	Capitol Hill Business Improvement District, Inc.
Rhode Island Avenue NE Clean Team	\$126,000	Rhode Island Avenue Main Street
Shaw Clean Team	\$114,000	Shaw Main Streets, Inc.
South Dakota Avenue, NE	\$100,000	Saving Our Next Generation
Upper 14th Street NW Clean Team	\$103,000	Career Path DC
Upper Bladensburg Road, NE	\$100,000	Career Path DC
Upper Georgia Avenue	\$103,000	Emory Beacon of Light, Inc.
Ward 1 Clean Team	\$222,118	Career Path DC
Wisconsin Avenue Clean Team	\$119,521	Tenleytown Group, Inc. dba Tenleytown Main Street



Division	Posn Nbr	Title	Name	Total
Biz Ops	00033010	PROJECT MANAGER	Nixon,Camille I	123,200.00
Biz Ops	00043898	Staff Assistant	Bolden,Katina D	59,080.00
Biz Ops	00043982	Actin Small and Local Bus	Whitfield,Kristi C.	183,683.04
Biz Ops	00051179	Business Development Specialis	Brady,Jonathan B	101,523.00
Biz Ops	00051180	Business Development Specialis	Harrison,Patricia	94,543.00
Biz Ops	00077537	Manager, Small Business Develo	Bing,Michael	113,464.80
Certification	00005610	BUSINESS CERT SPEC	Beasley,Corey D	89,957.00
Certification	00028565	Business Certification spec	Roy,Yolanda R	85,371.00
Certification	00039801	Business Certification spec	Wallace,Terrance A	78,492.00
Certification	00042974	Program Manager	Resil,Melissa	106,421.00
Certification	00089119	Business Certification Analyst	Faust,Shietha V.	80,785.00
Certification	00089120	Business Certification Analyst	Martin,Vonetta B	96,065.00
Com Rev	00033888	PROJECT MGR	Amoruso,Cristina	109,710.00
Com Rev	00035076	PROJECT MGR	Lashley,Lincoln H	106,981.00
Com Rev	00043680	Grants Management Specialist	(blank)	73,906.00
Com Rev	00077838	Manager, Retail Business Devel	Adkins,Lauren	106,421.36
Com Rev	00094052	Grants Management Specialist	Prats,Jennifer A	85,371.00
Compliance	00028562	Compliance Specialist	Herman,Dian R	89,957.00
Compliance	00039802	Compliance Specialist	Demisse,Freguenet	76,199.00
Compliance	00077534	Compliance Specialist	Richey,Noel H	96,065.00
Compliance	00077535	Dep Dir for Business Opportuni	Edwards,Ronnie L	145,798.41
Compliance	00078176	Compliance Specialist	Capers,Ricky	78,492.00
Compliance	00078177	Compliance Specialist	Wright,Amanda L	76,199.00
Compliance	00086137	Compliance Specialist	Fanning,John J	78,492.00
Compliance	00088567	Compliance Specialist	Ambaye,Genet	78,492.00
Compliance	00088568	Manager, Compliance & Enforcem	Leo,Kendrietta	111,180.00
Compliance	00090792	Compliance Specialist	Kamal,Sophie S	101,523.00
Compliance	00090793	Investigator	McCall-Matey,Monica L	89,957.00
Compliance	00092077	Compliance Specialist	Swain,Teairra N	94,543.00
Compliance	00092192	Data Analyst	Wright,Mary H	76,199.00
Compliance	00094186	Compliance Specialist	Belai,Jerusalem	87,664.00
Compliance	00094187	Compliance Specialist	(blank)	100,639.00
Inno.ED	00033825	Clerical Assistant	(blank)	41,039.00
Inno.ED	00077347	Manager, Small Business Techno	Mereand-Sinha,Katherine	106,047.56

Inno.ED	00077538	Program Coordinator (Aspire En	Roure,Virginia-Marie	87,664.00
OD	00040123	Data Analyst	Harris,Marcia	101,523.00
OD	00042487	Administrative Officer	Roper,Tinaruth E	104,252.00
OD	00042889	Staff Assistant	Smallwood,Carolyn Denise	62,250.00
OD	00043139	SUPERVISOR ATTORNEY ADVISOR	Edwards,Malik K.	147,405.63
OD	00045980	Management Liaison Specialist	Battle,Sherri C	98,794.00
OD	00051176	Public Affairs Specialist	Green,Shaneka M	76,199.00
OD	00051178	IT Spec (Application Software)	Lemon,Anthony	73,906.00
OD	00077658	Deputy General Counsel	Allen,Brett W	134,542.99
OD	00078273	Business Certification spec	Cruz,Jenny	83,078.00
OD	00085842	Chief of Staff	Fletcher,Alfred	165,994.80
OD	00092036	Public Affairs Specialist	(blank)	85,149.00
OD	00092054	Policy Analyst	Valentine,Todd	87,664.00
OD	00094966	Staff Assistant	Harris,Michelle D	52,740.00
PTAC	00077346	Business Procurement Specialis	King,Earl	78,492.00
PTAC	00077348	Procure. Tech. Asstnce. Spec.	Kadiri,Venessa	96,065.00
PTAC	00077349	Procure. Tech. Asstnce. Spec.	Edmondson,Sheila	96,065.00
PTAC	00077350	Procure. Tech. Asstnce. Mgr.	Goodman,James M	109,936.00
	00026040	Business Development Specialis	Lesesne,Devon	91,722.62
	(blank)	(blank)	(blank)	

Grand Total

5,056,903.21

FY18/19 Employees who received or retained cellphones

Last Name	First Name	Cell#
Adkins	Lauren	202-674-2251
Allen	Brett	202-701-4695
Ambaye	Genet	202-578-2075
Amoruso	Cristina	202-701-7673
Battle	Sherri	202-341-2191
Beasley	Corey	202-578-4298
Belai	Jerusalem	202-215-3965
Bing	Michael	202-578-1090
Bolden	Katina	202-578-1024
Brady	Jonathan	202-770-6283
Capers	Ricky	202-664-7665
Cruz	Jenny	202-578-4918
Demisse	Freguenet	202-578-4814
Edmondson	Sheila	202-578-1320
Edwards	Malik	202-578-2481
Edwards	Ronnie	202-450-7994
Fanning	John	202-450-7532
Faust	Shi	202-578-2620
Fletcher	Jerome	202-550-0475
Goodman	Milton	202-674-2253
Harris	Michelle	202-297-6557
Harris	Marcia	202-450-0449
Harrison	Patricia	202-664-7676
Herrman	Dian	202-578-2063
Jones	Devin	202-578-1725
Kadiri	Venessa	202-578-2479
Kamal	Sophie	202-297-8262
King	Earl	202-578-2405
Lashley	Lincoln	202-674-2254
Lemon	Anthony	202-510-7097
Leo	Kendrietta	202-450-9375
Martin	Vonetta	202-701-8598
McCall-Matey	Monica	202-578-1913
Mereand-Sinha	Katherine	202-450-8120
Nixon	Camille	202-340-7024
Prats	Jennifer	202-450-9990
Raines	Tracy	202-674-2255
Resil	Melissa	202-341-2089
Richey	Noel	202-578-1617
Roure	Virginia-Marie	202-674-2250
Roper	Tina	202-765-4658
Roy	Yolanda	202-578-4784
Smallwood	Carolyn	202-578-2280
Swain	Teaira	202-701-7268
Valentine	Todd	202-412-0690
Wallace	Terrance	202-341-6099
Whitfield	Kristi	202-578-3217
Wright	Amanda	202-578-1425
Wright	Mary	202-716-1935

Department of Small and Local Business Development
MOUs FY18 & FY19

FY18 In

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Description	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
DOES	DSLBD	Capacity Building	Intra-District	Summer Youth Employment Program	to provide employment and career readiness opportunities to youth ages 14-24	4/1/18	9/30/18	49,999.00	N/A	4/1/18	3/16/18	3/29/18
CAH	DSLBD	Capacity Building	Intra-District	Arts Festival	art street festival that explores and celebrates contemporary art, music, dance and performance art	5/23/18	9/30/18	200,000.00	N/A	5/23/18	5/23/18	6/1/18
DOES	DSLBD	Capacity Building	Intra-District	Residential Clean DC	train individuals to perform commerical and residential cleaning and maintenance throughout the city	6/8/18	9/30/18	250,000.00	N/A	6/8/18	6/8/18	6/20/18
DOES	DSLBD	Capacity Building	Intra-District	ASPIRE to Entrepreneurship Program	to support DC Residents into entrepreneurship train individuals to perform commerical and residential cleaning and maintenance throughout the city	7/11/18	9/30/18	70,233.00	N/A	7/11/18	7/11/18	7/13/18
WIC	DSLBD	Capacity Building	Intra-District	Residential Clean DC	throughout the city	6/8/18	9/30/18	200,000.00	N/A	6/8/18	6/8/18	7/16/18
								770,232				

FY18 Out

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Description	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
DSLBD	OCFO	Financial Management	Local	OCFO Fiscal Support	provides financial services for DSLBD	10/1/17	9/30/18	115,000	N/A	1/17/18	11/2/17	1/17/18
DSLBD	OCF	Performance Management	Local	Purchase Card Purchases		10/1/17	9/30/18	30,000.00	N/A	10/1/17	N/A	10/1/17
DSLBD	OCTO	Information Technology	Local	Telecommunications Services	provide telecommunication services such as telephone, and vpn support (fixed cost)	10/1/17	9/30/18	57,731.00	N/A	10/1/17	N/A	10/1/17
DSLBD	DPW	Fleet Management	Local	Fleet Services	provides services for fleet maintenance (fixed cost)	10/1/17	9/30/18	5,462.00	N/A	10/1/17	N/A	10/1/17
DSLBD	DCHR	Contract and Procurement	Local	DCHR District Leadership Program Intern	provide interns with unique opportunities to work in a wide range of practical and developmental projects	1/22/18	9/30/18	15,222.00	N/A	1/22/18	1/22/18	1/30/18
								223,415				

FY19 OUT

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Description	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
DSLBD	OCFO	Financial Management	Local	OCFO Fiscal Support	provides financial services for DSLBD	10/1/18	9/30/19	115,000	N/A	9/9/18	9/9/18	1/17/18
DSLBD	OCF	Performance Management	Local	Purchase Card Purchases	provides purchase card services	10/1/18	9/30/19	30,000.00	N/A	10/1/18	N/A	10/1/18
DSLBD	OCTO	Information Technology	Local	Telecommunications Services	provide telecommunication services such as telephone, and vpn support (fixed cost)	10/1/18	9/30/19	57,731.00	N/A	10/1/18	N/A	10/1/18
DSLBD	ODR	Performance Management	Local	ODR (sign language interpretation)	provide sign language interpretation services to cover 2 months' cost application	11/30/18	9/30/19	10,567.00	N/A	11/30/18	11/30/18	
DSLBD	OCTO	Information Technology	Local	Application Development/DES	development, testing, infrastructure and deployment of DES Release 3.0 and 4.0	1/17/19	9/30/19	166,000.00	N/A	1/10/19	1/17/19	1/24/19
DSLBD	DPW	Fleet Management	Local	Fleet Services	provides services for fleet maintenance (fixed cost)	10/1/18	9/30/19	5,462.00	N/A	10/1/18	N/A	10/1/18
								384,760				

FY19 Anticipated

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Description	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
CAH	DSLBD	Capacity Building	Intra-District	Arts Festival	art street festival that explores and celebrates contemporary art, music, dance and performance art	N/A	9/30/19	150,000.00	N/A	N/A	N/A	N/A

Department of Small and Local Business Development
Special Account
FY18 & FY19

Name of Account
Statutory Authority/Code
Source of Funding

Small Business Capital Access Fund
§ 2-218.75

Any penalties assessed by the Department pursuant to § 2-218.48 and any civil penalties imposed pursuant to § 2-218.63(c) and any fees collected pursuant to § 2-218.49a(a-1) shall be collected by the Department and deposited into the Fund.

Revenue Code:
Program Description:

There is established as a nonlapsing fund the Small Business Capital Access Fund, which shall be used for the following purposes:

- (1) To grant the local funds necessary to obtain federal matching funds to establish a procurement technical assistance program in the Department;
- (2) To make a one-time grant in an amount of \$50,000 to provide operating support to a newly formed business association in Ward 3; and
- (3) To provide financial assistance, including grants, loans, and loan guarantees, to eligible recipients.

Balance in FY18	220,758.45
Deposits	276,711.00
Expenditures	-
Revenue	\$ 497,469

Notes:
Revenue includes fees assessed against Americorp Corporation for non-compliance in FY19

Department of Small and Local Business Development
Special Account
FY18 & FY19

Name of Account Streetscape Loan Relief Fund
Statutory Authority/Code § 1-325.191
Source of Funding

All funds received from repayment of loans shall be deposited into the Fund.

Program Description:

There is established as a nonlapsing fund the Streetscape Loan Relief Fund, which shall be used for the following purposes:

(1) To make loans in accordance with subsection (c) of this section; (c) The Mayor, in his or her sole discretion, may make interest-free loans from the Fund to any individual or entity that operates a retail business inside or adjoining the streetscape construction or rehabilitation project)

Balance in FY18	268,120.70
Deposits	-
Expenditures	-
Revenue	\$ 268,121

Notes:
Revenue includes repayment of loans

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
BOLDEN	Monthly cable subscription for the Agency
BOLDEN	Staff Supplies
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Office Supplies
BOLDEN	Tuition fot Employee Training
GOODMAN	PTAC Support
BOLDEN	Staff equipment
GOODMAN	Conference Registration
GOODMAN	Conference Registration
GOODMAN	Conference Registration
BOLDEN	MIDC Platform
BOLDEN	Smartrip

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
BOLDEN	Smartrip
GOODMAN	Course Registration
GOODMAN	Course Registration
BOLDEN	Business Cards
BOLDEN	General Office Supplies
BOLDEN	General Office Supplies
BOLDEN	Business Cards
BOLDEN	
BOLDEN	Event Exhibit Booth
BOLDEN	Event Booth
BOLDEN	Greenbook
BOLDEN	Exhibit Table
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
BOLDEN	Smartrip
GOODMAN	Office Supplies
GOODMAN	Software- Bid Matching
BOLDEN	Comcast- Office Cable TV
GOODMAN	Conference Registration
GOODMAN	Conference Registration
GOODMAN	Conference Registration
BOLDEN	Office Supplies
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Office Supplies
BOLDEN	Membership Dues
BOLDEN	Marketing Materials
BOLDEN	Business Cards
BOLDEN	Office Supplies
GOODMAN	Out of City Travel- Conference
GOODMAN	Out of City Travel- Conference

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
GOODMAN	Out of City Travel- Conference
SMALLWOOD	Advertising
SMALLWOOD	Office Supplies
BOLDEN	Office Supplies
SMALLWOOD	Office Supplies
SMALLWOOD	Office Supplies
SMALLWOOD	Interpreter Services
BOLDEN	Office Supplies
BOLDEN	Smartrip
BOLDEN	Smartrip
BOLDEN	Smartrip
SMALLWOOD	Toner
BOLDEN	Toner
BOLDEN	Comcast- Office Cable TV
SMALLWOOD	Software- Grants Processing
BOLDEN	Smartrip
BOLDEN	Smartrip Metro Card

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
BOLDEN	Office Supplies
BOLDEN	Metrocard
BOLDEN	Advertising for MadeinDC
BOLDEN	Comcast- Office Cable TV
BOLDEN	ExportDC Conference
BOLDEN	Website Domain
BOLDEN	Website Domain
BOLDEN	Supplies
BOLDEN	Office Supplies
BOLDEN	Office Supplies
BOLDEN	MetroCard
BOLDEN	Metro Card
BOLDEN	Metro Card
BOLDEN	Tablets
BOLDEN	MadeinDC event with Maker's of DC
BOLDEN	Office Supplies
BOLDEN	Office Supplies

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
BOLDEN	Office Supplies
BOLDEN	Cable Television for Office
BOLDEN	Newspaper Ad
BOLDEN	Survey Monkey
BOLDEN	Office Supplies
BOLDEN	Rental Space for Event
BOLDEN	License
ROPER	Madelynns Bake Sale reinstatement fee (per grant agreement)
ROPER	License fee for Madelynn's Bake Sale (per the Dream Grant Terms)
BOLDEN	Supplies
GOODMAN	DCPTAC Small Business Summit
GOODMAN	DCPTAC Small Business Summit
BOLDEN	Office Supplies
BOLDEN	Smartrip Card- Metro
BOLDEN	Smartrip Card- Metro
BOLDEN	Smartrip Card- Metro
ROPER	Email marketing service subscription

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
ROPER	Air Filters for office suite
BOLDEN	Comcast Television
ROPER	Adobe Cloud Software - 2 licenses
ROPER	Carpet Cleaning for the entire DSLBD Suite
ROPER	Installation/ replacement of vinyl signs on outer suite windows and in new training room space.
ROPER	Communications coaching for Director Whitfield
ROPER	Transcription court reporter services
ROPER	Basic office supplies
ROPER	Replenishment of office supplies
ROPER	Conference registration fees for J Cruz
ROPER	Two SmarTrip cards for Commercial Revitalization's local travel
ROPER	Conference hotel accommodations for J Cruz
ROPER	Travel accommodations for Jenny Cruz (Professional Development Conference)
ROPER	Webinar fees for J. Brady
ROPER	MIDC Innovator Awards and support
ROPER	Training materials and supplies
BOLDEN	

EN0 FY17 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
ROPER	Commercial Reitalization advert in the Georgetownner
ROPER	Jumbo checks printed for event
BOLDEN	Website Domain
BOLDEN	Office Supplies
ROPER	Toner for reception desk
ROPER	Basic office supplies
ROPER	Account credit from printing of jumbo checks
ROPER	Ribbon cutting scissors for event
BOLDEN	Business Cards
ROPER	Ribbon cutting scissors for event

ENO FY18 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
ROPER	Event photographer
ROPER	Monthly cable subscription for the Agency
GOODMAN	Procurement Data Subscription
ROPER	Cards, envelopes and copier paper
GOODMAN	APTAC Nov Conference registration fees
GOODMAN	office video supply-clicker
BOLDEN	District Connect-Small Business Contracting Conference.
ROPER	Office supplies
ROPER	Privacy Screens for Front Desk Monitors
ROPER	Quarterly order of basic office supplies
ROPER	Dry erase surface created in sub-office (paint)
ROPER	Loading agency fare card for local business travel
BOLDEN	Badge Printer-Events
ROPER	Comcast Cable Subscription- October
ROPER	Black Restaraunt Week sponsorship
ROPER	Grant evaluation software
ROPER	Posters and flyers for Art All Night

ENO FY18 Purchase Card Transactions

Employee Last Name Making Expenditure	General Purpose of Expenditure
ROPER	Annual membership dues
ROPER	Easels for media event
ROPER	Basic Office Supplies to include copier, paper pens, etc
ROPER	Supplies for the Small Biz Conference Event
ROPER	Supplies for office holiday celebration
BOLDEN	WMATA-Smartrip
BOLDEN	WMATA-Smartrip
BOLDEN	WMATA-Smartrip
ROPER	Supplies for office holiday celebration
ROPER	Scheduling planners for Compliance
ROPER	Microwave cart - purchased for safety
ROPER	Cable subscription for the office
ROPER	Basic Office Supplies
ROPER	MIDC Bread for the City Sponsorship
ROPER	MIDC Sponsorship for DC Jazz Festival

Department of Small and Local Business Development
MOUs FY18 & FY19

FY18 In

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
CFO	ENO	Capacity Building	Intra-District	Summer Youth Employment Program	4/1/18	9/30/18	49,999.00	N/A	4/1/18	3/16/18	3/29/18
BX0	ENO	Capacity Building	Intra-District	Arts Festival	5/23/18	9/30/18	200,000.00	N/A	5/23/18	5/23/18	6/1/18
CFO	ENO	Capacity Building	Intra-District	Residential Clean DC	6/8/18	9/30/18	250,000.00	N/A	6/8/18	6/8/18	6/20/18
CFO	ENO	Capacity Building	Intra-District	ASPIRE to Entrepreneurship Program	7/11/18	9/30/18	70,233.00	N/A	7/11/18	7/11/18	7/13/18
EM0	ENO	Capacity Building	Intra-District	Residential Clean DC	6/8/18	9/30/18	200,000.00	N/A	6/8/18	6/8/18	7/16/18
							770,232				

FY18 Out

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
ENO	ATO	Financial Management	Local	OCFO Fiscal Support	10/1/17	9/30/18	115,000	N/A	1/17/18	11/2/17	1/17/18
ENO	POO	Performance Management	Local	Purchase Card Purchases	10/1/17	9/30/18	30,000.00	N/A	10/1/17	N/A	10/1/17
ENO	TOO	Information Technology	Local	Telecommunications Services	10/1/17	9/30/18	57,731.00	N/A	10/1/17	N/A	10/1/17
ENO	KTO	Fleet Management	Local	Fleet Services	10/1/17	9/30/18	5,462.00	N/A	10/1/17	N/A	10/1/17
ENO	BE0	Contract and Procurement	Local	DCHR District Leadership Program Intern	1/22/18	9/30/18	15,222.00	N/A	1/22/18	1/22/18	1/30/18
							223,415				

FY19 OUT

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
ENO	ATO	Financial Management	Local	OCFO Fiscal Support	10/1/18	9/30/19	115,000	N/A	9/9/18	9/9/18	1/17/18
ENO	POO	Performance Management	Local	Purchase Card Purchases	10/1/18	9/30/19	30,000.00	N/A	10/1/18	N/A	10/1/18
ENO	TOO	Information Technology	Local	Telecommunications Services	10/1/18	9/30/19	57,731.00	N/A	10/1/18	N/A	10/1/18
ENO	JRO	Performance Management	Local	ODR (sign language interpretation)	11/30/18	9/30/19	10,567.00	N/A	11/30/18	11/30/18	
ENO	TOO	Information Technology	Local	Application Development/DES	1/17/19	9/30/19	166,000.00	N/A	1/10/19	1/17/19	1/24/19
ENO	KTO	Fleet Management	Local	Fleet Services	10/1/18	9/30/19	5,462.00	N/A	10/1/18	N/A	10/1/18
							384,760				

FY19 Anticipated

Buyer	Seller	PROGRAM	FUNDING	MOU's Title	Date Entered	Termination	Amount	Letter of Intent	Submitted Request Date	Dates of Signatures	Funds Transferred
BX0	ENO	Capacity Building	Intra-District	Arts Festival	N/A	9/30/19	150,000.00	N/A	N/A	N/A	N/A

**DSLBD Reports Prepared by
the Office of the Inspector General and D.C. Auditor
(FY 2016 thru 2019)**

Report Title	No. of Rec.,	No. of Closed Rec.,	No. of Open Rec.,	Open Recommendation	Status	DSLBD Actions
ODCA - District of Columbia Agencies' Compliance with Fiscal Year 2016 Small Business Enterprise Expenditure Goals (June 28, 2017)	2	2	0		Implemented	All Recommendations have been addressed, implemented, and closed.
ODCA - District of Columbia Agencies' Compliance with Fiscal Year 2016 Small Business Enterprise Expenditure Goals through the 3rd Quarter of Fiscal Year 2016 (December 22, 2016)	2	2	0		Implemented	All Recommendations have been addressed, implemented, and closed.
ODCA - District Agencies Did Not Provide Sufficient Oversight of Private Development Projects and Have Not Collected Potentially Significant Fines (August 1, 2016)	3	2	1	The Directors of DSLBD and DOES should develop procedures to accurately track compliance with CBE expenditure and First Source requirements, respectively, and begin assessing penalties to noncompliant developers and contractors.	open/ In progress	DSLBD is in the process of drafting a response to ODCA, which include a copy of the Public Private Development procedures to address the recommendations.
ODCA - Subcontracting Requirements for Government-Assisted Projects: A Review of DSLBD's Compliance Monitoring Function (July 5, 2016)	6	5	1	DSLBD needs to redesign its compliance and enforcement mechanisms to ensure that the District's developers are complying with subcontracting requirements.	open/ In progress	DSLBD is in the process of drafting a response to ODCA, which include a copy of the Public Private Development procedures to address the recommendations.
ODCA - District of Columbia Agencies' Compliance with Fiscal Year 2015 Small Business Enterprise Expenditure Goals (March 31, 2016)	4	4	0		Implemented	All Recommendations have been addressed, implemented, and closed.
OIG - Audit of District of Columbia Agencies' Compliance with Small Business Enterprise Expenditure Goals (June 2015)	18	18	0		Implemented	All Recommendations have been addressed, implemented, and closed.
Totals	35	33	2			

Department of Small and Local Business Development
FY17, 18 and 19 Approved versus Revised Budget

Values																	
Appropriated Fund	Program	Program Title	Activity	Activity Title	Sum of FY 2017		Sum of FY 2018		Sum of FY 2018		Sum of FY 2019		Sum of FY 19 1st		Description		
					Approved Budget	Revised Budget	Expenditures	Approved Budget	Revised Budget	Expenditures	Proposed Budget	QTR	Variance 2017	Variance 2018			
0100	1000	AGENCY MANAGEMENT	1010	PERSONNEL	95,616.21	95,616.21	77,572.21	96,985.40	87,912.65	84,757.23	96,378.19	24,118.61	18,044.00	12,218.61	Budget was revised through a reprogramming; Funds for the Capacity Study		
			1015	TRAINING AND EDUCATION	49,349.20	49,349.20	44,092.83	50,197.65	48,797.65	45,768.08	47,692.95	12,405.33	5,256.37	4,429.57			
			1020	CONTRACTING AND PROCUREMENT	137,310.24	117,059.76	114,118.16	105,720.89	334,052.78	210,104.89	78,138.45	53,171.32	23,192.08	(104,384.00)			
			1030	PROPERTY MANAGEMENT	15,965.09	15,965.09	12,884.97	16,464.73	16,064.73	16,495.12	12,597.30	9,435.91	3,080.12	(30.39)			
			1040	INFORMATION TECHNOLOGY	82,263.25	82,263.25	66,101.89	74,196.47	73,796.47	69,297.65	70,329.04	61,593.38	16,161.36	4,898.82			
			1050	FINANCIAL MANAGEMENT	133,965.09	133,965.09	128,024.56	134,464.75	134,064.75	129,489.57	130,597.30	118,974.82	5,940.53	4,975.18			
			1055	RISK MANAGEMENT	15,965.11	15,965.11	13,024.56	16,464.75	14,964.75	11,208.55	8,815.44	3,029.92	2,940.55	5,256.20			
			1060	LEGAL	316,869.27	316,869.27	268,206.15	264,545.09	337,553.21	341,422.48	349,541.45	87,978.43	48,663.12	(76,877.39)			
			1070	FLEET MANAGEMENT	3,931.13	3,931.13	3,931.13	5,461.50	5,461.50	3,791.54	5,461.50	0.00	0.00	1,669.96			
			1080	COMMUNICATIONS	176,638.63	47,638.63	181,208.15	188,783.89	180,100.30	183,186.51	197,610.05	52,999.44	(4,569.52)	5,597.38			
	1085	CUSTOMER SERVICE	151,752.81	151,752.81	79,454.75	83,320.67	80,950.67	83,747.00	82,554.80	21,913.28	72,298.06	(426.33)					
	1000 Total			1090	PERFORMANCE MANAGEMENT	379,509.65	335,272.65	390,810.70	370,635.38	429,944.03	427,655.37	447,787.47	113,338.32	(11,301.05)	(57,019.99)	Budget was revised through reprogramming; Actual expenditures were greater than forecasted expenditures	
					1,559,135.68	1,365,648.20	1,379,430.06	1,407,241.17	1,743,663.49	1,606,923.99	1,527,503.94	558,958.76	179,705.62	(199,682.82)			
				2000	CERTIFICATION												Budget was revised through a reprogramming; The funds were not fully spent due to vacant positions
				2010	CERTIFICATION	944,380.93	871,447.93	851,449.08	1,047,857.76	828,706.99	833,586.98	1,001,536.10	220,533.30	92,931.85	214,270.78		
				2020	COMPLIANCE	1,247,545.74	1,097,545.74	1,117,531.02	1,287,934.55	1,220,325.88	1,256,362.23	1,441,594.96	355,987.00	130,014.72	31,572.32		
				2000 Total		2,191,926.67	1,968,993.67	1,968,980.10	2,335,792.31	2,049,032.87	2,089,949.21	2,443,131.06	576,520.30	222,946.57	245,843.10		
				3000	BUSINESS OPP AND ACCESS TO CAPITAL												
				3030	CAPITAL ACQUISITION	218,967.00	200,701.00	164,498.32	227,266.67	223,646.67	231,751.28	206,802.07	55,196.55	54,468.68	(4,484.61)		
				3040	PROCUREMENT TECH ASSISTANCE PR	119,421.77	144,705.25	134,582.08	133,803.96	149,646.14	146,695.68	147,351.87	34,641.25	(15,160.31)	(12,891.72)		
				3050	ACCESS TO CAPITAL	0.00	0.00	53,658.79	569,302.59	832,601.44	832,600.86	184,776.00	49,500.00	(53,658.79)	(263,298.27)		
				3060	BUSINESS DEVELOPMENT	1,235,917.32	1,235,809.32	1,106,472.30	2,572,256.70	2,560,634.18	2,295,615.46	1,924,532.58	260,869.07	129,445.02	276,641.24		
				3070	TRADE AND EXPORT	116,089.90	116,089.90	113,275.59	117,794.41	113,894.41	118,085.06	121,969.22	29,903.43	2,814.31	(290.65)		
3080				TECHNOLOGY AND INNOVATION	77,768.73	77,768.73	67,508.06	123,045.86	0.00	0.00	0.00	0.00	10,260.67	123,045.86			
3000 Total		1,768,164.72	1,775,074.20	1,639,995.14	3,743,470.19	3,880,422.84	3,624,748.34	2,585,431.74	430,110.30	128,169.58	118,721.85						
4000	COMMERCIAL REVITALIZATION																
4020	CAPACITY BUILDING	367,007.40	367,007.40	361,281.58	366,125.77	386,040.77	380,223.90	403,326.08	80,422.94	5,725.82	(14,098.13)						
4030	MAIN STREETS	1,631,296.28	1,631,296.28	1,639,048.71	2,234,625.66	2,270,827.02	2,277,361.83	2,626,236.81	2,471,699.55	(7,752.43)	(42,736.17)						
4040	COMMERCIAL CLEAN TEAMS	3,515,985.57	3,455,985.57	3,451,113.66	4,421,315.50	4,364,315.50	4,368,507.86	4,912,103.28	4,418,545.39	64,871.91	52,807.64						
4050	HEALTHY FOOD PROGRAMS	123,341.00	123,341.00	116,000.00	123,341.00	123,341.00	122,519.29	123,341.00	0.00	7,341.00	821.71						
4000 Total		5,637,630.25	5,577,630.25	5,567,443.95	7,145,407.93	7,144,524.29	7,148,612.88	8,065,007.17	6,970,667.88	70,186.30	(3,204.95)						
0100 Total					11,156,857.32	10,687,346.32	10,555,849.25	14,631,911.60	14,817,643.49	14,470,234.42	14,621,073.91	8,536,257.24	601,008.07	161,677.18			
0200	3000	BUSINESS OPP AND ACCESS TO CAPITAL	3040	PROCUREMENT TECH ASSISTANCE PR	415,325.13	386,885.69	382,568.78	457,446.44	431,181.00	420,749.54	468,424.08	103,921.75	32,756.35	36,696.90	Federal budget authority decreased to actual award		
			3060	BUSINESS DEVELOPMENT	0.00	49,999.00	49,999.00	0.00	0.00	0.00	0.00	0.00	(49,999.00)	0.00			
			3070	TRADE AND EXPORT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
			3080	TECHNOLOGY AND INNOVATION	163,336.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	163,336.42	0.00	In FY17 Federals that are no longer received		
	3000 Total		578,661.55	436,884.69	432,567.78	457,446.44	431,181.00	420,749.54	468,424.08	103,921.75	146,093.77	36,696.90					
0200 Total					578,661.55	436,884.69	432,567.78	457,446.44	431,181.00	420,749.54	468,424.08	103,921.75	146,093.77	36,696.90			
0700	4000	COMMERCIAL REVITALIZATION	4020	CAPACITY BUILDING	0.00	1,126,013.00	1,126,013.00	0.00	770,232.00	749,995.00	0.00	0.00	(1,126,013.00)	(749,995.00)	Intra-District funds received from DOES (\$370K), WIC (\$200K), CAH (\$200K)		
			4000 Total		0.00	1,126,013.00	1,126,013.00	0.00	770,232.00	749,995.00	0.00	0.00	(1,126,013.00)	(749,995.00)			
0700 Total					0.00	1,126,013.00	1,126,013.00	0.00	770,232.00	749,995.00	0.00	0.00	(1,126,013.00)	(749,995.00)			
Grand Total					11,735,518.87	12,250,244.01	12,114,430.03	15,089,358.04	16,019,056.49	15,640,978.96	15,089,497.99	8,640,178.99	(378,911.16)	(551,620.92)			

Department of Small and Local Business Development
Reprogramming FY18 and FY19

FY18 Local Funds Reprogramming: \$418,000

Original Purpose for which Funds were Dedicated: Funds originally for personnel Services

Reprogrammed use of Funds: Funds Reprogrammed for Capacity Study, Entrepreneurship Hub in Ward 7, Shop Made in DC and training staff

FUND	Program Code	Program Code Title	CSG	Date	IN	Out
1000	2010	Certification	11	5/21/18		(155,000.00)
1000	2010	Certification	14	5/21/18		(23,252.99)
1000	3050	Access to Capital	11	5/21/18		(41,754.00)
1000	3050	Access to Capital	14	5/21/18		(9,947.15)
1000	3060	Business Development	11	5/21/18		(10,000.00)
1000	3060	Business Development	12	5/21/18		(35,000.00)
1000	3060	Business Development	14	5/21/18		(20,000.00)
1000	3080	Technology and Innovation	11	5/21/18		(100,940.00)
1000	3080	Technology and Innovation	14	5/21/18		(22,105.86)
1000	1020	Contract and Procurement	41	5/21/18	358,000.00	
1000	3060	Business Development	50	5/21/18	60,000.00	
Total					418,000.00	(418,000.00)

FY18 Federal Funds Reprogramming \$64,685.60

Original Purpose for which funds were dedicated: Funds originally dedicated to personnel, other service and charges and contractual services

Reprogrammed use of funds: To align budget to support expenditures in salary and fringe benefits

FUND	Program Code	Program Code Title	CSG	Date	IN	Out
8200	3040	Procurement and Technical Assistance	12	8/14/18		(38,482.80)
8200	3040	Procurement and Technical Assistance	40	8/14/18		(7,443.77)
8200	3040	Procurement and Technical Assistance	41	8/14/18		(18,759.03)

8200	3040	Procurement and Technical Assistance	11	8/14/18	56,778.91	
8200	3040	Procurement and Technical Assistance	14	8/14/18	7,906.69	
Total					64,685.60	(64,685.60)

FY18 Local Funds Reprogramming: \$528,687.75

Original Purpose for which funds were dedicated: Funds originally for Personnel Services

Reprogrammed use of Funds: To Align expenditures in personnel services

FUND	Program Code	Program Code Title	CSG	Date	IN	Out
1000	1010	Personnel	11	10/2/18		(5,672.75)
1000	1015	Training	11	10/2/18		(3,000.00)
1000	1020	Contract and Procurement	11	10/2/18		(2,000.00)
1000	1030	Property Management	11	10/2/18		(2,000.00)
1000	1040	Information Technology	11	10/2/18		(2,000.00)
1000	1050	Financial Management	11	10/2/18		(2,000.00)
1000	1055	Risk Management	11	10/2/18		(3,000.00)
1000	1080	Communication	11	10/2/18		(54,000.00)
1000	1085	Customer Service	11	10/2/18		(1,000.00)
1000	1090	Performance Management	11	10/2/18		(48,000.00)
1000	2010	Certification	11	10/2/18		(117,200.00)
1000	3030	Capital Acquisition	11	10/2/18		(10,000.00)
1000	3070	Trade and Export	11	10/2/18		(900.00)
1000	4020	Capacity Building	11	10/2/18		(14,000.00)
1000	4040	Clean Teams	11	10/2/18		(70,000.00)
1000	2020	Compliance	12	10/2/18		(55,000.00)
1000	3040	Procurement and Technical Assistance	12	10/2/18		(9,915.00)
1000	3060	Business Development	12	10/2/18		(45,000.00)
1000	1010	Personnel	14	10/2/18		(5,000.0)
1000	1080	Communication	14	10/2/18		(5,000.0)
1000	1085	Customer Service	14	10/2/18		(3,000.0)
1000	2010	Certification	14	10/2/18		(13,000.0)
1000	2020	Compliance	14	10/2/18		(30,000.0)

1000	3060	Business Development	14	10/2/18		(13,000.0)
1000	3070	Trade and Export	14	10/2/18		(3,000.0)
1000	4040	Clean Teams	14	10/2/18		(12,000.0)
1000	1060	Legal	11	10/2/18	60,918.12	
1000	2020	Compliance	11	10/2/18	17,391.33	
1000	3040	Procurement and Technical	11	10/2/18	21,160.59	
1000	4030	Main Streets	11	10/2/18	2,201.36	
1000	1010	Personnel	12	10/2/18	300.00	
1000	1015	Training	12	10/2/18	300.00	
1000	1020	Contract and Procurement	12	10/2/18	300.00	
1000	1030	Property Management	12	10/2/18	300.00	
1000	1040	Information Technology	12	10/2/18	300.00	
1000	1050	Financial Management	12	10/2/18	300.00	
1000	1055	Risk Management	12	10/2/18	200.00	
1000	1060	Legal	12	10/2/18	90.00	
1000	1080	Communication	12	10/2/18	49,016.41	
1000	1085	Customer Service	12	10/2/18	300.00	
1000	1090	Performance Management	12	10/2/18	93,085.48	
1000	2010	Certification	12	10/2/18	78,302.22	
1000	2020	Compliance	12	10/2/18	400.00	
1000	4020	Capacity Building	12	10/2/18	22,000.00	
1000	4030	Main Streets	12	10/2/18	25,000.00	
1000	4040	Clean Teams	12	10/2/18	25,000.00	
1000	1010	Personnel	13	10/2/18	1,300.00	
1000	1015	Training	13	10/2/18	1,300.00	
1000	1020	Contract and Procurement	13	10/2/18	1,300.00	
1000	1030	Property Management	13	10/2/18	1,300.00	
1000	1040	Information Technology	13	10/2/18	1,300.00	
1000	1050	Financial Management	13	10/2/18	1,300.00	
1000	1055	Risk Management	13	10/2/18	1,300.00	
1000	1080	Communication	13	10/2/18	1,300.00	
1000	1085	Customer Service	13	10/2/18	1,300.00	
1000	1090	Performance Management	13	10/2/18	3,500.00	
1000	2010	Certification	13	10/2/18	11,000.00	
1000	3030	Capital Acquisition	13	10/2/18	5,300.00	

1000	3060	Business Development	13	10/2/18	51,027.48	
1000	4020	Capacity Building	13	10/2/18	11,000.00	
1000	1060	Legal	14	10/2/18	12,000.00	
1000	1090	Performance Management	14	10/2/18	9,823.17	
1000	3030	Capital Acquisition	14	10/2/18	680.00	
1000	3040	Procurement and Technical Assistance	14	10/2/18	4,596.59	
1000	4020	Capacity Building	14	10/2/18	915.00	
1000	4030	Main Streets	14	10/2/18	9,000.00	
1000	1085	Customer Service	15	10/2/18	30.00	
1000	1090	Performance Management	15	10/2/18	900.00	
1000	3060	Business Development	15	10/2/18	350.00	
Total					528,687.75	(528,687.75)
Grand Total					1,011,373.35	(1,011,373.35)

ENO FY2018 & FY2019 Contracts

Contracting Party	Contract Number/ Period of Performance	Division Utilizing Goods/ Services	Contract Type	Dollar Amount	Competitively Bid?	CBE Status	Sub - Contracting Status	Contract Monitor	Funding Source	Deliverables/ Outcomes	Status of Deliverables
FY2018 Contracts											
AD BOX PROMO AGENCY, LLC	C12535-V2 TERM: 8/22/18-9/30/18	MIDC	Competitive/ No Option Years	\$20,361	Yes	No	N/A	T. Roper	Local Funds	Creation and delivery of Programmatic Promotional Items	Delivered and Complete
Cureate, LLC	N/A (PO586703) Deliverables due 9/30/18	Biz Ops	Sole Source/ No Option Years	\$77,700	No	No	N/A	T. Roper	Local Funds	Virtual 'Tool Kit' Website Design and MIDC Overlap	Complete
Data Sciences Corp	N/A (PO589611) Deliverables due 9/30/18	OD	Single Quote	\$9227.52	No	Yes	N/A	T. Roper	Local Funds	Green Book Data Review and Analysis	Complete
MB Staffing Services	C12313 TERM: 11/22/17-11/21/18	PTAC	Competitive/ No Option Years	\$14,562.24	Yes	Yes	N/A	E. Rogers	75% Fed 25% Local	One Clerical Assistant	Complete
MGT of America, LLC	CW63324 TERM: 8/23/18-8/22/19	OD	Open Market RFP/ No option Years	\$186,440	Yes	35% CBE Set Aside	Yes	M. Bing	Local Funds	Conduct study and analysis of Agency's capability and capacity to support SBEs and ROBs	In Process
MTB Enterprises	C14693-V2 TERM: 11/3/17-9/30/18	OD	Competitive/ No Option Years	\$16,511	Yes	Yes	N/A	T. Roper	Local Funds	Graphic Design and Layout for the Green Book	Complete
MVS, Inc	C1651-V7 TERM: 12/25/17-9/30/18	Agency	Competitive/ No Option Years	\$30,637.88	Yes	Yes		E. Rogers	Local Funds	Programming and delivery of 26 Dell Latitude	Delivered and Complete

ENO FY2018 & FY2019 Contracts

										Notebooks	
Contracting Party	Contract Number	Division Utilizing Goods/ Services	Contract Type	Dollar Amount	Competitively Bid?	CBE Status	Sub - Contracting Status			Deliverables/ Outcomes	Status of Deliverables
Outreach Systems	N/A (PO584851) Deliverables due 9/30/18	PTAC	Sole Source	\$8955	No	No	N/A	T. Roper	75% Fed 25% Local	Access to the NeoSerra Database to track client economic and demographic info	Complete
See Change Consulting	N/A (PO590150) Deliverables due 9/30/18	Agency	Single Quote/ No Option Years	\$15,000	No	LSDBE	N/A	T. Roper	Local Funds	Whole Staff and Unit Team Development MBTI-based	Delivered and Complete
Senoda	C13809- V2 11/22/17-9/30/18	OD	Competitive/ No option Years	\$25,000	Yes	Yes	N/A	T. Roper	Local Funds	Green Book Printing and Mailing	Delivered and Complete
Star Office Products	C12284-V2 TERM: 8/29/18-8/28/19	Agency	Competitive/ No Option Years	\$42,000	Yes	Yes	N/A	T. Roper	Local Funds	Delivery ,set up and One Year Maintenance Plan for Three New Canon Copiers	Delivered and Complete
Walton & Green Consultants	CW26027 TERM: 2/1/18-9/30/18	IED	Competitive/ No Option Years	\$68,890	Yes	Yes	N/A	E. Rogers	Local Funds	Temporary Staffing Services	Complete

ENO FY2018 & FY2019 Contracts

Contracting Party	Contract Number	Division Utilizing Goods/ Services	Contract Type	Dollar Amount	Competitively Bid?	CBE Status	Sub - Contracting Status			Deliverables/ Outcomes	Status of Deliverables
FY2019 Contracts to Date											
Walton & Green Consultants	CW26027 TERM: 10/5/18-10/4/19	IED	Competitive/ No Option Years	\$9072	Yes	Yes	N/A	T. Roper	Local Funds	One Clerical Assistant	Complete
Outreach Systems	N/A (PO592842) Deliverables due 9/30/19	PTAC	Sole Source	\$8500	No	No	N/A	T. Roper	75% Fed 25% Local	Access to the NeoSerra Database to track client economic and demographic info	In Process
MTB Enterprises	C14693-V2 TERM: 12/12/18-9/30/19	OD	Single Quote/ No Option Years	\$9937	No	Yes	N/A	T. Roper	Local Funds	Graphic Design and Layout for the Green Book	Complete
Sydar of DC	C13809-V3 TERM: 12/18/18-1/30/19	OD	Competitive/ No Option Years	\$27,403.60	Yes	Yes	N/A	T. Roper	Local Funds	Printing of 2000 Green Books and Mailing of 1700 Green Books	Delivered and Complete

Department of Small and Local Business Development FY2018

Agency Department of Small and Local Business Development Agency Acronym DSLBD Agency Code ENO

To edit agency and POC information press your agency name (underlined and in blue above).

Agency Performance POCs Mekdy (DSLBD) Alemayehu Agency Budget POCs jerome fletcher Fiscal Year 2018

Agency's Operating Budget

Lookup Your Agency's Operating Budget

2018 Agency Accomplishments

Add Add Accomplishment
Accomplishment

Accomplishments	What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
	<p>DSLBD released of \$1.9 Million in FY18 through several small business access to capital program. This includes the District Capitalized Loan Program (\$500,000) and three Loan Loss Reserve Grants totaling \$200,000 to SBA Microloan Intermediaries that resulted in \$1,300,000 in microloans available to DC-based businesses.</p> <p>The \$1.9 million also includes the following grants: Ward 7 & 8 Microbusiness Dream Grant (\$125,000) Ward 8 Grocery Grant (\$400,000) Ward 8 Equitable Food Incubators Grant (\$250,000) Grown in DC Pilot Program (\$120,000) 2018 Emerging Business District Grant (\$300,000) Commercial Compactor Grant (\$322,877)</p>	<p>Nearly a hundred DC small businesses were able to start or grow because of the funds provided through these access to capital programs. More than half of the funds were dedicated to business development focused in Wards 7 and 8.</p>	<p>DSLBD was able to achieve it's goal in releasing all of the \$500,000 that was allocated to District Capitalized.</p>
	<p>The continued development of DES and the release of the Certification Module. DES streamlines the online work processes of DSLBD's internal business areas: Certification, Compliance, Grants Management, and Business Counseling & Training.</p> <p>The first release of the Certification portal in April was a huge success. The new DES system replaced an outdated application that was only compatible with Internet Explorer 9 or above and had a number of limitations for the business community and DSLBD staff. The new system: Is compatible with Chrome, Safari, and all other commonly used browsers; Reduced the Certification application process from 16 steps to 8 steps; Streamlined the Recertification process significantly</p>	<p>The first release of the Certification portal in April was a huge success. The new DES system replaced an outdated application that was only compatible with Internet Explorer 9 or above and had a number of limitations for the business community and DSLBD staff. The new system: Is compatible with Chrome, Safari, and all other commonly used browsers; Reduced the Certification application process from 16 steps to 8 steps; Streamlined the Recertification process significantly</p>	<p>Back-end operations for the Certification team have improved with DES and once the entire system is completed, operations across all of DSLBD's divisions, as well as inter-agency collaboration, will be streamlined.</p>
	<p>DSLBD facilitated almost \$1M in sales for DC makers through Made in DC sponsored events.</p>	<p>DC based makers that don't have the capacity nor the network to reach a larger market are given the opportunity through Made in DC. The impact of Made in DC programs is not just revenue for small businesses, but also connections that lead to more opportunities.</p>	

2018 Objectives

Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government	1	1
2	Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq	7	2
3	Effectively manage the Small Business Capital Access Fund	1	1
4	Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement	2	5
5	Connect small and local businesses to opportunities in the global marketplace.	3	1
6	Extend economic development to District neighborhoods through commercial revitalization initiatives and programs.	3	1
7	Create and maintain a highly efficient, transparent and responsive District government. **	0	0
TOT		17	11

Add Strategic Objective

2018 Key Performance Indicators

Key Performance Indicators

Measure	New Measure/ Benchmark Year	Directionality	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2018 Quarter 1	FY 2018 Quarter 2	FY 2018 Quarter 3	FY 2018 Quarter 4
1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government (1 Measure)														
Percent of applications processed in under 30 business days	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	80%	83%	85%	83%	84%	83%	86%
2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq (7 Measures)														
Percent of agencies participating in Compliance trainings (out of total monitored)	<input checked="" type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	85%	64%	25%	90%	No applicable incidents
Percent of waiver applications processed within 20 days or less	<input checked="" type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	50%	28.6%	29%	23%	59%
Percent of formal complaints that are investigated/reviewed within 90 calendar days	<input checked="" type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	75%	No applicable incidents	100%	No applicable incidents	No applicable incidents
Percent of payment complaints investigated/reviewed within 90 calendar days	<input checked="" type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	90%	100%	100%	100%	No applicable incidents

Measure	New Measure/ Benchmark Year	Directionality	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2018 Quarter 1	FY 2018 Quarter 2	FY 2018 Quarter 3	FY 2018 Quarter 4
Percent of the District-wide SBE goal achieved	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure
Percent of monitored agencies reporting on all contracts and subcontracts	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	60%	80%	12%	Waiting on Data	No applicable incidents
Percent of monitored agencies reporting procurement plans	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	80%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents
3 - Effectively manage the Small Business Capital Access Fund (1 Measure)														
Percent increase in small businesses receiving microloans (year over year)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	100%	0%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure
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	✓	Up is Better	\$2,450,012	\$3,400,000	\$3,480,824	\$4,000,000	Not Available	\$4,000,000	\$57,249,375	\$20,000,000	\$4,443,067	\$3,678,148	\$7,221,224	\$12,334,650
Percent of IED clients completing milestones/programs	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure
5 - Connect small and local businesses to opportunities in the global marketplace. (3 Measures)														
Percent of small businesses participating in business development trade mission activities	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	50%	83%	50%	100%	No applicable incidents	100%	100%
Percent of CBE participation in DSLBD small trade missions	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	40%	67%	40%	No applicable incidents	No applicable incidents	100%	100%
Percent of small businesses participating in international business matching activities (exporting activities)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	80%	83%	80%	100%	No applicable incidents	100%	100%
6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (3 Measures)														
Percent of disbursements paid on time	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	90%	97.3%	95%	96%	100%	100%	96%
Percent of invoices processed within 3 business days	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	90%	78.8%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure
Percent of Neighborhood Revitalization Grants Disbursed	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	New Measure	Not Available	New Measure	Annual Measure	Annual Measure	Annual Measure	Annual Measure

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

2018 Operations

Operations	Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government (1 Activity)						
CERTIFICATION	Process 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	3	1
TOT					3	1
2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq (2 Activities)						
COMPLIANCE	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	3	1
COMPLIANCE	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	5	2
TOT					8	3
3 - Effectively manage the Small Business Capital Access Fund (1 Activity)						
Access to Capital	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	2	1
TOT					2	1
4 - Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement (5 Activities)						
PROCUREMENT TECH ASSISTANCE PROGRAM	Target resources to attract, retain and prepare businesses to qualify for procurement opportunities	A focus on strengthening internal operations and increasing capacity will allow PTAC to be more efficient and intentional in its actions. PTAC will also develop a process whereby to acquire and analyze small business data in order to better utilize client information.		Daily Service	2	1
BUSINESS DEVELOPMENT	Advance stakeholder engagement	Is a strategic approach to business development that includes pilot programming, relationship building and stakeholder engagement.		Daily Service	1	2
BUSINESS DEVELOPMENT	Workforce and service integration support	Support the alignment of small business development, entrepreneurship, education and workforce development.		Daily Service	2	1

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
BUSINESS DEVELOPMENT	Develop strategic partnerships to assist small business development	The division of Strategic Partnerships and Initiatives will aid firms by identifying and entering into strategic partnerships so as to leverage financial, technical and operational assistance from private, local, state and federal partners.	Daily Service	1	2
BUSINESS DEVELOPMENT	Provide Training and Educational Outreach to Small Business Clients	Focus on strengthening internal operations and increasing capacity will allow PTAC to be more efficient and intentional in its actions.	Daily Service	0	0
TOT				6	6
5 - Connect small and local businesses to opportunities in the global marketplace. (1 Activity)					
TRADE AND EXPORT	Identify, recruit and prepare small businesses to participate in the ExportDC program	This program series would feature international projects for DC exporters and potential exporters. It also includes the development of an ExportDC Calendar of Trade events. This is a rolling initiative.	Daily Service	5	2
TOT				5	2
6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (1 Activity)					
COMMERCIAL CLEAN TEAMS	Continue to provide support and grant management to Clean Teams and Main Streets	DSLBD will continue to provide essential assistance, grant management and oversight and technical support to Main Streets and Clean Team recipients.	Daily Service	5	1
TOT				5	1
TOT				29	14

2018 Workload Measures

Workload Measures - Operations	Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2014	FY 2015	FY 2016	FY 2017 Actual	FY 2018 Quarter 1	FY 2018 Quarter 2	FY 2018 Quarter 3	FY 2018 Quarter 4	FY 2018
1 - Process CBE applications in an average of 30 business days (3 Measures)													
	Number of webpage views	<input type="checkbox"/>	Number of webpage views	webpage views	155,746	280,501	778,633	892,063	Annual Measure	Annual Measure	Annual Measure	Annual Measure	654,946
	Number of Certified Business Enterprises (CBEs)	<input type="checkbox"/>	Number of Certified Business Enterprises (CBEs)	CBEs	1,054	1,142	1206	5920	1636	1678	1665	1682	6661
	Number of individuals completing the CBE Program webinar	<input type="checkbox"/>	Number of individuals completing the CBE Program webinar	individuals			Not Available	1044	244	123	202	352	921
2 - Compliance Monitoring and Enforcement (5 Measures)													
	Number of waivers	<input checked="" type="checkbox"/>	Number of waivers	Waivers			Not Available	Not Available	63	62	69	88	282
	Number of agencies requesting waivers	<input checked="" type="checkbox"/>	Agencies requesting waivers	Agencies			Not Available	Not Available	40	40	40	23	143
	Number of Compliance Reviews	<input checked="" type="checkbox"/>	Compliance Reviews	Reviews			Not Available	Not Available	0	0	0	0	0
	Number of formal complaints	<input checked="" type="checkbox"/>	Formal complaints	Complaints			Not Available	Not Available	0	1	0	0	1
	Number of payment complaints	<input checked="" type="checkbox"/>	Payment complaints	Complaints			Not Available	Not Available	2	0	0	0	2
2 - Provide Compliance training and outreach to monitored agencies (3 Measures)													
	Number of training sessions held	<input checked="" type="checkbox"/>	Training sessions	Training sessions			Not Available	Not Available	5	40	10	0	55
	Number of participants attending training sessions	<input checked="" type="checkbox"/>	Participants attending training sessions	Participants			Not Available	Not Available	88	40	236	0	364
	Number of agencies represented at training sessions	<input checked="" type="checkbox"/>	Agencies represented at training sessions	Agencies			Not Available	Not Available	51	40	76	0	167
3 - Implement District Capitalized (2 Measures)													
	Number of microloans disbursed	<input checked="" type="checkbox"/>	Microloans	number of loans			Not Available	Not Available	2	2	1	59	64
	Amount of Microloans disbursed	<input checked="" type="checkbox"/>	Microloans disbursed	Microloans			Not Available	Not Available	\$45,000	\$70,000	\$30,000	\$208,267	\$353,267
4 - Advance stakeholder engagement (1 Measure)													
	Number of stakeholder engagement activities	<input checked="" type="checkbox"/>	Number of stakeholder engagement activities	activities			Not Available	Not Available	18	30	15	16	79
4 - Develop strategic partnerships to assist small business development (1 Measure)													
	Number of new partnerships	<input checked="" type="checkbox"/>	Number of new partnerships	Partnerships			Not Available	Not Available	3	3	5	5	16
4 - Target resources to attract, retain and prepare businesses to qualify for procurement opportunities (2 Measures)													
	Number of hours counseling businesses	<input type="checkbox"/>	Number of hours counseling businesses	hours	55	345	Not Available	603.3	148	234	397	382	1161
	Number of small business participants in training and education activities	<input type="checkbox"/>	Number of small business participants in training and education activities	number of small businesses	4,367	3,200	3029	4550	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1514

Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2014	FY 2015	FY 2016	FY 2017 Actual	FY 2018 Quarter 1	FY 2018 Quarter 2	FY 2018 Quarter 3	FY 2018 Quarter 4	FY 2018
4 - Workforce and service integration support (2 Measures)												
Number of client milestones/program completions	✓	Client milestones/program completions	milestones/completions			Not Available	Not Available	105	550	350	1000	2005
Total number of IED clients	✓	Total number of IED clients	Clients			Not Available	Not Available	285	1012	1250	1553	4100
5 - Identify, recruit and prepare small businesses to participate in the ExportDC program (5 Measures)												
Number of businesses receiving International Market Access (IMA) grants	<input type="checkbox"/>	Number of businesses receiving International Market Access (IMA) grants	businesses	17	12	12	9	2	0	9	5	16
Number of Small Business Trade Missions	<input type="checkbox"/>	Number of Small Business Trade Missions	Trade Missions	2	1	1	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of international speaker series events	<input type="checkbox"/>	Number of international speaker series events	series events			Not Available	5	0	3	2	0	5
Number of businesses participating in business to business activities	✓	participating businesses	participating businesses			Not Available	Not Available	2	0	9	5	16
Number of CBEs participating in small business trade missions	✓	CBEs participating	CBEs			Not Available	Not Available	2	0	7	4	13
6 - Continue to provide support and grant management to Clean Teams and Main Streets (5 Measures)												
Number graffiti removed in commercial corridors by Clean Teams	<input type="checkbox"/>	Number graffiti removed in commercial corridors	number of graffiti tags	2,500	2,500	974	4109	955	2096	2063	3486	8600
Number of DC Main Street Organizations	<input type="checkbox"/>	Number of DC Main Street Organizations	Main Streets	8	8	10	16	Annual Measure	Annual Measure	Annual Measure	Annual Measure	18
Amount of Neighborhood Revitalization Grants Allocated	<input type="checkbox"/>	Amount of Neighborhood Revitalization Grants Allocated	dollar amount			Not Available	5,349,183	6,115,792	377,357.4	461,938	0	6,955,087.4
Litters and Recyclables in pounds collected in commercial corridors by Clean Teams	<input type="checkbox"/>	Litters and Recyclables in pounds collected in commercial corridors	pounds	1,954,797	4,825,699	7,986,453	8,583,255	2,502,283	3,403,686	1,840,280	1,783,400	9,529,649
Number of tree boxes maintained in commercial corridors	<input type="checkbox"/>	Number of tree boxes maintained in commercial corridors	5466	4,859	5,106	5466	5558	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6003

2018 Initiatives

Strategic Initiatives	Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update	Needs Initiative Update Notification
Advance stakeholder engagement (2 Strategic initiatives)					
Develop and launch the small business toolkit	DSLBD will design, test and launch the Business Toolkit, a dynamic online platform through business.dc.gov portal. The purpose of this initiative is to connect DC businesses and DC residents exploring entrepreneurship in real-time to relevant business assistance resources, an inter-agency network of business support staff, and other DC businesses and agencies seeking their products and services.		09-30-2018		
	The Toolkit offers user-friendly tools to help businesses: 1.) Search centralized list of current citywide resources; 2.) Navigate various regulatory processes and program requirements by utilizing interactive roadmap guides; 3.) Connect in real-time with appropriate DC Government staff to address business issues; 4.) Participate in a virtual network of DC businesses; 5.) Maintain a business profile and virtual storefront through which prospective customers (DC agencies, B2B and retail buyers) can find and review their business offerings; and 6.) By including features to support the Made in DC program, which will include an auxiliary interface designed to engage the maker community.				
Innovation for Equitable Business Development	The Department will formalize a process for piloting new programs and smaller initiatives to ensure equitable community access to resources for building businesses and integrating workforce and small business development. The Department will engage government partners and community stakeholders in order to utilize a "human-centered design" approach to supportive services for historically underserved and disenfranchised persons.		09-30-2018		
Compliance Monitoring and Enforcement (2 Strategic initiatives)					
Develop and release the Department of Small and Local Business Development Enterprise System (DES)	The vision of this system is to develop and streamline the online work processes of DSLBD internal business areas: Certification, Compliance, Grants Management, and Business Training & Opportunities. The DES will demonstrate transparency in the procurement process, hold Agencies and Developers accountable for setting and meeting goals to hire small and local businesses, and challenge local businesses to participate in the CBE Community to meet needs of Agencies and Government-Assisted Project Developers.		09-30-2018		
	The operating system for the CBE Business Online application is set to expire in one (1) or two (2) years. This will make the system currently housing all business applications for the CBE program and other reporting systems obsolete. DSLBD will leverage recent capital allocations of \$900,000 to build-out a new application system. The new system will be compatible with all internet browsers and will also shorten the application process. This will in turn increase the number of certified businesses and improve the business certification and compliance processes.				
Coordinate with OCP to streamline reporting and database improvements	This will assist in bringing the Department and monitored agencies into compliance concerning 2-218.01 et seq., reporting requirements. The desired outcome is to develop a notification system whereby OCP notifies DSLBD whenever contracts are awarded.		09-30-2018		
Continue to provide support and grant management to Clean Teams and Main Streets (1 Strategic Initiative)					
Produce DC Main Streets Summit.	DSLBD's Neighborhood Revitalization Division will produce an event which expands upon the very successful FY2017 Summit. After FY 2019, this will become an annual training session which helps commercial revitalization practitioners to improve their efficiency and operations.		06-01-2018		
Develop strategic partnerships to assist small business development (2 Strategic initiatives)					

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update	Needs Initiative Update Notification
Support a collaborative small business network to support the development growth and retention of District-based businesses	Develop a robust and comprehensive business partnership strategy. The goal is to strengthen existing and develop new strategic partnerships with external small business organizations and inter-government agencies, which can extend their small business expertise towards developing a supportive micro and small business network. Through this network DSLBD will establish relationships that will help to foster economic strategies and bolster opportunities for District-Based small businesses. This will be accomplished through leveraging educational resources and capacity building programs, that has the mission supporting the growth of small businesses by providing financial, technical, and operational assistance.	09-30-2018		
Provide small businesses a vehicle for opportunities to access affordable commercial space	The purpose of this FY18 strategic project will be to work with the DMGEO to provide commercial spaces to small business owners. DSLBD will focus on spaces in overlooked and underserved communities.	09-30-2018		
Identify, recruit and prepare small businesses to participate in the ExportDC program (2 Strategic initiatives)				
Plan and Manage Caribbean Regional Export Initiative	ExportDC will plan and manage an international business development initiative with a regional focus on the Caribbean countries. The Caribbean is a very diverse region with a strong potential for U.S. exports. In fact, the Caribbean countries currently import \$20.9 billion worth of U.S. products and services (in 2016). Its close proximity to the United States, its regional integration, and the free trade agreement with the Dominican Republic are just a few of the more relevant reasons why the Caribbean should be a key part of the international strategy of DC-based businesses. ExportDC will partner with the U.S. Department of Commerce's Trade Americas Team to promote and recruit companies for a one-week trade mission to the Caribbean, scheduled from May 6-11, 2018. The trade mission will allow our DC businesses to explore and pursue export opportunities by meeting directly with potential clients in their markets. The event will begin with a two-day business conference in Miami, Florida. Participating companies will then travel to one or two Caribbean countries based upon an assessment of their market potential. In support of the Caribbean initiative, ExportDC plans to reach out to several embassies in Washington, DC, to organize and hold a series of seminars on relevant Caribbean markets for U.S. exporters. In addition, ExportDC will promote the US Department of Commerce webinar series, which will consist of one-hour information sessions devoted to the leading markets in the Caribbean region: Bahamas, Barbados, Dominican Republic, Haiti, Jamaica, and Trinidad & Tobago. Expected date of completion is September 30, 2018.	09-30-2018		
ExportDC/Made in DC initiative with the US State Department	ExportDC and Made in DC are partnering with the U.S. State Department's Office of Foreign Missions to showcase our DC makers at the next Foreign Mission Street Festival. The event is currently scheduled on October 24, 2017, at the old Walter Reed facility. This new collaboration represents an excellent opportunity for our DC-based makers to reach a wider audience, including the foreign embassies. In addition, the event is very timely because ExportDC and Made in DC are beginning to build resources to expose the DC makers to the global marketplace.	10-24-2017		
Implement District Capitalized (1 Strategic Initiative)				
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	Implement the Pathways to Prosperity Program. The Pathway to Prosperity Program is a comprehensive initiative that leverages \$350,000 for entrepreneurial grants in Wards 7 and 8; \$500,000 in access to capital for overlooked and underserved communities; and \$650,000 in food access. This initiative will leverage recent allocations in order to provide firms with the necessary resources to grow and sustain businesses while also addressing systemic problems such as food inequality and inequity across the District.	09-30-2018		
Process CBE applications in an average of 30 business days (1 Strategic Initiative)				
Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The purpose of this FY18 strategic project will be to review how all contracting entities within the District apply the preference points and percentage of price reductions for CBEs during the procurement process. This issue has been raised within the CBE community and there has been no clear explanation on how this is applied across the board. In order to maintain the integrity of the CBE program and ensure CBE's are receiving the benefits of the program, this is a necessary project. The project will need the support of DSLBD leadership. DSLBD will also need the support of DMGEO, DMPED and the CA to ensure all agencies that are involved with this process cooperate with the ask. The end goal is to propose new rule making to provide guidance on how the preference should be applied when evaluating bids and proposals.	09-30-2018		
Provide Compliance training and outreach to monitored agencies (1 Strategic Initiative)				
Establish Standard Operating Procedures for the SBE/CBE Compliance Division	This strategic initiative will result in the development and issue Standard Operating Procedures specifically designed to govern DSLBD's internal and citywide processes for implementation and execution of the SBE/CBE Program. Development of SOPs will help formalize best practices, enhance communication and encourage greater transparency. The addition of SOPs will significantly enhance the quality, availability and uniformity of operations and delivery of information and services to employees, businesses and government enabling greater scrutiny by agency customers, stakeholders and the public regarding the District's spending and utilization of certified businesses.	09-30-2018		
Target resources to attract, retain and prepare businesses to qualify for procurement opportunities (1 Strategic Initiative)				
Full spectrum acquisition readiness and management	The purpose of this initiative is to establish a qualitative scoring mechanism for assessing the health and operational readiness of small and local businesses. Small business scoring will provide objective basis for remediation and guidance afforded by supporting DSLBD programs. Another goal is to refine the visibility of small business data and related trends. Accurate and comprehensive data will improve decision making and CBE/SBE utilization within District Agencies. Through this initiative, DSLBD has a goal of augmenting business growth via programs which deliver training, mentoring and performance monitoring of small and emerging businesses.	09-30-2018		
Workforce and service integration support (1 Strategic Initiative)				
Expand the ASPIRE to Entrepreneurship Program	The purpose of this initiative is to expand the ASPIRE to Entrepreneurship Program by leveraging additional resources to increase program participation and outcomes. DSLBD will coordinate efforts with DOES to ensure the maximum number of returning citizens are connected to training, outreach and wrap around services necessary to be successful.	09-30-2018		

2018 Initiative Updates

Initiative Updates	Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	Quarters
Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement (4 Initiative Updates)								
	Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The Certification division is currently developing the framework and having internal discussions for this initiative.	25-49%	Medium	None	The agency will be able to assess the impact upon completion of this initiative.		Q1
	Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The certification division has not started this initiative as the focus has been release 1 of the DES system (certification module). The team anticipates starting this project in Q3.	0-24%	Medium	None	The agency will be able to assess the impact upon completion of this initiative.		Q2

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	Quarters
Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The certification division has not started this initiative as the focus has been the Certification module of the DES system. The team is down a team member while the majority of the team is focused on this project. I anticipate starting this project in Q4.	0-24%	Low	None	The agency will be able to assess the impact upon completion of this initiative.		Q3
Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	Certification's top priority was to create, develop, and release the department's new application system called the DSLBD Enterprise System (DES), Certification division portal, which resulted in this initiative being re-prioritized for the new fiscal year.	0-24%		None	N/A		Q4
Coordinate with OCP to streamline reporting and database improvements (4 Initiative Updates)							
Coordinate with OCP to streamline reporting and database improvements	Director Whitfield will begin meeting with Director Schutter regarding a few of the challenges relating to the data integration with OCP and the DES System. Also, we are currently brainstorming on ways to capture contracts awarded on a timely basis, including reviewing subcontracting plan before the contract is actually awarded.	0-24%	Low	None	The agency will be able to assess the impact upon completion of this initiative.		Q1
Coordinate with OCP to streamline reporting and database improvements	DSLBD is currently working with the Office of Contracts and Procurements (OCP) relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.	25-49%	Medium	None	The agency will be able to assess the impact upon completion of this initiative.		Q2
Coordinate with OCP to streamline reporting and database improvements	DSLBD is currently working with the Office of Contracts and Procurements (OCP) relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.	25-49%	Medium	None	The agency will be able to assess the impact upon completion of this initiative.		Q3
Coordinate with OCP to streamline reporting and database improvements	DSLBD is currently working with OCP relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.	25-49%		None	N/A		Q4
Develop and launch the small business toolkit (4 Initiative Updates)							
Develop and launch the small business toolkit	DSLBD met with the SBE contractor who is designing the portal, further defined SOW details and established the deliverable schedule through launch in Q4.	0-24%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q1
Develop and launch the small business toolkit	Design of the Toolkit is on schedule. DSLBD and its SBE contractor have launched stakeholder engagement to ascertain the needs of key stakeholders (DC businesses, DC residents exploring entrepreneurship, related agencies and service providers) so that the Toolkit portal with Made in DC interface is designed to address their needs. Stakeholder engagement comprises: survey tool development and distribution, interviewing and tabling at events. Additionally, DSLBD developed wireframes (static mock pages) and a mini-demo with interactive to illustrate likely features that will appear in the Toolkit. Feedback will be used to design portal in Q3.	25-49%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q2
Develop and launch the small business toolkit	Design of the Toolkit is on schedule during this stakeholder engagement and feature development stage. DSLBD and its SBE contractor: 1) completed the main portion of stakeholder engagement to ascertain the needs of key stakeholders to inform our selection of portal features; 2) created a second demo site to facilitate discussion and feedback collection from stakeholders; 3) surveyed over 3000 businesses, agencies and service providers and interviewed a respondent sample; 4) used this feedback to finalized key features; and 5) began drafting related technical specifications for each feature. In Q4, technical requirements will be finalized and used to design the Toolkit, which will be tested by stakeholders before launch.	50-74%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q3
Develop and launch the small business toolkit	Beta site development completed. Correction of technical issues continues.	Complete		Incremental	The business toolkit was released in the last week of the fiscal year. The impact of the resource will be measurable moving forward as businesses utilize it many features.		Q4
Develop and release the Department of Small and Local Business Development Enterprise System (DES) (4 Initiative Updates)							
Develop and release the Department of Small and Local Business Development Enterprise System (DES)	The Certification Module is in development. The schedule is aggressive. A prototype has been developed, CBE Stakeholders have reviewed the module and provided feedback, Our QA testing team and Data Migration team are making progress. Stakeholder meetings have occurred with partners. We have begun detailed requirements sessions with the Compliance team with an expected implementation start in mid Q2.	25-49%	Medium	None	The agency will be able to assess the impact upon completion of this initiative.		Q1
Develop and release the Department of Small and Local Business Development Enterprise System (DES)	The Certification implementation schedule has been aggressive. We've faced a few contractual road blocks regarding our Salesforce Staff. We have transitioned CBEs on the OCTO implementation team. We are finishing the data migration and validation tasks. Our CBE stakeholders and DSLBD staff have been involved in our pre-launch readiness reviews. We received very positive remarks from both groups. The Certification Module will be launched in April 2018. We're planning for a Compliance Prototype to help produce the Greenbook, Release 2.0 Compliance will occur in June/July timeframe, a Grants Mgmt Prototype and Business Opps Prototype will occur at the end of FY18.	25-49%	Medium	None	Impact will be determined once DES is released.		Q2
Develop and release the Department of Small and Local Business Development Enterprise System (DES)	The Certification Module was launched on April 30, 2018. Overall we have received positive feedback. We have released small updates since the initial launch in order to be responsive to customer feedback. We started the architect, discovery, and implementation phase for Compliance. We've had to slow down our progress due to issues raised concerning duplication of effort between DES and the B2Gnow system. We are working with the POCs for this system to determine how we will move forward with the least amount of duplication. We are moving forward with our DES Compliance prototype which will help in the production of the FY19 Green Book. Due to potential scope changes and requirement shifts Release 2.0 of DES will be available 1st Quarter FY19.	50-74%	Medium	Transformative	With the release of the first DES module, the Certification process for has been dramatically streamlined and simplified for ease of navigation for both users and staff.		Q3

[illegible]

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	Quarters
Innovation for Equitable Business Development	IED has formalized processes for creating pilots based on the Aspire to Entrepreneurship, DC Youth Corps, Grown In DC, Build a Dream and other pilots. Pilots build strongly on stakeholder engagement, but are funding and staffing dependent. In Q1 IED created the outline of how successful pilots have been launched. Future work will include refinement of that outline, and lessons learned from ongoing pilots.	25-49%	High	None	TBD.		Q1
Innovation for Equitable Business Development	We have developed an outline of basic expectations of how a pilot program is developed, coalescing the process across several pilot programs.	Complete	High	None	The impact will be will be based on the results of pilot programs that are utilized this blueprint.		Q2
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities (4 Initiative Updates)							
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	IED has been working to advance the Build a Dream training program to support pitch competitions for the fund in March 2018, and prepare wrap around supports for businesses. IED conducted significant outreach to key partners in Q1 regarding the food access funding, and will release RFPs for competitive grants in Q2.	25-49%	High	None	These grants have the potential to have a demonstrable impact once disbursed.		Q1
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	Entrepreneur Grant Fund, \$300,000: In Q2, preparing a grant round to issue an initial tranche of \$50,000 in grants.DSLBD is also finalizing technical assistance and training plan for the release of the remaining funds on a rolling cycle throughout FY2018 and FY2019. Food Access grants, \$650,000: launched open grant rounds on the full \$650,000 and will award grants in mid-April 2018 for activity spanning October 1, 2017-September 30, 2018. District capitalized is a loan fund that is deployed through a microloan provider, Washington Area Community Investment Fund (WAICF). In Q2 two loans were dispersed totaling \$70,000: one to a Ward 8 business for \$20,000 and the other to a Ward 5 business for \$50,000.	25-49%	High	None	TBD		Q2
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	IED, through partnership with Commercial Revitalization, has deployed four grant rounds (Grocery Grant, Food Incubator Grant, Grown in DC, and Dream Grants) to award \$895,000 in grant funding across 24 organizations supporting entrepreneurs in DC Wards 7 & 8. We did not deploy the full \$300,000 in Dream Grants, but are preparing for another round of grants this fall.	75-99%	High	Transformative	These grants focused on Wards 7 & 8 have supported business development and healthy food access in areas that have been overlooked an undeserved.		Q3
Leverage the Small Business Capital Access Fund by launching the "Pathway to Prosperity" program for overlooked and underserved communities	In FY2018, \$500,000 in loans dispersed to businesses located in Wards 7 & 8 and/or residents of Wards 7 &8 operating a business. DSLBD also made three Loan Loss Reserve Grants totaling \$200,000 to SBA Microloan Intermediaries that resulted in \$1,300,000 in microloans available to DC-based businesses.	Complete		Transformative	In FY2018, \$500,000 in loans dispersed to businesses located in Wards 7 & 8 and/or residents of Wards 7 &8 operating a business. DSLBD also made three Loan Loss Reserve Grants totaling \$200,000 to SBA Microloan Intermediaries that resulted in \$1,300,000 in microloans available to DC-based businesses.		Q4
Plan and Manage Caribbean Regional Export Initiative (1 Initiative Update)							
Plan and Manage Caribbean Regional Export Initiative	ExportDC is putting in place the arrangements for the FY 2018 International Speaker Series, which will launch in January 2018. ExportDC is currently recruiting qualified candidates for the May 2018 trade mission to the Caribbean Region.	Complete	High	Incremental	TBD.		Q1
Produce DC Main Streets Summit. (4 Initiative Updates)							
Produce DC Main Streets Summit.	Staff have begun initial planning for the Summit. Staff is working on procuring speakers. Once speakers are secured, we will move forward with finalizing a final date for the event.	0-24%	Medium	None	TBD.		Q1
Produce DC Main Streets Summit.	Initial planning for the Summit has begun. There have been some delays in procuring speakers. A final date for the event is not set.	0-24%	Medium	None	TBD		Q2
Produce DC Main Streets Summit.	Event is scheduled for Saturday, July 28th, 8:30 am - 3 pm	75-99%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q3
Produce DC Main Streets Summit.	DC Main Streets Summit was held on Saturday, July 28th, 8:30 am - 3 pm.	Complete		Demonstrable	DC Main Streets Summit was held on Saturday, July 28th, 8:30 am - 3 pm.		Q4
Provide small businesses a vehicle for opportunities to access affordable commercial space (4 Initiative Updates)							
Provide small businesses a vehicle for opportunities to access affordable commercial space	The agency will have a substantive update in Q2.	0-24%	High	None	TBD.		Q1
Provide small businesses a vehicle for opportunities to access affordable commercial space	First identified Shaw/Howard location for incubator, then identified Deanwood (4800 Nannie Helen Boroughs) as a larger more industrial space for incubator concept. Wrote first draft proposal. Worked with DMGEO and Identified key individuals to participate and best partners to push project forward. Currently negotiating budget cost for build out. Have also identified several other locations for future similar projects.	25-49%	High	None	TBD		Q2
Provide small businesses a vehicle for opportunities to access affordable commercial space	DSLBD is working with DMGEO and other partners to establish a small business incubator East of the River. Currently, we are working with the landlord of the space and other parties to disperse funding and break ground.	50-74%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q3

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	Quarters
Provide small businesses a vehicle for opportunities to access affordable commercial space	Progress in securing a space for a Made in DC store east of the river was slower than anticipated due to several obstacles including landlord demands and funding limitations.	50-74%		None	N/A		Q4
Support a collaborative small business network to support the development growth and retention of District-based businesses (4 Initiative Updates)							
Support a collaborative small business network to support the development growth and retention of District-based businesses	<p>The Strategic Partnerships and Initiatives program has established 3 new partnerships in Q1 including:</p> <ol style="list-style-type: none"> 1. Columbia Heights Community Development Corporation: DLSBD will be working closely with Columbia Heights Community Development to provide small business development services to businesses along Georgia avenue. 2. Developing Economic Opportunities a community based small business organization located in Ward 8 to provide capacity building technical assistance to ward 8 based small businesses. 3. DSLBD established a collaborative working with DC Sustainable Energy and Utility (DCSEU). DCSEU has established a new 2 million dollar program targeting CBE's. 	25-49%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q1
Support a collaborative small business network to support the development growth and retention of District-based businesses	<p>3 new partnerships during Q2</p> <ol style="list-style-type: none"> 1. Marshall Heights Community Development Corporation. This partnership was established to assist Ward 7 entrepreneurs and small businesses with capacity building programming. 2. Metropolitan Washington Airport Authority: This partnership will allow DSLBD to work collaboratively MWAA to host DC Vendor day. DC Vendor Day will be a day dedicated towards training DC based companies to procure opportunities at MWAA. 3. Department of Insurance Securities and Banking. Strategic Partnership and Initiatives has partnered with DISB District of Columbia Financial Literacy Council to provide financial literacy geared towards small businesses here in the District of Columbia. 	50-74%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q2
Support a collaborative small business network to support the development growth and retention of District-based businesses	DSLBD has established relationships with the following government and non-government entities: District of Columbia Department of Insurance, Securities, and Banking, Department of Employment Services - Office of Business Services, Congress Heights Community Development Training Corporation, Washington Airport Authority - The DC Marketplace and the Supplier Diversity Division, and Turner Construction.	50-74%	High	None	The agency will be able to assess the impact upon completion of this initiative.		Q3
Support a collaborative small business network to support the development growth and retention of District-based businesses	During the 4th quarter, DSLBD continued to leverage partnerships to expand its reach and better support small businesses. Partnerships included sister agencies, like DDOT and OCP, financial institutions, such as TD Bank, Life Asset and LEDC, and The Wharf.	Complete		Transformative	DDOT , OCP and TD Bank invested as sponsors for DSLBD's first District Connect Contracting Conference where small businesses had the rare opportunity to interface with contracting officers from agencies and prime contractors. Life Asset and LEDC joined as lending partners in DLSBD's District Capitalized and the Made in DC weekend market at the Wharf has been a huge success resulting in over \$100,000 in sales for makers in the first 12 weeks.		Q4

Administrative Information

FY Performance Plan Department of Small and Local Business Development FY2018 **Record ID#** 515

Performance Plan ID 389

Agency Department of Small and Local Business Development Agency Acronym DSLBD Agency Code EN0

To edit agency and POC information press your agency name (underlined and in blue above).

Agency Performance POCs Mekdy (DSLBD) Alemayehu Agency Budget POCs jerome fletcher Fiscal Year 2019

Agency's Operating Budget

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2019 Objectives

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

Add Strategic Objective Add Strategic Objective

2019 Key Performance Indicators

Key Performance Indicators	Measure	New Measure/ Benchmark Year	Directionality	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target
	1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (2 Measures)												
	Percent of applications processed in under 30 business days	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	80%	83%	85%	84%	85%
	Percent of assigned applications reviewed within 10 business days	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	80%
	2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (6 Measures)												
	Percent of monitored agencies participating in mandatory Expendable Budget training	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	85%	44.8%	100%
	Percent of waiver applications processed within 20 days or less	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	50%	34.9%	50%
	Percent of complaints investigated/reviewed within 30 calendar days	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	75%	100%	75%
	Percent of payment complaints resolved within 30 calendar days	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	90%	100%	90%
	Percent of monitored agencies who achieved their Small Business Enterprise (SBE) spend goal	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	80%	No applicable incidents	85%
	Total dollar amount denied from waiver applications	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	\$20,000,000
	3 - Effectively manage the Small Business Capital Access Fund. (1 Measure)												
	Total dollar amount of microloans dispersed to small businesses	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	\$100	\$0	\$100	\$100	\$1,000,000
	4 - Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement. (3 Measures)												
	Total contract dollar amount awarded to PTAC clients	<input type="checkbox"/>	Up is Better	\$2,450,012	\$3,400,000	\$3,480,824	\$4,000,000	Not Available	\$4,000,000	\$57,249,375	\$20,000,000	\$27,677,089	\$40,000,000
	Percent of ASPIRE participants employed or self-employed by the end of the course	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	25%	52.5%	90%
	Total dollar amount in opportunities for small businesses as a result of business development matchmaking activities	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	\$20,000,000
	5 - Connect small and local businesses to opportunities in the global marketplace. (2 Measures)												
	Number of small business trade missions	✓	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	50	83	50	100	2

Measure	New Measure/ Benchmark Year	Directionality	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target
Percent of trade mission participants that are CBEs	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	40%	67%	40%	100%	50%
6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (2 Measures)												
Percent of disbursements paid within 30 days	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	90%	97.3%	95%	98%	95%
Percent of invoices processed within 3 business days	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	90%	78.8%	95%	95.5%	95%
7 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)												
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	✓	Down is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	New Measure
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	No data available	Not Available	93.6%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	31.4%	Not Available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	No data available	Not Available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	<input type="checkbox"/>	Down is Better	Not available	Not available	Not Available	Not Available	0.8%	Not Available	0.3%	Not Available	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	9	Not Available	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	100%	172.2%	100%	291.8%	Not Available	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Not Available	Not Available	No data available	Not Available	100%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	<input type="checkbox"/>	Down is Better	Not available	Not available	28.6%	Not Available	66.7%	Not Available	40%	Not Available	Waiting on Data	Not Available

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Develop and maintain a streamlined, efficient certification process for businesses wanting to certify with the DC Government. (1 Activity)			
CERTIFICATION	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
2 - Assist agencies in complying with legal requirements in accordance with DC Code 2-218.01 et seq. (2 Activities)			
COMPLIANCE	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	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

Operations Header	Operations Title	Operations Description	Type of Operations
3 - Effectively manage the Small Business Capital Access Fund. (1 Activity)			
Access to Capital	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
4 - Leverage business development through coordinated technical and financial assistance, strategic partnerships and stakeholder engagement. (3 Activities)			
BUSINESS DEVELOPMENT	Target resources to attract, retain and prepare businesses for procurement and other opportunities	The business development programs of DLSBD will support small businesses in obtaining contracts and other opportunities by providing training, counseling, educational outreach and matchmaking services.	Daily Service
BUSINESS DEVELOPMENT	Workforce and service integration support	Support the alignment of small business development, entrepreneurship, education and workforce development.	Daily Service
BUSINESS DEVELOPMENT	Develop strategic partnerships to assist small business development	The business development programs of DLSBD 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
5 - Connect small and local businesses to opportunities in the global marketplace. (1 Activity)			
TRADE AND EXPORT	Identify, recruit and prepare small businesses to participate in the ExportDC program	This program series would feature international projects for DC exporters and potential exporters. It also includes the development of an ExportDC Calendar of Trade events. This is a rolling initiative.	Daily Service
6 - Extend economic development to District neighborhoods through commercial revitalization initiatives and programs. (1 Activity)			
COMMERCIAL CLEAN TEAMS	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

2019 Workload Measures

Workload Measures - Operations

Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2014	FY 2015	FY 2016	FY 2017 Actual	FY 2018 Actual
1 - Process Certified Business Enterprise (CBE) applications in an average of 30 business days (2 Measures)								
Number of Certified Business Enterprises (CBEs)	<input type="checkbox"/>	Number of Certified Business Enterprises (CBEs)	CBEs	1,054	1,142	1206	5920	6661
Number of CBE applications received	<input checked="" type="checkbox"/>	Number of CBE applications received	applications			Not Available	1044	921
2 - Compliance Monitoring and Enforcement (3 Measures)								
Number of waivers	<input type="checkbox"/>	Number of waivers	Waivers			Not Available	Not Available	282
Number of complaints	<input type="checkbox"/>	Complaints	Complaints			Not Available	Not Available	1
Number of payment complaints	<input type="checkbox"/>	Payment complaints	Complaints			Not Available	Not Available	2
2 - Provide Compliance training and outreach to monitored agencies (2 Measures)								
Number of mandatory training sessions held	<input type="checkbox"/>	Mandatory training sessions	Training sessions			Not Available	Not Available	55
Number of agencies represented at training sessions	<input type="checkbox"/>	Agencies represented at training sessions	Agencies			Not Available	Not Available	167
3 - Implement District Capitalized (3 Measures)								
Number of microloans disbursed	<input type="checkbox"/>	Microloans	number of loans			Not Available	Not Available	64
Amount of Microloans disbursed	<input type="checkbox"/>	Microloans disbursed	Microloans			Not Available	Not Available	\$353,267
Number of jobs created/retained as a result of microloans	<input checked="" type="checkbox"/>	Number of jobs created/retained	jobs			Not Available	Not Available	Not Available
4 - Develop strategic partnerships to assist small business development (2 Measures)								
Number of new partnerships	<input type="checkbox"/>	Number of new partnerships	Partnerships			Not Available	Not Available	16
Dollar amount of opportunities as a result of strategic partnerships	<input checked="" type="checkbox"/>	Dollar amount of opportunities	dollars			Not Available	Not Available	Not Available
4 - Target resources to attract, retain and prepare businesses for procurement and other opportunities (3 Measures)								
Number of business development counseling hours	<input checked="" type="checkbox"/>	counseling hours	hours	55	345	Not Available	603.3	1161
Number of small business participants in training/matchmaking events	<input checked="" type="checkbox"/>	training/matchmaking participants	participants	4,367	3,200	3029	4550	1514
Number of business development training/matchmaking events	<input checked="" type="checkbox"/>	training/matchmaking events	events			Not Available	Not Available	Not Available
4 - Workforce and service integration support (2 Measures)								
Number of businesses started through ASPIRE	<input checked="" type="checkbox"/>	businesses started through ASPIRE	businesses			Not Available	Not Available	2005
Number of jobs created through ASPIRE	<input checked="" type="checkbox"/>	jobs created through ASPIRE	jobs			Not Available	Not Available	4100
5 - Identify, recruit and prepare small businesses to participate in the ExportDC program (4 Measures)								
Number of businesses receiving International Market Access (IMA) grants	<input type="checkbox"/>	Number of businesses receiving International Market Access (IMA) grants	businesses	17	12	12	9	16
Number of international speaker series events	<input type="checkbox"/>	Number of international speaker series events	series events			Not Available	5	5

Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2014	FY 2015	FY 2016	FY 2017 Actual	FY 2018 Actual
Number of businesses participating in international business matching activities	<input type="checkbox"/>	participating businesses	businesses			Not Available	Not Available	16
Number of CBEs participating in small business trade missions	<input type="checkbox"/>	CBEs participating	CBEs			Not Available	Not Available	13
6 - Continue to provide support and grant management to DC Main Streets and Clean Teams. (6 Measures)								
Number graffiti removed in commercial corridors by Clean Teams	<input type="checkbox"/>	Number graffiti removed in commercial corridors	number of graffiti tags	2,500	2,500	974	4109	8600
Number of DC Main Street Organizations	<input type="checkbox"/>	Number of DC Main Street Organizations	Main Streets	8	8	10	16	18
Amount of Neighborhood Revitalization Grants Allocated	<input type="checkbox"/>	Amount of Neighborhood Revitalization Grants Allocated	dollar amount			Not Available	5,349,183	6,955,087.4
Pounds of litter and recyclables collected in commercial corridors by Clean Teams	<input type="checkbox"/>	Pounds of litter and recyclables	pounds	1,954,797	4,825,699	7,986,453	8,583,255	9,529,649
Commercial occupancy rate in DC Main Streets	✓	Commercial occupancy rate in DC Main Streets	occupancy rate			Not Available	Not Available	Not Available
Number of training sessions held	✓	Training sessions held	training sessions			Not Available	Not Available	Not Available

2019 Initiatives

Strategic Initiatives	Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Compliance Monitoring and Enforcement (2 Strategic initiatives)			
	Implement Integrated Procurement Process Improvements to Ensure Effective Compliance	In FY19, DSLBD will work with OCP to be integrated into OCP's procurement process in order to ensure effective compliance monitoring and enforcement by DSLBD. This may include DSLBD approval requirements to be inserted at various points in the procurement process or a notification system whereby OCP notifies DSLBD whenever contracts are awarded. This effort requires collaboration of both agencies' staff and IT systems. The successful completion of this strategic initiative depends heavily on buy in from OCP and support from DMGEO and OCA.	09-30-2019
	Complete the Development and Release of the Department of Small and Local Business Development Enterprise System (DES)	DES streamlines the online work processes of DSLBD internal business areas: Certification, Compliance, Grants Management, and Business Training & Opportunities. The DES will demonstrate transparency in the procurement process, hold Agencies and Developers accountable for setting and meeting goals to hire small and local businesses, and challenge local businesses to participate in the CBE Community to meet needs of Agencies and Government-Assisted Project Developers. In FY2019, DSLBD will complete the remaining components of the DES - Grants Management, and Business Training & Opportunities.	09-30-2019
Identify, recruit and prepare small businesses to participate in the ExportDC program (1 Strategic Initiative)			
	Plan and Manage International Business Trade Missions to South America and Central America.	Export DC will plan two trade missions in FY2019. In March, DC-based businesses will have the opportunity to explore five markets in the Southern Cone Region of South America: Argentina with spin-offs to Bolivia, Chile, Paraguay and Uruguay. In August, DC-based businesses will have the opportunity to explore El Salvador, Costa Rica, Honduras, Guatemala, Belize, Nicaragua and Panama in the Central America Region. This initiative will allow DSLBD to build on Mayor Bowser's Diplomatic and Trade Mission to El Salvador (August 2018), with an emphasis on the establishment of the new sister-city agreement with San Salvador.	09-30-2019
Process Certified Business Enterprise (CBE) applications in an average of 30 business days (1 Strategic Initiative)			
	Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The purpose of this strategic project will be to review how all contracting entities within the District apply the preference points and percentage of price reductions for CBEs during the procurement process. This issue has been raised within the CBE community and there has been no clear explanation on how this is applied across the board. In order to maintain the integrity of the CBE program and ensure CBE's are receiving the benefits of the program, this is a necessary project. The project will need the support of DSLBD leadership. DSLBD will also need the support of DMGEO, DMPED and the CA to ensure all agencies that are involved with this process cooperate with the ask. The end goal is to propose new rule making to provide guidance on how the preference should be applied when evaluating bids and proposals.	09-30-2019
Target resources to attract, retain and prepare businesses for procurement and other opportunities (1 Strategic Initiative)			
	Develop Mentor Protégé Program	Create a Mentor Protégé program in partnership with the Department of General Services in order to stimulate the growth in capacity of SBEs and CBEs through mentorship from Prime contractors seeking to bid on DGS School Modernization projects. The Mentor will be required to have three (3) SBE protégés with annual revenue ranging from \$250,000 to \$20MM in an effort to aide in resource sharing to grow SBEs' internal capacity (business, bonding, and bidding capacity).	09-30-2019
Workforce and service integration support (1 Strategic Initiative)			
	Formalize Aspire to Entrepreneurship	DSLBD will formalize the Aspire to Entrepreneurship demonstration project to be a fixed program as a standard DSLBD service offered each year through stronger recruitment, alumni support, and deeper business development support to build on the strong wrap-around services component of Aspire.	09-30-2019

Internal: Unfinished 2018 Initiatives

Strategic Initiatives	Title	Description	Complete to Date	Status Update	Explanation
BUSINESS DEVELOPMENT (1 Strategic Initiative)					
	Provide small businesses a vehicle for opportunities to access affordable commercial space	The purpose of this FY18 strategic project will be to work with the DMGEO to provide commercial spaces to small business owners. DSLBD will focus on spaces in overlooked and underserved communities.	50-74%	Progress in securing a space for a Made in DC store east of the river was slower than anticipated due to several obstacles including landlord demands and funding limitations.	Progress in securing a space for a Made in DC store east of the river was slower than anticipated due to several obstacles including landlord demands and funding limitations.
CERTIFICATION (1 Strategic Initiative)					
	Conduct a Review of How Preference Points and Percentage of Price Reduction is Applied During District Procurement	The purpose of this FY18 strategic project will be to review how all contracting entities within the District apply the preference points and percentage of price reductions for CBEs during the procurement process. This issue has been raised within the CBE community and there has been no clear explanation on how this is applied across the board. In order to maintain the integrity of the CBE program and ensure CBE's are receiving the benefits of the program, this is a necessary project. The project will need the support of DSLBD leadership. DSLBD will also need the support of DMGEO, DMPED and the CA to ensure all agencies that are involved with this process cooperate with the ask. The end goal is to propose new rule making to provide guidance on how the preference should be applied when evaluating bids and proposals.	0-24%	Certification's top priority was to create, develop, and release the department's new application system called the DSLBD Enterprise System (DES), Certification division portal, which resulted in this initiative being re-prioritized for the new fiscal year.	Certification's top priority was to create, develop, and release the department's new application system called the DSLBD Enterprise System (DES), Certification division portal, which resulted in this initiative being re-prioritized for the new fiscal year.
COMPLIANCE (2 Strategic initiatives)					

Title	Description	Complete to Date	Status Update	Explanation
Establish Standard Operating Procedures for the SBE/CBE Compliance Division	<p>This strategic initiative will result in the development and issue Standard Operating Procedures specifically designed to govern DSLBD's internal and citywide processes for implementation and execution of the SBE/CBE Program.</p> <p>Development of SOPs will help formalize best practices, enhance communication and encourage greater transparency. The addition of SOPs will significantly enhance the quality, availability and uniformity of operations and delivery of information and services to employees, businesses and government enabling greater scrutiny by agency customers, stakeholders and the public regarding the District's spending and utilization of certified businesses.</p>	50-74%	Compliance has started drafting processes regarding the waivers and public private development procedures.	Compliance has started drafting processes regarding the waivers and public private development procedures.
Coordinate with OCP to streamline reporting and database improvements	This will assist in bringing the Department and monitored agencies into compliance concerning 2-218.01 et seq., reporting requirements. The desired outcome is to develop a notification system whereby OCP notifies DSLBD whenever contracts are awarded.	25-49%	DSLBD is currently working with OCP relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.	DSLBD is currently working with OCP relating to the data integration and the DES System. In addition, DSLBD is currently in discussion with OCP to review subcontracting plans in the contract workspace module to ensure that the subcontracting plan are sufficient, before the contract is awarded.

2019 Capital Projects

Capital projects - performance plans links

Project Number	Project Title	Owner Agency Acronym	Implementing Agency Acronym	Milestone Description	Fiscal Year Allotment
No capital projects - performance plans links found					

[Operating Budget](#)

Administrative Information

FY Performance Plan	Department of Small and Local Business Development FY2019	Record ID#	653
Performance Plan ID	653		

Report 2018

AN INVESTIGATION TRAUMA INFORMED

ENTREPRENEURSHIP PROGRAMS

Authored by
Amanda Fleres, Jacqueline Lantsman,
Krishnendu Mangal, Luc Marzano
American University

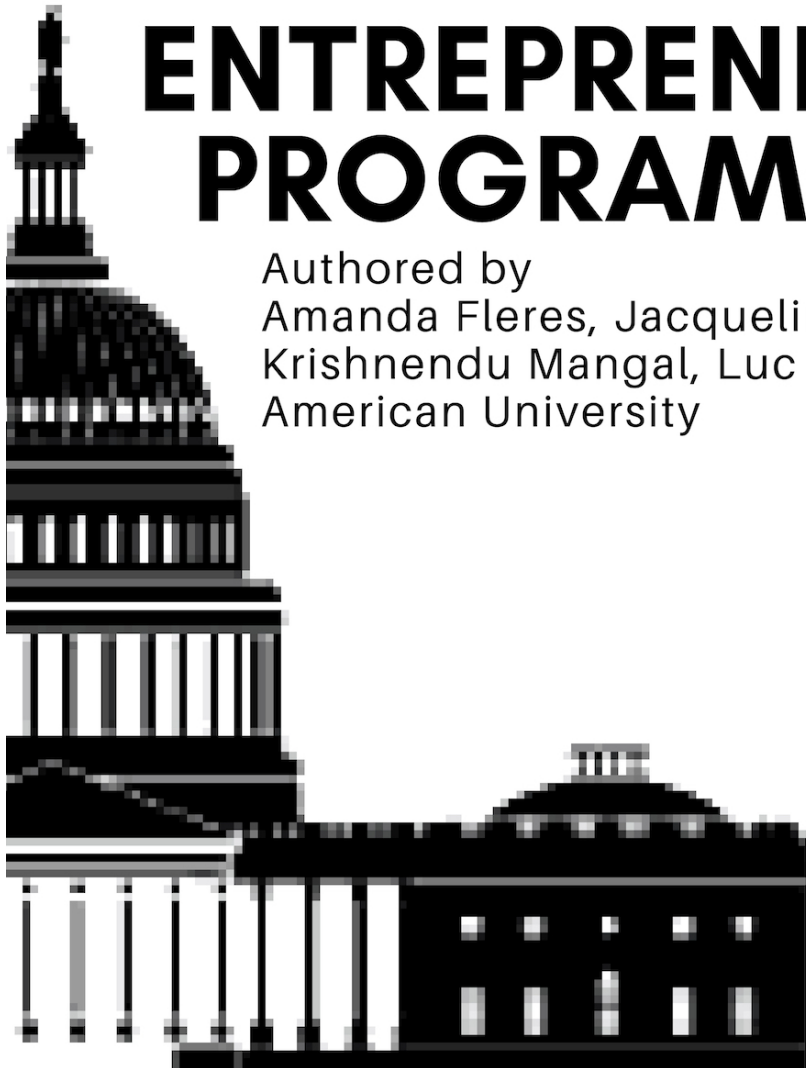


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EXECUTIVE SUMMARY

The Department of Small & Local Business Development (DSLBD) requested research on methods and strategies for incorporating a trauma-informed lens into existing entrepreneurship programming, training, and policy. Recognizing the gaps found in business development theory, DSLBD is interested in merging public health theory investigating trauma with business theory to confront the economic divide preventing individuals with trauma from pursuing business ownership; and explore the extent to which entrepreneurship can help foster resilience and trauma recovery.

The questions answered throughout the research process consisted of:

1. Are there entire models, trainings, or initiatives that would help bridge any identified gaps in entrepreneurship service delivery?
2. Are there significant differences between trauma-affected populations that would suggest more tailored approaches based on the nature of trauma an individual is or has faced?
3. What is the expected impact of simply announcing an active effort to adapt to a trauma-informed model for entrepreneurship service delivery?
4. What are the public health and business benefits and barriers to incorporating a trauma-informed lens in entrepreneurship programs and training?

Upon completing extensive research of both health and business literature it was concluded that limited resource allocation would generally prevent DSLBD from marketing entrepreneurship programming and training as a means to address trauma. Rather, individuals interested in pursuing business ownership with past experiences of trauma can be effectively supported by DSLBD with the adaptation of trauma-informed practices in entrepreneurship training. Having reviewed DSLBD programming and training modules, various additions and improvements can be made with a trauma focus.

General recommendations:

1. Adding group reflection on resilience resulting from trauma throughout modules of the training program. Examples of adoptable modules include problem-solving and pivoting
2. Creating bridges between existing program (ex. ASPIRE and DC Youth Corps)
3. Evaluating and measuring stakeholder skills, like coping and managing stress levels throughout the entrepreneurship program to better tailor resources to diverse needs
4. Providing a standard training for DSLBD service providers on trauma and employment
5. Documenting the needs and interests of stakeholders during focus groups
6. Incorporating family and community into the business training process
7. Recognizing the limitations of business development as a means to achieve financial stability and resilience among individuals with histories of trauma
8. Marketing the trauma-informed lens as being supportive of entrepreneurship, but not a solution to stakeholders history with trauma

Long-term barriers to be cognizant of with the adaptation of the trauma-informed lens include:

1. Capacity to create a structure for collecting data and executing a quarterly needs assessment of stakeholders to evaluate programmatic achievements and make adaptations
2. Entrepreneurship training is capable of providing financial empowerment, however it also can create increased stress for stakeholders with histories of trauma

DEFINING TRAUMA

TRAUMA AND RECOVERYⁱ

Traumatic life events often result in individuals having feelings of disconnection because they lose their basic trust, or a sense of safety and security. Mardi Horowitz, a doctor in psychiatry and a professor at the University of Southern California, explains that a traumatic event can be any event “that cannot be assimilated with the victim’s inner schemata of self in relation to the world” (Herman, 1998). Furthermore, a traumatic event is anything that destroys the victim’s image of self, or their beliefs in the order of society. Contrary to many beliefs, there are a few personality characteristics that reduce the amount of psychological harm an individual may feel after experiencing a trauma. Additionally, there is a linear relationship between the extent of the trauma and the psychological harm it causes, regardless of the individual’s demographics, or personality characteristics. After experiencing a trauma, or series of traumas, the individual may lose their overall sense of safety and positive value towards themselves. This lack of security and safety, along with the individual’s lack of self-efficacy, causes trauma survivors to have an extreme feeling of disconnection and isolation.

The formation of healthy personal development, competence, and a positive sense of self are determined by having a secure sense of connection with others. Many traumatic events, specifically in regards to domestic violence or child abuse, can inhibit the survivor’s ability to develop a healthy sense of self. Trauma survivors often struggle with autonomy, initiative, competence, and identity. This causes them to have feelings of doubt and inferiority that can deeply affect their ability to function throughout the day.

FUNCTIONALITY OF TRAUMA DURING EMPLOYMENTⁱⁱ

When integrating trauma survivors back into the workforce, it is important to acknowledge the specific needs of the individual because everyone deals with trauma differently. Additionally, it is crucial to distinguish between the individual needing time to process the trauma and the individual who is experiencing symptoms of PTSD because of the varying levels of treatment and intervention that they both require. The negative feelings associated with trauma inhibit the individual’s ability to perform well. Many employee assistance programs act as a point of contact between the trauma survivors and the necessary health care providers. Incorporating the content of these resources along with teaching clients how to manage stress through cognitive behavioral therapies can have drastic benefits on their performances.

GUIDE TO TRAUMA-INFORMED ORGANIZATIONAL DEVELOPMENTⁱⁱⁱ

Trauma-Informed organizations and systems first acknowledge the impact of trauma, and then make structural changes to policies and culture to better accommodate those recovering from trauma. Trauma-informed systems work with the goal to prevent retraumatization while simultaneously promote recovery amongst survivors. To successfully reach this type of structural change, all levels of the organization must be involved and must understand how to accommodate to meet the needs of trauma survivors. Creating a successful system requires continuous improvement and staff training. Comprehensive trauma-informed care must be highly adaptable and in constant adjustment as the needs of the individuals are constantly changing.

The concept of trauma-informed care encompasses six main areas of focus. These areas include ensuring physical and emotional safety, youth and family empowerment, trauma competence, trustworthiness, and language access and cultural competence. Deliberately focusing on these domains can help organizations better decide reasonable accommodations to benefit trauma survivors. Trauma-informed care should be viewed as a dynamic process because of the ever-changing needs of the stakeholders in the organization.

In addition to comprehensive staff training and complete organizational involvement, policy changes may be necessary to make reasonable accommodations given the assessed needs of the individuals. This can be done by identifying and analyzing the adaptability of various program structures and then looking at how the structures that can be easily changed can better serve trauma survivors.

POPULATION SCREENING

The department provides programs, and training opportunities for agency and public/private contract compliance, advocacy, and the development of legislation. DSLBD's service methods prioritize the needs of communities, tailoring programming to meet the client at their level of financial capacity and business literacy. Some of the concrete programming objectives DSLBD measures include developing and maintaining a streamlined, efficient business certification process; assisting agencies in complying with legal requirements; assisting small business with accessing capital; connecting small business community with procurement opportunities; connecting small businesses to opportunities in the global marketplace; and extending economic development through commercial revitalization initiatives and programs. The business endeavours taken on by stakeholders have largely been lifestyle businesses, defined by employing the business owner, and/or max two to three more people. Distinguishing between business size is critical to understanding the training and support resources required for stakeholders to develop maintainable business outcomes.

The stakeholders served by DSLBD largely reside in Ward 7 and Ward 8, however individuals in other wards are also encouraged to participate. The participation requirements include being aged between 22-54 years old, a resident of Washington, D.C., currently unemployed, and drug-free, willing to take urinalysis drug tests. Individuals must demonstrate a substantial need for intensive employment assistance. Need can be demonstrated by the following: basic skill deficiency, lack of secondary education credentials, a documented history of substance abuse, experience with homelessness, history of job cycling, and conviction of a felony or previous incarceration.

In attempting to understand stakeholders, it is recommended that DSLBD focus on the intersectionality between individuals' social security as business owners and general quality of life positioned within economic, social, and political barriers. Focus groups conducted with DSLBD stakeholders found that past experiences with trauma have the capacity to create obstacles, reemerging during key decision-making moments in sustainable business development.

For this report the definition of trauma was taken broadly, using the experiences discussed in focus groups as a springboard to understanding larger trends. In Washington, D.C. a recent Washington Post article^{iv} reviewed federal data on trauma experienced by children between the ages of zero and seventeen. It was found that 47 percent of D.C. children and teens have experienced a traumatic event. A few of the variables measured as traumatic experiences included the death or incarceration of a parent, witnessing or being a victim of violence, or living with someone who has been suicidal or who has a drug or alcohol problem. Although cohort ages 0 through 17 is not representative of the DSLBD stakeholders group, research has suggested that trauma has residual impact. In anecdotes stakeholders described the impact of traumatic experiences during adolescence on their decision-making, relationship development, and financial decisions. With nearly 50% of youth having experienced trauma, the detrimental impact this has during adulthood is relevant to D.C. community members. Research shows that

depression and post-traumatic stress outcomes are related to emotional trauma. Revealed in statistical analysis, low-income communities of color are more prone to experiencing trauma due to chronic under-resourcing of institutions required for improved quality of life. As focus groups revealed, trauma can be pinpointed within the life of each person participating in entrepreneurial training. Meeting stakeholder needs necessitates the inclusion of a trauma lens in training programming.

STRATEGIES FOR EVALUATION

BENCHMARKS IN EVALUATING SUCCESS AND SUSTAINABILITY OF TRAUMA-INFORMED PROGRAMMING

Implementing a trauma-informed lens in entrepreneurial training requires benchmarks for measuring efficiency. Having reviewed a plethora of primary research articles (can be found organized by subgroup under Resources section **page 20** of document) in the discipline of Psychology and Public Health, the following various benchmarks used to determine improvements resulting from trauma-informed programming have been identified: stakeholder exhibited resilience, perceptions of stress, and well-informed decision-making. Using various tests to measure the changes to these three benchmarks can reveal whether incorporating trauma programming in entrepreneurship leads to improvements in stakeholders' small business development and personal resilience.

RESILIENCE

The definition of resilience in public health literature is two pronged: 'the process of negotiating, managing, and adapting to significant sources of stress or trauma' and as 'the ability of an individual to adjust to adversity, maintain equilibrium ... and continue to move on in a positive manner' (Windle, 2011). In the evaluation of program efficiency, the resiliency of stakeholders can be a predictor for programmatic success. Using this measure, it can be determined whether resiliency is a facilitator or barrier in business development.

PERCEPTION OF STRESS

A public health concern associated with using business development training as a method for trauma recovery is the stress resulting from small business instability and financial insecurity. To better understand the role of stress and its potential for becoming a measure for evaluating programming success we are providing resources to measure levels of stress. Utilizing evaluation tools can inform service-providers on the threshold of stress stakeholders might be able to withstand in the continuation of business development.

DECISION MAKING INFORMED BY EXPERIENCES IN TRAUMA

Stress and trauma both play a significant role in decision-making and should be considered for participants in entrepreneurship programs. Stress alone can be detrimental when making decisions, specifically pertaining to perceived stress. If an individual feels well suited and

perceives their stress as low, then judgement will usually be far more practical. When stress is high, it can lead to adverse consequences in judgement. Hence, pre-existing anxiety and stress can also have adverse effects. This makes trauma survivors an especially complicated demographic for decision making. Usually high stress and anxiety are associated with trauma, as well as internalizing trauma. Survivors will often blame themselves for their traumas, creating an affinity for high perceptions of stress.

With this, it is important to also understand that entrepreneurship can have many positive effects. By dealing with such an unstable environment where setbacks are common, it helps foster resilience and self efficacy, as individuals learn that it is out of their control sometimes. Furthermore, by creating a program with peers who remain as positive influences, entrepreneurs can discuss adversity and ask for advice, allowing a positive factor for judgement and decision-making. By seeking to enhance understanding of the intricacies of how trauma may affect decisions, the issue may be address effectively.

RECOMMENDATIONS

Considering available resource and existing restraints DSLBD may utilize trauma-informed training to confront the barriers trauma creates in successful business development, rather than leveraging business development as a method for treating trauma.

SUPPLEMENTING TRAINING MODULES WITH TRAUMA INFORMED LENS

A review of the DSLBD training module, Build a Dream Introductory Workshop Basic Entrepreneurship Workshop, provided to participating stakeholders reveals that there are various adaptations and minor additions that can be made to the curriculum to incorporate trauma -informed programming. Specific sections capable of incorporating reflection with attention to trauma, stress, and resilience are 1) Pivoting, 2) Finding & Working With Customers, 3) Financial Analysis Methods: Risk Mitigation, and 4) Elevator Pitch: Don't Let Negative Reactions Get You Down. Public health literature and established trauma-informed programming pinpoint shared stressors experienced by stakeholders for the development of structured reflection.^v A few of the benefits resulting from structured reflection include reducing the chronic emotional consequences that result from trauma -- reducing anxiety and stress. The capacity to relieve stakeholder anxiety and stress related to past trauma has the potential to improve coping skills.

During the exercise on Pivoting a few of the trauma-informed questions that can be incorporated in structured reflection include:

- A. *In your history what indicators did you, the stakeholder, use to identify when something wasn't working? Provide examples like stress, disappointment, frustrations, anger etc.*

- a. *Did those indicators support you, the stakeholder, in effective adaptation of the task you were completing? If yes, explain how they assisted; what were specific actions you took?*
- b. *If no, explain what other behaviors would have assisted in successful adaptation.*
- c. *What are emotional indicators you can use from your history to have the foresight in seeing potential failure?*
- d. *How can you practice skills acquired from past failure in your endeavor to develop a business?*
- B. *How often do you think of best case scenario? How often do you think of worst case scenario?*
 - a. *What supports and inhibits you from thinking about best and worst case scenario?*
 - b. *Why is it important to think of both best and worst case scenario?*
 - c. *How does that inform your behavior?*

When covering the Finding & Working With Customers section these questions can be an opportunity to situate any trauma, hardship, or stress individuals have thus far experienced. From another perspective, this can be an opportunity to check in about stakeholder stress experienced by community disinterest or opposition to business idea. Posing questions like:

- A. *Why does such trauma occur, or have you, the stakeholder, heard other community members discuss similar experiences or feelings?*
 - a. *If yes, how can your business model be considerate of community experiences with trauma? Is there opportunity for your business to partner with other organizations conscious of community need?*

Moving into Financial Analysis Methods, it is crucial to incorporate space to reflect on previous stresses associated with finances. Doing this can be a method of preventing long-term financial hurdles for stakeholders, compared to the short-term benefits associated with developing a business. A few of the reflection questions that can be introduced during this section of the module include:

- A. *Do you have prior experiences with mitigating risk with respect to incoming revenue?*
 - a. *Has your experience been positive?*
 - b. *If so, what contributed to successful mitigation of risk?*
 - c. *If no, what prevented successful mitigation of risk?*
- B. *In the past have finances created stress in other avenues of life?*
 - a. *If so, how did you, the stakeholder, balance the varying demands?*

The last component of the training module that can be adapted to reflect a trauma-informed lens is the Elevator Pitch section “Don’t let negative reactions get you down”. As discussed in the module, negative feedback can be disenchanting and frustrating. Therefore, incorporating a reflection session to discuss past experiences with having received negative reactions can lead to productive problem solving that individuals can share out to the general cohort. Facilitators might consider asking the following questions:

- A. Do you have prior experiences with receiving negative reactions or feedback regarding something you value in your life?
If so, what feelings or reactions did that illicit from you?
If so, how have you reduced the impact negative feedback has on you?
- B. Have you ever provided negative feedback to someone about their work? What caused you to communicate that to the individual?

BRIDGING PROGRAMS

Another mechanism for promoting the healing of trauma is bridging the programming of ASPIRE and DC Youth Corps. Public health literature reveals the benefits of mentorship in fostering community between different stakeholders.^{vi} In this specific case, collaboration between the two programs can provide mentorship for youth, as well as higher meaning and purpose for DSLBD stakeholders, serving their community outside of business development. Recognizing that stakeholders in both programs roughly belong to two wards, Ward 7 and Ward 8, their engagement with inequity across education, criminal justice, and economic opportunity are expectedly shared. The admissions requirement for both programs also suggest that stakeholders between the two programs have shared historical experiences. This indicates potential experiences with intergenerational trauma, which, due to under-resourcing, persist to disenfranchise individuals residing in Ward 7 and Ward 8. Developing reflection circles between adult stakeholders and young adults creates the opportunity to normalize discussions about trauma, and permit intergenerational healing while simultaneously sharing tools for becoming small business owners to interrupt intergenerational poverty.

An example of a reflection model for intergenerational conversation is Emotional Emancipation Circles, which were developed by the Association of Black Psychologists (ABPsi).^{vii}

SERVICE-PROVIDER EDUCATION ON TRAUMA^{viii}

While DSLBD resources are limited and the hiring of a mental health specialist is not within the financial capacity of the organization, minimal trauma-informed care training must be provided to service-providers of DSLBD programming. Literature written on the matter explains that to ensure safety and reduction of harm to stakeholders, the training of service-providers should cover triggering of trauma responses as well as “the impact of culture, race, ethnicity, gender, age, sexual orientation, disability, and socioeconomic status on individuals’ experiences of trauma” (Jennings, 2007). Some other key concepts include but are not limited to: 1) the relationships among trauma, substance use disorders, and mental disorders; 2) how to understand difficult client behaviors through a trauma-informed lens; 3) the development of personal and professional boundaries unique to traumatized clients; 4) how to identify the signs of secondary traumatization in themselves; and 5) how to develop a comprehensive personal and professional self-care plan to prevent and/or ameliorate the effects of secondary traumatization in the workplace. Providing DSLBD providers with this knowledge will ensure effective implementation of the trauma-informed lens in existing programming. Moreover, it will ensure service-providers are confident and supported by the organization they belong to

INVOLVING FAMILY AND COMMUNITY^{ixx}

It is essential to acknowledge the significance a partner plays in the future of a New Business Venture (NBV). It is recommended that DSLBD offer a separate workshop for the new business venture's family, especially their partner. This way, various concepts such as how to tackle stress and how to effectively communicate their feelings can be conveyed to the entrepreneur, without influencing the entrepreneurs capacity to manage the firm.

A possible activity between family, community and the business owner to determine the strengths and potential barriers in sustaining a business would be asking the following statements. These questions will reveal places for improvement and are the precursor for action steps to improve family, community and business owner dynamics.

Family Cohesion Scale Items

1. It is easier for family members to discuss problems with people outside the family than with each other.
2. There are frequent family gatherings.
3. Family members know each other's close friends.
4. Family members like to spend their free time with each other.
5. Family members avoid each other.
6. The family does things together.
7. In the family, everyone goes his or her own way.

Family Adaptability Scale Items

1. It's easy for all family members to express their opinions.
2. Each family member has input into major family decisions.
3. Family members discuss problems and feel good about the solutions.
4. The family tries new ways of dealing with problems.
5. The family is flexible about sharing responsibilities.
6. Family members are afraid to speak their minds to each other.

Family Commitment to the Business Scale Items

1. The owner-manager wants his or her children to enter the business.
2. The owner-manager is deeply committed to the business continuing as a family legacy.
3. Had the successor not joined the family firm, family members would have been very disappointed.
4. Explicit selection criteria have been developed for identifying the best successor.

MARKETING CONSIDERATIONS

The purpose of a trauma-informed institution is to better accommodate structures to meet the needs of trauma survivors. Having a trauma-informed organization alone should not substitute the necessary mental-health services an individual might need. Additionally, while being apart of a trauma-informed organization can be greatly beneficial, alone it does not catalyze recovery.

There are many parallels between trauma-recovery and entrepreneurship that can be utilized. However, claiming that entrepreneurship can be a mode of trauma recovery is overstated.

To successfully pursue entrepreneurship, individuals must already possess a certain level of self-confidence and resilience in order to pivot their business and continue to put in effort despite the initial barriers. Individuals in early stages of trauma recovery may not have adequate amount of self-efficacy to do this. Those who seek an entrepreneurship program to facilitate their recovery will not be successful. Instead, a trauma-informed entrepreneurship program should be targeted towards individuals who are significantly recovered and are now looking to find financial stability in a way that will reinforce their recovery process.

The overarching goals of integrating a trauma-informed lens to organizations and programs is to promote well-being by integrating the necessary aspects of recovery into the organization. A trauma-informed lens can potentially be applied to organizational structures to help trauma survivors better manage their everyday lives.

SKILLS FOCUSED PROGRAMMING

One focus of our recommendations that would make this program specific to trauma recovery would be to orient goals with a skill based focus as opposed to outcome based on business success. The three skills that require attention would be resilience, decision making, and stress. By creating assessments, such as the perceived stress scale, it can give the staff a better sense of where the potential entrepreneurs are in terms of trauma. As outlined in the paper, these three components are integral to the process, and can have overwhelming effects on trauma victims.

Giving the staff proper training on how to recognize the signs of these skills will give them a distinct edge in talking to the participants, and coaching them through the process more effectively. For example, navigating sensitive areas where triggers may be common, or simply understanding common stress responses. Finally, by having assessments and benchmarks, it allows for the program to have clear tangible responses to measure progress or setbacks, making them an incredibly valuable tool.

RECOMMENDED ACTIVITY FOR SKILL FOCUSED PROGRAMMING

Resilient Individuals Use Positive Emotions to Bounce Back From Negative Emotional Experiences^{xi}

After receiving instructions for the speech preparation task, by random assignment participants heard one of two verbal instruction sets. In the challenge condition, participants were told to try to get psyched-up for the task and to think of the task as a challenge to be met and overcome. In the threat condition, participants were told that their performance would be evaluated, and that evaluations of their performance would be used to predict their academic and social success. Specific instructions are presented below:

Challenge: Even though this is a difficult task to complete, try to think of the task as a challenge to be met and overcome. Do your best to get psyched-up for this task. We want you to really try hard to do your best at it. Remember to think of the task as a challenge to be met and overcome and to think of yourself as someone capable of meeting that challenge.

Threat: This task is often considered a difficult task to complete, so remember to concentrate on your performance. It is very important that you perform this task as efficiently as possible. The content of your speech, its grammatical correctness, and your delivery style will be evaluated. Remember that your speech will be videotaped and that your performance will be viewed by Michigan professors for evaluation. Researchers will use these evaluations to predict your academic and social success at Michigan.

The Perceived Stress Scale (PSS)^{xiixiiixiv}

The Perceived Stress Scale (PSS) uses the following elements: unpredictable, uncontrollable, and overloaded respondents that stakeholders find their lives. Examining an individual's perceived level of stress along the process of business development can inform the types of support structures required during the training and development process. Better understanding of required support systems, can lead programs to understanding how business development can lead to resiliency skills.

COPE Inventory^{xv}

Another tool available to understand stakeholder perceived stress is the COPE Inventory. This tool requires the stakeholder to think of a specific stressful situation, defined by a situation that was difficult or troubling, either of feeling distressed or because considerable effort was applied to cope with the situation. The prompts the stakeholder is responding to evaluate how the individual responded to stress. This activity can be a catalyst to group dialogue around the role of stress and coping in business development. As stakeholders outwardly communicate, the program leaders are able to distinguish which tailored support systems are.

The Theory and Practice of Training^{xvi}

Ensure that session introductions recognize the impact of trainees' past experience on their attitudes and fears; adapt the delivery style to lessen emotional blockages; be aware that some delegates may need professional counselling if anxiety arises from external causes.

We must have courage, faith and chocolate biscuits^{xvii}

Use visualization techniques to provide a "mental rehearsal" for challenging tasks and create a feeling of calm; "treat people as people" and listen to their fears; brainstorm "what if" questions to create trust, allay fears and provide additional task preparation.

Adults Learning^{xviii}

Create a friendly, inclusive environment; provide reward when something goes well; devise tasks that everyone can get right; offer to provide individual support where it is needed.

The design of effective group-based training methods^{xix}

Employ games and simulations to alter the "reality content" of the learning; use humour; employ creative learning techniques such as metaphors and storytelling; use training materials creatively; make it fun.

LONG TERM BARRIERS

A caveat to intersecting the disciplines of public health and business is the contradicting objectives between business and public health outcomes. Historically the intention to make lucrative business decisions coincided with fragmenting resources for the purpose of quality of life in the workplace. With time the business market began to recognize with the improvement of quality of work-life balance there will be a greater rate of production and productivity among employees. For this reason, prior to beginning to incorporate the trauma-informed lens in business development, it is critical to calculate the cost-benefit and financial capability of sustaining practices.

FOCUS ON FINANCES - A DOUBLE EDGED SWORD

The role of finances in an individual's life can be empowering, yet also stress inducing. Providing individuals the opportunity for economic development can theoretically improve quality of life, by helping them access resources like health insurance and sustainable housing. However, attempting to foster economic self-sufficiency through self-employment without safeguarding against possible hardship or adversity, can make it increasingly difficult for individuals with experiences of trauma to sustain their mental health.

A statistical review of primary research conducted by the The European Journal of Psychiatry found positive associations between neighbourhood economic disadvantage and psychological distress, depression, and suicide.^{xx} Unemployment rates were concluded a risk factor of poor mental health. Considering the noxious impact of financial instability, the practicality of self-employment in improving mental health needs to be thoroughly evaluated prior to implementation. Individuals with prior trauma experiences should prioritize mental health healing practices when adopting new responsibilities capable of creating stress. It may be beneficial for DSLBD to have emotional and financial counseling available for stakeholders in cases of business failure.

DOCUMENTING STAKEHOLDER MEETINGS

To adopt the trauma-informed resources into existing DSLBD programming, it is critical to have a base measurement and updated progression for understanding stakeholder needs. Such information can be collected during stakeholder meetings and discussion forums. There needs to be a uniform method of collecting stakeholder commentary, whether the medium is an audio or visual recording, or a typed transcription of the conversation providing individuals anonymity. This can act as a source of needs assessment, ensuring voices are equally considered in programming developments. For instance, a tool implemented by other service-providers is the Community Toolbox, an open source created by the University of Kansas that provides guidance for organizations to access the needs of stakeholders.^{xxi}

This is also a means for establishing a feedback loop, providing service-providers an understanding of what can be improved upon and later reformed to meet the unique, changing needs of stakeholders. A feedback loop ensures accountability of service-providers and is

useful for cost-benefit analysis of resource distribution and rates of programmatic success. DSLBD has the opportunity to pivot programming using the input of stakeholders. Documented stakeholder needs and feedback can also be used for requesting financial support during new budget cycles and justifying support from external financial entities in grant applications.

ROOM FOR PARTNERSHIPS AND FEASIBILITY OF RESOURCES

Public health and business are not explicitly interconnected. Many organizations may feel the need to brush aside the public health aspect or mental health aspect, because of the lack of research present to support the theory behind entrepreneurship helping someone recover from trauma. Considering mental health is a broad category, labeling or advertising a program as a strategy to help someone recover from trauma might appear to be deceiving the audience, due to the lack of resources the organization will be able to provide to help those audience affected by traumatic experience. Due to little research and credibility being present for the success of similar programs, other organizations might be less willing to invest their resources, especially financially, in order to support DSLBD.

In fact, even if they are willing to invest resources, it might not be consistent or long term. A partner might be willing to provide resources and financial support for the first two years, but maybe not after the first couple years. Thus, it is essential that DSLBD remember and ensure that they have other partners or their own resources to take care of their client's need even if they lose a partnership or if one of their partner is not interested in continuing their support. Though this might turn out to be a challenge, if DSLBD is successful in maintaining the resources for their clients, they can help alleviate some of the stresses their clients face.

CONCLUSION

In conclusion, running an entrepreneurship program with a focus on trauma recovery could be achieved, but would require a large sum of resources. Furthermore, there are a considerable amount of barriers in the business and public health sector. Financial stress, familial stress, and constant threat of failure could be potentially counterproductive for trauma victims if not dealt with properly. If the recommendations are followed however, it is believed that the effect of these barriers can be greatly reduced. Finally, the program should not be designed or intended to be a sole resource for trauma victims. It should instead be an additional resource specifically for individuals with trauma to utilize as a vehicle for obtaining financial stability through entrepreneurship. Future research would be greatly beneficial, as this is still a subject of great potential. Large scale studies are also under-researched and could uncover a lot of important trends in trauma-specific entrepreneurship. Implementing benchmarks for evaluation in the program as per recommendations, could be vitally important in understanding the benefits and barriers to implementing the trauma informed lens in entrepreneurship training, contributing to future research.

Although future research analyzing the intersection between trauma and entrepreneurship has the potential to uncover either positive or negative trends between the two variables, as of now, trauma recovery and entrepreneurship are two different sectors.

APPENDIX

The following section provides background information on the benefits and barriers two separate sectors, public health and business, have found with respect to trauma informed programming.

PUBLIC HEALTH BENEFITS OF TRAUMA-INFORMED PROGRAMMING

Determining the effectiveness of incorporating a trauma-informed lens into entrepreneurial training requires an evaluation of the various potential public health benefits and business benefits resulting from adopting a trauma-informed lens. The benefits of entrepreneurship from the public health lens are quite clear. Trauma-informed structures that increase participants' perceived sense of community, and have programmatic stability result in open dialogue, the development and maintenance of new skills, and overall empowerment of self employment. Self-employment also allows for individuals with disabilities to continue to receive help from the government as they strive toward financial stability, which is incredibly beneficial in terms of security. What is most integral however, is again the concept of self-efficacy. By allowing trauma victims to restore confidence and self-empowerment in a stable program setting with confident and well informed leadership, recovery can be adequately supported. This is not to say entrepreneurship alone is enough to cause rapid recovery, but certainly, with the addition of other mental health aid, this program could be a great option for those seeking an empowering route to financial growth.

PROGRAMMATIC STABILITY

Research indicates the importance of participants feeling that their programmatic support is steady and reliable. Prospective business owners need to feel supported in their needs. Practices which have yielded promising results include steady leadership, clear communication, safe physical environments, trauma-informed workforces, and healthcare planning. To practice self-efficacy in their business lives, stakeholders need to receive reliable support structures. Regarding healthcare, U.S. Department of Labor: Office of Disability Employment Policy partnered with the Social Security Administration's (SSA) in developing the Plan for Achieving Self-Support (PASS).^{xxii} This program provides a pathway for meeting business owners' mental and physical health needs while they focus on business development decisions. Ultimately, reliable programmatic operations reduce the potentially distressing decision-making associated with quality of life. Focusing stakeholder responsibility on financial stability and business development becomes the primary concern.

IMPORTANCE OF COMMUNITY

One similarity shared between the public health studies reviewed for this project is the community development that results from entrepreneurial endeavours. A common experience voiced by trauma survivors is their diminished sense of community resulting from the traumatic experience. Entrepreneurship is a socially demanding task, and requires a great deal of positive social interactions. Particularly, the act of serving the community with a business venture requires the business owner to understand and meet community needs. The community becomes central to business owner's decisions, requiring a greater sense of responsibility and sense of belonging to something larger than self. This exemplifies the reciprocal relationship between healing mental health and becoming part of the community. The participants in the Krachtbedrijf program, an existing trauma-informed program, enthusiastically adopt responsibility, increasing self-efficacy and capacity to find purpose in the community.

Developing community between the cohort of business developers is also critical to improved mental health. Many of the participants found that creating friendships fueled them to continue their business endeavors. A sense of community provided participants a sense of unity, as many of their businesses were directly helping the community and indirectly relying on each other to achieve an equilibrium of community resources. Establishing positive networks prompts fostering long-term healthy environments with respect to the needs of trauma survivors. Two entrepreneurship researchers Newton and Barnett, having organized dialogue circles between African American Women Entrepreneurs, found that the sharing of personal stories with trauma and the identification of collective challenges was effective in maintaining strong support systems.^{xxiii}

PUBLIC HEALTH BARRIERS OF TRAUMA-INFORMED PROGRAMMING

Public health benefits are of paramount importance when it comes to helping an individual recover from trauma. At the same time, there are also factors that may serve as barriers to accomplishing the expected goal. Examining barriers is critical to understanding how trauma-informed care can be more effective in improving the success of small business development.

The biggest discretion in administering public health interventions in trauma victims is being able to understand the intricacies behind the nature of the trauma. Not only does overcoming a trauma take a considerable amount of work, but understanding that failure is part of the process is integral to working with trauma victims. Additionally, trauma can affect populations differently, especially through age and gender. Therefore, it is important to be aware of particular client needs and taking the proper amount of research and precautions for specific age groups. Overall, when referring to barriers in public health intervention, the specifics become vital. The process is slow and shouldn't be rushed, and the demographics should always be considered and approached accordingly. While these barriers are faced frequently by public health service-providers, they can usually be dealt with accordingly if the right procedures are taken, and the service-providers are prepared to take on a long and possibly frustrating task.

BUSINESS BENEFITS OF TRAUMA-INFORMED PROGRAMMING

Starting a business is seen as an integral step in someone's career, and it comes with a variety of benefits that can foster their career development and lifestyle. It is essential to investigate various variables that are of advantage when it comes to starting a business and how those benefits can help someone to recover from trauma.

The business benefits associated with trauma and mental health are not well researched, however the few articles that were reviewed reveal the benefits of learning skills of coping and resilience resulting from recovery from trauma. In losing something of importance the individual is forced to weigh the various factors that contribute to emotional and practical response. Having experience with this provides a new business owner the decision-making skills that are conducive to practically evaluating consequences and deciding on when and how to pivot the direction of their business.

Facilitating environments where stakeholders are able to reflect on the relationship between their trauma and business decision-making enables service-providers to better understand motivation for self-employment. This prompts service-providers to more effectively tailor the program and potentially realize better outcomes for participants.

BUSINESS BARRIERS TO TRAUMA-INFORMED PROGRAMMING

Though starting a business comes with various advantages, it is equally important to analyze the barriers that accompany with starting a business and how that influences an individual's capacity to recover from trauma.

Lifestyle companies are businesses that individuals start for the sole purpose of obtaining financial stability. They are usually run by one or two co-founders with a very few number of employees. Though the theory of starting a business sounds extremely appealing, the associated demands might outweigh the benefits. One of the main challenges that new entrepreneurs face is the struggle to find new customers. The financial support or other resources from the local government may reduce the burden of starting a new business. In fact, if new entrepreneurs are unable to find customers, their business could fail, leading to disappointment and financial loss. Managing money is another area where new entrepreneurs often struggle. It is essential to reinvest in the business and pay themselves, which can be a challenging concept to new entrepreneurs who are struggling to make ends meet. Though business can be successful and entirely change someone's life, it is equally salient to remember that sometimes applying the concepts can be more exacting than the theory behind it.

RESOURCES

The following section provides an extensive description of the various sources that have been used throughout the paper as a supplement for the investigation of trauma recovery through the means of entrepreneurship. The section outlines articles and studies that brought to attention the public health benefits associated with trauma recovery, public health barriers in association with trauma recovery, and benefits and barriers associated with starting a business and its implication on an individual and his lifestyle. Strategies used for evaluating programs such as resilience and stress along with examples of existing entrepreneurship programs in DC have been incorporated in the following section.

PUBLIC HEALTH BENEFIT OVERVIEW RESOURCES

An Investigation of Cultural Intergenerational Trauma or Collective Traumatic Memory as a Social, Economic Barrier for African American Women Entrepreneurs in Cincinnati, Ohio^{xxiv}
Authored by Newton, Lisa; Barrett, Carol (Advisor)

Programming developed in Cincinnati, Ohio reviews whether the recognition and awareness of the effects of intergenerational trauma can lead to a better understanding of how those realities inform behaviors around business growth and success. The author's facilitated this analysis by creating dialogue circles where women entrepreneurs exchanged personal stories and identifies collective challenges that they face that can be outcomes of intergenerational trauma. It was determined that an awareness of intergenerational trauma, and how it has personally informs their lives may be beneficial socially and economically to African American women business owners and those prospective African American women entrepreneurs. Using dialogue circles for evaluating trauma proved to be an effective method of maintaining strong support systems, which revealed social and cultural constraints limiting economic prospects.

U.S. Department of Labor: Office of Disability Employment Policy
Entrepreneurship: A Flexible Route to Economic Independence for People with Disabilities^{xxv}

An evaluation conducted by the U.S. Department of Labor on the positives of participation in entrepreneurship as an individual with disability find the following benefits, Independence and the opportunity to make their own business decisions; The ability to set their own pace and schedule; Reduction of transportation problems when a business is home based; Continued support from Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI), including health care, when income and assets are within these programs' requirements. Using a public health lens these benefits directly confront barriers that individuals with disability face, impacting quality of life. Additionally, the Office of Disability Employment Policy has been effectively collaborating with other programs and agencies, like the The Social Security Administration's (SSA) Plan for Achieving Self-Support (PASS). Working at the intersection of business development and the needs to individuals with disabilities the PASS is tailored to the needs of stakeholders, allowing people with disabilities receiving SSI benefits to set aside money and resources to help achieve a particular work goal, including self-employment. The

evaluation determines that creative collaborative programming and the leveraging of existing resources, is effective at confronting barriers to starting business faced by people with disabilities.

Key Ingredients for Successful Trauma-Informed Care Implementation^{xxvi}

Authored by Christopher Menschner and Alexandra Maul, Center for Health Care Strategies

This article is a review of interviews with national experts on the development of a framework that prompts the application of trauma informed care models to healthcare programming, as a measure of addressing patient trauma. This article recognizes the benefits of understanding a patient's life experiences in order to deliver effective care, however, also outlines the necessary and substantial support required from actors in the system to effectively incorporate a trauma focus. The criteria outlines include the following: steady leadership and clear communications strategies; engage patients in healthcare planning; train and support all staff; create safe physical environments; hire trauma-informed workforces.

Self-Employment for People with Psychiatric Disabilities: Advantages and Strategies. The Journal of Behavioral Health Services & Research^{xxvii}

Authored by Laysha Ostrow, Patricia B. Nemec, and Carina Smith

This article describes a psychological disability as "having received mental health services, disability benefits, and/ or workplace accommodations for a psychiatric diagnosis or mental/emotional distress that has substantially limited one or more major life activities." The majority of institutional employment support systems lack the incorporation of mental-health services, leaving the needs of this population unmet. People with mental health disabilities often have a multitude of challenges and barriers to overcome when seeking employment that differs from those with physical or developmental disabilities. Many aspects of self-employment mirror those of recovery-oriented rehabilitation programs, such as self-sufficiency and community integration. Furthermore, self-employment allows individuals the freedom to create their personal trauma-informed workplace, through increased schedule flexibility, as well having more control over their external workplace environment. Services to promote self-employment also teach reasonable risk-taking and provide a larger sense of community

The Overcoming of Traumatic Events by (aspiring) Entrepreneurs^{xxviii}

Authored by Melina van den Berk

In a 4 person study, participants from the program Krachtbedrijf were given a chance to be interviewed about their experience in this program, and were later compared to assess the benefits of an Entrepreneurship based program for trauma victims. The results found many similarities in the benefits of each interviewee, and overall found that giving trauma victims a chance at entrepreneurship can be psychologically beneficial in this specific cohort.

One of the larger themes was the sense of restoring self-efficacy. In the case of the four interviewees, each one had felt they lost that sense of agency through their own traumas. But

by giving them the tools and motivation to embark on the path of entrepreneurship, each one of them felt extremely empowered by this, and more responsible to move themselves forward. Furthermore, the ability to master skills and new trades is integral to the healing process in terms of empowerment. But overall, the study concluded that all of these benefits stem from the idea of making meaning in one's life. Becoming part of a community, enthusiastically taking on responsibilities, and sharpening new or old skills, all contribute to improving one's self. And by taking on such an ambitious role, it can be an overwhelmingly positive experience for trauma victims when under the right circumstances.

PUBLIC HEALTH BARRIERS OVERVIEW RESOURCES

Community Retraumatization: Trauma Survivors Speak Out About How They are Retraumatized Within Community Mental Health and Substance Abuse Service Systems^{xxix}
Authored by Ann Jennings, Ph.D.

There is the potential for harm in all service systems that do not have proper staff training or have an insufficient understanding of the population they're serving and their own limitations. Many trauma survivors can feel hurt or incapable when they perceive that they've been held to unrealistic expectations. Trauma recovery is a cyclical process, meaning that clients don't recover linearly, and instead often return back to previous psychological barriers as they continue through recovery. Without a comprehensive understanding of the recovery process, this can be frustrating for both professionals and survivors because it may feel like little progress is being made. Many community-based services that have outcome goals based on recovery do not accommodate for the cyclical nature of recovery, which can be detrimental to the participant.

Services that immediately expect, or even require the participant to be independent can also cause harm for survivors in early stages of recovery. Trauma survivors, especially for trauma regarding domestic abuse, lack self-efficacy and frequently cannot work independently because of detrimental anxiety and an overwhelming fear of failure. Based on their level of resilience, their personality traits, and their stage of recovery, trauma survivors need different levels of support. Individualized assistance levels are required based on the participant's recovery process. Because of the individuality of each trauma survivor, programs that are beneficial to some may not be helpful to others.

Engaging Women in Trauma-Informed Peer Support: Chapter 8. Trauma and Peer Support Relationships The National Center for Trauma-Informed Care^{xxx}
Authored by Andrea Blanch, Beth Filson, and Darby Penney with contributions from Cathy Cave

While many principles of trauma-informed peer support can be generalized across multiple populations, the experiences and needs to women of different ages are likely to differ. When providing support to trauma survivors, it's important to understand the ways in which age affects both how relationships are formed, as well as cultural barriers that change the survivor's perception. One approach that may yield greater efficacy of support implementation is categorizing subpopulations of women by age as well as the category of the trauma they've endured. This will be beneficial in order to better understand the individual's needs as well as

psychological and external barriers they may face. The developmental stage the individual was in when they faced their trauma, combined with their current age has a drastic impact of the support systems they will best benefit from. For example, children who experienced trauma often struggle to develop trust and a sense of safety. Older women on the other hand, often feel isolated and powerless as a result of their trauma. These differing perceptions and needs of individuals based on their ages add additional challenges when creating trauma-informed support systems.

BUSINESS BENEFITS RESOURCES

Learning from Business Failure: Propositions of Grief Recovery for the Self-Employed^{xxxi}
Authored by Dean A. Shepherd

This article discusses the relationship between grief experienced through the loss of a business and unsustainability and lack of resilience in business development. The research finds that by learning to cope with the grief experienced in response to a failed business, prompts the stakeholder to better utilize information for reasons of failure, to later improve outcomes for business development. Learning to cope leads to an increased likelihood of resilience in business development. The conclusion is made that programming around coping would be a effective investment for long term resilience and sustainability in business development.

Resilience and entrepreneurship: A Dynamic and Biographical Approach to the Entrepreneurial Act^{xxxii}
Authored by Marie-Josée Bernard Saulo Dubard Barbosa

This article analyzes the relationship between trauma, the decision to start a business, and the resiliency of the business. In order for an individual with experience of trauma to practice resilient entrepreneurship, the research determined that a structured mentorship program, which can be considered a form of social support, and social connection, is integral. Other components include a necessity of stakeholder commitment to action, and interim victories are important for fostering hope and creating programmatic structure. The conclusion was that the resilience dynamic can plan an important role in triggering the decision to become an entrepreneur. The authors further establish that the findings reveal that incubator workers developing education programming to support entrepreneurship can benefit from gathering information about life stories and experiences with trauma of potential entrepreneurs to better understand motivations and skills already available. This also prompts the experts to tailor content to the needs of potential entrepreneurs.

The Benefits of Owning Your Own Business^{xxxiii}
Authored by Susan Ward

This article describes the benefits of entrepreneurship for people who are thinking of starting their own small business. An advantage that was highlighted was autonomy and agency. Once someone starts their own business, they are in control of how they want to run it. Though it s

true that their clients would have opinions or suggestions, it is up to the business owner to decide the degree to which they want to make the suggested changes. This is further supported by the idea of having a flexible lifestyle. Being employed can sometimes serve as a barrier to follow other passions or hobbies. The structured work hours and work environment can affect someone's decision to leave their job to raise a family or neglect their other passions to follow their routine work schedule. Therefore, starting a business can be a solution to some of these issues. This way, there will be time for an individual to follow his own hobbies, or things of his interest and still have an income. The article also lists some of the other advantages such as being able to build something, making a change in the world, and potentially making more money. One of the ending statements was that starting one's own business will lead him to wake up every monday, eager to get to work. At the end of the day, he is just going to his own place.

Tax Benefits of Starting a Small Business^{xxxiv}

Authored by Kristie Lorette

The article elaborates on various ways small business owners can benefit from tax benefits. One of the major ways they can benefit is through the process of home office deduction. By using a portion of their house to hold their business, they are eligible to use home office deduction in their tax returns. This could imply that the business owners can deduct a small portion of their insurance, repairs and utilities. Another advantage is the health insurance deductions. When they have a small business with a health insurance policy for them and their employees, there is possibility to deduct expenses associated with health insurance. In fact, the owners might be even able to deduct out-of-pocket health insurance costs in addition to the premium payments. Business related trips also allows the individual to deduct expenses related to transportation, meals, and hotel stays. Therefore, starting one's own business comes with a lot of financial benefits and if used appropriately can help one stay on top of their career goals.

BUSINESS BARRIERS RESOURCES

7 Reasons Entrepreneurs are Particularly Vulnerable to Mental Health Challenges^{xxxv}

Authored by Megan Bruneau

The article touches base on the idea of how entrepreneurship can be negatively correlated to mental health. Constant stress was stated as one of the biggest variable; there is a need to always network and make connections. When starting a business, there is a lot of uncertainty surrounding the whole process. Entrepreneurs don't know who is going to be helpful or when these connections will benefit them. Hence, they are always trying to build connections even when they are not working. This is further supported by the idea of social isolation. Even though the individuals are making connections and constantly networking, they are deprived of personal-authentic connections. The connections they make, people they meet, organizations they collaborate with are all for professional reasons. In fact, their decision to go against the societal norm of a 9-5 job and starting a business have already placed them in the "different" category. Others can belittle the individual's decision to start a business or question the individual about the stability of the business, leading the entrepreneur to feel isolated, alone and

ashamed. Due to this, their identity and self-worth become combined with their business and the success of their business. Therefore, many individuals lose themselves in the process of building their company, leading them to experience anxiety and detachment. However, the article concludes that through emotional intelligence, psychosocial support and self awareness, characteristics of trauma can be managed.

The Psychological Price of Entrepreneurship^{xxxvi}
Authored by Jessica Bruder

The article dwells deeper into the realities of starting a business. The risk associated with a business is more intense than what most people imagine it to be, especially for starters. Starting a business is extremely stressful and can lead to emotional turmoil. A research conducted by Shikhar Ghosh, a Harvard Business School professor, found that 3 out of 4 venture-backed startups failed. Many of the entrepreneurs don many caps during their beginning years. They carry out many roles and face a variety of challenges such as losing customers, increased competition from similar business, and issues with staffing. In the process of setting up the business, they often neglect their own health. They either eat too little or too much or sleep too little. Many entrepreneurs even share characteristics that make them vulnerable to mood swings. For instance, people who are extremely motivated, energetic or creative are the ones that are most likely to start a business. These are the same people who are most likely to experience strong emotional states, such as depression, despair, worthlessness, hopelessness, and suicidal thinking. For instance, researchers from Swinburne University of Technology in Melbourne, Australia conducted interviews with founders of various organizations and found that many participants showed signs of clinical obsession which included strong feelings of distress and anxiety. Practicing psychologist and professor at Johns Hopkins University Medical School John Gartner, believes that hypomania might be responsible for these business owners' strength and flaws. The article points out that the passion that drives many to become entrepreneurs also has the power to consume them.

STRATEGIES FOR EVALUATION RESOURCES

RESILIENCE RESOURCES

The Efficacy of Resilience Training Programs: a Systematic Review Protocol^{xxxvii, xxxviii, xxxix, xl}
Authored by Leppin, Aaron

The definition of resilience in public health literature is two pronged: 'the process of negotiating, managing, and adapting to significant sources of stress or trauma' and as 'the ability of an individual to adjust to adversity, maintain equilibrium ... and continue to move on in a positive manner.' Studies and program development have proven that resilience is malleable and modifiable through support structures and modifiable social factors. Programs that have attempted to improve resiliency focus on variables of positive emotions, cognitive flexibility, social support, life meaning, and active coping. Programming surrounding resilience-specific

training is considered preventative, seeking to foster qualities among stakeholders needed to deal with anticipated stressors. Mediating variables that are commonly addressed in these programs include the promotion of positive emotions, cognitive flexibility, social support, life meaning, and active coping.

Resilient Individuals Use Positive Emotions to Bounce Back From Negative Emotional Experiences^{xli}

Authored by Tugade, Michele M., Fredrickson, Barbara L.

Literature in the discipline of psychology has defined resilience as the ability to bounce back from negative experiences, through flexible adaptation to the changing demands of stressful experiences. Various techniques have been researched in terms of regulating stress and achieving resilience. One of the thematic areas is positive coping strategies, which include positive reappraisal, problem-focused coping, and reframing the experience of ordinary events with positive meaning. The role of positive reappraisal, has been researched in terms of two other forms of appraisals, threat appraisals and challenge appraisal. Opposite to the improved impact of Positive reappraisal Threat appraisals are defined by the individuals whose perception of danger exceeds the perception of capacity to cope with stress. Challenge appraisals follow a similar trend, however perceptions of danger do not exceed capacity to cope, with a possibility for gaining either skill or learning experiences. Providing stakeholders the knowledge to pinpoint, define, and distinguish between threat and challenge as it pertains to their business development can assist in dialogue surrounding general resiliency. With this in mind, greater emotional knowledge-- an individual's awareness of own feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action-- has been found to contribute to increased repertoires of emotion regulation strategies.

Risk and resilience among young adults experiencing homelessness: A typology for service planning^{xlii}

Authored by Sarah Carter Narendorf; Elizabeth Bowen; Diane Santa Maria; Eva Thibaudeau

Individuals, especially young adults who have experienced homelessness have histories of adversity and mental health problems. The social and physical conditions of residing on the street further lead to exposure to adversity, stress, and high risk behaviors. Among chronically homeless individuals 80% of young adults report two or more forms of childhood abuse, while others have reported experiences with the child welfare experiences, and juvenile justice system that cause trauma. Aging with such experiences with trauma, only further deplete the individuals capacity to cope and develop self-sufficient life-styles. Variables considered integral to developing resiliency include employment, education, adult support, and self-rated health.

Self-Employment for People with Psychiatric Disabilities: Advantages and Strategies^{xliii}

Authored by Ostrow, L., Nemec, P.B., Smith, C.

Incorporating a Recovery-Oriented service, which consists of a comprehensive, evidence based, and rehabilitation oriented programming, shifts from focus chronic illness and dependency to the right to self-determination (autonomy) and empowerment to change one's own life and community. Research suggests that entrepreneurship fosters individuals self-

efficacy and perseverance in the face of adversity. Developing such skills are determinants of new business success, making them both beneficial measurements for evaluating programming. Furthermore, self-employment can be trauma-informed as inherently they offer time and resources for the individuals to practice self-care during the work day, tailoring their workplace to their individual needs. An example of this is high-achieving individuals diagnosed with schizophrenia found controlling their environment was a common reason for reliance and overall business success.

The article describes trauma-informed practices that can be incorporated into entrepreneurship training. (1) Discuss structured ways of incorporating self-care practices throughout the work-day; (2) Dialogue between stakeholders on what self-care looks like to them; (3) Reflection assignments on forms self-determination practiced in business decision making

STRESS RESOURCES

Why Entrepreneurs Often Experience Low, Not High, Levels of Stress: The Joint Effects of Selection and Psychological Capital^{xliv}

Authored by Robert A. Baron, Rebecca J. Franklin, Keith M. Hmieleski

It was found that unlike the general assumptions about starting a business, founding entrepreneurs actually experience lower levels of stress. The study used a model based on the ASA theory to test their hypothesis. According to the theory, entrepreneurs are usually individuals selected by self-selection and environmental factors to be able to withstand or manage stress. They know what starting a business is like and believes that they are capable of tolerating the stress that comes with it. They are aware of all the risks associated with starting a business and many only come forward if they are confident that they can deal with the stress. Therefore, they report lower levels of risk

Work Family Conflict in New Business Ventures: The Moderating Effects of Spousal Commitment to the New Business Venture^{xlv}

Authored by Werbel, James and Danes, Sharon

The success an individual beginning a new business venture (NBV) experiences is influenced by spousal stress. The entrepreneur is then responsible for managing the strains associated with developing a NBV effectively, to mitigate spousal concerns. Failing to do so will have direct influence over the stress the business operator experiences. Spouses experiencing strain have exhibited qualities of uncertainty and lacking confidence in NBV, causing the operator to feel divided between the demands of the newly create business and spousal concerns. Unable to effectively divide personal resources a consequence may be inability to meet the financial needs associated with family and starting the NBV. Within this codependent cycle, the detrimental outcomes associated with strain are quitting the newly created NBV, increasing stress of business operator due to spousal inability and unpreparedness to manage stress.

When training an individual to develop a new business venture, family and close support systems should be informed about the strenuous process as well as supported by programming. Including support systems will in-turn improve the resilience of the new business venture.

Family is often a point of contention when it comes to entrepreneurs. There is a great overlap between family and work, hence an increased chance of family members working for the new business venture (NBV). There is a higher chance for new business venture operators (entrepreneurs) and their spouses to experience distress from work and family conflicts (WFC). Entrepreneurs might have complicated family dynamics and partners, who are significant stakeholders, that could potentially put a strain on the entrepreneur. To elaborate, if a spouse acts in a way that worsens the strain that was already placed on the entrepreneur, then they can use the resources allocated for the business in managing that strain.

Chances of financial constraints affecting the family due to the new business is not uncommon. During the initial phase of NBV creation, the former wage earner is going to make less money than they used to when they were working for someone. This can lead the family members to find other alternative sources of income or to reduce the amount of money they spend. In some situations, entrepreneurs can have negative cash during the initial days of their career leading to a drain in resources. These situations can lead to WFC because spouses tend to have differing expectations when it comes to saving money and earning money.

In addition, the creation of firm could also lead family members to take up new roles. Often, the time and energy of the entrepreneur will be consumed by the NBV rather than family activities, leading the spouse to manage more responsibilities. To elaborate, spousal demands can place strains on the entrepreneur that negatively influence their ability to manage the new business effectively. Here, both the entrepreneur and the spouse have their own reaction to WFC, which will be expressed in different forms. The concept known as cross-over effect implies that spouses pass on their WFC and the stress associated with it to the entrepreneur, leading the entrepreneur to experience double the dose of WFC. In other words, the more emotionally connected the NBVO is to their spouse, the higher the chances are for the entrepreneur to feel the stress experienced by their spouse. Any form of complaining or changes in the body language of the spouse can negatively influence the new entrepreneur's ability to manage the firm, eventually leading him to quit the new business.

Learning in the Panic Zone: Strategies for Managing Learner Anxiety^{xlvi}
Authored by Palethorpe, Rob and Wilson, John P

This article discusses the role stressful and challenging environments can contribute to enhanced learning, providing an inventory of strategies during times of anxiety-related blockages of learning. In other words, stressors can be utilized as opportunities for learning and growth -- equipping the individual with resilient problem solving. This has application to self-efficacy in business development in relation to anxiety prohibiting decision making and efficiency. A major barrier to understanding the role of anxiety in learning is trainers recognizing the causes of anxiety experienced by their stakeholders, and the appropriate response

strategies. Additionally, leaders of programming need to be cognizant of anxiety as an idiosyncratic phenomenon -- or strategies that might aid one individual, might be counterproductive to another stakeholder. This requires individual counseling and tailoring of activities to unique individual anxiety^{xlvii}.

Managing stress and anxiety^{xlviii}

The Government of West Australia Small Business Development Corporation

The Government of West Australia Small Business Development Corporation situated information about anxiety and stress on their website for business owner recommendations of best practices. The corporation validates that unpredictability associated with business ownership and the unintended harm this can create for mental health and capacity to effectively manage a business. Providing business owners the knowledge to recognize warning signs is critical to having stakeholders communicate and request support services.

(The following is quoted directly from the text):

You may be experiencing stress, anxiety or depression if you are:

- finding it hard to concentrate or make decisions
- feeling overwhelmed and unable to solve problems
- regularly feeling irritable, sensitive, tense or close to tears
- constantly thinking of work, even during personal time
- finding reasons not to get out of bed or go to work
- avoiding essential day-to-day tasks
- spending less time with family or friends and generally avoiding social situations
- drinking excessive alcohol or smoking more

Stress can also appear in ways you may not expect. Watch out for the following physical symptoms, which may indicate that you are under stress:

- chest pain or pounding heart, high blood pressure
- finding it difficult to sleep or feeling constantly tired
- reduced interest in sex
- diarrhoea or constipation, nausea
- weakened immune system, getting colds more often
- muscle tension, aches and pains, headaches
- fast, shallow breathing, sweating excessively
- loss or change of appetite

Anxiety and depression are conditions that can only be diagnosed by a medical professional. Anxiety is more than just feeling stressed or worried. It is normal to feel anxious if you are under pressure, however if these feelings happen for no obvious reason or continue after the stressful event has passed, it may be a sign of something more serious. Effective treatments for anxiety and depression are available, the sooner you seek help the quicker you'll be on the road to recovery.

DECISION MAKING INFORMED BY TRAUMA RESOURCES

Relating Resilience Factors and Decision Making in Two Groups of Underserved Adolescents: Implications for Intervention^{xlix}

Authored by Adam T. Schmidt, Gunes Avci, and Xiaoqi Li

This research provides insight into the way environments can affect high-risk individuals exposed to traumatic environments. While the focus was on adolescents, it still emphasizes some interesting points on resilience and trauma. The overall results of the study showed that the group exposed to a more positive group of peers who acted as positive role models had improved decision making over the other group. While both had a great deal of resilience already, and were both exposed to adverse environments such as gang violence, the existence of a positive environment seemed to improve decision-making. The implications of this research in regards to DSLBD's program highlights the effectiveness of the proposed model. With the focus being on trauma victims exposed to adverse environments, providing them with a positive community that is supportive and information providing can possibly have a positive impact on decision making.

Judgment and Decision-Making Under Stress: An Overview for Emergency Managers^l

Authored by Kathleen M. Kowalski-Trakofler* and Charles Vaught

The presence of stress drastically changes how individuals practice intentional decision-making. It is important to acknowledge that a stressful situation alone does not cause problems of judgment. Instead, changes in decision making are influenced by the perception of the stressful experience and how well suited the individual is at handling stress. Because of this, working to psychologically minimize stress beforehand, helps individuals make healthy decisions. Additionally, stress causes people to have a narrow attention span. This causes them to lose the ability to successfully evaluate the multiple options available and understand how decisions impact the larger concept. Finally, individuals in a stressful situation who had pre-existing stress and anxiety, are more susceptible to inadequate decision-making.

A Leader's Framework for Decision-Making^{li}

By David J. Snowden and Mary E. Boone

An important concept to understand for both recovering from trauma, and making decisions for developing a business, is that there is not always a direct cause and effect relationship between individual choices and the given outcomes. As stated earlier, one psychological harm of trauma is that it shatters the survivor's perception of the sense of order in the world because they may lose trust in structures that previously provided them a sense of safety. Individuals may also internalize traumatic events, and feel that their choices and lack of competence are what caused their trauma. To a certain extent, coming to the understanding that there is a certain level of disorder in society can be beneficial for recovery. Coming to this understanding is also advantageous in promoting resilience in business development. Businesses growth, particularly

in the beginning stages, requires constant adjustments. Set-backs and failures are also inevitable. In order to have sufficient resiliency, entrepreneurs may benefit from understanding that sometimes outcomes are not consistent with their expectations, even if they made a decision based on recommendations and evidence. This will help them not lose self-efficacy and maintain confidence in their abilities.

Many people work and make decisions on the assumption that there is a certain level of predictability and order in the world. This notion combined with individual previous conceptions surrounding a situation can lead to leaders and entrepreneurs to make inefficient decision making. The Cynefin framework is used to allow people in leadership positions to objectively analyze multiple types of situations to make the best decision based on possible outcomes. This framework is also useful to help individuals better understand that there is not a direct cause-and-effect relationship for all situations and that the world can often be irrational and unpredictable. With a focus on senses and analyzing before responding, the Cynefin framework categorizes problems into groups to help entrepreneurs determine the most sufficient steps to come to a decision.

EXISTING EXAMPLES IN D.C.

Changing Perceptions

Changing Perceptions, a nonprofit currently working with the Aspire program, promotes entrepreneurship among returning citizens. Through supportive services combined with job training and business skill management, Changing Perceptions works to help returning-citizens with their transition back into society and the workforce. The organization offers a 16-week curriculum that provides mentorship for business development and emotional intelligence programs. As a part of their intrapersonal development, they offer life coaching, reentry navigation, and meditation along with other ways to increase productivity. The business development aspect of the program teaches the skills necessary to be a successful business owner such as networking, and negotiation. There is also support in financial literacy and startup planning.

Changing Perceptions utilizes a program structure that combines group counseling and promotion of emotional intelligence services in the morning, with lessons on entrepreneurship in the afternoon. The morning activities help returning-citizens deal with various aspects of re-entering society and the workforce. Discussing ways to manage the difficulties of being a returning citizen in a group setting is beneficial because it increases a sense of community and social network. Topics addressed in morning sessions include the utilization of mindfulness to increase productivity, how to prioritize, and self-determination. The meditation focuses explicitly on strengthening the participant's ability to stay present in stressful situations.

The business development portion of the program works to aid in skill development. These skills include negotiation, interpersonal relationship building, and increasing a strength-based perspective — these seminars, which facilitate personal growth and development through entrepreneurship, progress based on the individual's needs, and aide in business management as the business develops. The combination of group activities with one-on-one support provides participants with the opportunity to make their own decisions while still receiving mentorship.

Inclusive Innovation Center

The Inclusive Innovation Center is located near Columbia Heights and is a community space dedicated to under-resourced entrepreneurs. With an obtained membership, members have access to a multitude of skill-based training. These training sessions are in a variety of topics including coding, networking, and mock interviews. The is also available workspace at their location and workshops in web development and financial literacy. The center has a strong focus on mentorship and offers a variety of mentorship programs.

District Mugs

District Mugs is a nonprofit run by volunteers that teaches entrepreneurship skills to homeless populations in Washington, DC. The mugs are then partially sold in pop-up stands in various stores and markets in the city. Participants have the opportunity to attend weekly workshops

where they design mugs, where they can utilize art therapy and be apart of a community. In addition to teaching underserved populations how to design and sell coffee mugs in which they can earn a small income, the organization has a variety of programs to teach business and entrepreneurship skills. Through their education and outreach, District Mugs teaches their participants the skills necessary to start their own business or online store.

The Case Foundation

The Case Foundation is an organization that focuses on promoting individual success for a social change. They aim to inspire, educate, and activate people of various backgrounds to enter the business and investment sector. One of their current movements, inclusive entrepreneurship, strives to increase funding, networking and mentoring for entrepreneurs of underrepresented populations. The initiative of this organization is intended to encompass the mission to provide equal opportunity to all demographics. They also work to promote their mission by providing supporting data to show that the support of proportional funding is beneficial to economic growth. Their #FacesofFounders program mainly works to inspire and promote entrepreneurship.

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A Balancing Act:

Establishing a System of Affordable, Equitable and Quality Child Care in DC



By Emilie Ryan-Castillo, Zach Smith, Kate DeTizio, Keown Kaney, and Raleigh Kibort

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Executive Summary

An extremely important early index of future health outcomes, utilization of regulated, high-quality child care prior to formal primary school education directly correlates to improved health metrics later in life. However, numerous barriers to child care providers, child care workers, and children that attend child care centers exist in DC. These barriers inhibit market profitability, employee morale, and future health outcomes for children. This report highlights many of the barriers facing these three stakeholder groups, in DC specifically, as well as proposing common-sense regulatory actions that can be taken to mitigate or remove a substantial portion of the barriers facing stakeholders.

Families in DC face cost constraints in the child care market. Child care is too expensive in DC, particularly for lower income families, making it difficult to afford quality child care, even with existing subsidies. To curb the growth in the unregulated child care market in DC and lower costs in the regulated market, funding streams should be established to increase the amount of subsidized spaces available to children, while lowering income requirements for those spaces.

Workplace morale among child care workers is extremely low. To boost morale and provide avenues for providers to meet new certification guidelines which will be implemented in 2020, the District should take a prominent role in offering tax credits to current and prospective child care workers to further their education, as well as partnering with local universities to establish low-cost or no-cost training programs for child care workers.

Many regulations exist which blunt the positive impacts child care providers wish to have on the market. Communicating with child care centers to determine regulations deemed unnecessary would be a crucial step to ending restrictions on providers. Further, providers should be provided tax credits, based on the quality of the care center, to make improvements to their facilities. Lastly, resources for current or prospective providers should be easily accessible through OSSE.

The proposed recommendations will help create an equitable and quality child care system in DC, a system that maximizes health outcomes for children while lowering employee turnover rates in the industry and increasing market access. Recommendations included in this report are based on model markets in other cities, states, and countries. While the included recommendations are not mandates, the recommendations represent substantive policy proposals that will result in DC being a leader in progressive- and market-based child care.

Recommendations

- Subsidy system should be based on hourly attendance versus daily attendance in order to provide more flexible care for parents;
- Establish social and emotional support systems for teachers, such as mindfulness training and tutoring services;
- A social network for home-based caregivers should be created;
- DSLBD, DCRA, and OSSE should develop databases of all regulations and licensing of child care centers, including a resource center connecting local contractors/architects with prospective or existing child care providers;
- Policy, modeled after Pathways in Louisiana, should focus on training, educating, and incentivizing staff in child care centers;
- Additional research should be conducted on the costs-benefits of child/adult ratios in child care centers;
- The appeals process for those who fail criminal background checks should focus on rehabilitating individuals to make them marketable employees in the child care market;
- DC's family leave policy should include a stipulation mandating that those who receive benefits use child care located within the District's boundaries;
- QRIS, the quality rating system, should be reformed to align with metrics of Quality Start in Louisiana;
- A comprehensive package of overlapping tax incentives targeting providers, the child care workforce, and families should be create to increase quality while reducing cost barriers for children;
- A sliding-scale payment model with a daily fee should be introduced to pay for care. Fees not covered by the daily fee will subsidized by the District government, potentially financed by a slight increase in the payroll tax levied by the proposed family leave bill;
- DC should not promote a "gray market" for child care. All care should be provided in regulated home- or center-based facilities.

Introduction

The utilization of high quality childcare prior to formal primary school education directly correlates to improved health metrics later in life. Formal, market-based care often provides the earliest basis for socialization with peers, as well as adults, outside of young children's families. Under the best circumstances, child care centers and preschools provide a central link between families and other social services that promote positive development, such as health care, behavioral screening, and speech therapies (NIH, 2006). However, the positive opportunities that market-based child care has the potential to provide – offering multi-level support for the healthy growth of children – is quickly squandered when quality care is not provided. Unfortunately, families in the District of Columbia (DC) currently face numerous barriers in attempting to provide and utilize such care. These barriers inhibit market growth, workforce wellness, and jeopardize the future of DC's children.

This report will explore some of these variables in depth and propose concrete and common-sense recommendations to combat them. Specifically, cost and scheduling barriers for families will be addressed, with a focus on solutions for low-income families, as well as examining the impact of an upcoming policy change for DC's child care workforce. Regulatory barriers to providers and potential providers will be discussed, and suggestions for regulatory reformation will be given. Finally, model examples of other cities and nations will provide a context for the District's future directions in creating accessible and high quality care for all citizens.

Quality Care in Context

Child care environments are a critical component of early childhood development. In a typical school week, 61 percent of children under the age of five are regularly cared for outside of the home; this is partially due to shifts – from the exception to the norm – in opinions surrounding maternal employment (U.S. Census Bureau, 2011). More often than not, young children fluctuate between numerous types of care within a given year. The question is no longer whether market-based child care is helpful or harmful, but rather how, after decades of research indicating that quality of the child care environment is the key metric, to increase quality.

From birth to age five, the human brain experiences rapid and dramatic maturation. At these ages, brain plasticity, the ability of the brain to form and reorganize synaptic connections due to learning or trauma, occurs at the highest frequency during life, creating a momentous openness to new experiences (Compas, et. al., 2001). This time is a “critical period” for a number of cognitive and social functions – the learning that takes place in this phase has a remarkable and lasting impact on human development (Compas, et. al., 2001). Because of this, early life social, emotional, or physical trauma can have an extreme impact on brain development (Institute of Medicine, 2015). Inadequate, neglectful, and abusive encounters create significant negative outcomes if experienced in critical periods (Institute of Medicine, 2015). At the same time, the brain’s malleability creates an excellent opportunity for child care systems to shape positive brain development.

Quickly after starting their academic careers, the way that young children perceive themselves as learners, particularly their “self-perceived efficacy in mastering new understanding”, is a crucial influence on their continued academic success (Stipek et. al, 1992). Young learners are increasingly sensitive to positive and negative evaluations of their behavior by parents and providers, which creates the basis for these self-evaluations. In other words, when children begin to see themselves as “good learners” in early care, they are poised to do better in their future academic endeavors.

A foundation for general cognition and learning skills is predicated upon mathematical thinking built in preschool. Multiple analyses suggest that formal mathematics learning should begin as early as possible, especially for children at risk for later difficulties in school (NIH, 2006). Mathematics knowledge in preschool is a known predictor of math achievement in high school, and problems with math are the best known predictor of failure to graduate high school (NIH, 2006).

Participation in high-quality early childhood programs also predicts physical wellness in adulthood. A national longitudinal study of Head Start programs indicates that intensive, high-quality early childhood interventions can prevent or delay the onset of physical and emotional problems from primary school stages into adulthood. In the study, enrollees in Head Start experienced fewer mental health issues as adults, in addition to a 31 percent decrease in involvement in criminal activity (National Institute of Medicine, 2015). Long-term follow-up of adults in a similar study by the Carolina Abecedarian Project showed lower rates of hypertension, obesity and metabolic syndrome if children attend child care (National Institute of

Medicine, 2015). These studies suggest that the impact of early education programs on physical and emotional health has long-term effects.

Quality care is specifically crucial for students whose families experience financial stress. Enhanced cognitive and language development, as well as general school achievement, have continuously resulted from high-quality center-based care provided directly to low-income children (Shonkoff, 2000). Early intervention literature consistently confirms that the strongest effects of high-quality care are found in children from families under the greatest amount of stress and containing the fewest resources. Thus, quality child care has the greatest impact on children who need it the most; however, under the current system, they are also the least likely to receive this care (Shonkoff, 2000).

The child's relationship with their care provider plays an especially important role concerning emotional development. When early child-provider relationships are secure and warm, children have the necessary support to become self-confident young learners. This concept was proven in the Study of Early Child Care and Youth Development, a landmark study in the field of early childhood education. This research provides evidence that children with such relationships in educational settings learn more than those with difficult educator relationships (NIH, 2006). Arranging consistent and stable child-provider relationships allow secure attachments to be formed on behalf of the child. These attachments are associated with more competent interactions with adults as well as more advanced peer relationships (Howes et. al., 1988).

Further, emotional and behavioral problems in early childhood stemming from a lack of secure attachment not only impede their ability to learn, but pose additional risks to their long-term success, such as delays in children's early social skills, getting along with peers, and cooperating with other educators (Elbertson et. al., 2010). Stress hormones are known to affect multiple brain regions, and chronic stress in early developmental periods can change the neurocognitive processes associated with memory, attention, and self-regulation (McEwen, 2012). Because brain plasticity decreases with age, it is difficult to change these pathways once they are altered. Even with the removal of a chronic stressor, experiencing stress at such a young age can result in poor emotional regulation, impulse control, and blunted emotional capabilities (Miller et. al., 2011). As a consequence, children who experience low-quality care enter formal schooling at a disadvantage due to concerns with following instructions, paying attention, focusing thinking, and controlling emotions. Additionally, neglectful and low-quality care can create overwhelming stress for young children's overall health that, with continued

exposure weakens the immune system's capacities, contributing to more frequent acute and chronic illnesses (National Institute of Medicine, 2015).

From this perspective, it appears that the contributions care providers make impact children's development significantly beyond reading, counting, and conversing skills. When successful attachment occurs in provider-child relationships, young learners are buffered against minor and significant stressors when they occur. These benefits have been shown in all children, not just those coming from adverse circumstances (Blair and Raver, 2012). Children with secure relationships with their caregivers have increased willingness to fully invest in learning opportunities, having been instilled with confidence. This confidence enables the development of curiosity, resilience, and other learning skills that hold benefits inside of the classroom as well as in the community (National Institute of Medicine, 2015).

Barriers to Families

DC's poverty rate is far above the national average and has remained high even in periods of economic growth. Nearly 25 percent of the population qualify as low-income: an income at or below \$24,475 per year for a family of three (Urban Institute, 2015). In a city where full-time child care is over \$22,000 on average, affordable child care in DC requires urgent and concentrated attention from policymakers.

Although economic growth and a building boom are revitalizing DC communities, many of the cities' low income residents have not benefited from this growth. The restoration of once-neglected neighborhoods is driving out long-time residents by raising housing prices. This process is especially prevalent in neighborhoods like Columbia Heights, Shaw, Logan Circle, and Capitol Hill (Urban Institute, 2015). As housing costs continue to increase, it is becoming substantially more difficult for the cities' inhabitants to remain. Much of the district is forced to pay much more than 30 percent of income costs on housing, leaving less income for food, healthcare, and other basic needs (Urban Institute, 2015).

The unique demographic changes taking place in DC are creating an increased need for safe and reliable child care. Although the United States population is aging, DC is getting younger. From 2000 to 2010, 18- to 34-year-olds in the city grew by almost 37,000 residents (Urban Institute, 2015). This large millennial population (35 percent compared to 23 percent in the United States) is poised to create a greater demand for child care, as this population begins to have children.

Housing costs in the District are high, but the cost of child care is vastly exceeding them. Current estimates show that the average cost for a year of center-based care in the District of Columbia for a pre-school aged child is \$22,658 – the highest in the United States. Unfortunately, these rates are not stagnant. From 2011 to 2015, the cost of market-based care for four-year-olds in DC increased almost 10 percent when adjusted for inflation (Child Care Aware, 2016). The consequences of this statistic are evident when presented with the income gap between one- and two-parent families. The average one parent family (\$25,000) makes only 16.1 percent of an average two-parent family income (\$156,000). For one-parent families, this means that a year of average care costs over 89.9 percent of their yearly earnings; this is a much higher percentage than the 10 percent recommended by the department of Health and Human Services (HHS 2014).

Two main block grants are currently in place to assist DC families afford care. Temporary Assistance for Needy Families (TANF) was a block grant established in 1996 as an attempt to reform the American welfare system. In DC, TANF covers job training and assistance, subsidies for basic needs, and the child care voucher system. TANF benefits can be claimed in extreme circumstances – currently, families are rendered ineligible for if their assets exceed \$2,000 total (DHS, 2017). To qualify for TANF, families are required to be actively searching for or participating in the workforce. Because families depending on government assistance are expected to work, Congress initially provided an increase in funding of another key block grant: the Child Care and Development Block Grant (CCDBG). This grant helps low-income families, families receiving public assistance, and families transitioning from public assistance in obtaining child care.

CCDBG was reauthorized in 2014 with additional requirements for states to follow. Unlike previous reauthorizations, the law was not accompanied with a guarantee of federal funding. Significant resources at the Federal and District level are essential in order for states to fully comply with the new requirements mandated by these laws without reducing assistance to DC's children (Urban Institute, 2015). Today, about 1.7 million children receive assistance through various parts of CCDBG, approximately one of six eligible children (Urban Institute, 2015). Inflation and demand have outpaced the extent of TANF and CCDBG. To satisfy the regulatory standards to receive funding for CCDBG, states, including DC, are implementing strategies that negatively affect child care, such as lower provider reimbursement rates and increasing parental co-payments. Unfortunately, this makes child care unaffordable for some

families. Parental eligibility rates for care vouchers have also tightened, meaning that less families can receive subsidies (Child Care Aware, 2015)

Today's job market often requires employees — especially low-income ones — to work shifts that either start before traditional child care programs open or end after they close. Employees also struggle with scheduling care, making, accessing, and arranging care, and paying for care (Child Care Aware, 2015).

Due to these mounting costs, some families choose to move their children from market-based programs into informal and unlicensed facilities. These include family friend and neighbor networks (FFNs), and are estimated to be increasingly widespread (Child Care Aware, 2015). This "gray market" poses risks, as they are subjected to few, if any, regulations. The lack of governmental supervision in these facilities means that gray market centers are not subjected to basic health and safety requirements, minimum training, or background checks for staff. As a result, low-income children already at an educational disadvantage are pushed further behind by being removed from regulated care. Assessments facilitated in Maryland have found that children who attend regulated programs have better learning outcomes in elementary schools than children who were cared for exclusively in informal, unregulated settings (Child Care Aware, 2016).

Recommendations

Low-income parents working irregular schedules may be less likely to seek out TANF care subsidies because of their requirements for a minimum and consistent number of work hours per week. This is a barrier that needs to be addressed: it limits utilization of TANF subsidies for parents working non-traditional hours, making it difficult to escape the cycle of poverty that the funding is meant to assist with. Often, federal- and state-based care subsidies are based on day-to-day attendance in care centers, so for many providers, flexible scheduling that accommodates parents' working hours would result in a substantial loss in profit (Child Care Aware, 2015). One way for the TANF system to work more effectively is for subsidies to be based on hourly attendance rather than daily attendance. Having parents "sign in" during drop-off and pickup is standard practice at many care centers already, so this data would already be available for surveillance (Child Care Aware, 2015). This way, programs would have more incentive to open during non-traditional hours, making room for new avenues of income and giving parents the ability to work during more convenient times for them.

Barriers in the Child Care Workforce

Attempts at improvements to early education are unfounded without concentrating specific attention and resources on adults that work with children. Educators are unable to provide warm relationships and model socio-emotional learning when they are experiencing stress themselves. Educator depression has been linked to higher levels of behavior problems in students, even when controlled for poverty status and family influences, including maternal depression (Institute of Medicine, 2015). One consistently noted reason for stress among child care providers is economic instability. Increasing scientific proof acknowledges the critical nature of the child-provider relationship on child development; however, the wages of these professionals remain insufficient (Whitebrook, et. al., 2014).

Although child care workforce wages in DC are among the highest in the country, the annual mean wage for 2015 was \$29,450, or an hourly wage of \$14.16 (Bureau of Labor Statistics, 2015). This rate is only \$6,000 over the federal poverty line, and is further weakened by the aforementioned notably high cost of living in DC. Additionally, these wages are a significantly less than what the average elementary school teacher earns yearly in DC (about \$51,000) (Bureau of Labor Statistics in 2016).

Lower pay for early childhood educators perpetuates the perception that it takes less expertise and knowledge to educate society's youngest learners — directly opposing decades of scientific research that prove this belief to be false. The impact of these low wages are clear: economic stability among staff causes stress, impacting the provider-child relationship and ability to learn. Additionally, underpaying early childhood educators is responsible for high turnover rates in a field where stability is known to be vital to children's success. Child care professionals frequently report concerns over paying for food, transportation, healthcare, and housing costs (Whitebrook et. al., 2014). Among child care workers, 46 percent in the United States are part of families who participate in public assistance programs such as Medicaid or SNAP, compared to 26 percent of the national workforce (Whitebrook, et. al, 2014).

Nearly one-third of professionals who have chosen to leave the child care field report doing so because of inadequate compensation. Child care centers have been found to have the highest turnover rate in the entire care and education field, over four times higher than in elementary schools (Whitebrook et. al., 2014). These rates can have damaging impacts on child development. The positive potential of the child-provider relationship is only able to be realized

if care is consistent — it is difficult for healthy attachments to develop and be strengthened when providers are constantly in flux (Love et. al., 2003).

Improving the health and well-being of the child care workforce is a vital aspect of improving the care system as a whole. The Institute of Medicine and National Research Council recently released a comprehensive policy framework regarding the child care workforce. With the expertise provided by a committee of over 30 child development experts and hundreds of past research studies (“Transforming the Workforce for Children Birth Through Age 8: A Unifying Foundation”), the report presents numerous pathways for bettering the child care work force from the ground up. Following the suggestions of the report, DC announced a transition to raising the educational standards for child care professionals in December 2016. Minimum credentials for lead teachers are now set at the Associate’s degree level, which will go into effect in December 2020 (Chandler, 2017). New regulations also necessitate child care center directors to hold Bachelor’s degree, while home care providers and assistant teachers must earn a Child Development Associates (CDA) credential (Chandler, 2017). If successful, the benefits of this transition could extend beyond improving the quality of curriculums and professional practice. Past studies suggest that the benefits of raising educational standards for early care professionals could include support for wage increases, easier recruitment of well-qualified candidates, and reduced staff turnover rates (Barnett et. al., 2013). Overall, a stable workforce benefits providers and families alike. This is illustrated in the Abbott Preschool Program in New Jersey. Prior to these requirements, the quality of classroom interactions and learning outcomes were low. After it was mandated that all lead educators acquire a Bachelor’s degree, overall quality increased significantly, with most private programs receiving “good” or “excellent” ratings (Barnett et. al., 2013). This implementation was successful because educators were provided the necessary support to acquire these qualifications and their compensation was raised to match their new qualification standards (Barnett et al., 2013).

Recommendations

Simply raising qualification standards without providing additional support to educators might not only be unsuccessful, but damaging. Degree requirements are feasible, but full benefits will be realized only if they are implemented with care over an extended period of time. As DC transitions into this policy, new pathways will be necessary to improve the access and availability of both formal higher education and ongoing professional learning. Strategies will also be necessary to monitor and mitigate potential negative consequences of these

requirements, including possible workplace shortages, reduced diversity in the profession, direct financial pressure to families, and disruptions to the sustainability of the market (National Institute of Medicine, 2015).

It is imperative that DC provides early childhood educators with multiple avenues of support if the new qualifications are to be successful. Provided pathways to access in this arena should be ample, stable, and multi-dimensional, including both financial and emotional support. Currently, many early childhood educators in the workforce have not obtained more than their high school diploma (Chandler, 2017). Access to higher education programs is prevented by a variety of barriers, including geographic access, program flexibility, and social support (Whitebrook et. al., 2014). In the case of early childhood educators (ECE), who experience financial instability, it can be even more difficult to gain access to Associate and Bachelor's programs.

The Teacher Education Assistance for College and Higher Education (T.E.A.C.H.) grant is currently available to early childhood educators in DC, and is expected to aid in the credentialing transition (Chandler, 2017). T.E.A.C.H. Grants are purposed for educators who agree to teach in high-need or low-resourced schools upon completing their educational program, and eligible teachers can earn up to \$4,000 per year to cover tuition costs. Although this grant may assist some teachers in their return to higher education, it is not inclusive enough to help all educators through this policy transition.

First, in order to be eligible for the T.E.A.C.H. grant, educators must be employed at an early childhood institution for at least six months (T.E.A.C.H., 2017). However, once the new requirements go into effect, providers will not be able to attain employment at these facilities without their degree. This creates a cyclical problem: teachers cannot be hired without attaining higher education status, but the funds that are supposed to facilitate this attainment are only available if they are already hired. This will make the recruitment of a younger, more qualified workforce difficult (TEACH, 2016). Additionally, T.E.A.C.H. grants are only available to teachers who agree to work in low-income schools once their degree is completed (Chandler, 2017). But an increase in necessary qualifications will affect all ECE, not just those employed at low-income institutions. Lastly, the grant is federally funded, and has experienced cuts in recent years due to budget sequestering (T.E.A.C.H., 2016). It is currently unclear how T.E.A.C.H. will be affected by the current administration. Ideally, the T.E.A.C.H. grant will continue to be a helpful resource for some teachers, but should not be considered an all-encompassing solution to the issues posed by the new policy requirements. Additional scholarships, tuition

reimbursements, and pay parity must be provided in addition to these grants in order to ensure access for current and future early childhood educators.

In addition to financial support, it is important that DC provide social and emotional assistance to teachers under their new working conditions. For educators providing care out of their homes, isolation is frequently reported due to a lack of access to the professional support derived from a center-based setting (Institute of Medicine, 2015). For providers who will now have to attain their CDA requirement, it would be beneficial to create a social network of support for home care providers. This could include assistance for attaining the certificate, or a solution to the social seclusion experienced by these providers.

For those working in center-based care, several approaches have been developed to promote educators' emotional and mental well being. These include training programs promoting socioemotional competence, stress reduction, and emotional awareness, as well as retreats promoting the establishment of relationships between colleagues (Jennings and Greenberg, 2009). Additionally, some schools have found success in providing mindfulness training for their educators. These sessions cause reduced levels of educator stress and depression, as well as better emotional awareness, and have been linked to better health for everyone in the classroom, including student learning outcomes (Flook et al., 2013). With the increased burden of attaining higher education, educators should also be provided individualized emotional and academic support. Addressing these burdens through tutoring, counseling and support groups is necessary to ensure that current educators can find success in meeting the new requirements. In summary, the District of Columbia is taking a large step in recognizing that success in our youngest learners cannot be possible without focusing on the adults who provide them care. If significant financial and emotional support is distributed during this time of transition, care quality is bound to improve as care provider education increases.

Barriers to Providers (and Potential Providers)

Currently, DC's child care providers must cooperate with a substantial set of changing requirements set in place to maintain standards of safe care. Research provides support for an association between high levels of regulation and improved care outcomes. However, extensive regulations can also create large barriers for existing providers while preventing potential providers from ever entering the child care market. These regulations are often complex and there is a lack of resources to help providers (and potential providers) understand and comply

with them. In DC, licensed centers are expected to comply with regulations set by the Child Care Development Block Grant (CCDBG). These regulations are facilitated and enforced by multiple organizations, including the Office of the State Superintendent of Education (OSSE), the DC Government's Zoning department, and the DC Fire Department (OSSE, 2016).

The CCDBG Act of 2014 requires centers that receive subsidies from the Child Care Development Fund (CCDF) to comply with Quality Rating and Improvement Systems (QRIS) standards (OSSE Notice of Final Rulemaking). The Child Care Development Fund offers subsidies in the form of vouchers, grants, or contracts for low-income families to offset the cost of childcare (Office of Child Care, 2012). Since child development centers that receive this type of subsidy have to comply with QRIS standards, DC is pushing all licensed centers to meet QRIS standards so that families receiving subsidies have more access to child care centers and to further ensure a high quality of child care (OSSE Notice of Final Rulemaking).

The Office of the State Superintendent of Education (OSSE) facilitates the processing of licensing in DC according to the rules and regulations laid forth by DC government (Child Development Block Grant Act, 2016). Licensing in DC is one of the most complex systems in the United States, and the regulations placed on the facilities can deter affordable facilities from opening. One of the main issues with the licensing requirements in DC is that there are not enough resources for prospective providers to understand the regulations that need to be met in order to obtain a General License (Beeton, 2017). In order to obtain a General License for a child care center, a prospective provider must obtain multitudes of paperwork and information. One document required before obtaining a General License is a Certificate of Occupancy (Child Development Block Grant Act, 2016). A Certificate of Occupancy must be obtained from another agency, the Department of Consumer and Regulatory Affairs which includes a series of inspections and paperwork (DCMR District of Columbia Construction Codes, 2013). Although, a Certificate of Occupancy is a protocol regulation for a General License of child care centers, prospective providers are still unclear with the protocol of obtaining one. In order to obtain a Certificate of Occupancy, one must develop a Fire Safety Evacuation Plan (DCMR District of Columbia Construction Codes, 2013). A Fire Safety Evacuation Plan must be developed specifically for each facility and including zoning regulations. These Fire Safety Evacuation Plans must be constructed by an architect knowledgeable in zoning laws and regulations. However, new child care centers are unable to afford to hire professionals that are knowledgeable in developing evacuation plans (Beeton, 2017). Along with hiring architecture

professionals, there are other expenses attributed to opening a child care center that can discourage prospective businessmen to invest in child care (Beeton, 2017).

Members of the Department of Consumer and Regulatory Affairs in DC have expressed the need for resources that guide potential child care providers through the regulations required before a Certificate of Occupancy can be obtained (Beeton, 2017). Often, aspiring child care providers are unable to understand the regulations associated with opening a child care center (Beeton, 2017). This results in an even longer licensing process and unnecessary costs, both of which can deter potential providers from opening their businesses (Beeton, 2017). Streamlining this process by providing clearer resources to potential providers could assist these residents in gaining new streams of revenue and contributing quality care to DC's youngest citizens.

Another licensing requirement that is a barrier to child care centers in DC is the acquirement and maintenance of enough staff to meet the adult/child ratio (Austermuhle, 2017). In a survey sent to over four hundred child care centers in DC, responses expressed frequent concerns about the strictness of the ratio rules. The current adult to child ratio is 1:8 for preschool age children and 1:4 for infants (Child Development Block Grant Act, 2016). These ratios are consistent with the recommendations set forth by the National Association for the Education of Young Children (NAEYC, 2008). In practice, however, providers are finding difficulty in meeting the ratios in their facilities (Liu, 2014).

One of the most notable new regulations imposed by the CCDBG reauthorization of 2014 was criminal background checks for employees. Under this regulation, all providers in child development centers and in-home daycares must pass a screening for drug offenses and criminal histories in order to be employed in the childcare industry (OSSE, 2017). Additionally, everyone residing in the household where in-home care occurs must pass the same background check (OSSE, 2017). Drug-related offenses in the preceding five years make a prospective child care candidate ineligible to care for children (OSSE, 2017). It is important to note that the drug screening includes marijuana, which is legal for recreational use in DC. The background check does offer the benefit of considering more than just the criminal offense record, including information provided by the applicant about rehabilitation and good conduct (OSSE, 2017).

Although these background checks are imposed with the goal of ensuring safety and quality of care, they can do more harm than good. Minor drug-related charges in the past five years are not always an indication that an individual will present a risk to children (Conecepcion, 2012). Further, preventing those with small offenses from returning to the workforce can hinder their efforts to live crime-free. For owners of existing home-based child care centers, this

regulation can give them the ultimatum of kicking out a family member with a criminal record or losing their business. For prospective owners of home child care centers, these background checks can present a prohibitive barrier.

Another barrier for child development centers is increasing competition from DC public school Pre-K programs. In 2008, DC public schools started a universal Pre-K program for three- and four-year-olds (Zhang, 2014). This has made DC a leader in early childhood education across the country by providing Pre-K at no cost to every child. The expanded Pre-K program is extremely beneficial for parents for financial reasons and easy accessibility. Students enrolled in Pre-K at DC public schools have the option of before- and after-care, which offers the possibility of completely replacing child development centers for some families. For instance, the cost of after-school care for the 2017-2018 school year is \$825, with the option to pay over ten months (DCPS: Afterschool Programs). Compared to the high cost of other childcare options, this fee is very low. While the benefits of universal Pre-K are numerous, it can cause intense competition for traditional child care centers. Universal Pre-K for three- and four-year-olds is a major step for equality in early childhood education (Zhang, 2014). It allows children to receive quality care without the financial burden of traditional childcare. However, from the standpoint of child care providers, universal Pre-K has the potential to reduce the demand for services. To further complicate the situation, new education regulations coupled with the expansion of universal Pre-K is likely to create a greater demand for workers in DC public school Pre-K programs while also causing a shortage of qualified workers for traditional child care centers.

Recommendations

As regulations of child care are constantly changing, providers could benefit from a more thorough database containing current regulations and notices of new or developing policies. The DSLBD, DCRA, and OSSE should develop resource databases of all regulations involving child care centers. Resources available in this database should focus on streamlining the licensing process of child care centers, notifying providers about new regulations, and providing contacts to important personnel at OSSE. Having these resources in one place would make the difficulties associated with opening a child care center easier to navigate.

Zoning requirements for child development centers can also be complicated and time consuming to comply with. A system of connecting potential or current child care providers with local contractors could help providers understand these complexities. This way, child care

providers can easily find contractors that are assuredly reliable. Also, it will give the contractors experience complying with child care zoning regulations, thus making a more competent workforce. This system will offer a dual benefit for small business child development centers and small business contractors while ensuring safe and legal child care conditions.

Requiring background checks for child care workers is a valuable way to protect the safety of children, but it also has its downfalls. Since prohibiting individuals with previous minor drug related charges can impede their effort to live crime-free, there should be more resources for these individuals to demonstrate rehabilitation and good behavior despite a failed background check. The CCDBG Act allows information regarding rehabilitation and good conduct since prior offenses were committed to be taken into consideration when determining an individual's eligibility (OSSE, 2016). Resources should be focused on helping individuals access rehabilitation programs and assisting them with the process of communicating their rehabilitation or good conduct to OSSE. By helping those with a minor criminal background gain employment in a childcare setting, access to quality child care can be improved, and many people could benefit who would otherwise be unemployed.

Market Changes and Comparisons

To provide thorough and relevant policy solutions for the child care market in DC, it is crucial to explore child care delivery models in other areas. By looking at several model cities, states, and countries, relevant policies pertaining to the child care market will be gleaned. Through an analysis of the dual child care system in France, an exploration of the universal child care policy in Quebec, understanding the system of tax credits and education pathways established in Louisiana, a distillation of global themes, and an investigation of the family leave policy in DC, delivery mechanisms applicable to DC will be presented and analyzed. Based on the policies from these model systems, there are several policy recommendations pertaining to the DC stemming from these delivery modes.

France: A Dual-Track, Capitalistic System

Following the French national elections in 1981, the country's child care system shifted from a state-financed enterprise toward a system of private and familial care (Morel, 2007). Premised on the concept of autonomy and choice, France pursued two tracks to reform the child care system. The first set of policies subsidized parents who hired child care workers in their homes; the second set of policies expanded parental leave benefits (Morel, 2007). The

former policy aimed to promote employment – for parents and child care workers – by allowing parents to re-enter the workforce following maternity leave and created a new market of in-home child care providers (Morel, 2007). The latter policy encouraged parents to leave the labor market and care for their own children (Morel, 2007). The contradictory nature of these policies is evident. Eventually, both policies led to the reinforcement of socio-economic disparities and the disempowerment of women.

In 1985, politicians initiated the dual-track system, setting up a parental leave benefit (APE) (Morel, 2007). Initially, APE provided parents (men or women) on leave the right to receive a non-taxable, 225 € per month allowance for two years upon the birth of their third child (Morel, 2007). No benefits were provided for parent's first or second children. In the first year, the policy attracted just over 25 percent of the anticipated enrollees (Morel, 2007). To increase utilization of the system, the policy was modified in 1986 to cover those who worked any two of the previous ten years and extended paid leave to three years after the birth of the third child (Morel, 2007). The policy was further altered in 1994, where leave benefits were applied after the birth of the second child, and payments rose to 450 € per month (Morel, 2007).

After altering the structure of APE, a policy was enacted in 1986 for the first track of the dual-track system (Morel, 2007). The government began offering special benefits (AGED), in the form of tax deductions and social security contributions, to families who hired private nannies (Morel, 2007). However, the nannies did not have to be licensed or qualified to care for children, and were only required to care for children in the child's home (Morel, 2007). In 1990, the system was expanded (AFEAMA), encouraging parents to hire licensed child care providers by covering the social contributions paid to registered childminders (Morel, 2007).

These policies aimed to provide quality child care at lower costs than traditional child care and increase employment, particularly for women, by making it easier to hire childminders. However, the policies did not achieve their intended effect. While the policies were available to men and women, 99 percent of the beneficiaries are women (Morel, 2007). To decrease the gender gap among beneficiaries, men were allowed 14 days of paid childcare leave, starting in 2002 (Morel, 2007). Prior to 2002, men were provided three days of child care leave (Morel, 2007). Further, from 1994 to 1997, the percent of women with two or more kids in the labor market decreased from 69 percent to 53 percent (Morel, 2007). The decrease occurred despite a 10-times increase in the number of childminders and nannies between 1985 and 1992 (Morel, 2007). The increase in the number of childminders and nannies was due to tax deductions implemented in 1987 (Morel, 2007). The rapid decrease in labor participation among women

was partially caused by the inadequate job protection policies of APE (Morel, 2007). These policies made it difficult for women to reenter the labor market at the end of their leave.

Primarily, APE has been utilized by low-income women (Morel, 2007). Inadequate job protection, coupled with inflation-adjusted leave benefits for up to three years, has led low-income women to forgo employment. Often, low-income individuals work multiple, part-time jobs and have lower levels of educational attainment than higher earners. The compensation for this transient form of employment is not high enough to justify remaining in the workforce with children (Morel, 2007). The tax deductions provided by AGED and the social contribution payments covered by AFEAMA are not utilized by those receiving APE benefits, as the cost of remaining in the workforce is strongly outweighed by exiting the workforce. In essence, APE benefits promote low-income women to exit the job market. By encouraging low-income women to exit the workforce, the APE system places low-income children at a disadvantage, where they are not, in some circumstances, afforded the ability to receive care from more educated providers (Morel, 2007).

Meanwhile, AGED benefits are primarily utilized by high income earners. Women with higher incomes are able to employ a childminder. More disposal income plus generous tax deductions and the social contribution payments provided by AFEAMA make it economically advantageous for higher income earners to employ a childminder. Thus, parents who are high income earners can employ a childminder for minimal cost.

Continuing with the social stratification and inequality of the APE/AFEAMA/AGED dual-track system, France introduced PAJE in 2004 (Morel, 2007). Designed to better respond to families needs while respecting choice, PAJE gave parents more autonomy: freedom to withdraw from the labor market and freedom to decide on the appropriate care (Morel, 2007). PAJE utilizes a means-tested benefit paid to parents until children turn three-years-old (Morel, 2007). Additionally, parents get a “free choice supplement” which varies according to parents’ income. The “free choice supplement” takes the form of paid leave until the child (regardless of birth order) turns three or a benefit covering the cost of a private nanny or registered childminder (Morel, 2007). While PAJE attempted to make the dual-track system more equitable, a gap still exists in the quality of care provided to children of different socioeconomic levels. Overall, the French system resulted in three main outcomes: a decrease in the number of women in the labor market, increased social stratification based on parental income levels, and the illusion of free choice.

Quebec's Universal Child Care Program and Canada at Large

Quebec instituted universal child care in September 1997 (Kohen et. al., 2010), the first jurisdiction in North America to do so. With the goal of increasing child care market capacity and facilitating access, the Quebec plan has proven successful. By 2002, the use of regulated child care increased to 30 percent, up from 10 percent prior to 1997 (Kohen et. al., 2010). To achieve increased utilization of regulated care, Quebec uses a dual-track system, approaching access to quality child care as a public health issue (Kohen et. al., 2010). Regulated care includes child care centers and after-school care programs, while non-regulated care includes childminders and nannies (Kohen et. al., 2010).

Non-regulated care remains the most common form of child care in Quebec (Kohen et. al., 2010). However, regulated child care is more likely to meet safety standards and provide an environment more conducive to the development of positive learning outcomes (Kohen et. al., 2010). By approaching quality child care as a public health issue, Quebec was able to avoid many of the pitfalls experienced in France. Recognizing that quality child care depends on a variety of socioeconomic factors, and that low-income children have the most to gain from quality child care, Quebec created an equitable and economically sustainable system.

Beginning in 1997, Quebec offered regulated child care for all four-year-olds for \$5 per day (Kohen et. al., 2010). The provincial government provided the balance of the cost to child care providers (Kohen et. al., 2010). By 1998, the program was extended to cover three-year-olds, and in 2001, child care was available to all Quebec children under 12 (Kohen et. al., 2010). The \$5 per day fee was increased to \$7 per day in 2003 (Kohen et. al., 2010). Currently, Quebec offers more than 200,000 subsidized child care spaces (Lefebvre et. al., 2010). All children under 59 months are eligible for the subsidized spaces; however, not all children receive subsidized spaces due to a lack of capacity (Lefebvre et. al., 2010). If children cannot obtain care in a subsidized slot, they can enroll in non-subsidized care and parents receive a refundable tax credit (Lefebvre et. al., 2010). Overall, Quebec spent \$1.9 billion on the program in FY2009-2010 (Lefebvre et. al., 2010). Of this, \$375 million was paid directly by families in the form of \$7 daily payments (Lefebvre et. al., 2010). The percentage of the program funded by these payments is expected to rise due to the introduction of a sliding scale payment model – if total family income is less than \$55,000, the fee is \$7.30 per day, rising to \$20 per day if a family makes more than \$150,000, yet capped at \$7.30, regardless of income, if a family has three children simultaneously enrolled in subsidized child care (CBC, 2014).

Each center receives an average of \$9,061 per subsidized space from the provincial government (Lefebvre et. al., 2010). This amount is funded by provincial taxes, and amounts to 84 percent of the total financing for the program (Lefebvre et. al., 2010). Since the program was implemented in 1997, costs have continued to increase for the government. Much of the recent cost increases are due to wage hikes for child care center employees (Lefebvre et. al., 2010).

Compared to other Canadian provinces, Quebec, by 2002, had the lowest percent of children in non-regulated care (20 percent), the highest percent of children in regulated care (45 percent), the highest percent of low-income children in regulated care (31 percent versus 10 percent for all of Canada), and witnessed a sharp rise in the use of regulated care by high income families (up 27 percent) and sharp decline in the use of unregulated care by high income earners (down to 29 percent) (Kohen et. al., 2010). The system in Quebec tremendously increased access and enrollment in regulated child care, decreased the usage of unregulated child care, and created a more equitable system where children of all socioeconomic levels were receiving care at comparable rates. Picture Vocabulary Test scores among children in Quebec and the rest of Canada have remained relatively similar since 1998 (Beaujot, 2013). However, scores among four-year-olds in Quebec are statistically significantly lower than scores among four-year-olds in the rest of Canada (Beaujot, 2013). Additionally, children of low-incomes mothers are more disadvantaged than in the rest of Canada (Beaujot, 2013). The system in Quebec is also leads to more negative learning outcomes among boys than girls (Beaujot, 2013). Blunted learning outcomes in Quebec may be due to gaps in the quality of care and the emphasis placed on long-hours care rather than part-time care programs (Beaujot, 2013).

Quebec also shows more uptake of parental leave by fathers, increasing favorability in the use of formal child care, and elevated support for autonomy, as parents can choose the type of child care they desire (Beaujot, 2013). While the policy has led to increased labor participation for men and women, with the state playing a large role in fostering it, Quebec's system has experienced difficulty in promoting equity and equal opportunity among children (Beaujot, 2013). Offering additional care options, such a part-time/part-day care rather than full-day only, that are subsidized, as well as increasing the number of subsidized spots may help to increase the equity of the system (Lefebvre et. al., 2010).

Louisiana: A System of Unique Tax Credits

Ten years after the implementation of universal child care in Quebec, the state of Louisiana, in 2007, introduced a set of tax credits to improve the quality and breadth of child care (Campbell et. al., 2015). The package comprises of five separate tax credits which often overlap and are intended to complement each other. Each tax credit targets a specific stakeholder group in child care: The Child Care Provider Credit (owners of facilities with a quality rating of two stars or more), The Credit for Child Care Directors and Staff (directors and staff of child care centers), The Child Care Expense Credit (parents), The Business-Supported Credit (businesses who pay the child care facility), and The Resource and referral Agency Credit (businesses who make donations or pay fees to child care resources and referral agencies). Also in 2007, the state established a child care quality rating system, Quality Start, to which four of the five tax credits are tied (Campbell et. al., 2015).

Quality Start measures child care centers on child care environment, curriculum, and director and staff credentials (Campbell et. al., 2015). Ratings are provided on a one to five scale, with one star the lowest rating and five stars the highest rating. One Star facilities must be licensed to operate and comply with standards defined by the state of Louisiana (La. admin. Code tit. 67, pt. III, § 5119(B)). Two Star facilities must meet the standards for One Star facilities and have written personnel policies, job descriptions that include qualifications and are available to all staff, and provide one staff benefit (health insurance, paid annual leave, paid sick leave, paid holidays, child care benefits, merit-/education-based bonuses, retirement, merit-based raises, tuition reimbursement, differential shift pay, flextime, or pay professional association membership fees) (La. admin. Code tit. 67, pt. III, § 5119(B)). Additionally, Two Star facilities must provide pre-enrollment tours and a list of specified community resources to parents; make four activity areas (art/creative play, children's books, blocks/block building, manipulatives, family living and dramatic play) available daily; complete a self-assessment of the curriculum; teachers and directors must join and maintain a record with the Louisiana Pathways Child Care Career Development System, and the director must have at least six credit hours of child care associated college courses and one year of child care teaching experience. For a facility to be Three Stars, Four Stars, or Five Stars, they must accrue a certain number of points (3-5 for Three Stars, 6-9 for Four Stars, 10-11 for Five Stars) in addition to meeting the Two Star criteria. Points can be accrued in three areas: administration and community involvement, staff qualifications, and programming (La. admin. Code tit. 67, pt. III, § 5119(B)).

Thus, Quality Start is not only a way for the state to determine the efficiency and quality of services, but it is also way for parents to easily distinguish higher quality and lower quality centers.

Louisiana also supports a child care career development system. The system (Pathways) was established in 2003 and is run through Northwestern State University of Louisiana and funded by the state (Campbell et. al., 2015). Participation in Pathways is free and voluntary for anyone working or planning to work in the childcare field (Campbell et. al., 2015). Pathways has established two career paths, one for child care administrators and one for classroom staff (Campbell et. al., 2015). Each career path has varied tiers related to a set of specific requirements (La. admin. Code tit. 67, pt. III, § 5127(B)-(C)). A scholarship helps offset some of the costs associated with attending courses and trainings (Campbell et. al., 2015).

The Child Care Provider tax credit is a refundable income tax credit for owners of child care centers participating in Quality Start that have a rating of at least Two Stars (Campbell et. al., 2015). The amount of the credit varies depending on the number of children enrolled who received foster care or state assistance and the rating of the facility (Campbell et. al., 2015). In 2011, the average tax credit was \$10,375 per eligible center (Campbell et. al., 2015). A Five Star facility may receive \$1,500 for each eligible child; a Four Star facility may receive \$1,250; a Three Star facility may receive \$1000; and a Two Star facility may receive \$750 (Campbell et. al., 2015). There is no limit on the number of children who may be claimed for this tax credit.

The Credit for Child Care Directors and Staff is a refundable tax credit for directors and staff with a Pathways credential of Level 1, 2, 3, or 4 that works at a center participating in Quality Start (Campbell et. al., 2015). However, the center is not required to have a rating above One Star for employees to claim the credit (Campbell et. al., 2015). The tax credit amounts are adjusted for inflation annually and encourage staff to work at centers with at least a One Star rating and to enhance their individual Pathways credentials. In 2011, a Level 1 staff member could receive \$1,524 in tax credits; \$2,032 for a Level 2 staff member; \$2,540 for a Level 3 staff member; and \$3,048 for a Level 4 staff member (Campbell et. al., 2015). Across all levels since 2008, there has been a 1,135 percent increase in the number of child care staff members with a Pathways credential (Campbell et. al., 2015). The average credit for directors and staff, in 2011, was \$1,935 (Campbell et. al., 2015).

The Child Care Expense Credit is a partially refundable income tax credit for families who incur employment-related child care expenses for children under six enrolled at a facility with a Quality Start rating of at least Two Stars (Campbell et. al., 2015). Parents eligible for the Child

Care Expense Credit can also claim the Louisiana Child Care Credit and the federal Child and Dependent Care Credit (Campbell et. al., 2015). The Child Care Expense Credit is calculated as a percentage of the Louisiana Child Care Credit, and increases based on the rating of the facility the child attends (Campbell et. al., 2015). In 2011, the average refundable credit was \$380 (Campbell et. al., 2015). This credit is difficult for people to understand and has low utilization rates (Campbell et. al., 2015).

The Business-Supported Credit is a refundable income or franchise tax credit for businesses that accrue eligible business child care expenses for facilities with a Quality Star rating that is greater than or equal to two (Campbell et. al., 2015). Essentially, this credit aims to help facilities improve their Quality Star rating by providing facilities the resources to make physical and operational enhancements to the facility (Campbell et. al., 2015). Expenses eligible for refunds are capped at \$50,000 annually for building expenses, \$5,000 per child annually for employee support, and \$50,000 annually for purchasing slots reserved for children of employees (Campbell et. al., 2015). The credit, based on the eligible expenses, is determined based on the rating of the center: 20 percent for Five Stars, 15 percent for Four Stars, ten percent for Three Stars, and five percent for Two Stars (Campbell et. al., 2015). Ultimately, this credit supports the expansions of centers of higher Quality Star ratings. For 2011, the average tax credit was \$3,630 and, across years, the uptake of the credit has been very low (Campbell et. al., 2015).

The Resource and Referral Agency credit is a dollar-for-dollar refundable income or franchises tax credit for businesses for the payment of fees and grants to child care resource and referral agencies. This credit is not tied to the Quality Star ratings and have very low uptake, like the Business-Supported Credit (Campbell et. al., 2015). The average refund was \$1,446 in 2011 (Campbell et. al., 2015).

Because of the tax credits and Pathways program, there have been many improvements to child care in Louisiana, including for low-income children. First, the number of child care centers participating in Quality Start doubled from 2008 to 2011 (Campbell et. al., 2015). Second, the number of Pathways credentialed staff at centers tripled over the same time span (Campbell et. al., 2015). Third, the proportion of low-income children enrolled in facilities increased 13 percent over the study period (Campbell et. al., 2015).

New Leave Policies in the District

In an effort to provide longer leaves for employees, the DC City Council recently passed a family leave bill (Bill 21-415). This bill creates \$250 million in new taxes on local business per

year to fund two months of paid leave to care for newborn or adopted children (Jamison and Chandler, 2016). The bill applies to full- and part-time workers who are deemed eligible (Jamison and Chandler, 2016). An “eligible individual” is one who is not employed by the United States, District of Columbia, or an employer in the District that is not eligible to be taxed (Bill, 2016). Benefits are provided to eligible individuals in two payment schemes. First, if an individual makes, on an annual basis, less than or equal to 150 percent of DC minimum wage (\$900 per week), they receive 90 percent of their weekly wages over the two month period (Bill, 2016). Second, if an individual makes, on an annual basis, more than 150 percent of DC minimum wage, they will receive 90 percent of their weekly wages that are 150 percent of DC minimum wage (\$900) plus 50 percent of their wage that exceeds 150 percent of DC minimum wage (anything over \$900) (Bill, 2016). In both circumstances, payments are capped at \$1,000 per week (Bill, 2016).

Several criticisms of the law have been raised. The fund that pays leave benefits will be financed by a 0.62 percent payroll tax increase (Jamison and Chandler, 2016). Small businesses will be most impacted by this tax increase. Additionally, 64 percent of benefit payments from this law will go to Virginia and Maryland residents who commute to DC for work (Jamison and Chandler, 2016). Benefits apply to all eligible employees, and eligible employees are not stipulated to be residents of DC (Bill, 2016). This means that DC businesses will be paying a DC payroll tax which will fund leave benefits for their employees, but go predominantly to non-DC residents. Lastly, the costs to run the leave system could be very high. It is estimated that a system to administer the benefits could cost up to \$80 million (Jamison and Chandler, 2016). Further costs will be accrued to construct the bureaucratic infrastructure to maintain and explain the system.

Global Themes

When crafting child care regulations, governments use three frameworks: parental leave policies, subsidies, or early childhood benefits (Waldfogel, 2001). Parental leave policies – maternity leave or paternity leave – benefit the employed, providing individuals the right to job-protected leave and wage replacement (Waldfogel, 2001). Subsidies focus on choice, paying for care chosen by parents (Waldfogel, 2001). Lastly, early childhood benefits are cash benefits covering the cost of early childhood care regardless of parental employment status. When leave programs are in place, parents are more inclined to remain home with children to provide care;

however, when subsidies are provided, parents are more likely to return to work and use non-parental care (Waldfogel, 2001).

Compared to the United States, which offers 12 weeks of unpaid, job-protected leave to employees who have worked at least 1,250 hours in the prior year for a business with more than 50 employees, Canada and European countries offer much more generous leave packages. France provides 16 weeks of maternity leave at 100 percent of prior earnings and parental leave until the child is three-years-old (Waldfogel, 2001). Parental leave is unpaid for the first child and paid at a means-tested rate for all children after the first (Waldfogel, 2001). Meanwhile, Canada offers 17 weeks of maternity leave, two weeks of which are unpaid and 15 weeks which are paid at 55 percent of prior earnings, and 10 weeks of parental leave, paid at 55 percent of prior earnings (Waldfogel, 2001). The United Kingdom has a hybrid policy, offering 18 weeks of maternity leave, paid at 90 percent for six weeks and a flat rate for 12 weeks barring sufficient work history, and 13 weeks of unpaid parental leave (Waldfogel, 2001). Germany has among the most generous leave policies. Germans are provided 14 weeks of maternity leave, paid at 100 percent of prior earnings, and three years of parental leave, paid at a means-tested flat rate for two years and a third unpaid year (Waldfogel, 2001). Finland also has a comprehensive leave policy, offering 18 weeks of maternity leave and 26 weeks of paternity leave, paid at 70 percent of prior earnings, plus childrearing benefits until the child is three, paid at a flat rate (Waldfogel, 2001).

There are numerous consequences to long leaves characteristic of many European countries. First, long leaves may make it difficult for women to further their careers and lead to negative impacts of wages for women that use leave (Waldfogel, 2001). Second, long leaves reinforcement gender stereotypes, as women are more likely to utilize leave policies (Waldfogel, 2001). Third, exclusive parental care past the first year of life may have negative health consequences on a child's development (Waldfogel, 2001). Yet, leave policies providing more than six months of leave are associated with higher rates of employment for women, partially because generous leave policies incentivize women to have jobs prior to having children (Waldfogel, 2001).

Several trends can also be extracted from Hungary and New Zealand. In formerly-communist Hungary, the cost of child care has risen, reducing accessing to care (Neugebauer, 2007). Particularly, low-income families in rural areas and those that speak regional dialects are most impacted by the rise in cost (Neugebauer, 2007). Prior to the fall of the Soviet Bloc, communist countries had the best child care systems in the world - care and

teaching of all children from birth the age seven was a service provided by the government (Neugebauer, 2007). Contrary to the fall in access to child care in Hungary, New Zealand has developed a comprehensive child care system in the last decade. Substantial federal funding has been provided since 2007 to make child care free for up to 20 hours a week for three- and four-year-olds (Neugebauer, 2007). The funding child care centers receive is based on the number of degree-holding teachers and the number of children attending the center (Neugebauer, 2007). Starting in 2012, all child care education teachers must hold degrees and enter into a national registry (Neugebauer, 2007). The presence of compulsory, free child care taught by degree-trained teachers has led to increased health outcomes due to the development of *Te Whariki*, New Zealand's standardized child care curriculum (Neugebauer, 2007).

Recommendations

DC recently passed legislation mandating all lead teachers at child care centers receive an Associate's degree, child care center operators receive a Bachelor's degree, and home care providers and assistant teachers earn a CDA (Chandler, 2017). These requirements must be met by December 2020 (Chandler, 2017). To successfully implement the program, it would be advantageous for DC to utilize elements from Pathways in Louisiana. By partnering with local universities, the District could utilize existing education degree programs, creating special tracks for child care workers. Rather than requiring an Associate's degree, this system could align more with the concept of graduate certificates, which would entail less coursework and less cost on behalf of the District, which would subsidize the program, like Louisiana. Establishing this graduate degree program would also phase out the CDA, providing a more comprehensive and useful education than the CDA.

Louisiana also has a rigorous and unique quality rating system, Quality Start. In 2011, there were seven Five Star centers, 78 Four Star centers, 45 Three Star centers, 330 Two Star centers, and 464 One Star centers (Campbell et. al., 2015). The Quality Start system determines star quality based on environment, programming, and staff credentials. Not only does this system look out for the educational needs of the child, it also supports the rights of child care workers. Rather than using QRIS standards to determine the distribution of subsidies to child care centers, using the quality indices of Quality Start would enhance competition among child care centers, and parents, if they are able, are more likely to send their children to a facility with a higher rating, thus leading centers to adhere to additional criteria to improve their ratings.

Adhering to additional criteria enhances the working conditions for child care workers, and may boost morale among the workforce.

The comprehensive tax incentive package in Louisiana should also be explored by the District. Using a multi-faceted approach, Louisiana was able to increase utilization, equity, and quality of care by targeting tax incentives toward parents, child care center employees, and child care centers as an entity. Establishing a bureaucratic entity to explain the possible tax refunds to various stakeholders would lead to increased utilization of credits. Increased utilization of credits would lead to more quality-based improvements to facilities. Tying credits to a Quality Start-like system would increase health outcomes among children, dually removing barriers for providers and enhancing workplace morale.

The French system provides an adequate framework for regulating childminders and nannies, child care workers which comprise the gray market in DC. Providing tax credits to families to cover social contributions for these employees incentivizes parents to hire individuals to care for children in a familiar environment. However, establishing a standard for care is difficult in this system, as the providers are a disparate group who provide care in various environments. Based on labor markets trends following the implementation of APE, AFEAMA, and AGED, the inability to adequately assess care environment, and the lack of a standard form of care, pursuing a French dual-track system is not recommended for DC. Yet, providing a system such as PAJE may work in DC. PAJE as a stand alone program would provide equity in the childcare market regardless of income levels. Because child care in DC is often provided until age five, the means-tested benefit should be expanded until children turn five-years-old. Means-tested benefits should not be used for in-home care due to the difficulties involved in regulating gray market care. Instead, means-tested benefits should only be used in regulated child care facilities. A DC version of PAJE, however, should not include a free choice supplement.

Similar to APE, AFEAMA, and AGED, the free choice supplement encourages low-income parents, predominantly women, to withdraw from the labor market. Due to the fluidity of the arenas in which these individuals are typically employed, re-entry into the labor force becomes more difficult. This results in lower labor participation among women. Providing leave benefits such as Bill 21-415 and a means-tested child care stipend at the conclusion of leave until the child turns five would result in higher rates of utilization and more equity.

There are many aspects of Quebec's universal child care system that are applicable to DC. Demand for the Quebec system has exceeded capacity since the system's introduction.

While DC does provide subsidized spaces similar to Quebec, expanding the number of subsidized spaces and raising the income threshold for subsidies is advantageous. By allowing all children under 59 months to have access to subsidized spaces, the system seeks to promote equity and standardization across care. Equity is further enhanced by adjusting the daily fee on a sliding scale. Increasing the number of subsidized spaces in regulated DC child care to accommodate all children, while mandating a daily fee based on a similar premise to Quebec would provide broad access and a high quality standard of care. This would require an increase in the number of regulated child care facilities, as well as an increase in the number of child care providers. These consequences may be a boon for local businesses and result in lower unemployment. However, daily parental fees in a DC program would need to be markedly higher than Quebec. The provincial government provides 84 percent of all fees related to the universal child care program. These fees are funded by provincial taxes. If the DC government chooses not to raise taxes, a mandate on attending regulated child care would need to be implemented, as the infrastructure designed to implement the program would need to be utilized to see positive health and learning outcomes. If a progressive income tax or a regressive sales tax were implemented to fund the program, a mandate would not need to be implemented, as revenue streams for the program would be relatively consistent across years. Similarly, the payroll tax levied on DC businesses to fund the family leave proposal could be increased to include the cost of child care.

The proposed leave policy in DC will lead to better health outcomes for children. However, the law may negatively impact small businesses who bear the brunt of the cost for leave policies. Further, more than half of all leave payments will go to non-DC residents, even though DC businesses are paying for the leave. This diverts funds from the District to Maryland and Virginia. Adding stipulations to the policy that leave benefits can only be claimed by DC residents would negate the outflow of money to surrounding states. Such a stipulation would greatly decrease workplace morale and be unfair for employees of DC businesses who cannot live in DC for socioeconomic reasons. Mandating that leave benefits only be paid to DC residents may lead to an influx of people moving to the District, thereby increasing tax revenue and other revenue streams for the city government and local businesses. But, an influx of people may lead to more rapid gentrification in the city, pushing vulnerable populations out of the District, which is unjust. To combat these issues, leave payments and child care subsidies could be tied together, as mentioned above. Thus, if leave benefits, which would include a child care subsidy, are distributed, a stipulation should be included mandating that all individuals who

accept leave benefits use a child care provider in DC. This would cause an increase in employment in the child care market, as well as an influx of children who currently access care in Maryland and Virginia. Such a proposal would require market expansion, but the current regulated market in DC has enough spaces for the number of children under five. This stipulation may also lead to the family leave bill gaining more political support from the City Council and Mayor, as funds that would have previously left the District, since a majority of the beneficiaries are not DC residents, may now return

Conclusion

Numerous barriers exist for DC to overcome to create a high quality, equitable child care system. Providing quality care is a paramount issue to establishing better health outcomes for DC's future generations. Child care assistance programs increase accessibility to child care for low income families but these programs are not formatted for an long-term solution. Regulations and zoning requirements are complex and constantly in flux, posing a challenge to child care providers. This report has outlined the challenges and limitations of the child care market in DC while providing recommendations for improvement among various stakeholders.

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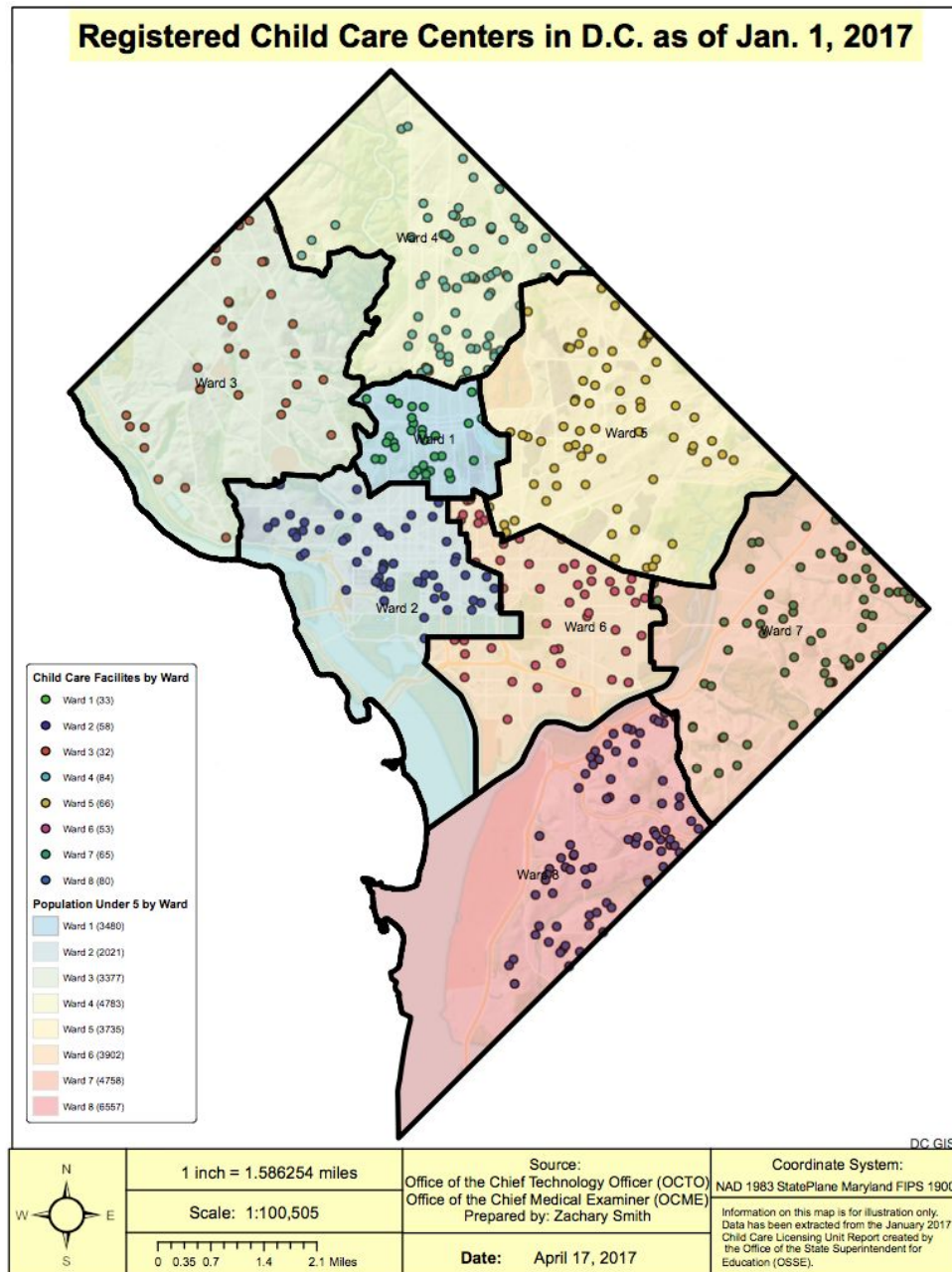
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Appendix I: Map of DC Child Care



This map illustrates the number of child care facilities by Ward as well as the number of children under 5 in each Ward according to the 2010 Census. Ward 4 has the most child care facilities ($n=84$), followed by Ward 8 ($n=80$), Ward 5 ($n=66$), Ward 7 ($n=65$), Ward 2 ($n=58$), Ward 6 ($n=53$), Ward 1 ($n=33$), and Ward 3 ($n=32$). Ward 8 has the most children under 5 ($n=6,557$), followed by Ward 4 ($n=4,783$), Ward 7 ($n=4,758$), Ward 6 ($n=3,902$), Ward 5 ($n=3,735$), Ward 1 ($n=3,480$), Ward 3 ($n=3,377$), and Ward 2 ($n=2,021$). Ward 1 has the highest ratio of children under 5 per child care facility at 105.54 children/child care, followed by Ward 3 ($n=105.53$ children/child care), Ward 8 ($n=81.96$ children/child care), Ward 6 ($n=73.62$ children/child care), Ward 7 ($n=73.2$ children/child care), Ward 4 ($n=56.94$ children/child care), Ward 5 ($n=56.59$ children/child care), and Ward 2 ($n=34.84$ children/child care). Based on this map, capacity and availability of care do not appear to be an issue.

Appendix II: Definitions of Quality Care

Physical Health: Quality programs have safe and healthful environments that provide appropriate, well maintained indoor and outdoor physical environments. These include facilities, equipment, and materials to facilitate child and staff learning and development. Programs must also promote the physical health of children through proper nutrition and protection from illness and injury.

Employees: Quality programs employ and support a teaching staff with educational qualifications, knowledge, and the professional commitment necessary to promote children's development and support a diverse wealth of families needs and interests. Their curriculums are culturally, linguistically appropriate and effective in order to enhance each individual child's learning and development in social, emotional, physical, linguistic and cognitive areas.

Relationship-building: Quality programs promote positive relationships among all children and adults to encourage each child's sense of individual worth and belonging as part of a community and to foster each child's ability to contribute as a responsible community member.

Communication: Quality programs establish and maintain collaborative relationships with each child's family in order to foster a connected sense of development in all settings. These relationships must be sensitive to family composition, language, and culture. Additionally, high-quality programs utilize other parts of children's communities to support the achievement of program goals.

Appendix III: Glossary

Bill 21-415	Proposed family leave bill in DC
Child Care Development Block Grant (CCDBG)	Source of federal child care funding for low income families. Also sets quality standards.
Child Development Associate (CDA) Credential	A widely recognized credential in early childhood education.
Childminder	A semi-regulated child care worker or babysitter; often works in the child's home
Head Start	Federally run program that provides support for development of low-income children through education, health, and family services.
Home-Based Care	Licensed child care facility that is operated out of the owner's private home.
Market-Based Care	Regulated, Governmentally recognized home or center facilitated child care.
Nanny	An often unregulated child care worker or babysitter; often works in the child's home
Parental Leave	Job-protected days off from a place of employment, occasionally coming with social contributions, for men and women after the birth or adoption of a child
Pre-School	Early childhood education facility that offers curriculum taught by teachers with training in early childhood education.

Minnesota Avenue Main Street

Retail Market Analysis & Enhancement Strategy

Prepared for Minnesota Avenue Main Street
Completed by Jon Stover & Associates
September, 2018

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01

Executive Summary



Executive Summary

Project Background & Existing Retail Conditions

Study Purpose

This report provides a retail market analysis for Minnesota Avenue Main Street (MAMS). The purpose of this study is to help MAMS understand the context of the area, evaluate current and projected retail conditions along the corridor, and identify what changes could help better serve current and prospective new businesses within the MAMS boundaries.

This report includes an analysis of the existing retail marketplace and identifies future retail opportunities expected from demographic and retail development projections. Recommendations and strategies to enhance retail conditions are oriented to help Minnesota Avenue Main Street continue enhancing the vibrancy and commercial sustainability of the area.

Study Location

The boundary of Minnesota Avenue Main Street stretches from Nannie Helen Burroughs Avenue to East Capitol Street, bordering several distinct neighborhoods in western Ward 7. The commercial corridor is highly accessible by car and public transit, as it served by several major bus routes and a Metro station. However, the local population within walking distance of the corridor is relatively small,

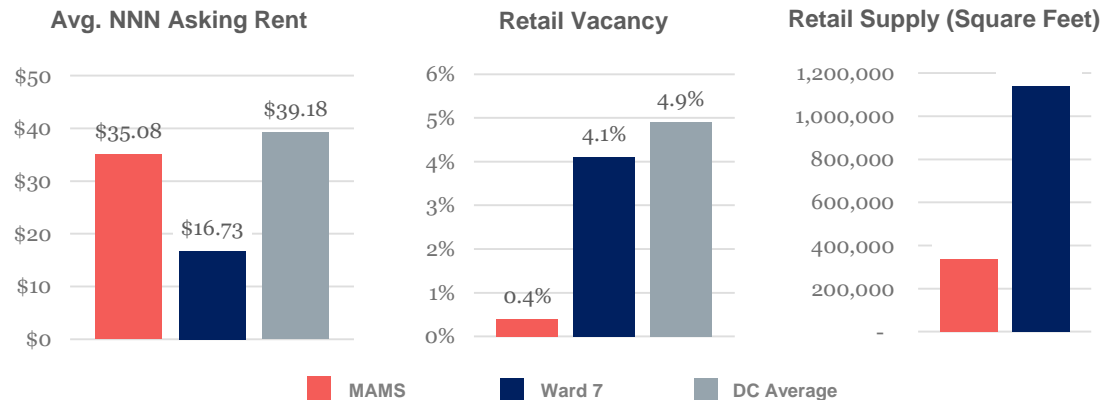
due to an abundance of nearby park space, industrial uses, and major arterial roads. The local daytime population is also small, given a relatively small supply of nearby office uses.

Retail Conditions

Minnesota Avenue is the largest and most commercially diverse commercial corridor in Ward 7. It offers a range of retail offerings that are difficult to find elsewhere in the ward, including a supermarket, a sit-down restaurant, children's clothing, and multiple banks. The corridor also features a low vacancy rate and has received considerable public and private investment in recent years, such as the Park 7 development and a major streetscape enhancement project by DDOT, which is currently underway.

Currently, retail growth is limited by the area's small daytime and nighttime populations, safety concerns, and a lack of destination visitors. Retail viability is also limited by an abundance of surface parking, which limits the pedestrian experience. However these limitations are expected to be significantly alleviated by several upcoming residential and mixed-use developments. These projects are expected to add more ground-floor retail and grow the local daytime and nighttime customer bases, allowing the corridor to attract more visitors and in-demand retailers, such as sit-down restaurants, lounges, and cafés.

Minnesota Avenue, with its central location, strong local leadership, and growing pipeline of development, is well-positioned to support its existing cluster of retail and continue developing into a commercially robust and diverse corridor.



Executive Summary

Summary Of Retail Conditions

Minnesota Avenue is the largest and most vibrant commercial corridor in Ward 7. It provides a range of neighborhood-serving amenities, is characterized by low vacancy, and has experienced considerable recent public and private investment. However its retail growth is limited by a small daytime population, a lack of destination visitors, safety concerns, and an abundance of surface parking, limiting the quality of the pedestrian experience along the street.

Minnesota Avenue is Ward 7's largest retail cluster, but many nearby residents still travel elsewhere to shop. The commercial area features several amenities that are in limited supply throughout the ward. However, many residents in surrounding neighborhoods leave the ward to meet their retail needs, creating an opportunity for Minnesota Avenue to capture more local spending by providing a traditional, pedestrian-friendly Main Street environment and more in-demand amenities.

The corridor features affordable rents and a low vacancy rate. Average asking rents along Minnesota Avenue typically fall about \$5/sf lower than retail spaces citywide, making the corridor accessible to a wider range of prospective businesses. While several spaces along the corridor are not currently leased, vacancy is not major issue.

The corridor has a number of underutilized parcels with abundant surface parking. Though it features a high density of businesses, Minnesota Avenue's current physical layout, with limited continuous ground-floor retail and an abundance of surface parking, detracts from the customer experience, making it difficult to attract additional customers and businesses. On the other hand, this makes area businesses highly accessible by vehicle and also provides site redevelopment opportunities.

Pedestrian conditions are improving. A major streetscape renovation project by District Department of Transportation is currently underway along the street, creating a more visually appealing environment along Minnesota Avenue. The project, scheduled to be completed by fall of 2019, has already made substantial sidewalk enhancements, adding new greenery, lighting, and benches. The project is also expected to improve pedestrian and vehicular safety at the intersection of Minnesota Avenue and Benning Road, which has experienced a high rate of traffic incidents in recent years.

Minnesota Avenue's Competitive Advantages

Upcoming development will increase the local customer base significantly as the neighborhood is expected to add 1,500 new residents and 900 office workers over the next five years.

Strong pent-up retail demand for commercial amenities with limited local competition such as sit-down restaurants, cafes, pubs, fitness studios, book stores, hardware stores, office and school supplies, and meeting and community spaces.

Affordable rents well below the District average.

A daytime customer base including workers at the Department of Employment Services and students, families, and staff from Friendship Charter School.

Strong transit and vehicular access via the Minnesota Avenue Metro station, numerous area bus routes, and major arterial roads such as Benning Road NE, East Capitol Street, and the Anacostia Freeway that connect the corridor and surrounding neighborhoods to Downtown DC and the Maryland suburbs.

Current and upcoming new, high-quality retail spaces, with planned and under construction development expected to add over 80,000 square feet of retail space to the area.





Served by a Main Street program that offers promotional opportunities, personalized business assistance, community events, and an on-call resource and advocate for the business community.

Executive Summary

Retail Impact Timeline

The Park 7 development and Department of Employment Services headquarters have improved Minnesota Avenue's built form and street vibrancy, while providing retail-ready spaces, more daytime customer traffic, and increased residential density. A number of area parcels have recently been acquired and are slated to be redeveloped in the upcoming years. The chart below illustrates how such development can help provide new retail amenities as well as enhance neighborhood conditions to further support existing and new nearby retailers.

Impact of Development on Retail Viability Over Time

Timeframe	Prior to 2010	Recent Large-Scale Development: Completion of Park 7 & DOES 2010 - 2014	Planned Development:* East River Park & The Solstice 2019 - 2022	Proposed Development:* Senate Square & 4045 Minnesota 2022+
Sites Slated for Catalytic Redevelopment				
Conditions	Low density; lack of new residential or commercial construction	Additional 376 units, 22,000 SF of retail, 229,000 SF of office space	Additional 417 units, 121,574 SF retail, 33,000 SF office space	Potential for 600 residential units and over 25,000 SF of additional new retail and/or office space.
Physical & Social Impact	<ul style="list-style-type: none"> o Limited retail street frontage o Limited pedestrian activity and lower perceived safety o Vacant or underutilized lots 	<ul style="list-style-type: none"> o Improved pedestrian conditions o Permanently affordable housing o Provided residents with only nearby sit-down restaurant and happy hour (Sala Thai) o New children's clothing store, two locally-owned cafes, and other national retailers 	<ul style="list-style-type: none"> o Increased street-level frontage o Additional in-demand retail types, such as sit-down restaurants, lounges, event spaces, or coffee shops o Additional market-rate and low-income housing units o Improved grocery store facilities 	<ul style="list-style-type: none"> o Development of underutilized parking spaces will produce more active, family-friendly environment. o Increased pedestrian activity will continue to improve perceived safety of area.
Impact on Retail Viability	<ul style="list-style-type: none"> o Relatively low residential density (approximately 750 residents within quarter-mile) o Few retail-ready spaces o Limited retail options with no sit-down restaurants or cafes 	<ul style="list-style-type: none"> o DOES employees comprise large portion of area customer base o Nearly doubled size of population within a quarter-mile (750 to 1,300 residents) o Retail spaces meet needs re: loading, equipment, built-to-suit 	<ul style="list-style-type: none"> o Increase from 1,300 to 1,900 residents within ¼ mile, creating larger local customer base for existing and new businesses o Market-rate units will help catalyze future investment and boost local spending capacity 	<ul style="list-style-type: none"> o Larger residential density and office population supports larger and more diverse retail mix o Enhanced viability of grocery stores, sit-down restaurants, merchandise retail, and other undersupplied retail types.

Executive Summary

Key Retail-Enhancement Opportunities

Minnesota Avenue Main Street can help strengthen Minnesota Avenue's role as the principal commercial hub in Ward 7 by supporting existing businesses while helping to create the type of conditions that will continue to attract new businesses, visitors, and residents to the corridor.

1. Cater Technical Assistance to the Specific Needs of Area Businesses

Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. Based on business feedback to date, consider a particular emphasis on safety, loitering, and marketing.

2. Attract New Businesses that Align with Community Needs and Pent-Up Demand

With only one supermarket and four sit-down restaurants within its secondary market area, there is a large pent-up local demand for more (and higher-quality) sit-down restaurants, pubs, cafes, fitness facilities, grocery stores, and specialty food stores. Minnesota Avenue Main Street can be an advocate for businesses considering a move to the corridor. Consider developing marketing materials based on the competitive advantages identified in this market analysis.

3. Create and Manage a Physical Environment that Attracts More Visitors

Minnesota Avenue Main Street can encourage more customer traffic and improve the marketability of the corridor by ensuring that recently renovated sidewalks remain in good condition, enhancing the

effectiveness of the local Clean Team, and exploring opportunities to create a safer intersection at Minnesota Avenue and Benning Road.

4. Enhance Capacity via Strategic Partnerships and Leveraging Resources

Minnesota Avenue Main Street can help connect prospective business owners and investors with a range of local and federal economic development incentives designed to help catalyze economic activity in the area. Develop a strategic plan to guide program activities over the next five to ten years. Consider partnering with Marshall Heights Community Development Organization and the Ward 7 Business Partnership to enhance clean and safe team services for Minnesota Ave.

5. Support Catalytic Development and Densification Along Minnesota Avenue

The atmosphere, safety, and commercial resiliency of Minnesota Avenue can be enhanced through the development of new residential, office, and mixed-use projects, particularly those replacing surface parking, which damages commercial connectivity and street-level vibrancy. The Main Street should support development projects that can help catalyze additional area investment, redevelop underutilized parcels, increase area population density, and expand the local customer base.



Executive Summary

Retail Support Recommendations

Opportunity	Retail Enhancement Strategies
Cater Technical Assist. to the Specific Needs of Areas Businesses	<ul style="list-style-type: none"> • Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. • Consider a particular emphasis on safety, loitering, and marketing.
Attract Businesses that Align with Community Needs and Pent-Up Demand	<ul style="list-style-type: none"> • Create one-pager sheet that highlights key neighborhood assets and available retail spaces for lease. Distribute to applicable brokers and property owners. • Contact local food incubators to identify potential tenants and understand special needs. • Hire photographer to take high-quality images of corridor that can be used in promotional materials.
Create and Manage a Physical Environment that Attracts More Visitors	<ul style="list-style-type: none"> • Consistently communicate project timeline of ongoing DDOT streetscape renovation to local businesses affected by construction. • Advocate for continued pedestrian infrastructure investments along the street. • Pursue opportunities to enhance visual experience along central commercial strip, such as recruiting local artists to paint mural on blank side walks of East River Park Shopping Center (facing Minnesota Avenue). Consider partnering with Murals DC. • Continue to utilize the park space at Nannie Helen Burroughs Avenue and Minnesota Avenue for community events and other programming. • Work to enhance effectiveness and capacity of existing Clean & Safe team. • Explore opportunities for small-scale streetscape enhancements, such as creative crosswalk designs and additional greenery, to reduce car speeds and improve pedestrian safety.
Enhance Capacity via Strategic Partnerships and Leveraging Resources	<ul style="list-style-type: none"> • Help businesses take advantage of available resources, such as the Ward 7 and 8 Microbusiness Dream Grants. • Develop partnerships with other local economic development organizations in Ward 7, such as Marshall Heights Community Development Corporation and Ward 7 Business Partnership to organize large events and efficiently promote Ward 7 as a strong place to do business. • Connect Minnesota Avenue businesses with WACIF resources. • Leverage Minnesota Avenue's position as a federally-designated Opportunity Zone to attract increased investment in commercial and residential properties. • Leverage existing local economic development incentives, such as the Supermarket Tax Credit Program and the Qualified High-Tech Companies program to attract new investment and businesses. • Continue advocating for streetcar extension to Minnesota Avenue Metro station, to enhance connectivity to H Street Corridor and Union Station.
Support Catalytic Development and Densification Along Minnesota Avenue	<ul style="list-style-type: none"> • Support infill development of vacant or underutilized properties to improve commercial cohesiveness, build daytime and nighttime populations, and bring new retail establishments to the corridor. • Partner with Yimby Community, or a similar digital platform, to help engage community members with upcoming development projects. • Organize face-to-face meetings with local developers to discuss opportunities for partnerships, community engagement, and commercial tenant possibilities.

02

Project Background



Study Participants



Minnesota Avenue Main Street

Minnesota Avenue Main Street is a nonprofit organization dedicated to the revitalization, development, and promotion of Minnesota Avenue NE to further the economic vitality of the greater Ward 7 community. The program is operated by the Washington Area Community Investment Fund (WACIF) and was designated as a DC Main Streets program in 2017 .



Jon Stover & Associates

Jon Stover & Associates (JS&A) specializes in economic analysis, retail revitalization, and helping public, private, and nonprofit organizations collaborate to meet economic development objectives. JS&A has helped a wide range of clients implement plans and programs that have successfully enhanced urban neighborhoods and corridors. Visit www.jonstoverandassociates.com to learn more.



Department of Small & Local Business Development

The DC Department of Small & Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors. It manages the DC Main Street program and provides technical assistance and grants to local programs.

What Is “Retail”?

For the purpose of this study, retail is defined in three categories:

- **General merchandise, accessories, furniture, and other merchandise (GAFO)**
- **Neighborhood goods and services (NG&S)**
- **Food and beverage establishments (F&B)**

These retail categories are common in the retail landscape and are specifically used by Washington DC’s Office of Planning.

When selecting a site for a store or restaurant, a knowledgeable entrepreneur undertakes a systematic analysis. How might a retailer eyeing Washington, DC, choose among its neighborhoods (submarkets) and then hone in on a particular storefront? Although every retailer evaluates sites differently, retail categories have common requirements for an ideal location.

In general, fresh produce stands, pharmacies, florists, dry cleaners and nail salons (Neighborhood Goods & Service category – NG&S) have similar demands. So do restaurants, cafes, lounges and coffee shops (Food & Beverage category – F&B) and stores

selling luggage, electronics, apparel and books (General Merchandise, Apparel, Furnishings, and Other category – GAFO). The bottom line is whether enough customers will spend enough money to make their business a success.

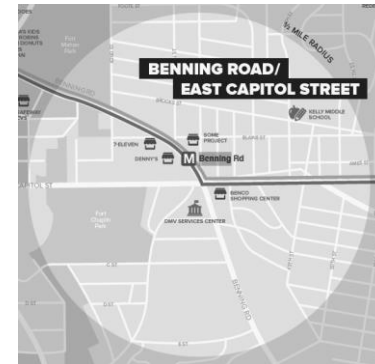
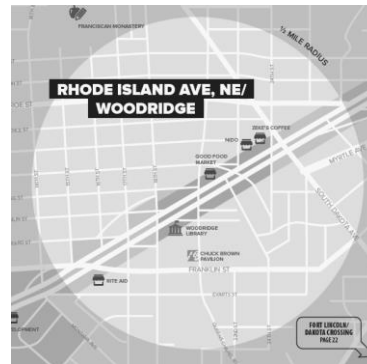
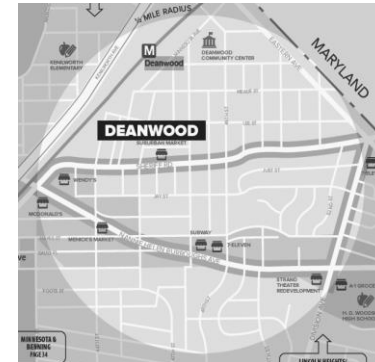
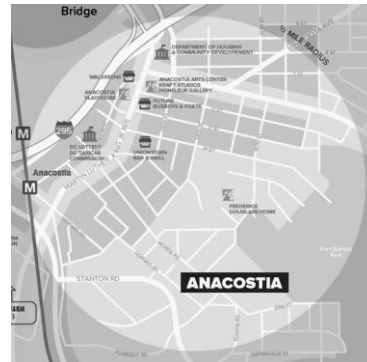
This study accounts for the following other land uses, but does not define them within the retail category:

- Civic uses such as churches, art space, or nonprofits
- Residential uses such as apartments or condominiums
- Office space
- Industrial space

Data Sources & Comparison Neighborhoods

This analysis relies on data provided by Minnesota Avenue Main Street, the Washington DC Economic Partnership, ESRI, CoStar, WalkScore.com, a large variety of local planning and visioning documents, local real estate blogs such as CurbedDC and Urban Turf, and in-person site visits. Retail metrics and evaluation criteria correspond with the DC Office of Planning Vibrant Retail Streets Tool Kit.

A handful of other DC retail neighborhoods are used as a frame of reference throughout this analysis: Anacostia, Deanwood Heights, Benning Road, and Rhode Island Avenue.



03

Existing Conditions

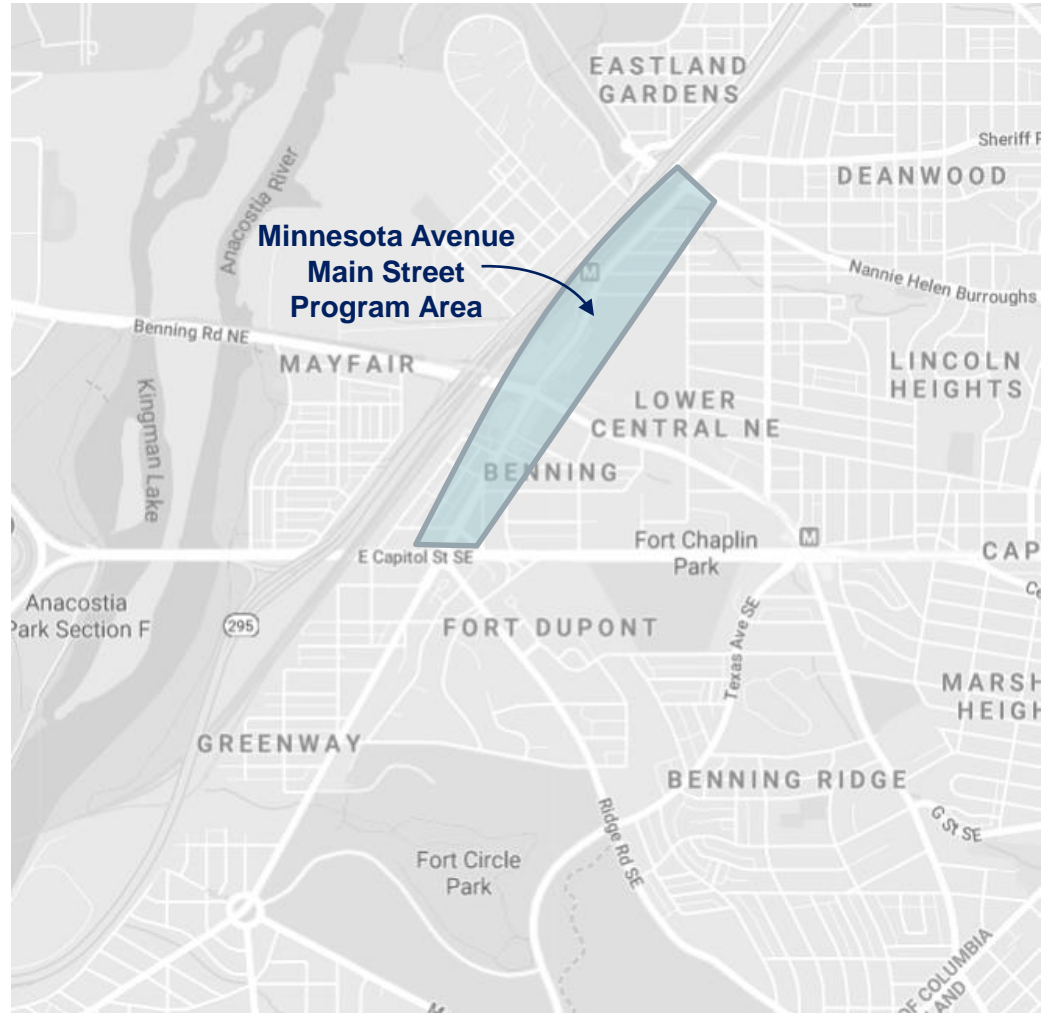


Neighborhood Location & City-wide Context

The boundary of Minnesota Avenue Main Street stretches from Nannie Helen Burroughs Avenue to East Capitol Street, serving businesses located along the program's namesake as well as connecting side streets. This area borders several distinct neighborhoods, including Deanwood, Benning Ridge, Fort Dupont, and Greenway. The commercial corridor also serves the Parkside and Mayfair neighborhoods, located just west of Minnesota Avenue, on the opposite side of the Anacostia Freeway.

Minnesota Avenue NE is highly accessible to and from the Capitol Hill neighborhood and the H Street corridor via East Capitol Street and Benning Road, respectively. Several parks and trails are also within walking distance of the corridor, including Fort Mahan Park, Fort Circle Park, and the Watts Branch Creek Trail.

The area is characterized by a mix of single-story commercial buildings and single-family homes, along with several multi-family residential buildings located on Minnesota Avenue between Benning Road and Nannie Helen Burroughs Ave.



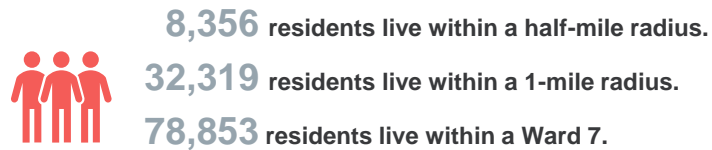
Demographics

The Minnesota Ave corridor has experienced significant population growth and residential densification— a trend that looks to continue. Household incomes remain well below the District average.

This growth is largely attributable to the development of the Park 7 Apartments, which added 376 new residential units to the area in 2014. The spending capacity of residents is significantly lower than the rest of the District, with a median household income less than half that of the citywide median and slightly lower than Ward 7 overall.

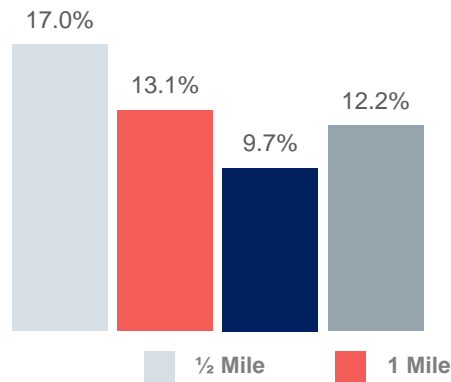
Population

The one-mile radius around the Minnesota Avenue commercial corridor makes up over one third of the total Ward 7 population.



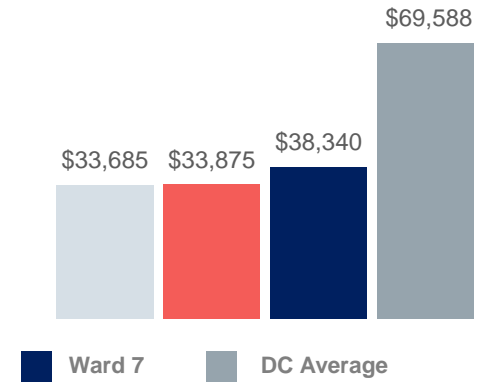
Population Growth Rate (2010-2017)

The population around Minnesota Avenue is growing at a faster rate than the city overall.



Median Household Income

The household spending capacity near Minnesota Avenue is significantly lower than the District average, but consistent with the rest of the ward.



Radius-oriented figures based around intersection of Minnesota Ave. and Benning Rd. NE
Source: ESRI

Walkability & Amenities

Minnesota Avenue is a highly walkable neighborhood with a walk score (87) that far exceeds the DC average (77). Businesses along the corridor serve the neighborhood residents, though community members express a desire for additional retail options.

The Minnesota Avenue Metro station is located directly on the corridor, along with several bus lines and multiple nearby Capital Bikeshare stations. Several schools and parks are also located nearby.



With a Walk Score of 87, most errands can be accomplished by foot. Notably, the neighborhoods of Mayfair, Fort Dupont, and Deanwood all feature Walk Scores of 58 or less, well below the DC average of 77.



The Minnesota Avenue Metro station and numerous bus lines connect the area to Prince George's County and the rest of the District.



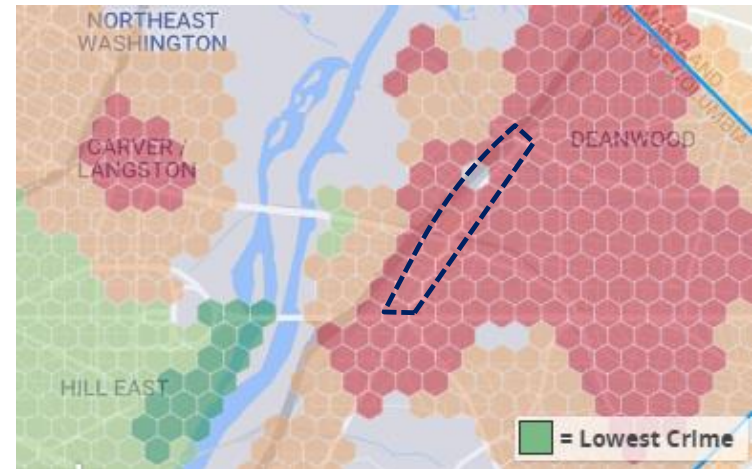
With multiple Bikeshare stations and nearby bike trails, the area is moderately bike-friendly, but lacks any dedicated bike lanes.

Safety

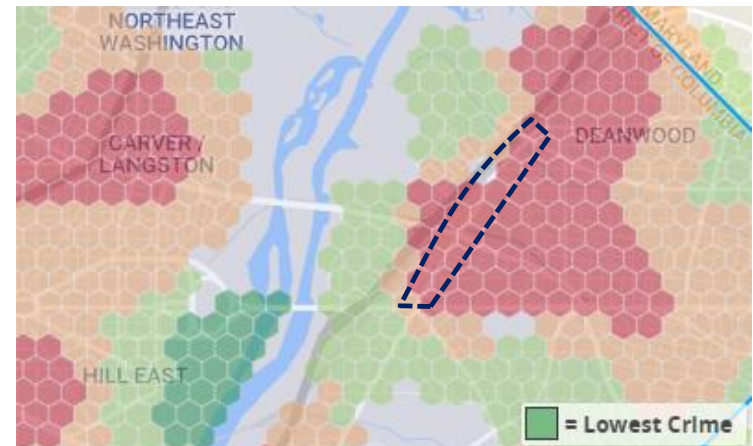
Minnesota Avenue NE and the surrounding neighborhoods experience higher personal and property crime per person than the District average.

Crime reduction is a complex challenge that necessitates a wide range of strategies and stakeholders. An important step towards improving real and perceived safety is maintaining regular foot traffic along the corridor throughout all times of day. The success of local retail establishments and the development of additional housing are both important pieces in the effort to reduce crime in the area. Streetscape enhancements, the activation of vacant storefronts, and the rehabilitation of blighted properties can also improve real and perceived safety along the corridor.

Map of Area Personal Crime



Map of Area Property Crime



Pedestrian Conditions



The recent streetscape renovation project has significantly improved the pedestrian conditions of Minnesota Avenue.

Streetscape improvements by DDOT are currently underway along Minnesota Avenue, adding new trees, bus shelters, trash receptacles, bicycle racks, benches, and permeable pavement to the sidewalks. The project, scheduled to be completed by fall of 2019, is expected to improve safety conditions at the intersection of Minnesota Avenue and Benning Road, which has experienced a high rate of traffic and pedestrian incidents in recent years. Improving crosswalks and reducing car speeds will positively impact the long-term resiliency of the commercial corridor by increasing the walkability of Minnesota Avenue.

Abundance of Surface Parking Lots



Surface parking is highlighted in red.

An abundance of surface parking lots creates a more vehicular-oriented character at the expense of the pedestrian experience. However, it provides ample parcels with redevelopment potential to bring new residential and retail supply to the neighborhood while creating a more urban physical environment.

While parking is an important resource for certain businesses, a consistent string of street-facing storefronts along the street is a critical component of a thriving commercial corridor. This commercial connectivity creates a more engaging pedestrian experience and encourages customers to stay longer and visit more shops - an essential characteristic of a successful urban retail environment

Conversely, an abundance of surface parking creates a less dynamic or memorable experience for visitors and does not encourage them to stay and walk around the area. New public spaces, building renovations, or developments that reduce the current supply of surface parking should be encouraged along the corridor.

04

Retail Analysis

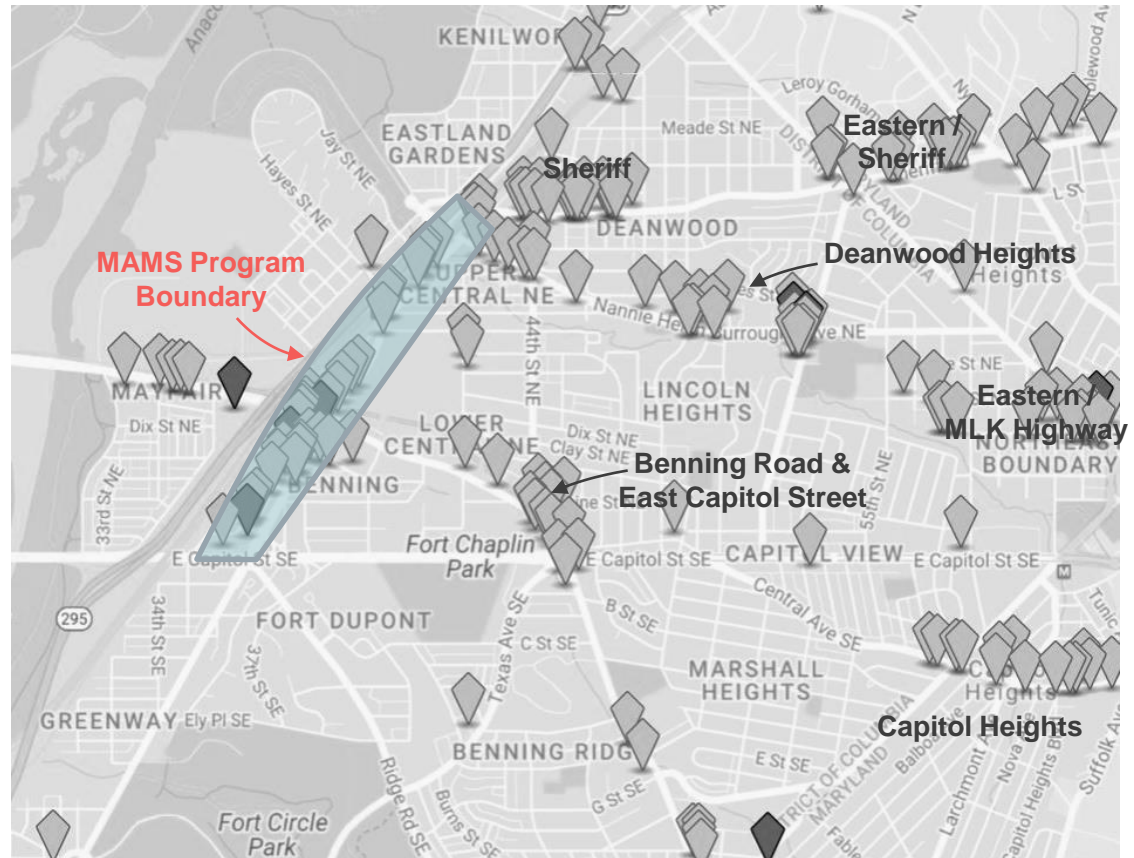


Local Retail Context

The commercial corridor along Minnesota Avenue, between East Capitol Street and Nannie Helen Burroughs Avenue NE, is the densest cluster of commercial activity in Ward 7. The street features one of only two supermarkets in Ward 7 and one of only four sit-down restaurants. This restaurant also functions as the ward's only drinking place.

Small retail clusters are located nearby, including Deanwood Heights, Sheriff Road, and the intersection of Benning Road and East Capitol Street, around the Benning Road Metro station. These retail clusters are modestly sized and lack the commercial density found along Minnesota Avenue.

Given the lack of any other robust retail clusters in the area, the Minnesota Avenue corridor has an opportunity to take advantage of its central location and become an even stronger central commercial hub for Ward 7.



Note: Diamonds on map represent retail density, not individuals retail spaces

Source: CoStar

© Jon Stover & Associates, 2018

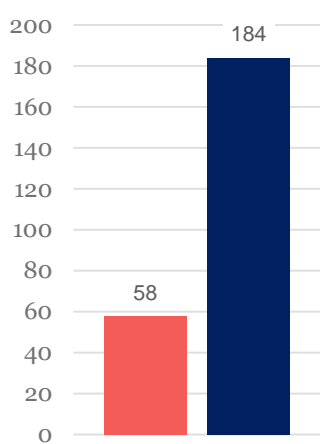
Retail Conditions: Ward 7 & Citywide Comparisons

The Minnesota Avenue contains nearly one third of the Ward 7's total number of retail establishments.

Given its central location, commercial density, and proximity to Metro, asking rents along the corridor are higher than most other retail rents in Ward 7. However in comparison to the rest of the District, retail spaces along Minnesota Avenue are still affordable, sitting at just over \$35 per square foot.

Number of Retail Establishments

Retail establishments within the Minnesota Avenue Main Street boundary make up nearly one-third of the total number of retailers located in Ward 7.



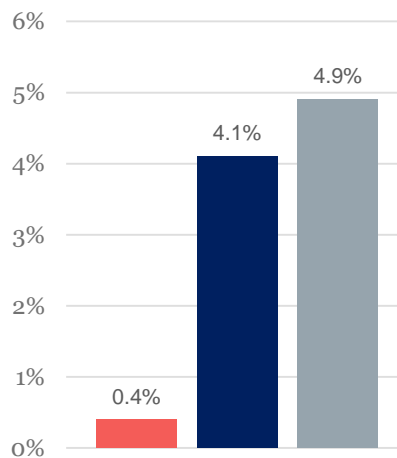
Asking NNN Rent per SF (5 Yr. Avg.)

Minnesota Avenue has competitive advantages over other retail spaces in Ward 7 resulting in higher asking rents than the rest of the ward.



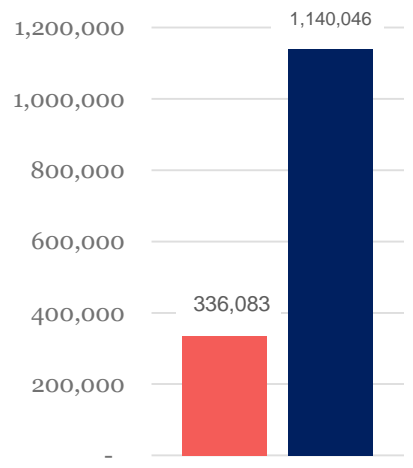
Retail Vacancy Rate (5 Yr. Avg.)

Most retail spaces along Minnesota Avenue are occupied, helping maintain consistent customer traffic along the corridor.



Existing Retail SF

Retail along Minnesota Avenue comprises just under 30% of total retail space in Ward 7, constituting the largest retail hub in the ward.



MAMS Ward 7 DC Average

Retail Trends: Vacancy & Asking Rent

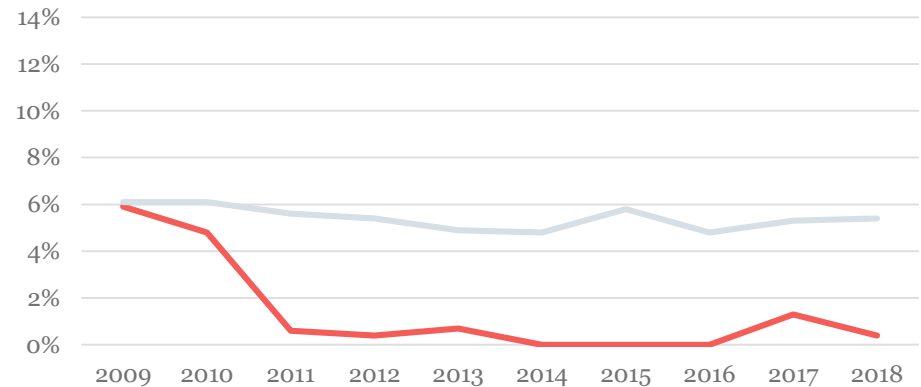
Most storefronts along Minnesota Avenue are occupied, helping maintain commercial continuity and pedestrian traffic along the street.

Several empty spaces along the corridor are not currently marketed for lease, and therefore not reflected in vacancy rates. An opportunity still exists to help property owners put these spaces back on the market and begin attracting more businesses to the corridor.

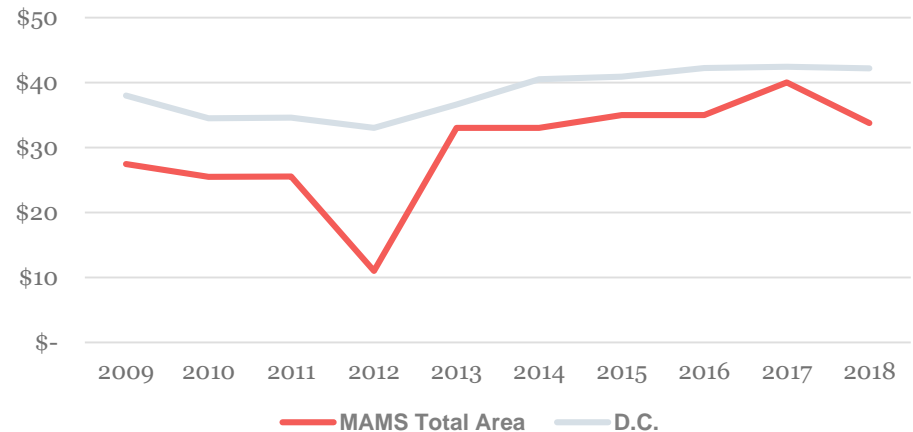
The asking rent of retail spaces along Minnesota Avenue has increased approximately 23% over the past ten years, approaching the citywide average.

Since 2009, average asking rent has grown from \$27.47 per square foot in 2009 to \$33.75 in 2018. This growth is in part due to the enhanced walkability and pedestrian traffic created by the new Department of Employment Services headquarters and Park7 development.

Vacancy Rates (2009-2018)



Average Asking Rents (2009-2018)



Comparison Commercial Districts

H Street

- “ H Street NE has steadily returned to rank as one of the DC’s most productive and innovative neighborhood commercial districts. A hip arts scene inclusive of quirky bars, eclectic restaurants, art galleries, and regional music destinations—most locally owned—continue to lead the way in the corridor’s renaissance.”

Deanwood

- “ A neighborhood well known for its history and urban nature, Deanwood’s neighborhood revitalization program efforts have made it a destination. New housing, retail and office spaces near the Minnesota Avenue Metrorail Station are focusing new investment in this corner of DC.”

Rhode Island Avenue

- “ As one of Pierre L’Enfant’s original streets, Rhode Island Avenue serves as a major commuter corridor, joining the heart of downtown DC to the heavily population Maryland suburbs.”

Benning Road & East Capital Street

- “ A new mixed-use development adjacent to the Benning Road Metrorail Station will bring new affordable housing, neighborhood services and retail/restaurant space to the adjacent neighborhoods of Benning, Benning Heights, Capitol View and Marshall Heights.”

Anacostia

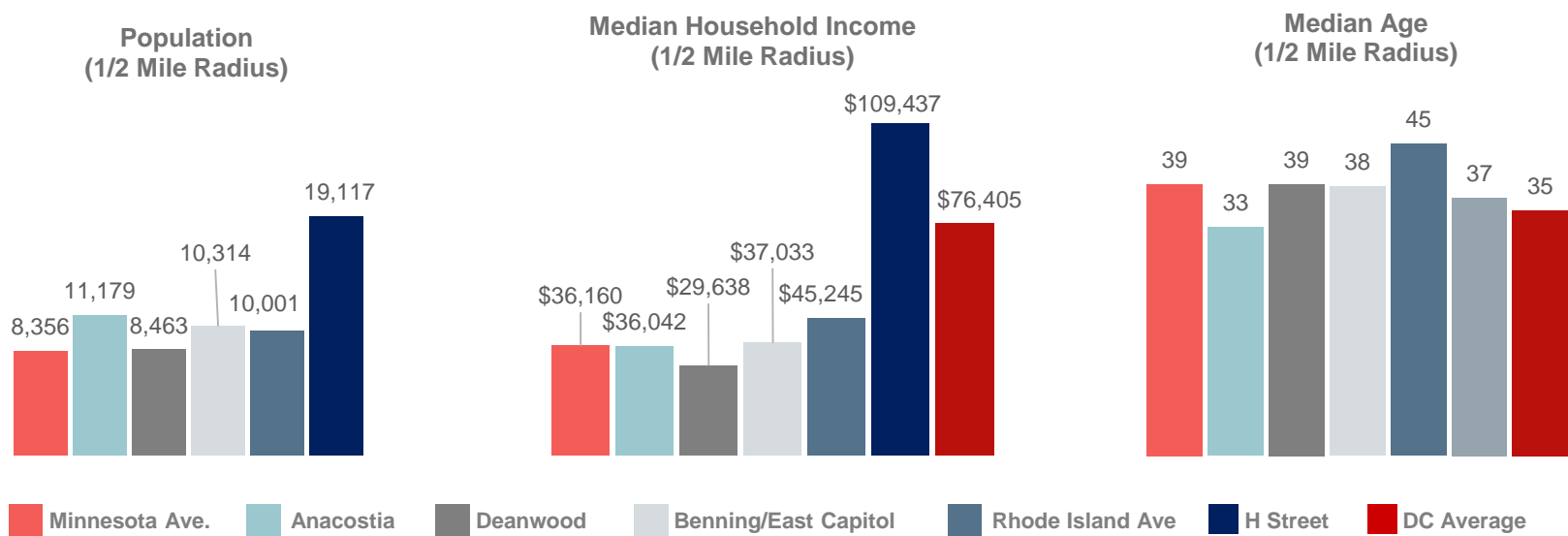
- “ Located near the Banks of the Anacostia River, this historic neighborhood is enjoying a renaissance with burgeoning small businesses, local entrepreneurs and a thriving arts scene.”



Comparison Commercial Districts Demographics

The population around the Minnesota Avenue commercial corridor is relatively small in comparison to other commercial districts in the District, limiting the size and diversity of its retail mix.

In comparison with other commercial clusters in Wards 7 and 8, such as Anacostia, Benning/East Capitol, and Deanwood, the study area has a similar median age and local spending capacity.

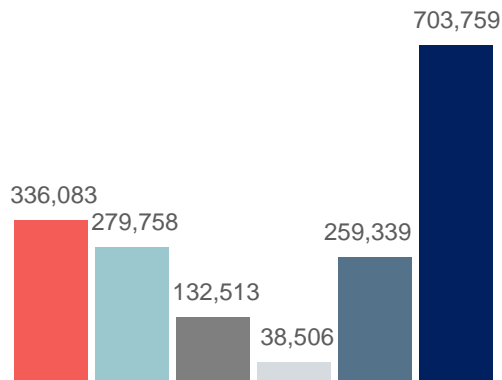


Comparison Districts: Retail Conditions

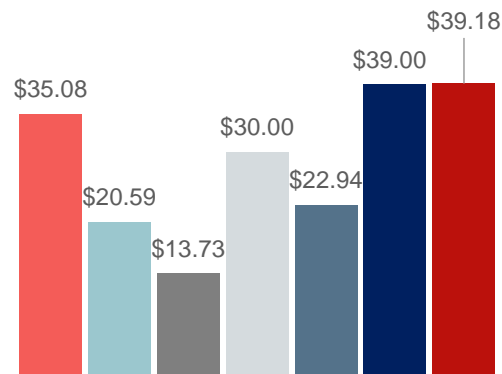
Minnesota Avenue is the largest commercial cluster east of the Anacostia River. It's asking retail rents are nearly as high as the District-wide average, and the corridor has low levels of vacancy.

The corridor features significantly more retail space than either of its closest commercial clusters in Ward 7, Deanwood or Benning Road/East Capitol Street, as well as Anacostia, the most robust commercial corridor in Ward 8. Minnesota Avenue also attracts lease rates that are typically higher than comparable districts, reflecting its central location and recent new development.

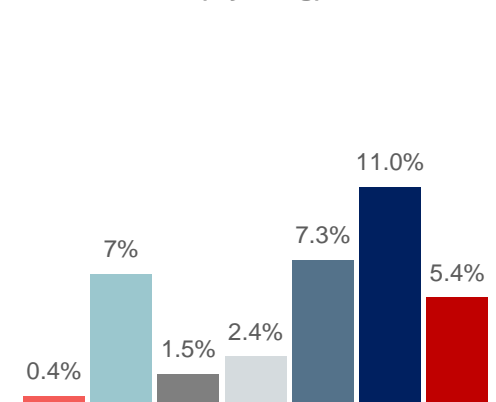
Existing Square Footage



Average Asking Retail Lease Rate (\$/SF) (5 yr./avg)

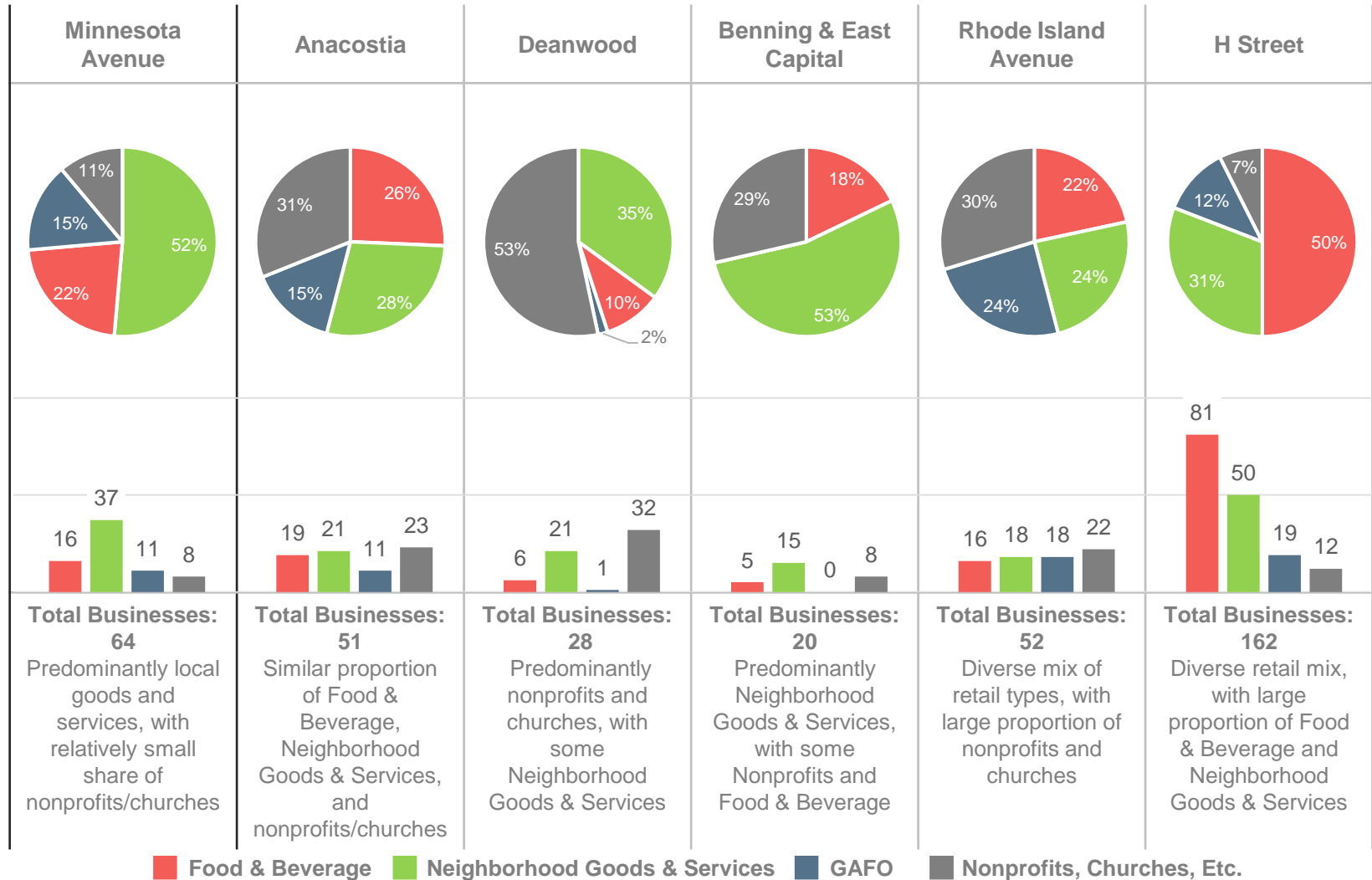


Retail Vacancy Rate (5 yr./avg)



Minnesota Ave. Anacostia Deanwood Benning/East Capitol Rhode Island Ave H Street DC Average

Retail Mix Comparison



Minnesota Avenue's Market Areas

Retail customers along the Minnesota Avenue NE commercial corridor can be thought of in two different categories:

The primary market area of Minnesota Avenue NE consists of people who live or work within a one-mile radius of the corridor.

This geography includes the neighborhoods of Benning, Central Northeast, Greenway, Fort Dupont, Parkside, and Mayfair. It also includes office workers from the Department of Employment Services, as well as staff members from Friendship Public Charter School. These customers may or may not live in the area and typically only visit businesses north of Benning Road, due to a lack of sit-down food and beverage options south of Benning Road and poor pedestrian conditions at the Minnesota Avenue and Benning Road intersection

The secondary market area encompasses all Ward 7 neighborhoods north of Fort Dupont Park.

This customer base commonly visits Minnesota Avenue during their commutes to or from work and relies upon the area for amenities that are difficult or impossible to find in other parts of Ward 7, such as children's clothing, home goods, a sit-down restaurant and drinking place, and a supermarket.



OP Retail Tool Kit: Retail Viability



The DC Office of Planning developed a process for evaluating retail conditions in the District called the DC Vibrant Retail Streets Toolkit. This analysis borrows from the Toolkit to evaluate two things:

(1) Retail mix diagnostic assessment:

What conditions do retailers look for before moving to a location, and does Minnesota Avenue satisfy this criteria?

(2) Implementation process:

What are the elements that can help spark a retail street to vibrancy, and what can be done to satisfy this criteria along Minnesota Avenue?

OP Retail Tool Kit:

Retail Viability Diagnostic Assessment

Based on data evaluations of 15 neighborhoods throughout DC, the following city-specific boutique retail conditions are typically necessary to support the following three retail categories: neighborhood goods and services; food and beverage; and general merchandise, apparel, furnishings, and other retail.

Minimum Criteria*	Meets Criteria?	Neighborhood Goods & Services (NG&S)	Meets Criteria?	Food and Beverage (F&B)	Meets Criteria?	General Merchandise, Apparel, Furnishings, and Other (GAFO)
Population		At least 2,000 residents within ¼ mile		At least 10,000 residents within ½ mile		At least 50,000 residents within 1 mile
Median Household Income		Minimum of \$65,000 per year for households within ¼ mile		Minimum of \$65,000 per year for households within ½ mile		Minimum of \$75,000 per year for households within 1 mile
Daytime Population		At least 7,500 people within ¼ mile (minimum)		At least 45,000 people within ½ mile		At least 25,000 people within ½ mile
Pedestrian Counts	✓	Minimum of 20 passing pedestrians per hour		Minimum of 60 passing pedestrians per hour		Minimum of 40 passing pedestrians per hour
Metro Accessibility	✓	Metro stop within 3 blocks	✓	Metro stop within 3 blocks	n/a	Metro accessibility often irrelevant
Vehicular Traffic Counts	✓	At least 5,000 vehicles per day	✓	At least 7,500 vehicles per day	✓	At least 15,000 vehicles per day
Level of Retail Competition		An existing concentration of grocery, drug store, dry cleaner, and salon type establishments		An existing concentration of restaurants, cafes, and/or lounges		A small concentration of existing GAFO shops within close proximity
Cannibalization	n/a	Often irrelevant	n/a	Varies		Major concern; retailers will not want to open a second location close to the first

OP Retail Tool Kit Retail Viability: Neighborhood Goods & Services

Neighborhood goods and services include grocery stores, drug stores, dry cleaners, salons and barber shops and other similar establishments.

Evaluation Criteria	Minnesota Ave.	Anacostia	Deanwood	Benning / East Capital	Rhode Island Ave.
Population 2,000 people within ¼ mi.	1,307	3,126	2,828	3,025	1,609
Median HH Income \$65,000 / HH within ¼ mi.	\$31,259	\$32,603	\$30,655	\$47,153	\$79,351
Daytime Population 7,500 people within ¼ mi.	2,409	Low	Low	Low	Low
Pedestrian Traffic 20 pedestrians passing / avg. hour	Moderate	Moderate	Low	Low	Moderate
Metro Accessibility Within 3 blocks	Yes	Yes	No	Yes	Yes
Vehicular Traffic 5,000 vehicles per day	19,500 on Minnesota Ave.	12,100 on Good Hope, 12,100 on MLK	7,900 on Sheriff, 12,200 on Nannie	17,000 on Benning	25,400 on Rhode Island
Level of Retail Competition Existing cluster of neighborhood goods & services	No	Yes	Yes	Yes	Yes
Regional Draw – N/A	--	--	--	--	--
Retail-Ready Spaces Available spaces ready for move-in	Limited	Yes	Yes	No	Yes
Overall Viability:	4 of 8	5 of 8	4 of 8	4 of 8	6 of 8

OP Retail Tool Kit Retail Viability: Food and Beverage

Evaluation Criteria	Minnesota Ave.	Anacostia	Deanwood	Benning / East Capital	Rhode Island Ave.
Population 10,000 people within ½ mi.	6,697 residents	11,106 residents	8,635 residents	10,243 residents	8,434 residents
Median HH Income \$65,000 / HH within ½ mi.	\$33,685	\$35,848	\$29,911	\$37,089	\$50,161
Daytime Population 45,000 people within ½ mi.	7,004	Low	Low	Low	Moderate
Pedestrian Traffic 60 pedestrians passing / hour	Low	Low	Low	Low	Low
Metro/Streetcar Accessibility Metro stop within 3 blocks	Yes	Yes	No	Yes	Yes
Vehicular Traffic 7,500 vehicles per day	19,500 on Minnesota Ave.	12,100 on Good Hope and MLK	7,900 on Sheriff, 12,200 on Nannie	17,000 on Benning	25,400 on Rhode Island Ave.
Level of Retail Competition Existing cluster of restaurants, cafes, and drinking places	Limited	Yes	No	No	Yes
Regional Draw Shoppers attracted from outside areas	No	Yes	No	No	Yes
Retail-Ready Spaces Available spaces ready for move-in	Limited	Yes	No	No	Yes
Overall Viability:	1 of 9	6 of 9	1 of 9	3 of 9	5 of 9

OP Retail Tool Kit Retail Viability: General Merchandise, Apparel, Furnishings & Other (GAFO)

GAFO retailers are typically drawn to areas with higher concentrations of pedestrian and vehicular traffic.

Evaluation Criteria	Minnesota Ave.	Anacostia	Deanwood	Benning / East Capital	Rhode Island Ave.
Population 50,000 people within 1 mi.	28,550 residents	31,464 residents	31,235 residents	39,185 residents	24,493 residents
Median HH Income \$75,000 / HH within 1 mi.	\$33,875	\$33,957	\$33,445 median income	\$35,326	\$55,114
Daytime Population 25,000 people within ½ mi.	7,004	Low	Low	Low	Moderate
Pedestrian Traffic 40 pedestrians passing / hour	Low		Low	Low	Low
Metro/Streetcar Accessibility Not applicable for GAFO	--	--	--	--	--
Vehicular Traffic 15,000 vehicles per day	19,500 on Minnesota Ave.	12,100 on Good Hope and MLK	7,900 on Sheriff, 12,200 on Nannie	17,000 on Benning	25,400 on Rhode Island Ave.
Level of Retail Competition Small existing concentration of GAFO shops	No	Yes	No	No	Yes
Regional Draw Shoppers attracted from outside areas	No	Yes	No	No	Yes
Retail-Ready Spaces Available spaces ready for move-in	Limited	No	No	No	Yes
Overall Viability:	2 of 8	2 of 8	0 of 8	1 of 8	4 of 8

OP Retail Tool Kit: Implementation

The OP Retail Tool Kit finds that vibrant retail streets in DC typically have the following attributes. As such, addressing these characteristics is a helpful way to develop the conditions that can attract, support, and sustain successful retail.

Managed. Support from an active Merchants' Association or Non-Profit Organization provides clear leadership and serves as a surrogate for single landownership for most vibrant retail streets.

Retail-Appropriate. Ground-floor spaces along vibrant streets have high ceiling heights (12 feet or more), transparent storefronts, adequate sidewalks (8 feet and more), and few disruptions in retail continuity (few instances of interference by professional offices, open space, residential-only buildings, etc.).

Safe. Regardless of the crime statistics for the neighborhood, vibrant streets maintain a perception of safety.

Mixed. The types of retail tenants on vibrant retail streets reflect the market demand. Unsupportable tenants are not artificially introduced. That said, the merchandising mixes on most vibrant streets have a prevailing retail category (NG&S, F&B, or GAFO) with similar percentages of tenants from the other two retail categories.

Championed. A vibrant retail street is likely to show signs of investment, either by the public or private sector. Examples of these investments can include major development, street furniture, public art, and removal of above-ground power lines, to name a few.

Anchored. The street is activated by a civic or cultural anchor that attracts people for purposes other than commerce.

Walkable. A vibrant street is part of a walkable community and is supported by pedestrian-oriented residents.

Unified. Vibrant streets generally have a common character or theme, often historical in nature, that binds the street's range of services.

Accessible. Establishments along a vibrant street are well-served by either transit or by adequate parking facilities, but not necessarily both.

Visible. Surrounding streets have enough traffic to ensure visibility, but not so much that the area is difficult to access.

OP Retail Tool Kit: Implementation Process Flowchart

The retail conditions in Minnesota Avenue successfully satisfies three of the eight recommended implementation criteria for a vibrant retail street:

- It is **managed** by the Minnesota Avenue Main Street program.
- It is **championed**, with new development, such as Park 7, and redevelopment efforts in the surrounding area.
- It is **anchored** by the Safeway grocery store, Dorothy I Height / Benning Neighborhood Library, and the Department of Employment Services.
- It is **walkable**- especially one streetscape improvements and road construction is complete. Planned development will serve to further enhance the corridor's pedestrian character.

Opportunities exist to help improve the vibrancy of Minnesota Avenue. Proposed development will help increase the number of retail-appropriate, move-in ready retail spaces along the corridor. This new retail will increase the customer base of current businesses. Improving the safety of Minnesota Avenue with an enhanced Clean and Safe Team will attract more customers to the area and encourage these customers to walk throughout the corridor. Enhanced placemaking and branding can benefit the corridor physically and improve customer perception of the area. Leveraging these opportunities will position Minnesota Avenue as a vibrant, distinct place for Ward 7.

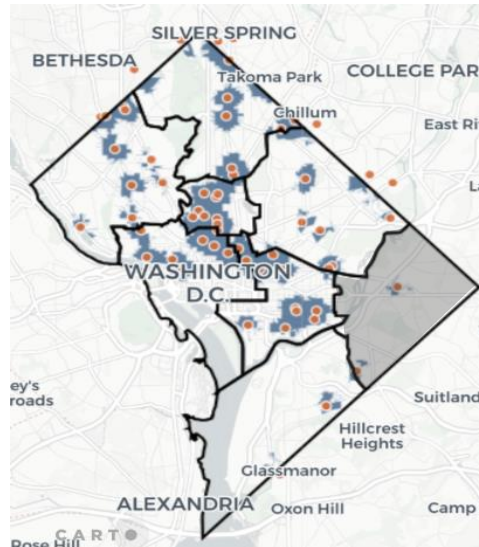


Low Supply Of Supermarkets In Ward 7

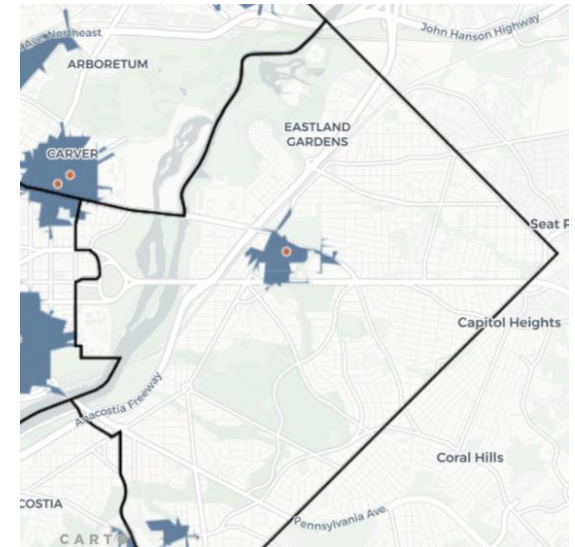
The Safeway in the East River Park Shopping Center, located within the boundaries of Minnesota Avenue Main Street, is one of only two supermarkets in Ward 7, and the only one north of Fort Dupont Park.

This supermarket is an important asset for the Minnesota Avenue commercial corridor and greater community, drawing customers from across the ward and providing access to items typically unavailable in smaller convenience stores.

Growing the local daytime population, through the attraction of more residential, office, and mixed-use development, will help maintain and potentially grow the existing supply of grocery options along Minnesota Avenue. An opportunity also exists to attract locally-owned, small-scale grocers by identifying available retail spaces and potentially leveraging local tax incentives. Additional grocery stores, large and small, would not only give residents more shopping options, but also provide competition to existing supermarkets, to better ensure stores are well-executed.



Ward 7 only has only one supermarket north of Fort Dupont Park



Most Ward 7 residents do not live within walking distance of a supermarket

Low Supply of Event and Meeting Spaces

The Minnesota Avenue area has a limited supply of businesses suitable for groups to sit, socialize, or organize meetings or events, given a lack of sit-down restaurants, lounges, cafes, or cultural venues.

As a result, many local residents leave the area to host or attend group gatherings, or eat or drink with friends and family. Attracting more businesses that can serve as social gathering spots is an opportunity to not only capture more local spending, but to also create a better sense of “place” along Minnesota Avenue.



The Benning Road Library offers some of the few spaces near the Minnesota Avenue that can be used to host events or community meetings.

Local Economic Development Incentives

The following local economic development incentive programs are designed to grow the economic and cultural vibrancy of the area, serve as valuable tools for financing arts-related programs, encouraging new development, and attracting grocery stores and other businesses. All incentive programs are applicable within the Minnesota Avenue Main Street program area.

Incentive Program	Incentive Details	Administrator	Goal(s)
Super Market Tax Credit	<p>Qualified supermarkets may be eligible to receive one or more of following benefits for up to ten years:</p> <ul style="list-style-type: none"> • Real property tax exemption • Personal property tax exemption • Sales and use tax exemption on construction materials 	Office of the Deputy Mayor for Planning and Economic Development (DMPED)	<ul style="list-style-type: none"> • Bring more supermarkets to locate in neighborhoods with poor access to groceries and fresh food.
The Qualified High Technology Companies (QHTC)	<p>Several tax incentives and employment reimbursements including, but not limited to:</p> <ul style="list-style-type: none"> • 0% corporate income tax rate for five years and reduction of corporate income tax rate from 9% to 6% for the life of a company • Ten-year exemption of qualified personal property taxes • Exemption from sales tax charged for retail sales and services provided 	Office of the Deputy Mayor for Planning and Economic Development (DMPED)	<ul style="list-style-type: none"> • Attract high-tech companies to areas of low employment.
East of the River Projects (EOR)	<p>501(c)(3) non-profits organizations may request up to \$35,000 for projects that provide access to high-quality arts and humanities experiences for communities east of the Anacostia River.</p>	DC Commission on the Arts and Humanities (DCAH)	<ul style="list-style-type: none"> • Increase quality of life by supporting a vibrant community identity through arts and humanities • Establish long-term public-private partnerships among local government and other funders from throughout all eight Wards
Neighborhood Prosperity Fund (NPF)	<p>DMPED will fund projects, with awards ranging from between \$250,000 to \$750,000 to fill the financing gaps in non-residential components of a mixed used project or retail development projects. <i>Preference is given to commercial projects that include ground-floor retail space and/or expand local access to fresh food.</i></p>	Office of the Deputy Mayor for Planning and Economic Development (DMPED)	<ul style="list-style-type: none"> • Reduce unemployment across wards, races and educational attainment levels. • Catalyzing mixed-use development in census tracts with >10% unemployment.

Opportunity Zones

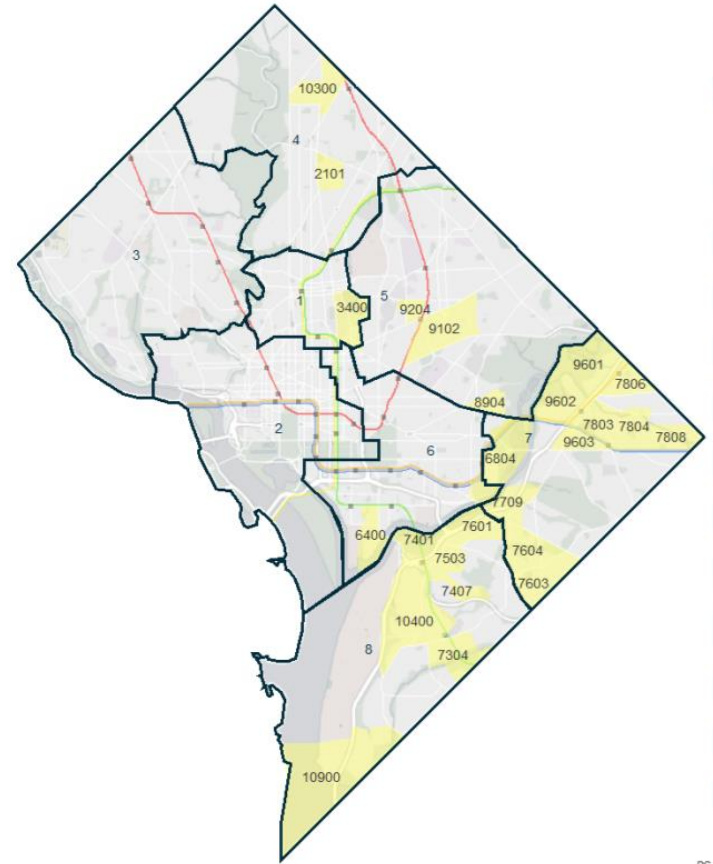
As of 2018, the federal government designated several census tracts within the Minnesota Avenue Main Street (MAMS) programs as “Opportunity Zones”, areas in which tax incentives will be provided for long-term capital investments.

These investments will be pooled into “Opportunity Funds” that will be managed by certified lending institutions, which will strategically deploy capital in these areas.

The District established four key priorities for these funds:

- **Bring new amenities, such as retail and fresh food groceries, to communities that need them most**
- **Create jobs for residents of Opportunity Zones.**
- **Align investments with projects that address public priorities**
- **Maximize benefit to and prevent displacement of existing residents.**

While it has yet to be determined which financial institution will act as the Opportunity Fund for census tracts near Minnesota Avenue, Minnesota Avenue Main Street can play an active role in shaping the priorities of these investments, highlight the retail needs of the community, and advocate for enhanced walkability and residential density along Minnesota Avenue.



Map of designated Opportunity Zones in DC, including three census tracts within the MAMS program area: 7803 (Central Northeast), 9602 (Mayfair, Parkside), and 9603 (Benning).

05

Retail Opportunity Gap



Retail Opportunity Gap

Minnesota Avenue has the opportunity to serve as the key commercial district of the greater Ward 7 area and better meet local residents' commercial needs. Minnesota Avenue's primary market area, a mile-radius from the corridor, experiences retail leakage for almost all retail types, meaning that residents do most of their shopping outside the neighborhood. The corridor's secondary market area, which covers the majority of Ward 7, also experiences significant retail leakage.

What is retail "leakage" and "surplus"?

Leakage in an area means that demand exceeds supply. Retailers outside the area are fulfilling the demand for retail products and services, causing local residents' spending to "leak" out of the area. Leakage in a given sector may indicate an opportunity to better capture local demand, though not all retail types are suited for every area.

Surplus in an area means that retailers are meeting local retail demand and attracting shoppers that reside outside the area.

Industry groups experiencing surplus and low levels of leakage in Minnesota Avenue:

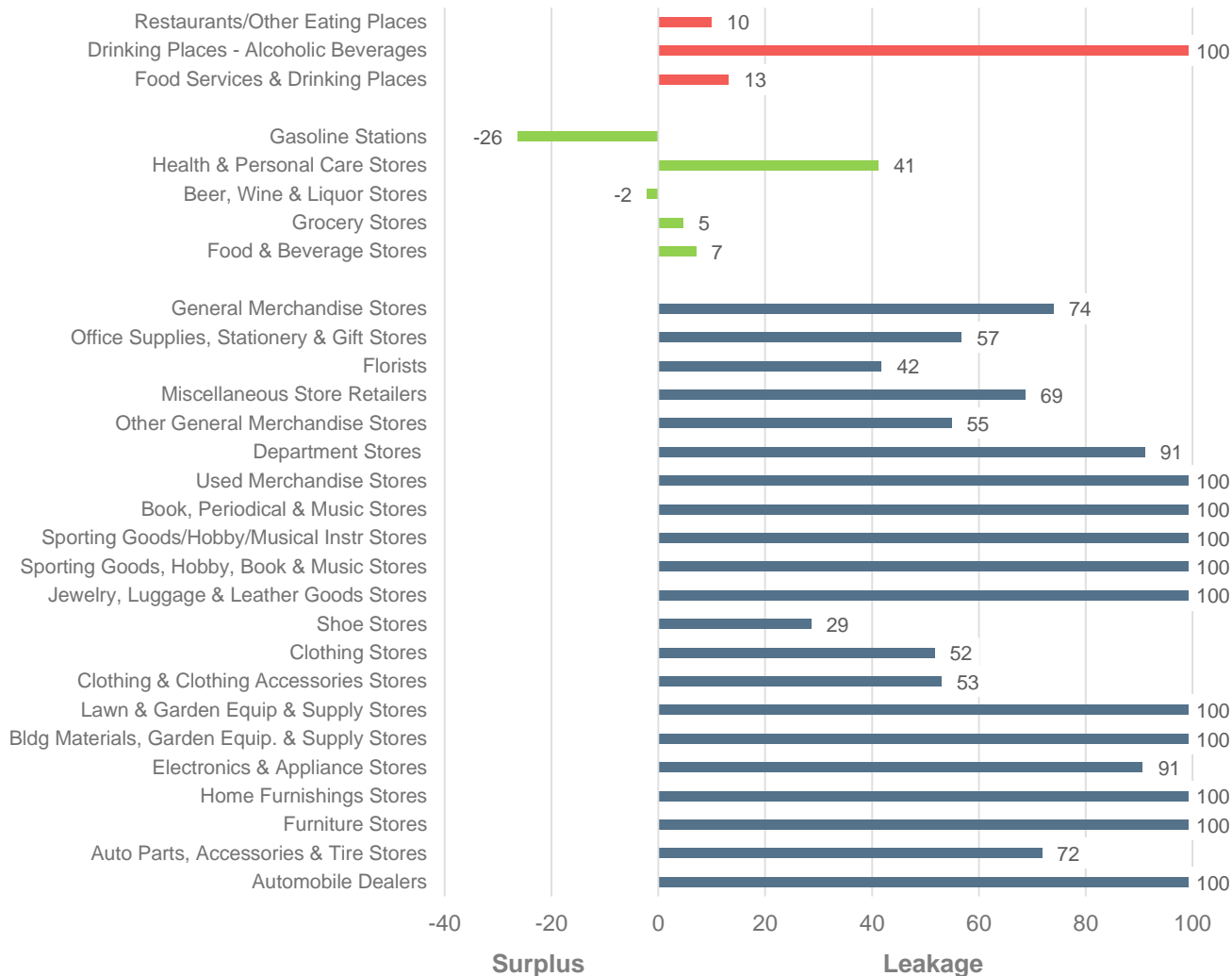
- Gas stations
- Beer, wine, & liquor stores

Industry groups experiencing high amounts of leakage in Minnesota Avenue:

- Drinking Places (Lounges, Pubs, Cafes)
- Sporting Goods, Hobby, Book & Music Stores
- Furniture & Home Furnishing Stores

Minnesota Avenue Retail Opportunity Gap

**Retail Surplus & Leakage By Industry Group
(Primary Market Area – One-Mile Radius)**

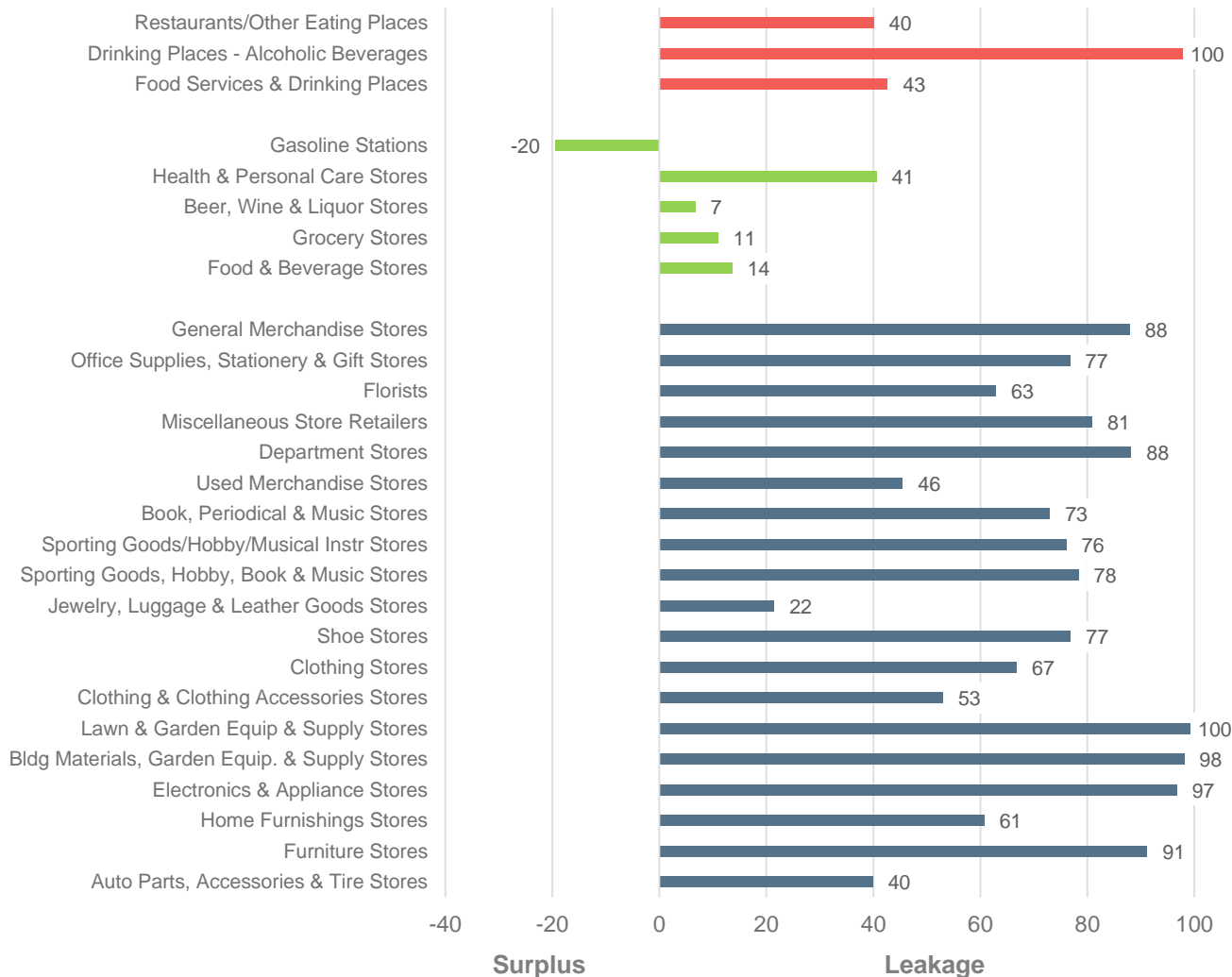


Minnesota Avenue captures a large portion of local eating and drinking demand, though given the area's lack of food businesses with indoor seating, such as sit-down restaurants, lounges, or cafes, there is still potential for significant growth in this sector.

Local residents go elsewhere for almost all of their GAFO retail shopping and some neighborhood goods and services. The area also experiences a retail surplus of gas stations and liquor stores, given the high local supply of such establishments.

Secondary Market Area Retail Opportunity Gap

**Retail Surplus & Leakage By Industry Group
(Secondary Market Area)**



Due to a dearth of local retail offerings, most neighborhood residents leave Ward 7 for a majority of their shopping. Particularly noticeable is the lack of sit-down restaurants relative to local demand.

With the large gap that exists between the secondary market area's commercial needs and its current retail supply, Minnesota Avenue businesses have the opportunity to attract a greater share of customers who live more than one mile away from the corridor. This includes neighborhoods with residents who frequently pass by Minnesota Avenue on their way in and out of central DC, such as Benning Ridge, Capitol View, Kenilworth, and Marshall Heights.

06

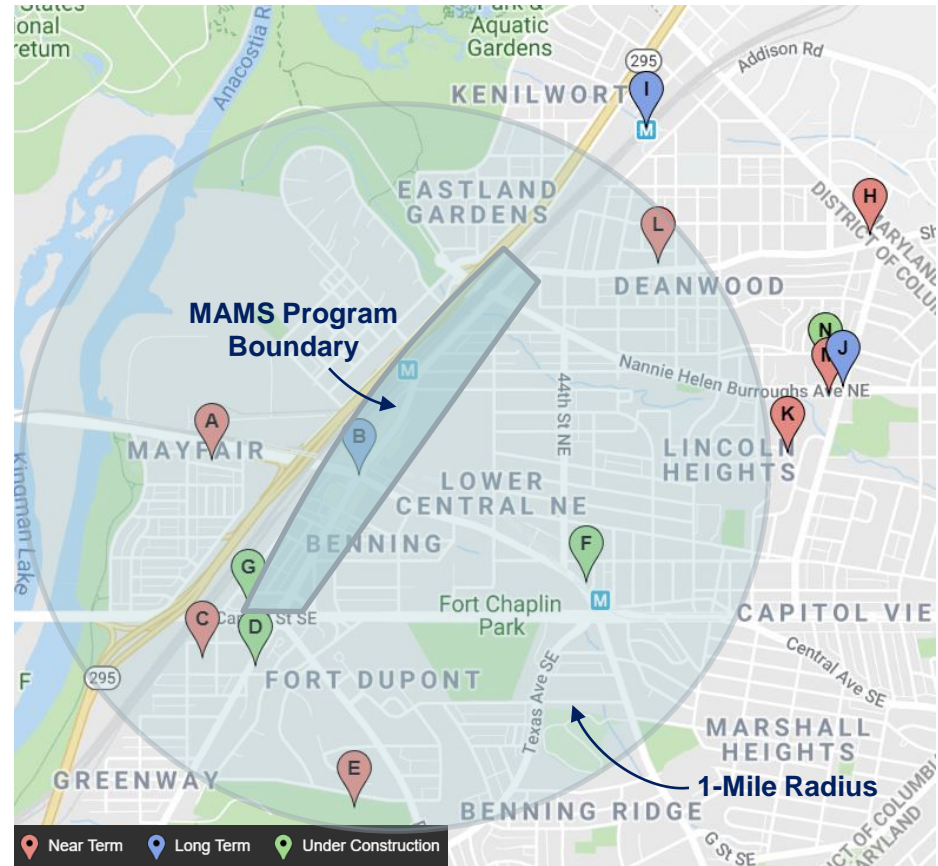
Projected Future Conditions



Development in the Area

Planned and proposed development in the Minnesota Avenue neighborhood will bring more residents and workers to support existing businesses and will help attract additional investment in the area.

Development in the area is clustered at Minnesota Avenue and Capitol Street and in Deanwood at Nannie Helen Burroughs Avenue and Division Avenue. Development is also concentrated at Metro stations.



Development Detail

The following developments are currently proposed for the greater Minnesota Avenue area.

Planned & Proposed Development

Project	Location	Developer	Total Square Feet	Major Use	Residential Units	Retail SF	Office SF	Planned Status
3450 Eads Street	3450 Eads Street, NE	--	67,971	Residential	70	--	--	Near Term
East River Park	Minnesota Avenue & Benning Road, NE	Cedar Realty Trust	365,000	Mixed-Use	280	119,500	33,000	Long Term
Meadow Green Court Apartments	127 35th Street, SE	--	78,520	Residential	90	--	--	Near Term
New Fort Dupont Ice Arena	3779 Ely Place, SE	--	80,000	Recreation	--	500	1,500	Near Term
1100 Eastern Avenue	1100 Eastern Avenue, NE	Neighborhood Development Corporation	64,657	Residential	88	5,500	--	Near Term
Deanwood Metrorail Station	Deanwood Metrorail Station	--		Residential	138	10,000	--	Long Term
Deanwood Town Center	Nannie Helen Burroughs & Division Avenue, NE	--	294,900	Residential	183	16,000	--	Long Term
Providence Place	50th & Fitch Street, NE	Atlantic Pacific Communities	132,776	Residential	100	--	--	Near Term
Sheriff Road Apartments	4726 Sheriff Road, NE		9,750	Residential	13	--	--	Near Term
Strand Residences	5119-5127 Nannie Helen Burroughs Avenue, NE	WMCDC; The Warrenton Group	66,500	Mixed-Use	86	2,622	--	Near Term
4045 Minnesota Avenue NE	4045 Minnesota Avenue NE	Douglas Development	--	--	--	--	--	Long-Term
Senate Square Shopping Center	3924-3968 Minnesota Avenue NE	Cedar Realty Trust	--	--	--	--	---	Long-Term

1,160,074 SF

1,048 Units 154,122 SF 34,500 SF

Development Detail

The following developments are under construction near Minnesota Avenue.

Under Construction Development

Project	Location	Developer	Total Square Feet	Major Use	Residential Units	Retail SF	Office SF
The Conway Center	4430 Benning Road, NE	--	180,00	Mixed-Use	202	2,054	34,500
The Solstice	3526 - 3552 East Capitol Street, NE	MRP Realty	--	Residential	137	2,074	--
Milestone Senior Apartments	3605 - 3615 Minnesota Avenue, SE	--	40,546	Residential	60	--	--
The Residences at Hayes	5201 Hayes Street NE	--	152,500	Residential	150	--	--
			373,046 SF		549 Units	4,128 SF	34,500 SF

Development Detail: East River Park



The site of the current Safeway at Minnesota Avenue and Benning Road is planned for redevelopment. This plan includes 150,000 sf development of the East River Park Shopping Center and will include 119,500 square feet of retail space, 280 residential units, and 33,000 square feet for office tenants. The site will also feature 622 parking spaces. Approximately 50,000 square feet of the retail space will be for the grocery anchor.

Location: Minnesota Avenue & Benning Road, NE

Site Use: Mixed Residential & Retail

Retail SF: 119,500 sf

Office SF: 33,000 sf

Residential Units: 280 units

Developer: Cedar Realty Trust

Anticipated Delivery: Long Term

Projected Residential and Workforce Population Change

Upcoming development will bring as many as 1,485 new residents and 919 workers to the neighborhood over the next five years. This projected population change will help support additional retail in the Minnesota Avenue neighborhood.

Increased density to the area may spur additional developments that are not currently proposed. Increasing both the daytime population (such as office workers) as well as the residential population will increase the customer base for current businesses along Wisconsin Avenue and help attract new businesses to the corridor.





Proposed and under construction development east of the one-mile radius of Minnesota Avenue, such as the development at Division Avenue and Nannie Helen Boroughs Avenue will bring additional workers and residents to the greater area.

Proposed Land Use	Total Projected New Supply (1 Mile Radius)	Avg. People Per Unit / SF / Room	Total Estimated Increase in Population (1 Mile Radius)
Residential	990 units	1.5 per unit	1,485 residents
Office	69,000 SF	1 per 175 SF	766 workers
Retail	134,128 SF	1 per 450 SF	153 workers

Retail Impact Timeline

The Park 7 development and Department of Employment Services headquarters have improved Minnesota Avenue's built form and street vibrancy, while providing retail-ready spaces, more daytime customer traffic, and increased residential density. A number of area parcels have recently been acquired and are slated to be redeveloped in the upcoming years. The chart below illustrates how such development can help provide new retail amenities as well as enhance neighborhood conditions to further support existing and new nearby retailers.

Impact of Development on Retail Viability Over Time

Timeframe	Prior to 2010	Recent Large-Scale Development: Completion of Park 7 & DOES 2010 - 2014	Planned Development:* East River Park & The Solstice 2019 - 2022	Proposed Development:* Senate Square & 4045 Minnesota 2022+
Sites Slated for Catalytic Redevelopment				
Conditions	Low density; lack of new residential or commercial construction	Additional 376 units, 22,000 SF of retail, 229,000 SF of office space	Additional 417 units, 121,574 SF retail, 33,000 SF office space	Potential for 600 residential units and over 25,000 SF of additional new retail and/or office space.
Physical & Social Impact	<ul style="list-style-type: none"> o Limited retail street frontage o Limited pedestrian activity and lower perceived safety o Vacant or underutilized lots 	<ul style="list-style-type: none"> o Improved pedestrian conditions o Permanently affordable housing o Provided residents with only nearby sit-down restaurant and happy hour (Sala Thai) o New children's clothing store, two locally-owned cafes, and other national retailers 	<ul style="list-style-type: none"> o Increased street-level frontage o Additional in-demand retail types, such as sit-down restaurants, lounges, event spaces, or coffee shops o Additional market-rate and low-income housing units o Improved grocery store facilities 	<ul style="list-style-type: none"> o Development of underutilized parking spaces will produce more active, family-friendly environment. o Increased pedestrian activity will continue to improve perceived safety of area.
Impact on Retail Viability	<ul style="list-style-type: none"> o Relatively low residential density (approximately 750 residents within quarter-mile) o Few retail-ready spaces o Limited retail options with no sit-down restaurants or cafes 	<ul style="list-style-type: none"> o DOES employees comprise large portion of area customer base o Nearly doubled size of population within a quarter-mile (750 to 1,300 residents) o Retail spaces meet needs re: loading, equipment, built-to-suit 	<ul style="list-style-type: none"> o Increase from 1,300 to 1,900 residents within ¼ mile, creating larger local customer base for existing and new businesses o Market-rate units will help catalyze future investment and boost local spending capacity 	<ul style="list-style-type: none"> o Larger residential density and office population supports larger and more diverse retail mix o Enhanced viability of grocery stores, sit-down restaurants, merchandise retail, and other undersupplied retail types.

07

Retail Enhancement Strategies



Summary Of Conditions

Minnesota Avenue is the largest and most vibrant commercial corridor in Ward 7. It provides a range of neighborhood-serving amenities, is characterized by low vacancy, and has received considerable recent public and private investment. However its retail growth is limited by a small daytime population, a lack of destination visitors, safety concerns, and an abundance of surface parking, limiting the quality of the pedestrian experience along the street.

Minnesota Avenue is Ward 7's largest retail cluster, but many nearby residents still travel elsewhere to shop. The commercial area features several amenities that are in limited supply throughout the ward, such as a sit-down dining, banking, and grocery shopping. However, many residents in surrounding neighborhoods leave the ward to meet their retail needs, creating an opportunity for Minnesota Avenue to capture more local spending by providing a traditional, pedestrian-friendly Main Street environment and more in-demand amenities.

The corridor features affordable rents and a low vacancy rate. Average asking rents along Minnesota Avenue typically fall about \$5/sf lower than retail spaces citywide, making the corridor accessible to a wider range of prospective businesses. While several spaces along the corridor are not currently leased, vacancy is not major issue.

The corridor has a number of underutilized parcels with abundant surface parking. Though it features a high density of businesses, Minnesota Avenue's current physical layout, with limited continuous ground-floor retail and an abundance of surface parking, detracts from the customer experience, making it difficult to attract additional customers and businesses. On the other hand, this makes area businesses highly accessible by vehicle and also provides site redevelopment opportunities.

Pedestrian conditions are improving dramatically. A major streetscape renovation project by District Department of Transportation is currently underway along the street, creating a more visually appealing environment along Minnesota Avenue. The project, scheduled to be completed by fall of 2019, has already made substantial sidewalk enhancements, adding new greenery, lighting, and benches. The project is also expected to improve pedestrian and vehicular safety at the intersection of Minnesota Avenue and Benning Road, which has experienced a high rate of traffic incidents in recent years.

Competitive Advantages

Minnesota Avenue boasts strong public transit access, a growing amount of new development, and the largest cluster of residential and commercial space in Ward 7.



Strong transit access via the Minnesota Avenue Metro station and numerous area bus routes connecting the neighborhood to the rest of the city.



Density of retail and office uses not found anywhere else in Ward 7, generating customer traffic throughout the day.



Growing supply of nearby residential and mixed-use development, expected to add 1,500 new residents and 900 office workers to the area over the next five years.



Pent-up retail demand for commercial amenities with a highly limited local supply, such as sit-down restaurants, cafes, and lounges.



Strong vehicular access via the high-traffic commuting corridors of Benning Road and East Capitol Street, and proximity to the Anacostia Freeway.



Reliable daytime customer base from Department of Employment Services headquarters and Friendship Charter School



Opportunity to spur neighborhood growth, helping create a more commercially vibrant and resilient district.



Current and upcoming retail ready spaces, with planned and under construction development expected to add over 80,000 square feet of retail space to the area.

Key Opportunities

Minnesota Avenue Main Street can help strengthen Minnesota Avenue's role as the principal commercial hub in Ward 7 by supporting existing businesses while helping to create the type of conditions that will continue attract new businesses, visitors, and residents to the corridor.

1. Cater Technical Assistance to the Specific Needs of Areas Businesses

Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. Based on business feedback to date, consider a particular emphasis on safety, loitering, and marketing.

2. Attract New Businesses that Align with Community Needs and Pent-Up Demand

With only one supermarket and four sit-down restaurants within its secondary market area, there is a large pent-up local demand for more sit-down restaurants, lounges, cafes, event spaces, and fitness studios. Minnesota Avenue Main Street can be an advocate for businesses considering a move to the corridor. Consider developing marketing materials based on the competitive advantages identified in this market analysis.

3. Create and Manage a Physical Environment that Attracts More Visitors

Minnesota Avenue Main Street can encourage more customer traffic and improve the marketability of the corridor by ensuring that recently renovated sidewalks remain in good condition, enhancing the effectiveness of the local Clean Team, and exploring opportunities to create a safer intersection at Minnesota Avenue and Benning Road.

4. Enhance Capacity via Strategic Partnerships and Leveraging Resources

Minnesota Avenue Main Street can help connect prospective business owners and investors with a range of local and federal economic development incentives designed to help catalyze economic activity in the area. Develop a strategic plan to guide program activities over the next five to ten years. Consider partnering with Marshall Heights Community Development Organization and the Ward 7 Business Partnership to enhance clean and safe team services throughout the corridor.

5. Support Catalytic Development and Densification Along Minnesota Avenue

The atmosphere, safety, and commercial resiliency of Minnesota Avenue can be enhanced through the development of new residential, office, and mixed-use projects, particularly those replacing surface parking, which damages commercial connectivity and street-level vibrancy. The Main Street should support planned and future development projects that will can help catalyze additional area investment, redevelop underutilized parcels, and increase area population density and expand the local customer base.

Retail Support Opportunities

Opportunity	Retail Enhancement Strategies	Timeframe	Resource Intensity	Potential Partners
Cater Technical Assist. to the Specific Needs of Areas Businesses	<ul style="list-style-type: none"> Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. Consider a particular emphasis on safety, loitering, and marketing. 	Near-Term	Moderate	Business owners, DSLBD
Attract Businesses that Align with Community Needs and Pent-Up Demand	<ul style="list-style-type: none"> Create one-pager sheet that highlights key neighborhood assets and available retail spaces for lease. Distribute to applicable brokers and property owners. Contact local food incubators to identify potential tenants and understand special needs. Hire photographer to take high-quality images of corridor that can be used in promotional materials. 	Near-Term	Low	WDCEP, Ward 7 Business Partnership, local small business incubators, property owners and brokers
Create and Manage a Physical Environment that Attracts More Visitors	<ul style="list-style-type: none"> Consistently communicate project timeline of ongoing DDOT streetscape renovation to local businesses affected by construction. 	Near-Term	Low	DDOT, business and property owners, ANC commissioners
	<ul style="list-style-type: none"> Work to enhance effectiveness and capacity of existing Minnesota Ave Clean Team. 	Near/Mid-Term	High	Marshall Heights CDO, W7BP, Clean Team administrator & staff
	<ul style="list-style-type: none"> Pursue opportunities to enhance visual experience along central commercial strip, such as recruiting local artists to paint mural on blank side walks of East River Park Shopping Center (facing Minnesota Avenue). Consider partnering with Murals DC. Continue to utilize the park space at Nannie Helen Burroughs Avenue and Minnesota Avenue for community events and other programming. 	Mid-Term	Moderate	Local artists, Murals DC, Market 7, DSLBD, DC Commission on the Arts & Humanities
	<ul style="list-style-type: none"> Explore opportunities for small-scale streetscape enhancements, such as creative crosswalk designs and additional greenery, to reduce car speeds and improve pedestrian safety. 	Long-Term	Moderate	DDOT, DC Office of Planning, local business and property owners, residents, local artists

Note: The use of "timeframe" in this chart is relatively conceptual. Broadly, near-term refers to actions that can take place within the next year, mid-term refers to actions that can take place within 1-3 years, and long-term refers to actions that will likely take place in three or more years. Resource intensity refers to the relative capacity required of Minnesota Avenue Main Street, not of a strategy or project overall nor of other partners that may be involved.

Retail Support Opportunities (Continued)

Opportunity	Retail Enhancement Strategies	Timeframe	Resource Intensity	Potential Partners
Enhance Capacity via Strategic Partnerships and Leveraging Resources	<ul style="list-style-type: none"> Help businesses take advantage of available resources, such as the Ward 7 and 8 Microbusiness Dream Grants. Develop partnerships with other local economic development organizations in Ward 7, such as Marshall Heights Community Development Corporation and Ward 7 Business Partnership to organize large events and efficiently promote Ward 7 as a strong place to do business. Continue to connect Minnesota Avenue businesses with WACIF resources. Leverage Minnesota Avenue's position as a federally-designated Opportunity Zone to attract increased investment in commercial and residential properties. Leverage existing local economic development incentives, such as the Supermarket Tax Credit Program and the Qualified High-Tech Companies program to attract new investment and businesses. Continue advocating for streetcar extension to Minnesota Avenue Metro station, to enhance connectivity to H Street Corridor and Union Station. 	Near-Term	Medium	DMPED, DDOT Ward 7 Economic Development Council, Marshall Heights CDC, H Street Main Street, Ward 7 Business Partnership
Support Catalytic Development and Densification Along Minnesota Avenue	<ul style="list-style-type: none"> Support infill development of vacant or underutilized properties to improve commercial cohesiveness, build daytime and nighttime populations, and bring new retail establishments to the corridor. Partner with Yimby Community, or a similar digital platform, to help engage community members with upcoming development projects. Organize face-to-face meetings with local developers to discuss opportunities for partnerships, community engagement, and commercial tenant possibilities. 	Near-Term	Low	Local developers, property owners, digital community engagement platforms

Note: The use of "timeframe" in this chart is relatively conceptual. Broadly, near-term refers to actions that can take place within the next year, mid-term refers to actions that can take place within 1-3 years, and long-term refers to actions that will likely take place in three or more years. Resource intensity refers to the relative capacity required of Minnesota Avenue Main Street, not of a strategy or project overall nor of other partners that may be involved.





Uptown Main Street

Retail Market Analysis & Enhancement Strategy

Prepared for Uptown Main Street
Completed by Jon Stover & Associates
September, 2018



Economic
Development
Consulting

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Executive 01 Summary

Executive Summary

Project Background & Existing Retail Conditions

Study Purpose

This report provides a retail market analysis for Uptown Main Street (UMS). The purpose of this study is to help UMS understand the context of the area and local real estate market and identify what changes could help better serve current and prospective new businesses within the UMS boundaries.

This report includes an analysis of the existing retail marketplace and identifies future retail opportunities expected from demographic and retail development projections.

Recommendations and strategies to enhance retail conditions are oriented to help Uptown Main Street continue enhancing the vibrancy and commercial sustainability of the area.

Study Location

Uptown Main Street has a unique program boundary that spans across two perpendicular streets, Upper 14th Street and Kennedy Street NW, and multiple neighborhoods in Northwest DC. As a result, local businesses and stakeholders may identify with various neighborhood identities, including Columbia

Heights, Petworth, 16th Street Heights, Brightwood, and Brightwood Park.

The area around the UMS program boundary is predominantly residential and characterized by a mix of detached single-family homes, rowhomes, and a small supply of low and mid-rise apartment buildings. With minimal new construction in recent years, the area's population has not grown as quickly as the rest of the District.

Retail Conditions

As of 2018, Uptown Main Street program area covers 120 businesses, totaling over 425,000 square feet of retail space along both Upper 14th Street and Kennedy Street. Both corridors are largely composed



of small, independently-owned businesses, that primarily serve residents who live within a half-mile radius.

Vacancy is not a major challenge along either commercial corridor, particularly along Kennedy Street, which has experienced a dramatic decline in vacancy since 2010, falling from over 15% to nearly 0%. Asking commercial rents in the area have also significantly increased, reflecting a growing demand to do business in the area. However, the lack of nearby residential development has limited the growth of businesses' local customer bases, putting pressure on businesses to remain competitive as rents rise.

With a low vacancy rate and minimal amount of upcoming development, retail conditions in the area are not expected to significantly change in the near future. This provides Uptown Main Street an opportunity to focus on its core Main Street services by continuing to support local business owners, building relationships and partnerships with local stakeholders, and incrementally improving the physical conditions along both corridors.

Key Opportunities

While Uptown Main Street has a somewhat untraditional program boundary, local retail conditions call for a balanced, traditional Main Street approach centered around the four points of design, economic vitality, promotion, and organization. By focusing on these core services, Uptown Main Street can continue building strong local partnerships and helping local businesses meet the challenges of rising rents, regulatory issues, and increased competition from other neighborhoods.

Design

Enhance street-level activity and vibrancy

Improve streetscape, storefront facades, and public space amenities.

Continue strategic effort to promote and bolster the local arts scene

Economic Vitality

Help local businesses adapt to changing market conditions and technology

Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance

Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.

Promotion

Grow customer base through strategic marketing and events

Organize programming highlighting local businesses to attract local residents and outside visitors.

Use online platforms to improve local perceptions of commercial corridor and connect stakeholders from both commercial corridors.

Organization

Continue to establish presence as a key resource across two corridors

Continue to develop awareness of Uptown Main Street and the programs it offers

Identify key opportunities for organization growth and strategy by engaging in a strategic planning process.

Retail Enhancement Strategies

The following chart summarizes specific action steps Uptown Main Street can undertake to help realize the retail enhancement opportunities for Upper 14th Street and Kennedy Street NW.

	Key Opportunity	Retail Enhancement Strategies
1	Improve streetscape, storefront facades, and public space amenities	<ul style="list-style-type: none"> Assist businesses in application process for Great Streets and DCHD Storefront Façade Improvement grants. Explore opportunities to enhance the capacity of Clean & Safe teams along both Upper 14th Street and Kennedy Street. Help interested businesses apply for Public Space permit to add outdoor seating. Continue encouraging local businesses to participate in the Private Security Camera Incentive Program from the Office of Victim Services and Justice Grants Explore implementation of 2012 DC Office of Planning recommendation to reconfigure the island park at the intersection of 14th Street, Colorado Avenue, and Kennedy Street into a pedestrian plaza.
2	Continue strategic effort to promote and bolster the local arts scene	<ul style="list-style-type: none"> Continue engaging with owners and tenants of Dance Loft on Upper 14th Street in order to fully utilize and promote the unique cultural space. Continue support of innovative streetscaping efforts, such as redesigned crosswalks, plazas, or pop-up art installations. Consider landmark status or historic designation for culturally significant buildings in program area. Continue support and facilitation of pop-up events and murals connecting local artists, property owners, and funders.
3	Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance	<ul style="list-style-type: none"> Continue working with Latin Economic Development Corporation and Korean-American Grocers Association to organize workshops and education materials for local business owners. Continue conducting in-person outreach to Spanish-speaking businesses owners and providing translated versions of Uptown Main Street educational and promotional materials to ensure value to local business owners. Develop tools that help business receive customer feedback to quickly adjust product offerings. Consider offering surveys specifically catered to small convenience stores, which, due to high local supply, could particularly benefit from enhanced product differentiation. Act as a community liaison for future construction projects along either corridor to ensure quality communication between businesses and project managers. Offer support services specifically for dealing with DCRA, ABRA, and OTR, including permitting, accounting, licensing, and regulatory support.
4	Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.	<ul style="list-style-type: none"> Develop resources, such as one-pagers, guides, workshops, etc., that outline how to fully leverage Yelp, Uber Eats, GoPuff, GrubHub/DoorDash, and Google Businesses. This should include outlines for how to update business information, add professional photographs, maintain a strong user rating, and register for delivery services. Hire a professional photographer to take photos of exteriors, interiors, and products of local businesses for businesses to use on websites and social media channels.

Retail Enhancement Strategies (Cont.)

The following chart summarizes specific action steps North Capitol Main Street can undertake to help realize the retail enhancement opportunities for 1st Street NW and North Capitol Street NW.

	Key Opportunity	Retail Enhancement Strategies
5	Organize programming highlighting local businesses to attract local residents and outside visitors.	<ul style="list-style-type: none"> Strengthen partnership with District Bridges to co-host events that bring visitors to Upper 14th Street. Leverage the unique nature of the WMATA Bus Barn to promote brand of Upper 14th Street Explore feasibility of rotating location of Farmer's Market to other commercial nodes to enhance exposure to all businesses in the program area. Encourage more businesses along Upper 14th Street and Kennedy Street to participate in Farmer's Market. Leverage existing network of community organizations and neighborhood listservs to promote events share positive business-related updates with local residents Consider developing promotions and cross-marketing partnerships between businesses that encourage customers to visit both Upper 14th Street and Kennedy Street.
6	Leverage Uptown Main Street website to promote local brand and businesses	<ul style="list-style-type: none"> Continue using Uptown Main Street website and social media platforms to highlight local events, business openings, and other local news. Increase visitor traffic to Uptown Main Street website by posting regular updates and cross-promoting across various social media channels
7	Continue to develop awareness of Uptown Main Street and the programs it offers	<ul style="list-style-type: none"> Continue building relationships with local businesses, residents, real estate developers, and other potential supporters Procure or internally produce professional photographs of each corridor that can be used on Uptown Main Street promotional materials and be made easily available to local businesses, brokers, and other stakeholders. Continue building inventory of business owner contact information to readily disseminate key information relating to upcoming construction, events, funding opportunities, and workshops. Create an interactive calendar that allows residents and other local stakeholders to share and learn about community events and promotions.
	Engage in strategic planning process to identify opportunities for organizational growth	<ul style="list-style-type: none"> Create a formal strategic plan for Uptown Main Street, to map out organizational priorities, goals, and implementation steps Consider resource allocation between the five nodes and two corridors Continue regularly meeting with organizations that also serve local businesses across multiple neighborhoods, such as District Bridges, to learn best practices and other insights regarding the management of multiple neighborhood identities and commercial corridors. Build upon recommendations made in the DC Office of Planning's 2012 "Central 14th Street Vision Plan and Revitalization Strategy" to add new commercial and residential uses to the WMATA Bus Barn.



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TROPICAL
INTERNATIONAL FOODS

Project 02 Background

Study Participants



Uptown Main Street

Designated as a D.C. Main Streets program in 2017, Uptown Main Street is a nonprofit organization dedicated to the revitalization of the Upper 14th Street and Kennedy Street NW commercial corridors. Using the Main Street 4 Point Approach®, Uptown Main Street directly assists businesses and coordinates sustainable community-driven revitalization efforts, such as streetscape and façade improvements and organizing promotional events.



Jon Stover & Associates

Jon Stover & Associates (JS&A) specializes in economic analysis, retail revitalization, and helping public, private, and nonprofit organizations collaborate to meet economic development objectives. JS&A has helped a wide range of clients implement plans and programs that have successfully enhanced urban neighborhoods and corridors. Visit www.jonstoverandassociates.com to learn more.



Department of Small & Local Business Development

The DC Department of Small & Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors. It manages the DC Main Street program and provides technical assistance and grants to local programs.

What Is “Retail”?

For the purpose of this study, retail is defined in three categories:

- **General merchandise, accessories, furniture, and other merchandise (GAFO)**
- **Neighborhood goods and services (NG&S)**
- **Food and beverage establishments (F&B)**

These retail categories are common in the retail landscape and are specifically used by Washington DC’s Office of Planning.

When selecting a site for a store or restaurant, a knowledgeable entrepreneur undertakes a systematic analysis. How might a retailer eyeing Washington, DC, choose among its neighborhoods (submarkets) and then hone in on a particular storefront? Although every retailer evaluates sites differently, retail categories have common requirements for an ideal location.

In general, fresh produce stands, pharmacies, florists, dry cleaners and nail salons (Neighborhood Goods & Service category – NG&S) have similar demands. So do restaurants, cafes, bars and coffee shops (Food & Beverage category – F&B) and stores

selling luggage, electronics, apparel and books (General Merchandise, Apparel, Furnishings, and Other category – GAFO). The bottom line is whether enough customers will spend enough money to make their business a success.

This study accounts for the following other land uses, but does not define them within the retail category:

- Civic uses such as churches, art space, or nonprofits
- Residential uses such as apartments or condominiums
- Office space
- Industrial space

Data Sources & Comparison Neighborhoods

This analysis relies on data provided by Uptown Main Street, the Washington DC Economic Partnership, ESRI, CoStar, WalkScore.com, a large variety of local planning and visioning documents, local real estate blogs such as CurbedDC and Urban Turf, and in-person site visits. Retail metrics and evaluation criteria correspond with the DC Office of Planning Vibrant Retail Streets Tool Kit.

A handful of other DC retail neighborhoods are used as a frame of reference throughout this analysis: Brightwood, Rhode Island Avenue/Woodridge, Brookland, Park View, and Mount Pleasant.





Existing 03 Conditions

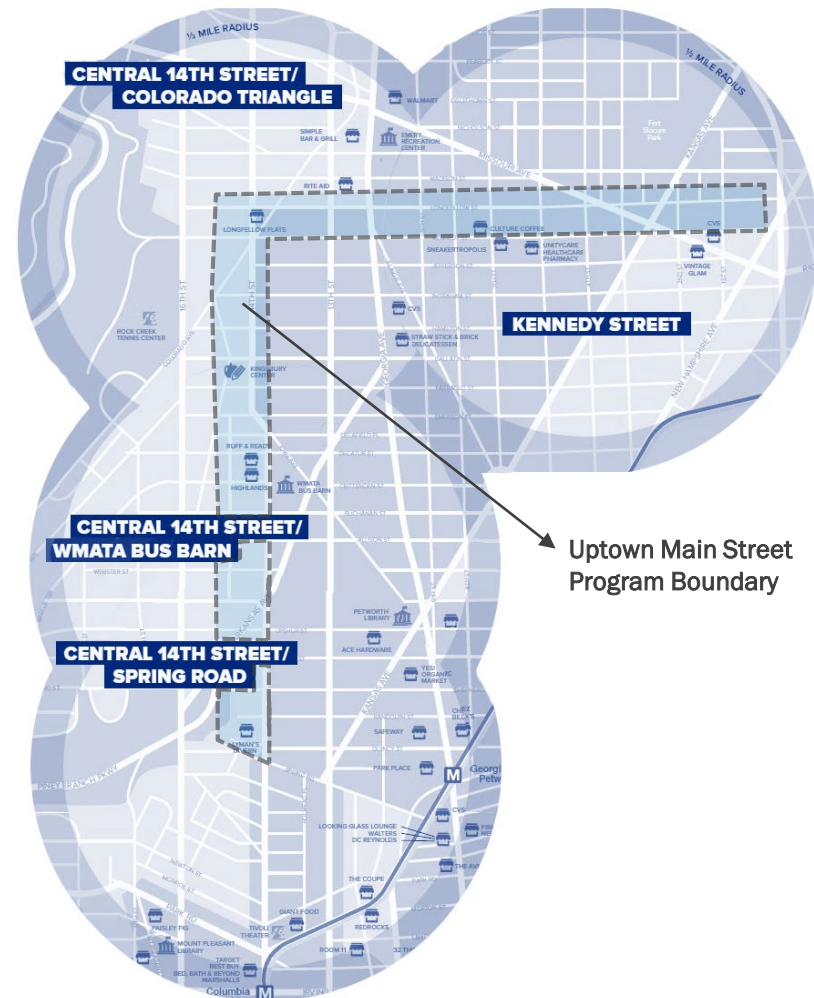
Location & Neighborhood Identities

Study Location and Context

Uptown Main Street has a unique program boundary that spans across two perpendicular streets, creating a long, bent “L”-shape. Unlike most Main Street programs, which are typically associated with a single corridor or neighborhood, Uptown Main Street covers both Upper 14th Street and Kennedy Street NW, spanning across multiple neighborhoods in Northwest DC.

The program boundary's surrounding neighborhoods, as defined by the Washington DC Economic Partnership, include Central 14th Street/Spring Road, Central 14th Street/WMATA Bus Barn, Central 14th Street/Colorado Triangle, and Kennedy Street. However, residents and business owners within the program boundary likely associate themselves with more commonly known neighborhood names. Along the southern end of the Upper 14th Street corridor, residents and business owners may identify with the Columbia Heights or Petworth neighborhoods. Further north along 14th Street, closer to the WMATA Bus Barn, stakeholders likely associate with Crestwood or 16th Street Heights. Likewise, stakeholders along Kennedy Street may associate with the Petworth, Brightwood or Brightwood Park neighborhoods.

These neighborhoods are predominantly residential and composed of detached single-family homes, rowhomes, and a small supply of low and mid-rise apartment buildings.

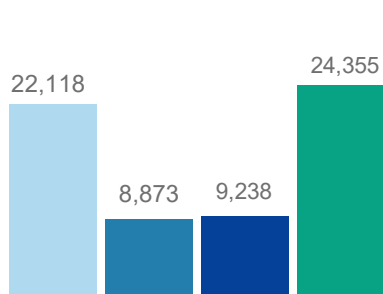


Demographics

The neighborhoods surrounding the Upper 14th Street and Kennedy Street corridors are predominately composed of middle-class households, though households near Upper 14th Street tend to be more affluent than households closer to Kennedy Street. The area's population has not grown as quickly as the rest of DC, due to a lack of new construction and low-density zoning, limiting opportunities for local businesses to capture a larger customer base.

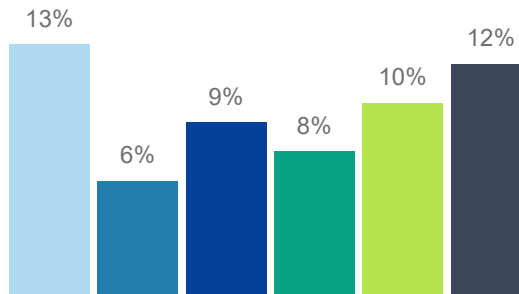
Population (Half-Mile Radius)

14th Street gets progressively denser as it goes south, resulting in higher nearby population for the Spring Road node.



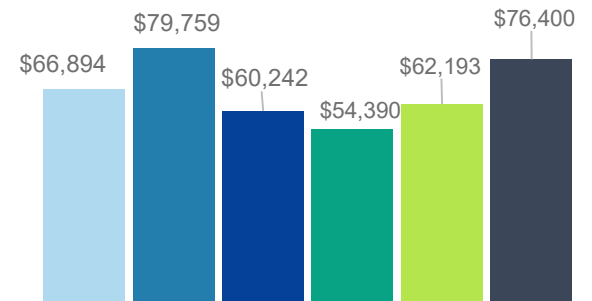
Population Growth Rate (2010-2017)

Over the past seven years, the local population has grown at a slower rate than the city overall.



Median Household Income (Half-Mile Radius)

Households around Upper 14th Street have a somewhat greater spending capacity than households near Kennedy Street.









Central 14th Street / Spring Road
Central 14th Street / WMATA Bus Barn

Central 14th Street / Colorado Triangle
Kennedy Street

Uptown Main Street Program
DC Average

Walkability & Amenities

Businesses along Upper 14th St. and Kennedy St. serve a predominantly residential area of northwest DC, though the commercial mixes along both streets provide residents with a large amount of amenities within walking distance. While the majority of the area is not within close proximity of a Metro station, both corridors are accessible by numerous bus routes, as well as several ride share stations.

Upper 14 th Street	Kennedy Street	
		<i>Due to the presence of three nearby key commercial corridors, 14th Street, Kennedy Street, and Georgia Avenue, the area features an above-average Walk Score of 79, indicating that most errands can be accomplished by walking.</i>
		<i>While most of the Main Street program boundary is not within easy walking distance of a Metro station, the area is served by several major bus routes, including the 51, 54, 59, S14, 51, and S1 bus routes.</i>
		<i>Several Capital Bikeshare stations are located along Kennedy Street and 14th Street. 14th Street also features a dedicated bike lane, though the greater area lacks a strong network of bicycle infrastructure.</i>

Note: 700 Kennedy Street and 4700 14th Street used to calculate WalkScores
Source: Walkscore.com

Safety

The areas surrounding the boundaries of Uptown Main Street experience below-average rates of personal and property crime, though safety concerns still exist among local stakeholders.

This lack of crime supports a healthy commercial environment, as customers feel more comfortable walking along the corridor. Low crime rates also strengthen business and property owner confidence in the long-term commercial viability of the area, making them more likely to make capital improvements and other local investments.

While crime rates in the study area are low, concerns about a lack of perceived safety have been expressed by local business owners and residents. One of the most effective and sustainable ways to combat a lack of perceived safety is to generate frequent pedestrian activity, which can be accomplished through the attraction of new businesses, the development of vacant or underutilized properties, or frequent programming. Encouraging local businesses to participate in the Private Security Camera Incentive Program, administered by the Office of Victim Services and Justice Grants, which provides reimbursements for installing security camera systems, can also be an effective measure to improve real and perceived safety.

Map of Area Personal Crime



Map of Area Property Crime



Source: Walkscore.com

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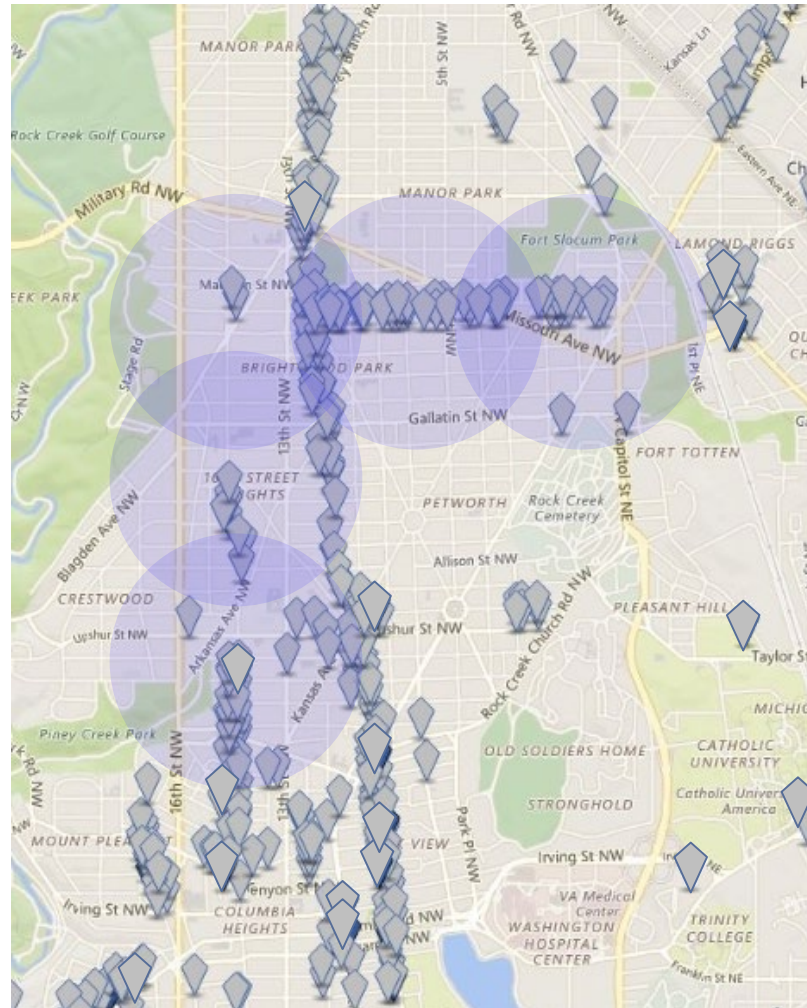


Retail 04 Analysis

Local Retail Context

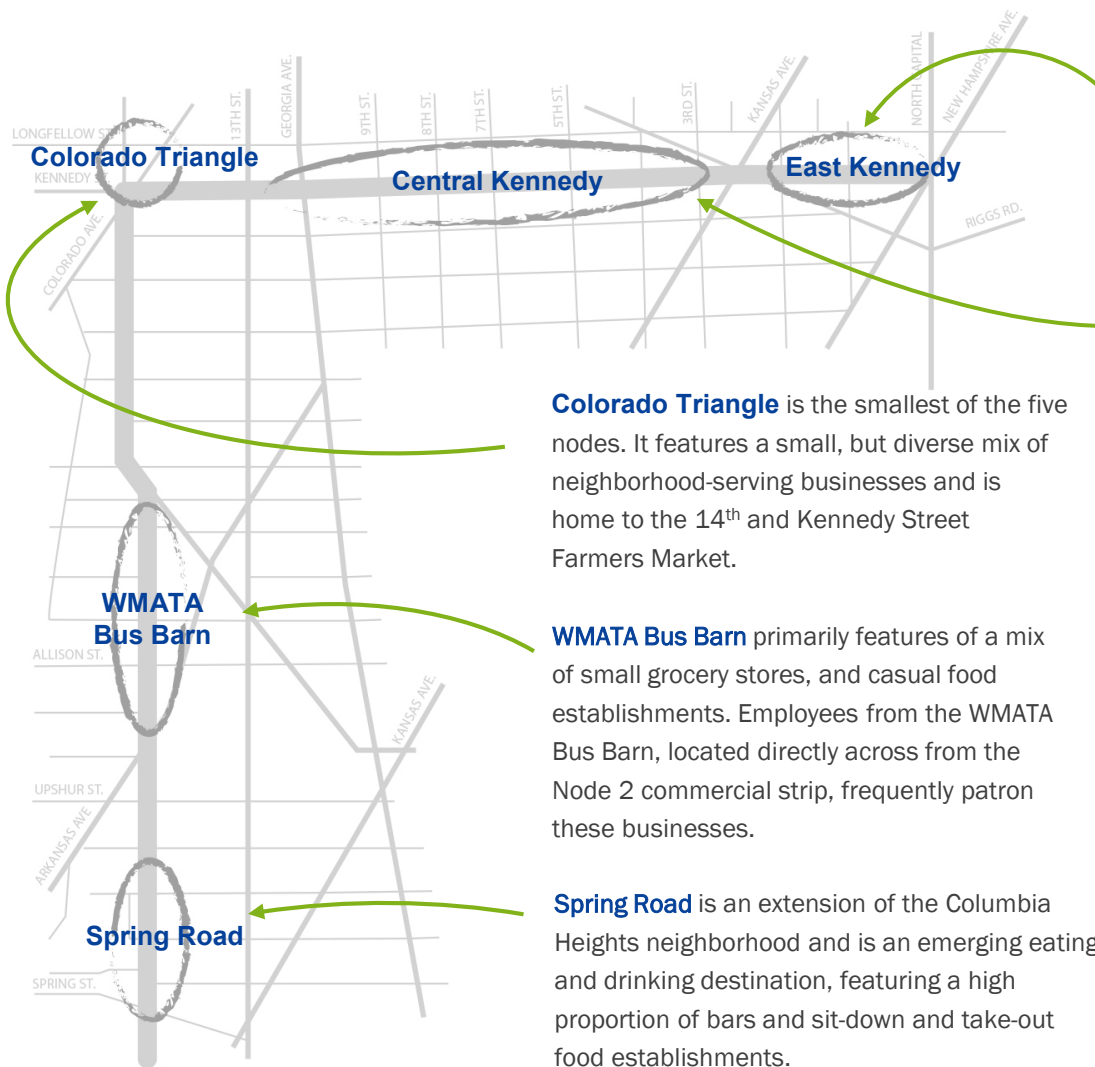
Retail in northwest DC, east of Rock Creek Park, is primarily located along the major north-south corridors of 14th Street and Georgia Avenue. In addition to the Upper 14th St./Kennedy Street corridor, neighborhood retail clusters can be found to the south, in Columbia Heights and Petworth (along Georgia Avenue and Upshur Street NW), as well as to the north, in the Brightwood neighborhood, north of Missouri Avenue NW.

Uptown Main Street faces the unique challenge of having another major commercial corridor running through its program boundary, as Upper Georgia Avenue directly intersects with Kennedy Street. This creates increased competition for businesses in the study area, particularly since businesses along Georgia Avenue are similarly diverse and primarily local-serving.



*Blue circles represent the primary market areas of each retail node.
Diamonds represent density of retail establishments.*

14th Street & Kennedy Street: Five Retail Nodes



East Kennedy is characterized by a high number of religious and social service organizations. The node also features a CVS, several nail and hair salons, and a handful of other neighborhood-serving establishments.

Central Kennedy comprises the heart of the Kennedy Street commercial corridor. In addition to a wide range of retail businesses, the street is home to several residential homes, apartments, churches, and other nonprofit uses. broken up with a large portion of residential and nonprofit uses. It also features a large amount of convenience stores and small grocers.

Five separate retail nodes are located in the program area, two nodes located on 14th Street, two nodes located on Kennedy Street, and one node at the intersection of both corridors. With a mix of residential and commercial uses along both corridors, the program area features a diverse pool of stakeholders.

Colorado Triangle is the smallest of the five nodes. It features a small, but diverse mix of neighborhood-serving businesses and is home to the 14th and Kennedy Street Farmers Market.

WMATA Bus Barn primarily features a mix of small grocery stores, and casual food establishments. Employees from the WMATA Bus Barn, located directly across from the Node 2 commercial strip, frequently patron these businesses.

Spring Road is an extension of the Columbia Heights neighborhood and is an emerging eating and drinking destination, featuring a high proportion of bars and sit-down and take-out food establishments.

Retail Conditions: Node Comparisons

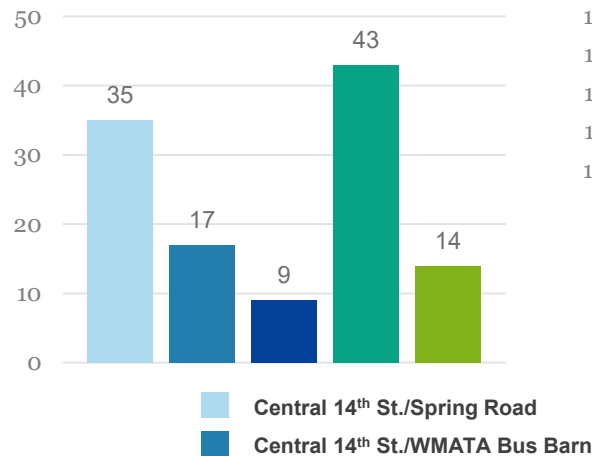
Five distinct retail nodes of varying sizes are located along Upper 14th Street and Kennedy Street.

Rents are relatively similar across the five nodes, though retail nodes on Upper 14th Street (Spring Road, WMATA Bus Barn, Colorado Triangle) fetch slightly higher rents than central Kennedy Street. All five retail nodes along

Upper 14th Street or Kennedy Street attract lower average rents than the city-wide average. Vacancy rates vary more considerably between the different nodes. Over the past five years, the Spring Road and East Kennedy nodes have experienced vacancy rates roughly in-line with the rest of the city, while the other three nodes have seen more limited vacancy.

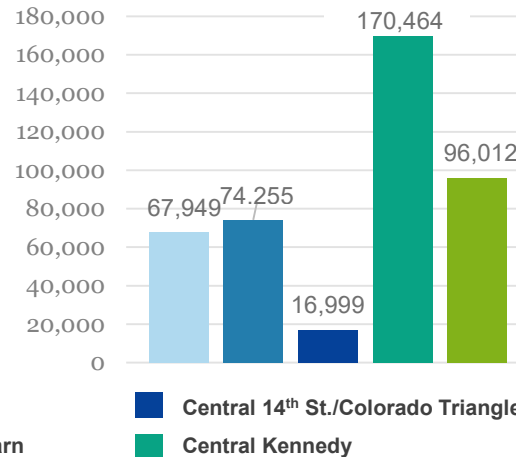
Number of Retail Establishments

The number of retail establishments varies widely between each node, with Central Kennedy and Spring Road accounting for over 60% of total businesses.



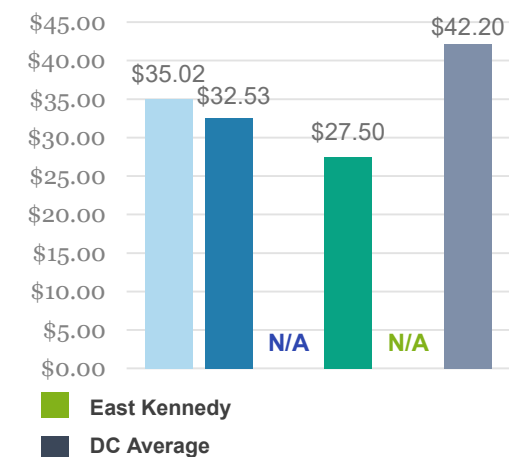
Existing Square Footage

The central segment of Kennedy Street features the largest inventory of retail space, comprising over 40% of the area's total retail square footage.



Asking NNN Rent per SF

The Spring Road node is able to attract slightly higher rents than the WMATA Bus Barn area, likely due to the former's proximity to Columbia Heights. Asking rent data is unavailable for the Colorado Triangle and East Kennedy nodes.



Note: Nodes 3 and 5 lacked a sufficient sample size to accurately measure NNN Rent per SF
Source: CoStar, Google

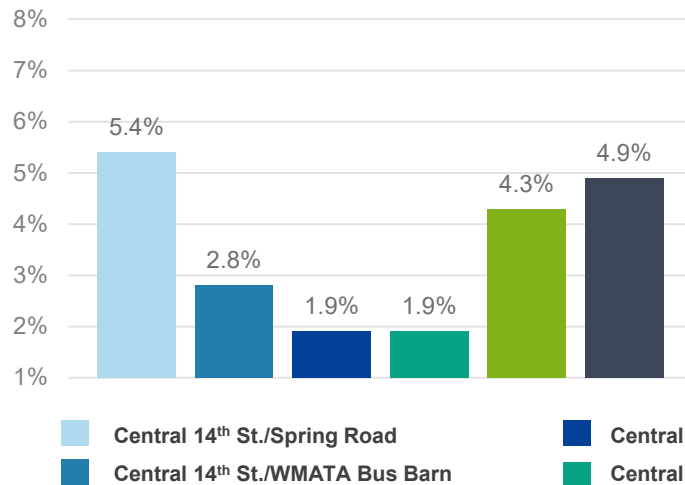
Retail Conditions: Node Comparisons

Over the past years, vacancy rates have been relatively low across all five retail nodes.

Additionally, vacant spaces throughout the Main Street area typically lease up at a relatively fast pace.

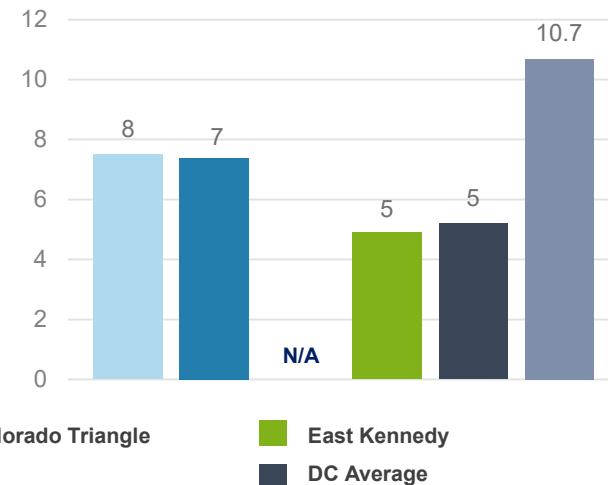
Retail Vacancy Rate (5 yr. avg.)

Vacancy rates are generally low or moderate across the five nodes, though these rates do not account for retail spaces not actively being marketed to tenants.



Months on Market (5 yr. avg.)

Empty retail spaces along Upper 14th Street spend almost identical lengths of time on the market before getting leased, as spaces along both the central and eastern segments of Kennedy Street.



Note: Colorado Triangle lacked a sufficient sample size to accurately measure average months on market.
Source: CoStar

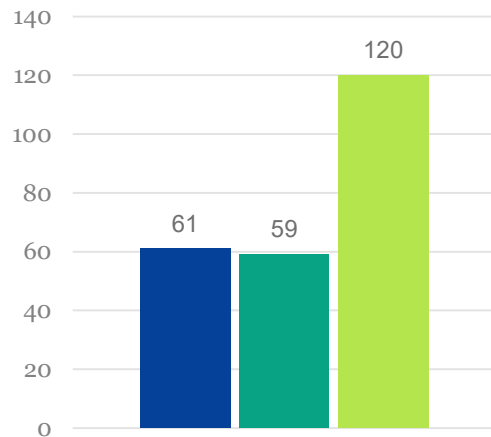
Retail Conditions: Total Program Area

The program area of Uptown Main Street features affordable retail rents, at almost \$10 less per SF than the city-wide average.

Upper 14th Street features slightly higher average asking rents than Kennedy Street, though rents along both corridors are affordable relative to other commercial districts in DC.

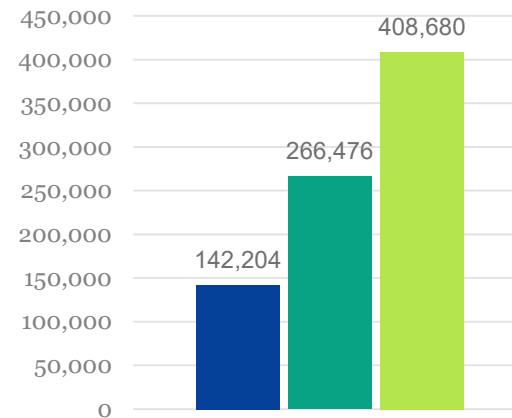
Number of Retail Establishments

120 retail establishments are located within the Uptown Main Street program boundary, almost equally split between Upper 14th and Kennedy Street.



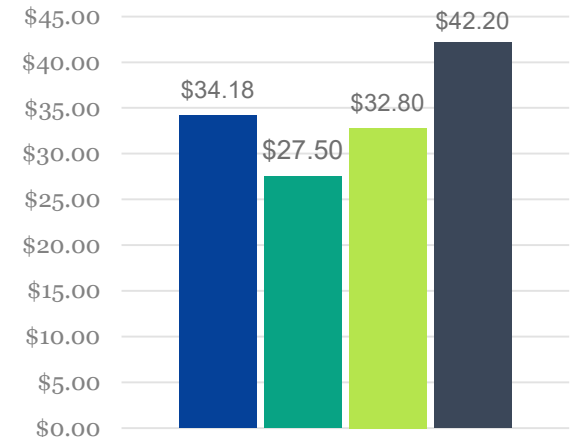
Existing Square Footage

Buildings on Kennedy Street account for approximately two-thirds of the total retail square footage in the area and are nearly 1,000 sq. ft. larger than those along Upper 14th Street.



Asking NNN Rent per SF (5 yr. avg.)

While Upper 14th Street and Kennedy Street have seen a rise in retail rents over the past decade, neither street attracts average rents as high as the city-wide average.



■ Upper 14th Street ■ Kennedy Street ■ Uptown Main Street ■ DC Average

Note: 14th and Kennedy node included in Kennedy Street figures

Source: CoStar, Google

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Retail Conditions: Total Program Area

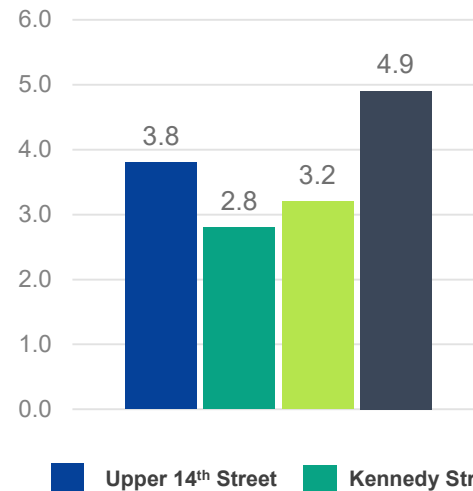
When a retail space within the program area becomes vacant, it typically takes around six months for the vacancy to be filled.

While this period is shorter than the citywide average, an opportunity still exists for Uptown Main Street to assist property owners and brokers quickly find new tenants to maintain commercial cohesion and street-level vibrancy.

With most available retail filling up relatively quickly, both corridors have had relatively low rates of vacancy over the past five years.

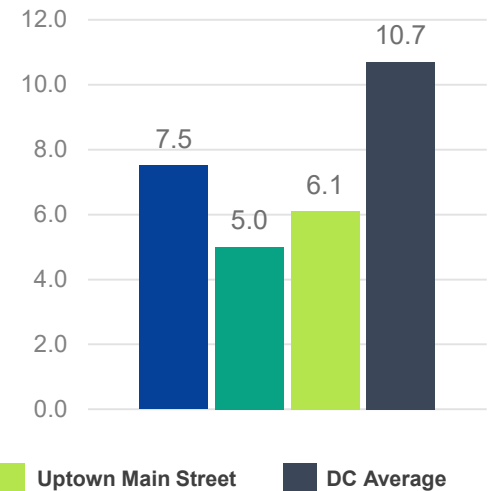
Vacancy Rate (5 yr. avg.)

Over the past five years, the Uptown Main Street has average a below-average vacancy rate of 3.2%.



Months on Market (5 yr. avg.)

Empty retail spaces on Upper 14th Street typically spend two and a half more months on the open market than spaces along Kennedy Street.



Notes: Retail spaces not actively marketed for lease are not factored into these percentages;
Colorado Triangle node included in Kennedy Street figures
Source: CoStar, Google

Retail Trends: Asking Rent

Rents within the Uptown Main Street program boundary have increased 145% since 2009, rising from an average of \$13.41 per sq. ft. in 2009 to \$32.80 in 2018.

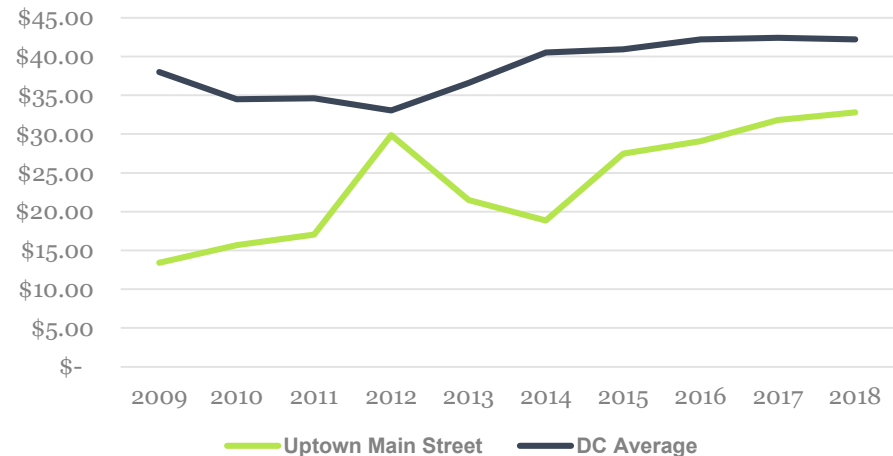
This has closed the gap between retail rents in the Uptown area and the District as a whole, which sits at \$42.20 per sq. ft. in 2018.

Over the past ten years, both the Upper 14th Street and Kennedy Street corridors have seen a significant increase in average retail rents.

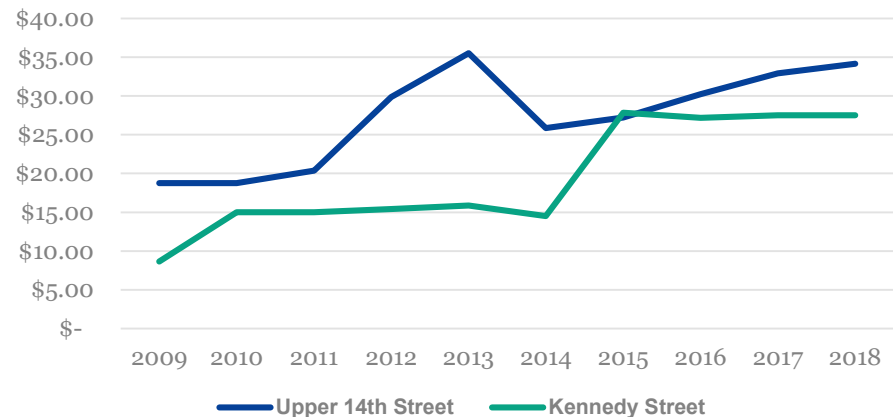
Average rent along Kennedy Street has increased 218% since 2009, while rents along Upper 14th Street have grown 82%. This significant increase is partly attributable to low rents following the 2008 recession, as well as an increase in local investment and the addition of several new businesses.

Since 2015, rents have stabilized along Kennedy Street, while Upper 14th Street is still experiencing an annual increase of approximately 10%.

Average Asking Rents (2009-2018)



Average Asking Rents (2009-2018)



Note: Blended average of 2011 and 2013 data used to calculate 2012 average asking rent on Kennedy Street.

Source: CoStar

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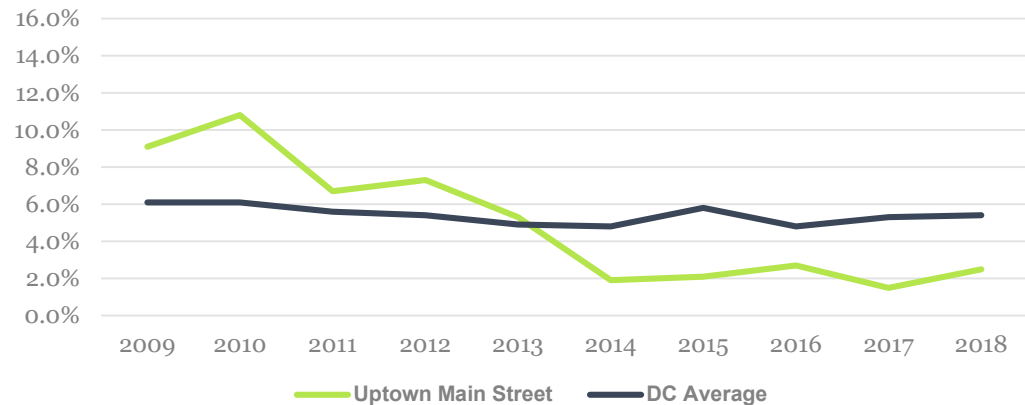
Retail Trends: Vacancy

Vacancy is not a major challenge in the Uptown Main Street program area, which has seen its vacancy rate significantly decline over the past decade, particularly along Kennedy Street.

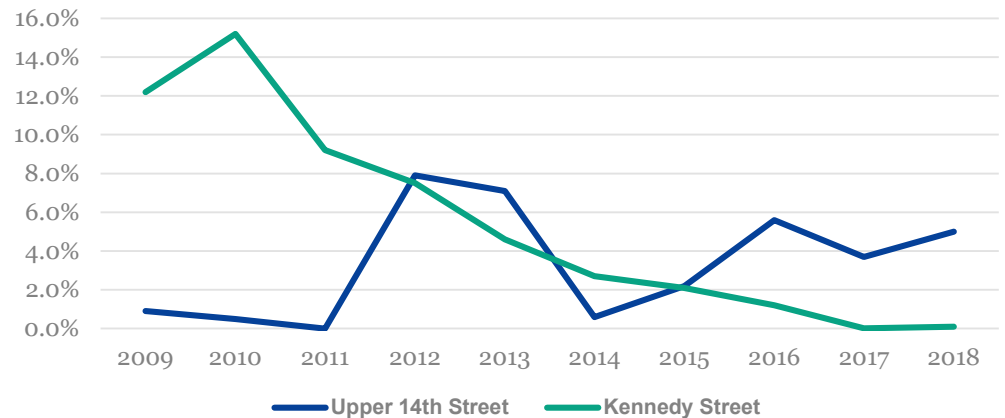
Over the past decade, the program area's vacancy rate has declined from high of 10.8% in 2010 to a low of 1.5% in 2017. As of 2018, the vacancy still sits at a relatively low rate of 2.5%. This dramatic decline reflects growing confidence in Upper 14th Street and Kennedy Street as strong places to start and grow businesses.

Over the past decade, Kennedy Street has experienced a dramatic decrease in vacancy since its peak of 15.5% in 2010 to nearly 0% in 2018. This steady decline in vacancy illustrates the corridor's growing economic vibrancy over the past ten years. Upper 14th Street has seen less pronounced change over the last decade, hovering between 2% and 6% over the past three years.

Vacancy Rates (2009-2018)



Vacancy Rates (2009-2018)



Retail Trends: Absorption

Kennedy Street has seen small, but consistent annual increases in occupied retail space since 2011.

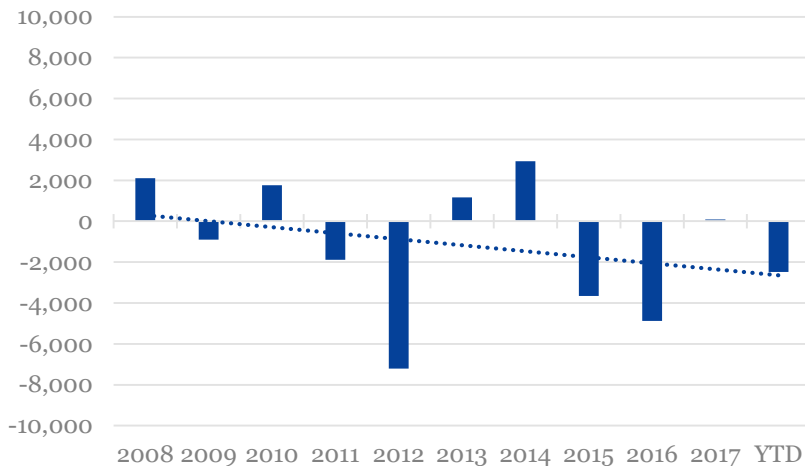
However, the total amount of retail space in the program area has remained similar over the past decade, due to limited new construction.

What is absorption?

Absorption is defined as the net change in occupied space over a given time period, calculated by summing all the positive changes in occupancy (move ins) and subtracting all the negative changes in occupancy (move outs).

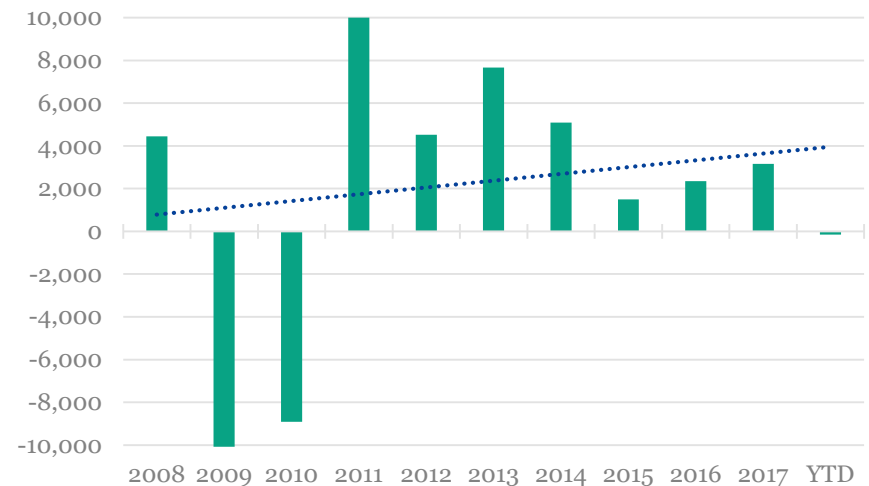
Upper 14th Street Absorption

The total amount of active retail space on Upper 14th Street has remained stable over the several years, reflected by small annual net absorption rates.



Kennedy Street Absorption

After losing a lot of retail tenants following the 2008 recession, Kennedy Street has consistently been growing its retail base since 2011.



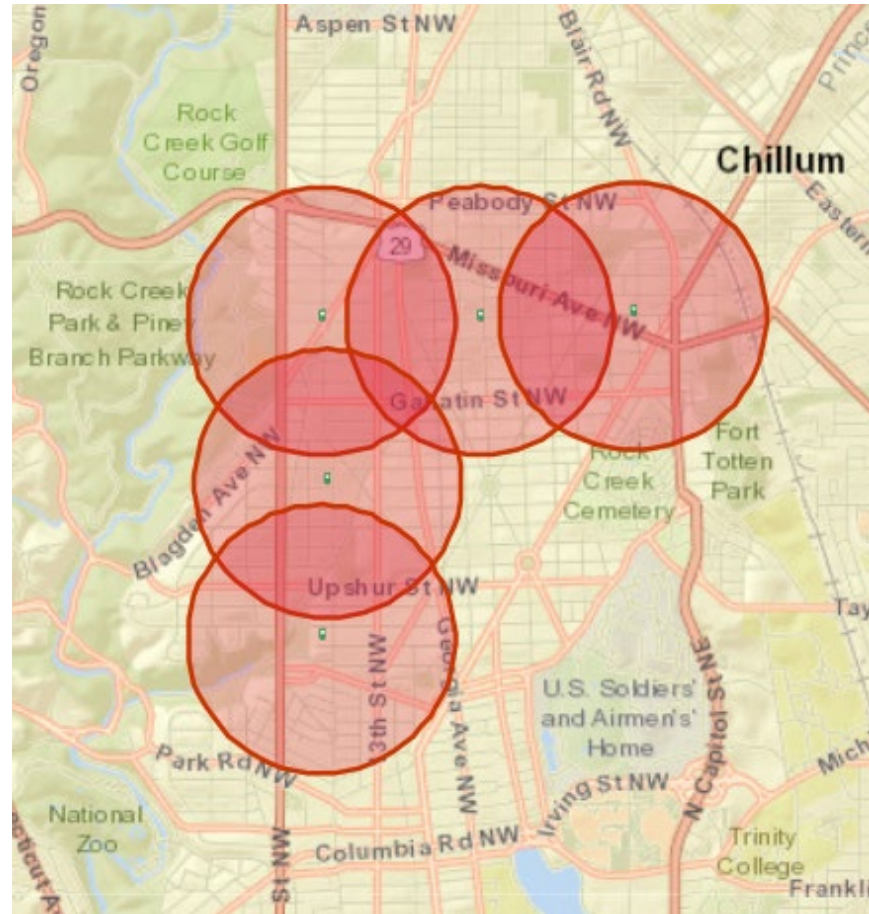
Uptown Main Street's Market Areas

The primary market area of Uptown Main Street, the smallest geographic area that contains the majority of the retail customer base, covers the residential neighborhoods within a half-mile (10-15 minute walk) of each of the area's five commercial nodes.

This area accounts for approximately 75% of customer traffic. Geographically, the area covers much of the "Uptown" region of northwest DC, between Rock Creek Park and North Capitol Street, extending roughly from Park Rd NW to the south, to Peabody Street NW to the north.

The secondary market area (SMA) of Uptown Main Street includes visitors who live in other areas of the city or region, but travel to Upper 14th Street or Kennedy Street for specific commercial purposes.

These visitors are typically attracted by restaurants, bar, hair salons, or specialty retail, though they also may visit nearby businesses located within the same commercial node.

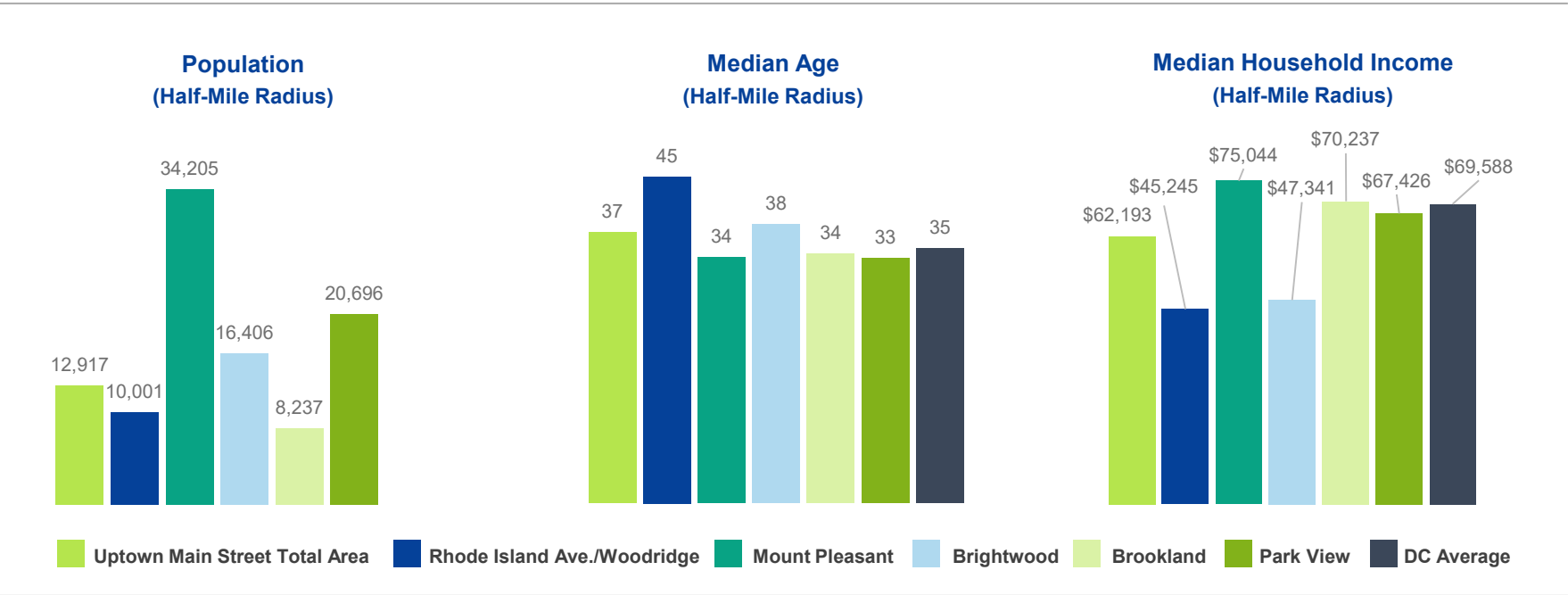


Circles represent the primary market area for each of the five retail nodes in the Uptown Main Street program boundary.

Comparison Districts: Demographics

The population around the Uptown Main Street is relatively small, due to the abundance of detached, single-family homes in the surrounding neighborhoods, and has a moderate spending capacity relative to comparable neighborhoods.

While the area is characterized by its single-family homes and quiet atmosphere, its median age is only slightly above the citywide median.

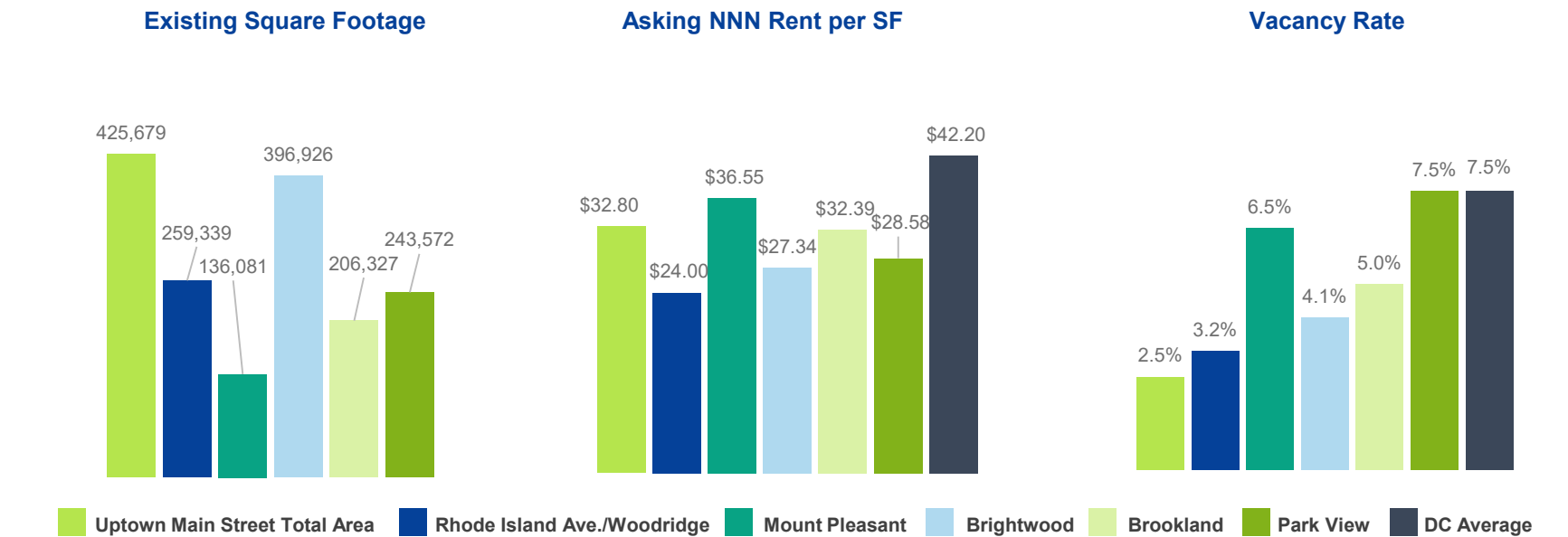


Note: Population of Uptown Main Street Total Area reflects average of five retail nodes. Half-mile radius around entire program area used to calculate Median Age and Median Household Income.
Source: WDCEP, ESRI

Comparison Districts: Retail Conditions

The Uptown Main Street program area features affordable rents and a low vacancy rate in comparison with other similar and nearby commercial districts.

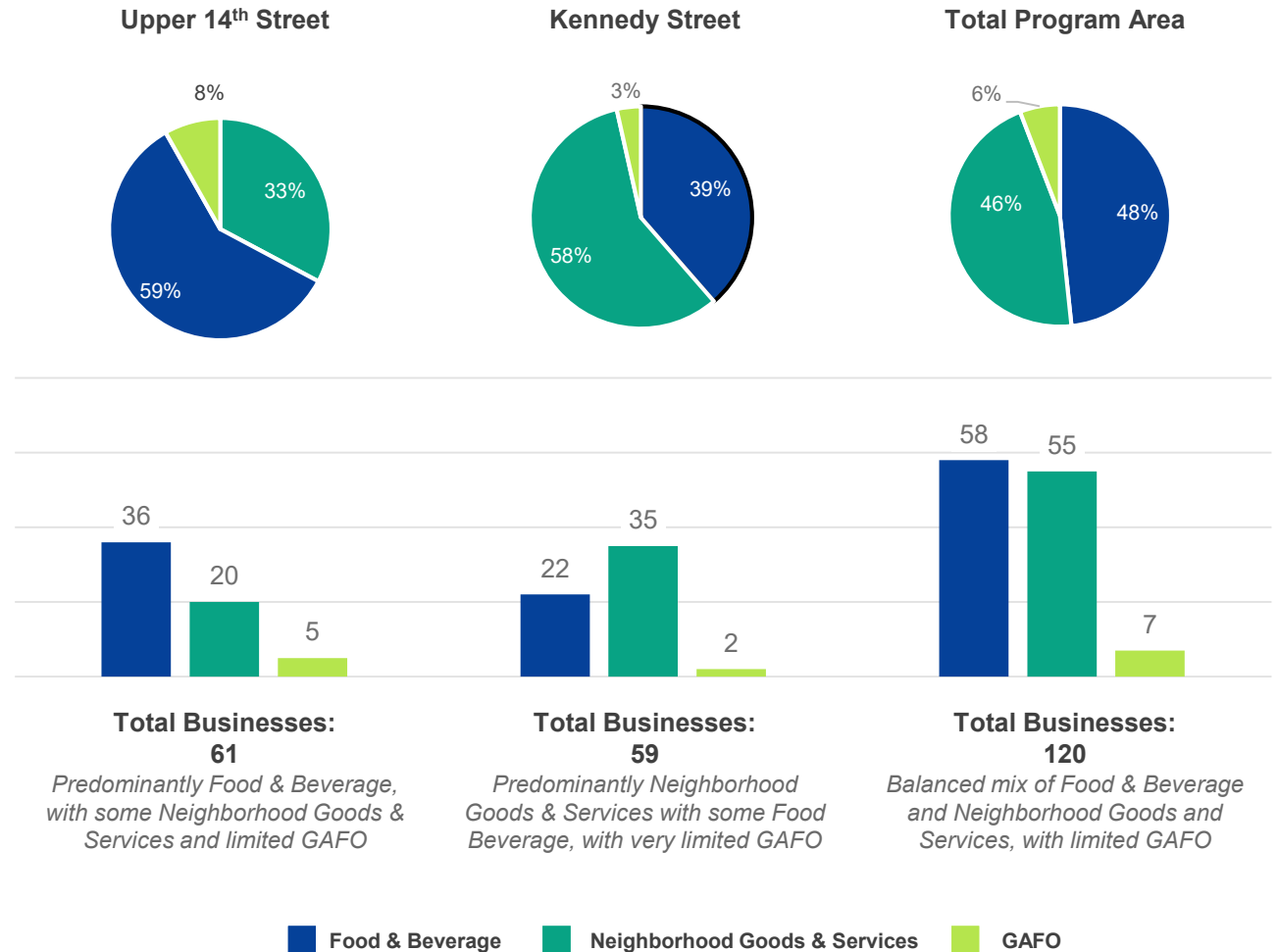
Notably, the program area also covers more total square feet of retail spaces than Brightwood, Park View, Rhode Island Avenue/Woodridge, Brookland, or Mount Pleasant.



Retail Mix: Neighborhood Comparisons

Upper 14th Street and Kennedy Street have notably different mixes of retail types, with Upper 14th Street featuring a much higher proportion of food and beverage establishments.

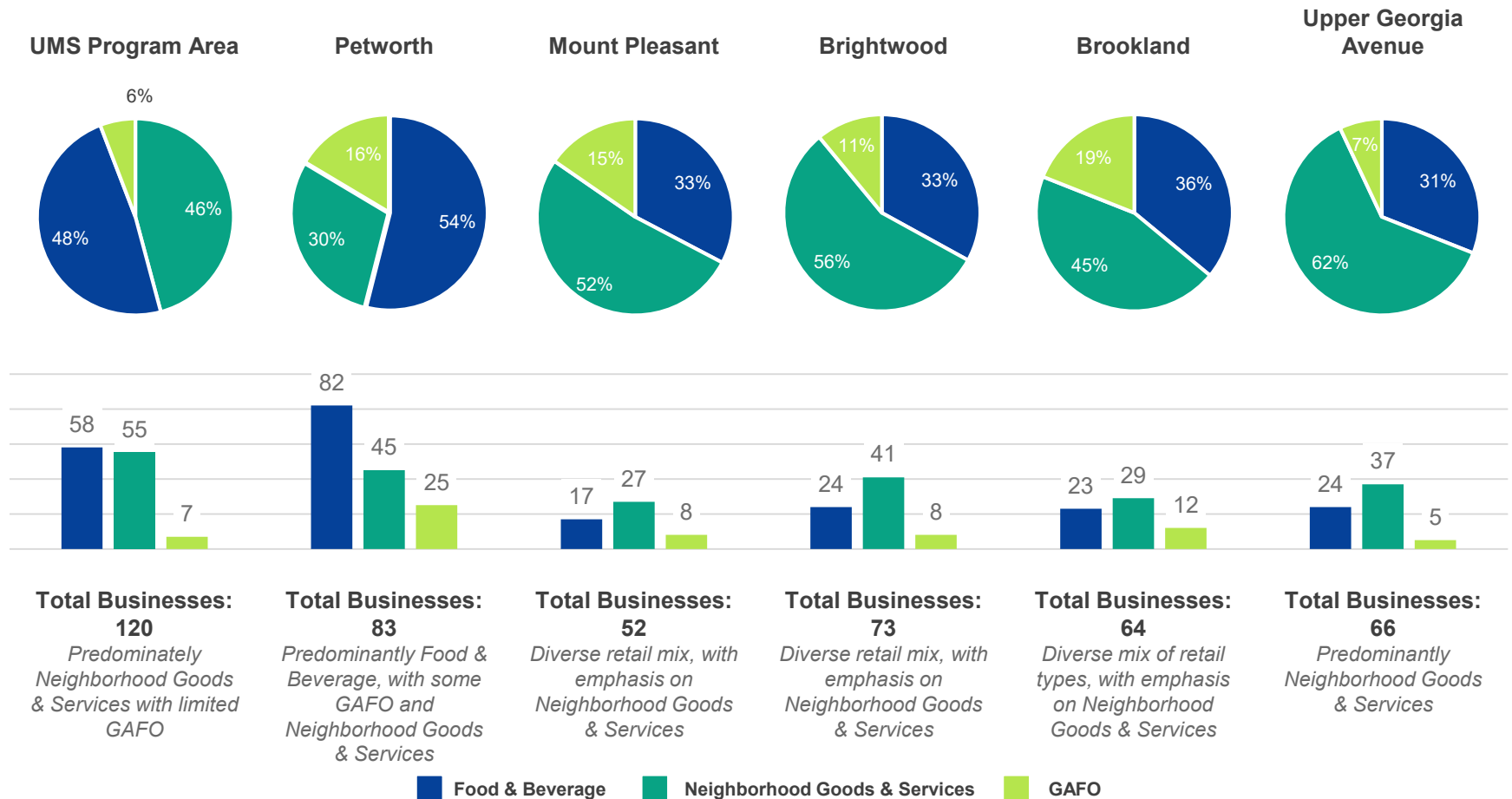
In contrast, Kennedy Street has a balance of food and beverage businesses and establishments that provide neighborhood goods and services, such as convenience stores, grocers, salons, and barber shops. Neither street offers a high amount of GAFO retail, reflective of the small size of the local population, limited daytime traffic, and small floorplans within the study area.



Retail Mix Comparison

Retail Type Examples

- **Food & Beverage** includes businesses in which customers primarily come to eat or drink, such as restaurants, bars, and cafes.
- **Neighborhood Goods & Services** includes businesses such as pharmacies, convenience stores, dry cleaners, barber shops, and nail salons.
- **GAFO (General Apparel Furnishing & Other)** businesses offer physical, non-perishable items such as clothing, shoes, books, luggage, or jewelry.



OP Retail Tool Kit: Retail Viability



The DC Office of Planning developed a process for evaluating retail conditions in the District called the DC Vibrant Retail Streets Toolkit. This analysis borrows from the Toolkit to evaluate two things:

(1) Retail mix diagnostic assessment:

What conditions do retailers look for before moving to a location, and does Uptown Main Street satisfy this criteria?

(2) Implementation process:

What are the elements that can help spark a retail street to vibrancy, and what can be done to satisfy this criteria along Uptown Main Street?

OP Retail Tool Kit Retail Viability: Neighborhood Goods & Services

Upper 14th and Kennedy Streets satisfy most conditions for establishments that offer neighborhood goods and services.

Evaluation Criteria	14 th Street	Kennedy Street	Petworth	Mount Pleasant	Brightwood	Brookland
Population 2,000 people within ¼ mi.	3,100 residents	5,022 residents	5,600 residents	8,905 residents	2,489 residents	2,161 residents
Median HH Income \$65,000 / HH within ¼ mi.	\$70,584	53,318	\$66,582	\$76,828	\$63,052	\$98,572
Daytime Population 7,500 people within ¼ mi.	2,443	3,673	4,193	5,583	3,579	1,970
Educational Attainment 40% of pop. has bachelor's degree or higher (¼ mi.)	42%	34%	51%	60%	35%	61%
Pedestrian Traffic 20 pedestrians passing/avg. hour	Yes	Yes	Yes	Yes	Yes	Yes
Metro/Streetcar Accessibility Metro stop within 3 blocks	No	No	Yes	No	No	Yes
Vehicular Traffic 5,000 vehicles per day	9,100 vehicles	7,400 vehicles	22,000 vehicles	5,400 vehicles	19,800 vehicles	8,100 vehicles
Level of Retail Competition Existing cluster of neighborhood goods & services	Yes	Yes	Yes	Yes	Yes	Yes
Regional Draw Not applicable for NG&S retail	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Retail-Ready Spaces Available spaces ready for move-in	Yes	Yes	Yes	Yes	Yes	Yes
Overall Viability:	7 of 9	5 of 9	8 of 9	7 of 9	6 of 9	8 of 9

OP Retail Tool Kit Retail Viability: Food and Beverage

Upper 14th and Kennedy Streets satisfy most conditions for food and beverage establishments.

Evaluation Criteria	14th Street	Kennedy Street	Petworth	Mount Pleasant	Brightwood	Brookland
Population 10,000 people within ½ mi.	11,499 residents	14,607 residents	16,987 residents	32,939 residents	14,134 residents	9,092 residents
Median HH Income \$65,000 / HH within ½ mi.	\$75,876	\$55,231	\$67,853	\$72,937	\$54,334	\$70,632
Daytime Population 45,000 people within ½ mi.	9,280	13,260	10,801	19,258	3,774	8,633
Educational Attainment 40% of pop. has bachelor's degree or higher (1 mi.)	52%	40%	51%	65%	41%	44%
Pedestrian Traffic 60 pedestrians passing / hour	No	No	No	No	No	No
Metro/Streetcar Accessibility Metro stop within 3 blocks	No	No	Yes	No	No	Yes
Vehicular Traffic 7,500 vehicles per day	9,100 vehicles	7,400 vehicles	22,000 vehicles	5,400 vehicles	19,800 vehicles	8,100 vehicles
Level of Retail Competition Existing cluster of restaurants, cafes, and bars	Yes	Limited	Yes	Yes	Limited	Yes
Regional Draw Shoppers attracted from outside areas	No	No	No	Limited	No	No
Retail-Ready Spaces Available spaces ready for move-in	Yes	Yes	Yes	Yes	Yes	Yes
Overall Viability:	6 of 10	4 of 10	7 of 10	5 of 10	4 of 10	6 of 10

OP Retail Tool Kit Retail Viability: General Merchandise, Apparel, Furnishings, & Other (GAFO)

Most comparison neighborhoods are similarly
less viable for traditional GAFO retail.

Evaluation Criteria	14 th Street	Kennedy Street	Petworth	Mount Pleasant	Brightwood	Brookland
Population 50,000 people within 1 mi.	56,551 residents	43,588 residents	63,984 residents	86,642 residents	36,003 residents	29,687 residents
Median HH Income \$75,000 / HH within 1 mi.	\$74,229	\$59,085	\$69,113	\$79,389	\$63,101	\$53,962
Daytime Population 25,000 people within ½ mi.	9,280	13,260	10,801	19,258	10,221	32,718
Educational Attainment 50% of pop. has bachelor's degree or higher (1 mi.)	52%	40%	51%	65%	41%	44%
Pedestrian Traffic 40 pedestrians passing / hour	No	No	Yes	Yes	No	No
Metro/Streetcar Accessibility Not applicable for GAFO	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Vehicular Traffic 15,000 vehicles per day	9,100 vehicles	7,400 vehicles	22,000 vehicles	5,400 vehicles	19,800 vehicles	8,100 vehicles
Level of Retail Competition Small existing concentration of GAFO shops	No	No	No	Limited	Limited	No
Regional Draw Shoppers attracted from outside areas	No	No	No	No	No	No
Retail-Ready Spaces Available spaces ready for move-in	No	No	Yes	No	No	No
Overall Viability:	2 of 9	0 of 9	5 of 9	4 of 9	1 of 9	1 of 9

OP Retail Tool Kit: Implementation

The OP Retail Tool Kit finds that vibrant retail streets in DC typically have the following attributes. As such, addressing these characteristics is a helpful way to develop the conditions that can attract, support, and sustain successful retail.

Managed. Support from an active Merchants' Association or Non-Profit Organization provides clear leadership and serves as a surrogate for single landownership for most vibrant retail streets.

Retail-Appropriate. Ground-floor spaces along vibrant streets have high ceiling heights (12 feet or more), transparent storefronts, adequate sidewalks (8 feet and more), and few disruptions in retail continuity (few instances of interference by professional offices, open space, residential-only buildings, etc.).

Safe. Regardless of the crime statistics for the neighborhood, vibrant streets maintain a perception of safety.

Mixed. The types of retail tenants on vibrant retail streets reflect the market demand. Unsupportable tenants are not artificially introduced. That said, the merchandising mixes on most vibrant streets have a prevailing retail category (NG&S, F&B, or GAFO) with similar percentages of tenants from the other two retail categories.

Championed. A vibrant retail street is likely to show signs of investment, either by the public or private sector. Examples of these investments can include major development, street furniture, public art, and removal of above-ground power lines, to name a few.

Anchored. The street is activated by a civic or cultural anchor that attracts people for purposes other than commerce.

Walkable. A vibrant street is part of a walkable community and is supported by pedestrian-oriented residents.

Unified. Vibrant streets generally have a common character or theme, often historical in nature, that binds the street's range of services.

Accessible. Establishments along a vibrant street are well-served by either transit or by adequate parking facilities, but not necessarily both.

Visible. Surrounding streets have enough traffic to ensure visibility, but not so much that the area is difficult to access.

OP Retail Tool Kit: Implementation Process Flowchart

The retail conditions for Uptown Main Street successfully satisfies four of the eight implementation criteria for a vibrant retail street:

- It is **managed** by Uptown Main Street.
- It is **retail-appropriate**, with spaces adequately positioned for retail use.
- It is **mixed**, with both neighborhood goods and services as well as food and beverage establishments.
- It is **safe**, with crime levels at or below DC average.

Several opportunities exist to improve the vibrancy of Upper 14th Street and Kennedy Street. The length of the retail corridors and residential gaps between commercial clusters hinders the walkability of the neighborhood. Enhancing placemaking efforts will help connect these nodes and improve the walkability overall. Leveraging these opportunities will help the corridors become more vibrant, distinct places to serve the neighborhood residents and local population.





05

Retail Opportunity Gap

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Retail Opportunity Gap

The program area captures a relatively large portion of local spending on eating, drinking, and basic neighborhoods goods.

The area also captures a high portion of local grocery spending, reflecting the large supply of local convenience stores along the corridors. Many of these stores are struggling to cope with declining customer traffic, as a result of increased local competition. This represents an opportunity for Uptown Main Street help these stores become more sustainable and assist them in making strategic adjustments, such as storefront improvements and a diversification of product offerings.

Industry groups experiencing low levels of leakage:

- Grocery stores
- Electronics and appliance stores
- Food & beverage stores

Industry groups experiencing high amounts of leakage:

- Book and music stores
- Home furnishing stores
- Clothing stores

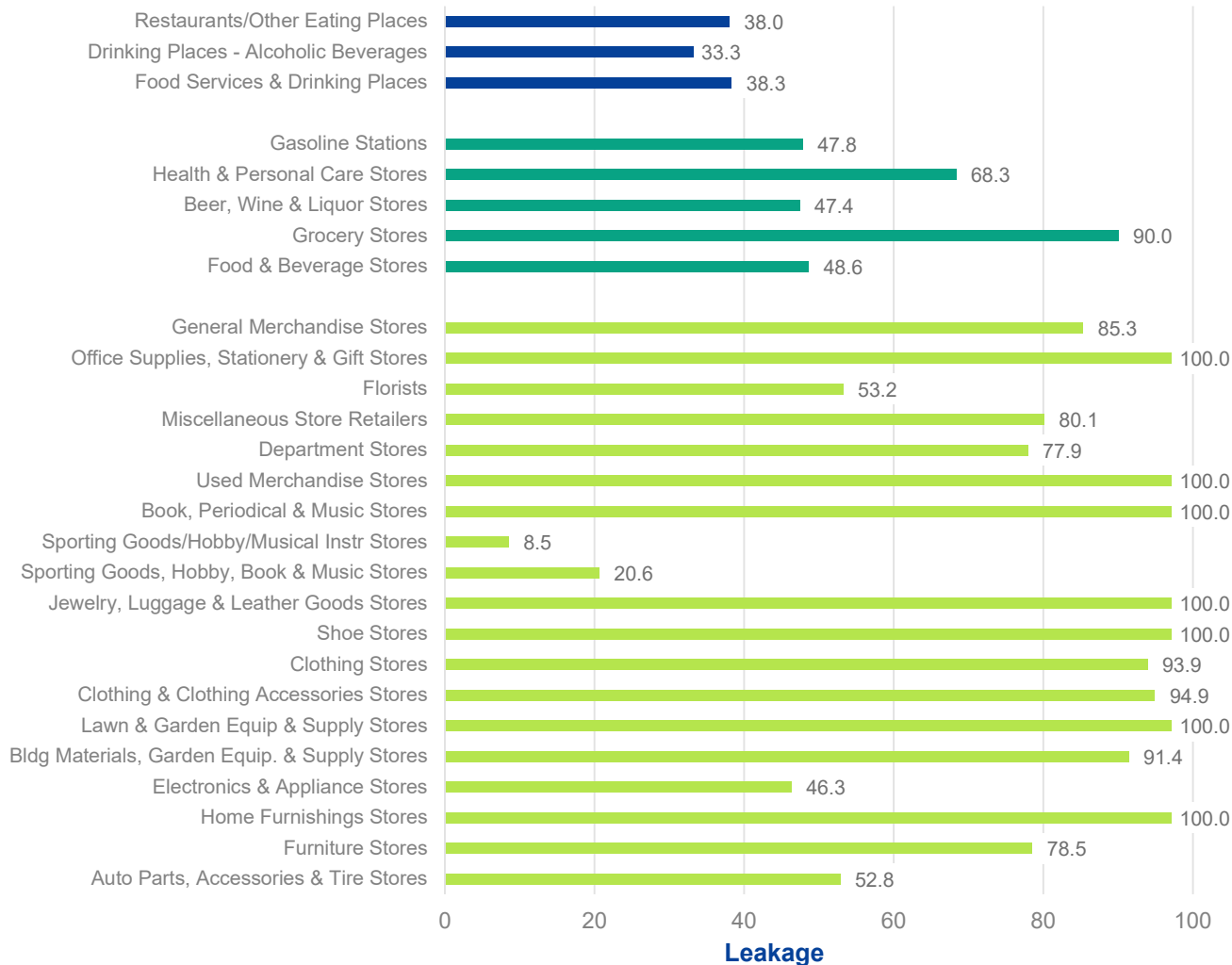
What is retail “leakage” and “surplus”?

Leakage in an area means that demand exceeds supply. Retailers outside the area are fulfilling the demand for retail products and services, causing local residents’ spending to “leak” out of the area. Leakage in a given sector may indicate an opportunity to better capture local demand, though not all retail types are suited for every area.

Surplus in an area means that retailers are meeting local retail demand and attracting shoppers that reside outside the area.

Retail Opportunity Gap

**Retail Leakage By Industry Group
(Secondary Market Area)**



Businesses within the program area capture a portion of a moderate amount of local spending.

Most neighborhood goods and services are purchased locally, while most nearby residents leave the area to meet their clothing, shoe, and other GAFO needs. These levels of leakage are expected to continue, as the area lacks the daytime traffic and residential density to sustain a large supply of GAFO establishments.

Note: Analysis excludes businesses along Georgia Avenue NW.

Source: ESRI

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06

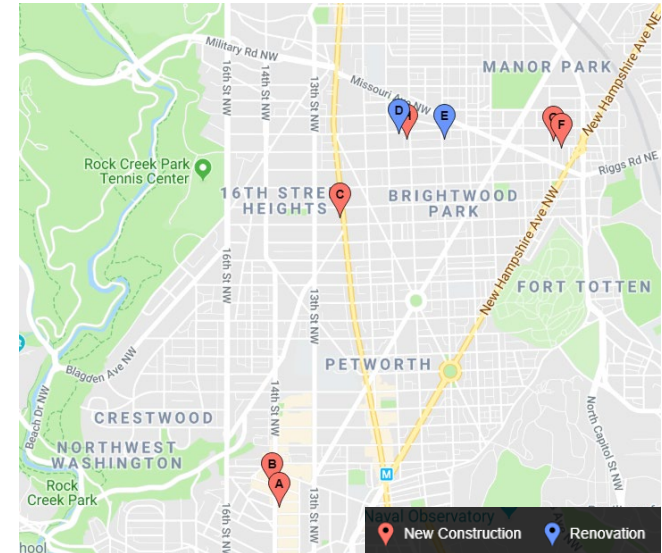
Projected Future Conditions



Planned & Proposed Development

The residential and workforce population of Kennedy Street will slightly grow in the near future, while 14th Street will likely remain stagnant.

Development often brings new residents and workers to an area, increasing the viability of retail. Several residential projects are currently planned on or near Kennedy Street, which will provide a boost to local businesses who heavily rely on customer traffic from nearby residents. However, limited development is planned or under construction along Upper 14th Street. As a result, retail viability along the corridor is not expected to significantly change in the near future.



Project	Location	Developer	Total SF	Construction Type	Major Use	Residential Units	Retail SF	Status
3505 - 3509 14th Street	3505 - 3509 14th Street, NW	Beni LLC	12,893	New Construction	Residential	12	1,200	Near Term
3560 14th Street	3560 14th Street, NW	Bonstra	13,200	New Construction	Residential	12	3,000	Near Term
5100 Georgia Avenue	5100 Georgia Avenue, NW	SGA Companies	43,193	New Construction	Assisted Living	49	--	Under Construction
The Brightwood	734 Longfellow Street, NW	Manna	49,428	Renovation	Residential	60	--	Near Term
5505 5th Street	5505 5th Street, NW	Department of General Services	20,000	Renovation	Residential	45	--	Under Construction
22-24 Kennedy Street	22-24 Kennedy Street NW	District Properties	~70,000	New Construction	Residential	~70	--	Long Term
67-71 Kennedy Street	67-71 Kennedy Street NW	Coloma River Capital	13,000	New Construction	Mixed-Use	46	8,500	Near Term
5508 7th Street	5508 7th Street, NW	--	--	New Construction	Residential	28	--	Near Term
			221,714 SF				324 units	12,700 SF



07

Retail Enhancement Strategies

Summary Of Conditions

One Main Street Program		Two Commercial Corridors		Five Retail Nodes	
Uptown Main Street	<p>Upper 14th Street and Kennedy Street share many fundamental commercial characteristics, as each are largely made up of locally-owned businesses that primarily serve customers who live in the immediate surrounding community.</p> <p>The residential character surrounding the area of Uptown Main Street limits daytime population with few office uses or anchor businesses along either corridor.</p>	Upper 14 th Street	<p>Upper 14th Street is composed of three distinct retail nodes and long stretches of residential area, limiting pedestrian traffic between the three nodes. Overall, the corridor features slightly higher average asking rents and a larger proportion of eating and drinking establishments than Kennedy Street.</p>	Spring Road	<p>Highest average asking rent of the five nodes, reflecting proximity to Columbia Heights and small cluster of popular restaurants and bars.</p>
		Kennedy Street	<p>Kennedy Street is predominantly composed of businesses that offer local goods and services, with a particularly high number of convenience stores and funeral homes. Its vacancy rate has been steadily decreasing over the past decade, as several new businesses have recently located along the corridor. Commercial rents, after a period of rapid growth, have stagnated over the past three years.</p>	WMATA Bus Barn	<p>Slightly lower asking rents than Spring Road, with high proportion of eating and drinking establishments and multiple arts/cultural uses.</p>
				Street/Colorado	<p>Location of the 14th and Kennedy Farmers Market and connection point between the program area's two commercial corridors.</p>
				Kennedy (Central)	<p>Predominantly local-serving establishments, with a high proportion of convenience stores and residential uses along the corridor.</p>
				Kennedy (East)	<p>Higher vacancy rate than the central portion of Kennedy Street, with a similarly local-serving retail mix. Higher proportion of religious and child care uses.</p>

Summary Of Conditions

The Uptown Main Street program area spans across two commercial corridors, both largely composed of independently-owned businesses that primarily serve local residents. Retail rents have considerably increased over the past decade, though a lack of nearby residential development has limited the growth of the local customer base, putting pressure on businesses to remain competitive.

Physical Conditions

Uptown Main Street has a unique, L-shaped program boundary that spreads across two different commercial corridors.

Most retail spaces in the program are small, one to two story commercial buildings, ideal for neighborhood goods and services and food and beverage establishments.

Businesses

Upper 14th Street and Kennedy Street have notably different retail mixes. Kennedy Street predominantly features businesses that offer local-serving goods and services, while Upper 14th Street features a higher proportion of restaurants and bars.

Customer Base

Businesses within the program area draw the majority of their customers from the local area, though many nearby residents still leave the area to meet their retail needs.

The size of the local customer bases of Upper 14th Street and Kennedy Street are unlikely to significantly grow in the near future, due to limited new residential development and low-density zoning in surrounding neighborhoods.

Rental Trends

Retail rents in the Uptown area have seen a substantial increase over the past decade. Asking rents within the program area have climbed from \$13.41 to \$32.80 between 2009 and 2018. Asking rents along Kennedy Street have seen a particularly dramatic increase, jumping 218% since 2009.

Since 2015, asking rents along Kennedy Street have stagnated while Upper 14th Street has seen asking rents continue to annually rise.

Key Opportunities

While Uptown Main Street has a somewhat untraditional program boundary, local retail conditions call for a balanced, traditional Main Street approach centered around the four points of design, economic vitality, promotion, and organization. By focusing on these core services, Uptown Main Street can continue building strong local partnerships and helping local businesses meet the challenges of rising rents, regulatory issues, and increased competition from other neighborhoods.

Design

Enhance street-level activity and vibrancy

Improve streetscape, storefront facades, and public space amenities.

Continue strategic effort to promote and bolster the local arts scene

Economic Vitality

Help local businesses adapt to changing market conditions and technology

Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance

Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.

Promotion

Grow customer base through strategic marketing and events

Organize programming highlighting local businesses to attract local residents and outside visitors.

Use online platforms to improve local perceptions of commercial corridor and connect stakeholders from both commercial corridors.

Organization

Continue to establish presence as a key resource across two corridors

Continue to develop awareness of Uptown Main Street and the programs it offers

Identify key opportunities for organization growth and strategy by engaging in a strategic planning process.

Recommendation:

ENHANCE STREET-LEVEL ACTIVITY AND VIBRANCY

Opportunity	Retail Enhancement Strategies
Improve streetscape, storefront facades, and public space amenities	<ul style="list-style-type: none">• Assist businesses in application process for Great Streets and DCHD Storefront Façade Improvement grants.• Explore opportunities to enhance the capacity of Clean & Safe teams along both Upper 14th Street and Kennedy Street.• Help interested businesses apply for Public Space permit to add outdoor seating.• Continue encouraging local businesses to participate in the Private Security Camera Incentive Program from the Office of Victim Services and Justice Grants• Explore implementation of 2012 DC Office of Planning recommendation to reconfigure the island park at the intersection of 14th Street, Colorado Avenue, and Kennedy Street into a pedestrian plaza.
Continue strategic effort to promote and bolster the local arts scene	<ul style="list-style-type: none">• Continue engaging with owners and tenants of Dance Loft on Upper 14th Street in order to fully utilize and promote the unique cultural space• Continue support of innovative streetscaping efforts, such as redesigned crosswalks, plazas, or pop-up art installations.• Consider landmark status or historic designation for culturally significant buildings in program area• Continue support and facilitation of pop-up events and murals connecting local artists, property owners, and funders.

Recommendation:

HELP LOCAL BUSINESSES ADAPT TO CHANGING MARKET CONDITIONS AND TECHNOLOGY

Opportunity	Retail Enhancement Strategies
Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance	<ul style="list-style-type: none">• Continue working with Latin Economic Development Corporation and Korean-American Grocers Association to organize workshops and education materials for local business owners.• Continue conducting in-person outreach to Spanish-speaking businesses owners and providing translated versions of Uptown Main Street educational and promotional materials to ensure value to local business owners.• Develop tools that help business receive customer feedback to quickly adjust product offerings. Consider offering surveys specifically catered to small convenience stores, which, due to high local supply, could particularly benefit from enhanced product differentiation.• Act as a community liaison for future construction projects along either corridor to ensure quality communication between businesses and project managers.• Offer support services specifically for dealing with DCRA, ABRA, and OTR, including permitting, accounting, licensing, and regulatory support.
Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.	<ul style="list-style-type: none">• Develop resources, such as one-pagers, guides, workshops, etc., that outline how to fully leverage Yelp, Uber Eats, GoPuff, GrubHub/DoorDash, and Google Businesses. This should include outlines for how to update business information, add professional photographs, maintain a strong user rating, and register for delivery services.• Hire a professional photographer to take photos of exteriors, interiors, and products of local businesses for businesses to use on websites and social media channels.

Recommendation:

GROW CUSTOMER BASE THROUGH STRATEGIC MARKETING AND EVENTS


Opportunity	Retail Enhancement Strategies
Organize programming highlighting local businesses to attract local residents and outside visitors.	<ul style="list-style-type: none">• Strengthen partnership with District Bridges to co-host events that bring visitors to Upper 14th Street.• Leverage the unique nature of the WMATA Bus Barn to promote brand of Upper 14th Street• Explore feasibility of rotating location of Farmer's Market to other commercial nodes to enhance exposure to all businesses in the program area.• Encourage more businesses along Upper 14th Street and Kennedy Street to participate in Farmer's Market.• Leverage existing network of community organizations and neighborhood listservs to promote events share positive business-related updates with local residents• Consider developing promotions and cross-marketing partnerships between businesses that encourage customers to visit both Upper 14th Street and Kennedy Street.
Leverage Uptown Main Street website to promote local brand and businesses	<ul style="list-style-type: none">• Continue using Uptown Main Street website and social media platforms to highlight local events, business openings, and other local news.• Increase visitor traffic to Uptown Main Street website by posting regular updates and cross-promoting across various social media channels

Recommendation:

CONTINUE TO ESTABLISH PRESENCE AS A KEY RESOURCE ACROSS TWO CORRIDORS

Opportunity	Retail Enhancement Strategies
Continue to develop awareness of Uptown Main Street and the programs it offers	<ul style="list-style-type: none">• Continue building relationships with local businesses, residents, real estate developers, and other potential supporters• Procure or internally produce professional photographs of each corridor that can be used on Uptown Main Street promotional materials and be made easily available to local businesses, brokers, and other stakeholders.• Continue building inventory of business owner contact information to readily disseminate key information relating to upcoming construction, events, funding opportunities, and workshops.• Create an interactive calendar that allows residents and other local stakeholders to share and learn about community events and promotions.
Engage in strategic planning process to identify opportunities for organizational growth	<ul style="list-style-type: none">• Create a formal strategic plan for Uptown Main Street, to map out organizational priorities, goals, and implementation steps• Consider resource allocation between the five nodes and two corridors• Continue regularly meeting with organizations that also serve local businesses across multiple neighborhoods, such as District Bridges, to learn best practices and other insights regarding the management of multiple neighborhood identities and commercial corridors.• Build upon recommendations made in the DC Office of Planning's 2012 "Central 14th Street Vision Plan and Revitalization Strategy" to add new commercial and residential uses to the WMATA Bus Barn.



A black and white photograph of a street corner in Georgetown. On the left is a three-story brick building with arched windows. To its right is a two-story white building with a vertical sign that reads 'GEORGETOWN'. A street sign for 'WISCONSIN ST' is visible. A 'RETAIL LEASE' sign is posted on the white building, listing 'MILLER WALKER REAL ESTATE' and a phone number. Pedestrians and cars are visible on the street.

Georgetown Main Street

Retail Market Analysis & Enhancement Strategy

Prepared for Georgetown Main Street
Completed by Jon Stover & Associates
September, 2018



Economic
Development
Consulting



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Retail
Analysis



Executive 01 Summary



Executive Summary

Project Background & Existing Retail Conditions

Study Purpose

This report provides a retail market analysis for Georgetown Main Street (GMS). The purpose of this study is to help GMS understand the context of the area, evaluate current and projected retail conditions along the corridor, and identify what changes could help better serve current and prospective new businesses within the program's boundaries.

This report includes an analysis of existing retail conditions and identifies future retail opportunities expected from demographic and development projections. Recommendations and strategies are oriented to help GMS continue enhancing the vibrancy and commercial sustainability of the area.

Study Location

The Georgetown Main Street program boundary stretches along Wisconsin Avenue, from K Street up to Whitehaven Parkway. The program also serves businesses located immediately adjacent to Wisconsin Avenue on intersecting side streets. Notably, the boundary of the Georgetown Business Improvement District overlaps with the GMS boundary, but does not extend north of R Street NW.

Georgetown has a nationally-recognized brand, attracting a significant amount of domestic and international tourists, and a strong reputation as a safe, family-friendly neighborhood. Limited new residential development and high housing costs keep the population of Georgetown steady. While this has prevented retailers from growing their local customer bases, nearby spending capacities remain extremely high, as the surrounding area's median household income is over twice the District median.

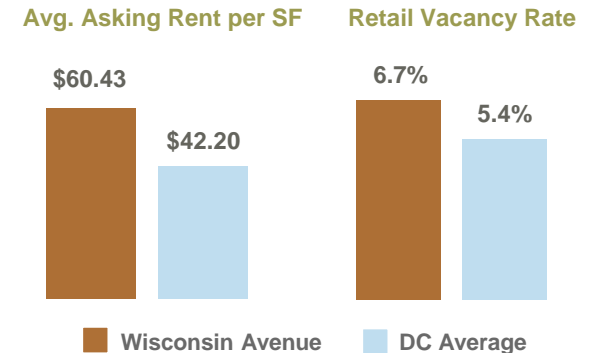
Retail Conditions

The overall viability of retail in Georgetown is exceptionally strong, as businesses benefit from consistent customer traffic, high local spending capacity, and the neighborhood's historic character.

Wisconsin Avenue features a nearly continuous strip of ground-floor retail with a diverse mix of businesses and visitors, creating a vibrant, cohesive commercial experience. That being said, retail conditions significantly vary throughout the length of the corridor. The southern portion has significantly higher average rents than the rest of Wisconsin Avenue and a higher proportion of national chains. Given its proximity to M Street and the Georgetown Waterfront, it also has a more tourist-oriented customer base.

Wisconsin Avenue becomes progressively more local-serving as it moves north, with rents that are lower than the southern portion of the corridor, but still well above the citywide average. The central segment of the corridor, between O Street and R Street NW, features a high proportion of independently-owned boutique fashion shops, art galleries, and salons. The northern-most portion of the program boundary, north of R Street, is geographically removed from the rest of the corridor and has a high proportion of establishments offering neighborhood goods and services

As a whole, average asking rents along the corridor have been steadily increasing over the past decade, consistently remaining significantly higher than the citywide average. However, vacancy along the corridor has been slowly increasing since 2013, in part due to increased competition from emerging commercial districts in the region and high rents limiting the range of possible tenants.



Executive Summary

Competitive Advantages

Georgetown Main Street – and Georgetown at large – has one of the District’s strongest brand identities, an unrivaled capture of tourist and regional customer traffic, and a historic character that is here to stay.



High Spending Capacity.

The Georgetown neighborhood surrounding Wisconsin Avenue has a high spending capacity, with a median household income significantly higher than the DC average.



National Brand.

Georgetown is nationally known as a premiere shopping district. It features well-known establishments and nationwide chains, attracting both tourists and regional visitors to the neighborhood.



Diverse Mix of Local, Regional, and Tourist Customer Base.

The strong customer base of Wisconsin Avenue in Georgetown allows businesses to target local, regional, and tourists. This diversity helps support businesses and provide more opportunities to capture customers.



Safety.

Wisconsin Avenue has low personal and property crime rates. Customers can spend time throughout the area without worry or concern for safety and crime. Because of this, customers are more likely to stay longer, frequent more establishments, and wander the corridor.



Charming, Visual Appeal.

The historic architecture, beautiful streetscape and storefronts, and charm of the Georgetown neighborhood attracts tourists and local visitors to shop and spend time in Georgetown.



Established Retail Niches

Wisconsin Avenue features a unique concentration of niche products and services, such as high-end fashion, boutique salons, art galleries, and wedding-related products and services.

Executive Summary

Key Opportunities

Georgetown Main Street has an opportunity to carve out a new role in supporting local businesses directly and by partnering with other local economic development entities. There is an emerging need to help its businesses adjust to a changing retail landscape that includes new competitive retail destinations, changing consumer preferences, and new shopping technologies.

Georgetown Main Street can enhance the viability of retail by:

1

Activating vacant spaces along Wisconsin Avenue by understanding the types of retailers best positioned to succeed in each of its three segments; connecting property owners, brokers and prospective businesses with spaces available for lease; and working to activate vacant spaces with temporary programs.

2

Introducing more customers to businesses further north along Wisconsin Avenue by continuing and enhancing existing events, wayfinding, and advertising.

3

Providing technical and regulatory assistance to local businesses, catered towards the unique retail conditions that exist in the Georgetown retail environment.

4

Enhancing strategic partnerships to further leverage and coordinate between existing neighborhood-serving nonprofits and other key stakeholders.

Executive Summary

Recommendation Summary

Opportunity	Retail Enhancement Strategies	Priority	Resource Intensity	Potential Partners
Activate Vacant Spaces along Wisconsin Avenue	<ul style="list-style-type: none"> Create and regularly update property owner inventory to efficiently communicate with local property owners and real estate brokers and update applicable parties as leasing opportunities arise. Continue to strengthen the orientation and brand of the central and north segment. Partner with Georgetown BID to assist in implementation of Pop-Up Guide by guiding businesses and property owners through lease negotiations and promoting new pop-ups through GMS website and social media platforms. 	Medium	High	Georgetown BID, local brokers, property owners
Introduce new customers to businesses further north along Wisconsin Avenue	<ul style="list-style-type: none"> Continue organizing events and promotions along Wisconsin Avenue that highlight various retail niches along the corridor, such as wedding-related businesses, boutique salons, and art galleries. Propose wayfinding signs along Wisconsin Ave. at intersections of M Street, P Street, and Reservoir Road to encourage north-bound pedestrian traffic up the corridor from M Street and the Georgetown Waterfront. Consider partnering with the Citizen's Association to highlight local businesses to local residents. 	Medium	Medium	Georgetown BID, Citizens Association, Georgetown Hospital
Continue to provide technical and regulatory assistance to local businesses	<ul style="list-style-type: none"> Extend Clean & Safe Team services to North segment of GMS program boundary. Leverage the Central segment's concentration of wedding-related businesses, art galleries, and other boutique businesses in themed events and promotions, and work to attract pop-up tenants that complement the existing retail niches. Consider prioritization of technical assistance to businesses in North Segment, due to above-average vacancy rate. Continue to get to know local businesses and owners. Continue to conduct door-to-door surveys and outreach to develop relationships. Work to understand business owner needs for technical assistance. Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. 	High	High	Georgetown BID, Georgetown Business Association, Old Georgetown Board
Develop and enhance strategic partnerships	<ul style="list-style-type: none"> Develop relationships and explore future partnerships with local organizations and stakeholders. Suggested partnerships include the following: Georgetown BID, Old Georgetown Board, Georgetown Business Association, Glover Park Redevelopment Task Force, Citizens Association of Georgetown, MedStar Georgetown University Hospital. 	High	Low	Georgetown BID, GBA, OGB, GPRTF, CAG, etc.

Project 02 Background



Study Participants



Georgetown Main Street

Georgetown Main Street (GMS) is a local organization (which has applied for 501c(3) nonprofit status) that seeks to help promote and support the economic vitality of the local small business community along Wisconsin Avenue, from Whitehaven Parkway, to K Street and the adjacent area. GMS is designated as a DC Main Street program and is funded by the DC Department of Small and Local Business Development (DSLBD). The mission of GMS is to promote and retain diverse small and local businesses along the Wisconsin Avenue commercial corridor through the Main Street Four-Point approach: organization, promotion, design, and economic vitality. Visit www.georgetownmainstreet.com for more information about Georgetown Main Street.



Jon Stover & Associates

Jon Stover & Associates (JS&A) specializes in economic analysis, retail revitalization, and helping public, private, and nonprofit organizations collaborate to meet economic development objectives. JS&A has helped a wide range of clients implement plans and programs that have successfully enhanced urban neighborhoods and commercial corridors. Visit www.jonstoverandassociates.com to learn more.



Department of Small & Local Business Development

The DC Department of Small & Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors. It manages the DC Main Street program and provides technical assistance and grants to local programs.

What is “retail”?

For the purposes of this study, retail is defined in three categories:

- General merchandise, accessories, furniture, and other merchandise (GAFO)
- Neighborhood goods and services (NG&S)
- Food and beverage establishments (F&B)

These retail categories are common in the retail landscape and are specifically used by Washington DC’s Office of Planning.

When selecting a site for a store or restaurant, a knowledgeable entrepreneur undertakes a systematic analysis. How might a retailer eyeing Washington, DC, choose among its neighborhoods (submarkets) and then hone in on a particular storefront? Although every retailer evaluates sites differently, retail categories have common requirements for an ideal location.

In general, fresh produce stands, pharmacies, florists, dry cleaners and nail salons (Neighborhood Goods & Service category – NG&S) have similar demands. So do restaurants, cafes, bars and coffee shops (Food & Beverage category – F&B) and stores selling luggage, electronics, apparel and books

(General Merchandise, Apparel, Furnishings, and Other category – GAFO). The bottom line is whether enough customers will spend enough money to make their business a success.

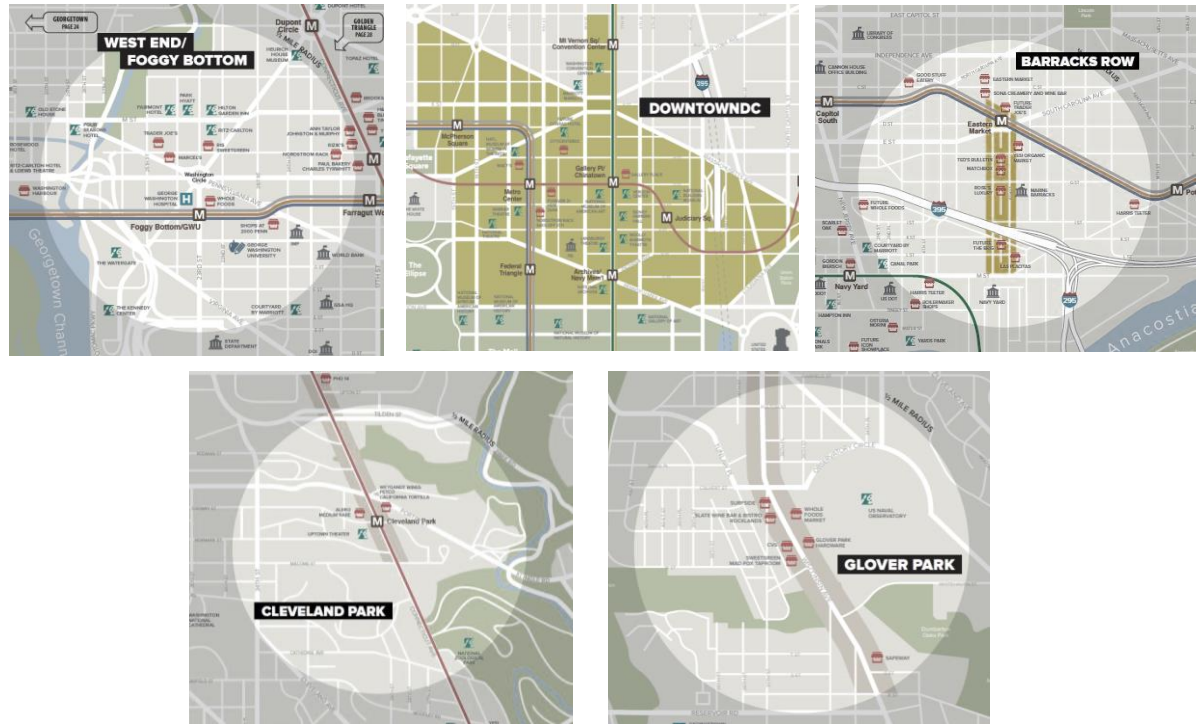
This study accounts for the following other land uses, but does not define them within the retail category:

- Civic uses such as churches, art space, or nonprofits
- Residential uses such as apartments or condominiums
- Office space
- Industrial space

Data Sources & Comparison Retail Neighborhoods

This analysis relies on data provided by Georgetown Main Street, the Washington DC Economic Partnership, ESRI, CoStar, WalkScore.com, a large variety of local planning and visioning documents, local real estate blogs such as CurbedDC and UrbanTurf, in-person site visits, and conversations with local business owners and staff. Retail metrics and evaluation criteria correspond with the DC Office of Planning Vibrant Retail Streets Tool Kit.

A handful of other DC retail neighborhoods are used as a frame of reference throughout this analyses: West End/Foggy Bottom, Glover Park, Barracks Row, Cleveland Park, and Chinatown.



Existing 03 Conditions

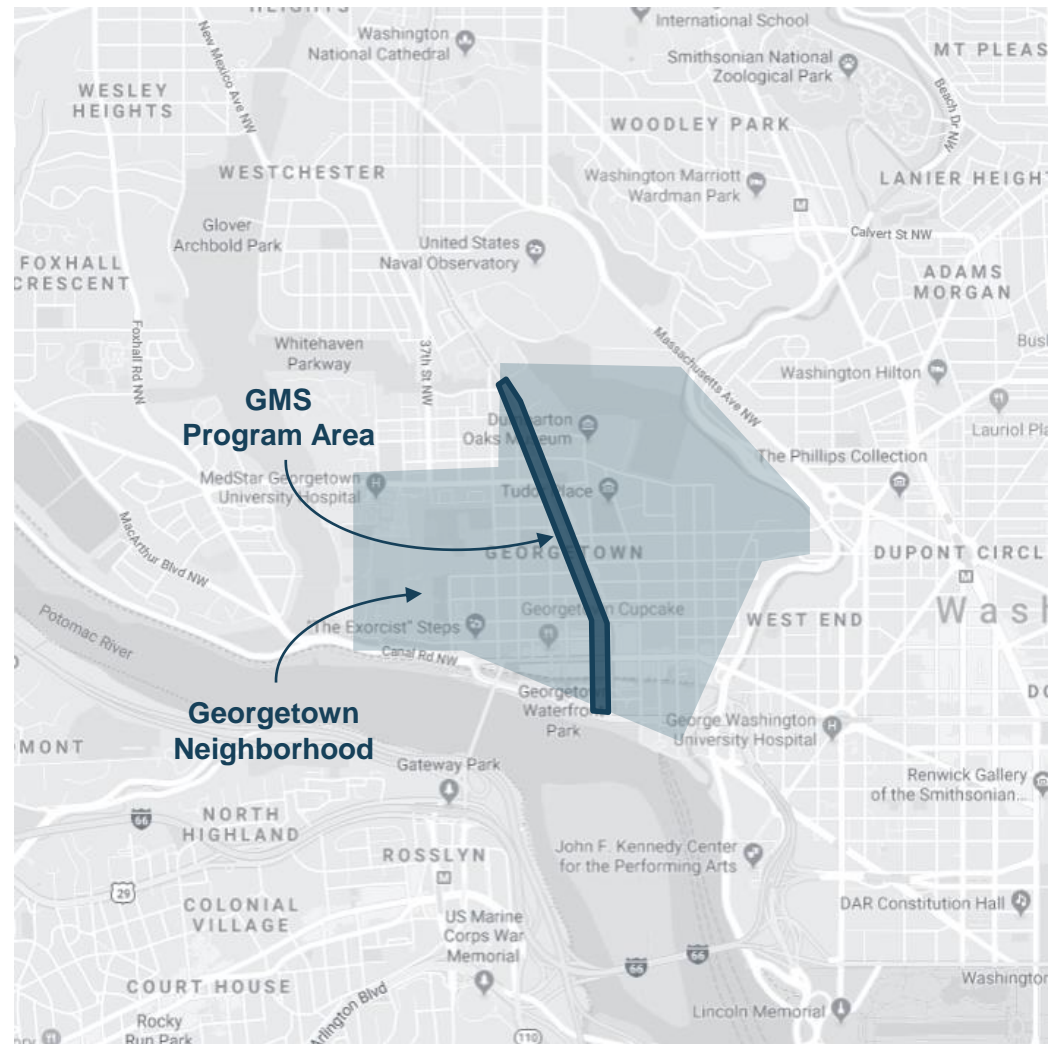


Neighborhood Location & City-Wide Context

The Georgetown Main Street program boundary stretches along Wisconsin Avenue NW, from K Street up to Whitehaven Parkway. The program also serves businesses located immediately adjacent to Wisconsin Avenue on smaller intersecting side streets.

The Georgetown neighborhood is uniquely positioned between Downtown DC, the Potomac River, and residential neighborhoods in Northwest DC. Rosslyn, one of the largest office markets in the region, is also located directly across the river. This location enables Georgetown to attract a wide range of visitors throughout different times of the day, helping maintain consistent foot traffic in the neighborhood throughout the week.

Georgetown has strong regional and local vehicular access via I-66, Whitehurst Freeway, Rock Creek Parkway, Wisconsin Avenue, K Street NW, and M Street NW.



About Georgetown

“Internationally known as a bustling urban retail mecca, a dining and entertainment center, and a cultural destination, Georgetown’s business district flourishes seven days a week, during the day and into the night. The historic and charming neighborhood's diverse mix of residents, students, office workers, city goers, suburbanites, and tourists makes for a dynamic setting unparalleled in DC.”

- Washington DC Economic Partnership



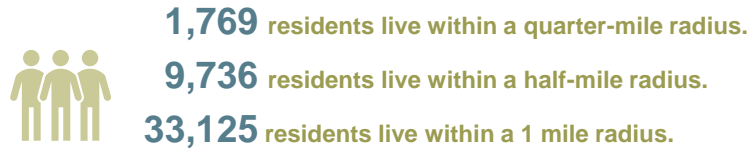
Demographics

Georgetown is a wealthy neighborhood with moderate residential density and limited population growth.

Limited new residential development and high housing costs keep the population of Georgetown steady. While this has prevented local retailers from growing their local customer bases, current residents' spending capacities remain extremely high. The median household income in the half-mile surrounding the Wisconsin Avenue commercial corridor is over twice the District median, while the greater Georgetown area features a median income of \$121,552, 75% higher than the citywide median.

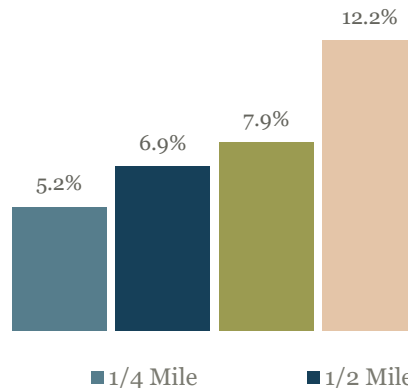
Population

While the population immediately surrounding the retail core is small due to the lower residential density of the neighborhood, there is a significant increase in population outside of the core commercial district.



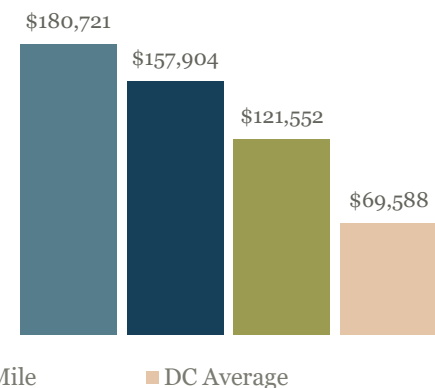
Population Growth Rate (2010-2017)

Georgetown has not been attracting as many net new DC residents as other neighborhoods in the city, restricting the local customer base of retail establishments.



Median Household Income

With two nearby college campuses, Georgetown University and George Washington University, the median household income decreases past a half-mile radius around Georgetown.



Walkability & Amenities

With two major commercial corridors, M Street and Wisconsin Avenue, a multitude of nearby parks with active trails, a waterfront, and the popular C&O Canal, Georgetown is a very walkable neighborhood with a strong public realm.

Though Georgetown has no nearby Metro station, many visitors will take the Metro to the Foggy Bottom Station and walk the 15 minutes to Georgetown. The neighborhood is also served by several major bus routes, including the Circulator.



Walkability

Georgetown is very walkable, as the area features a strong collection of neighborhood-serving amenities.



Transit Options

Georgetown is moderately served by public transit. Though it lacks a nearby Metro station, the Circulator Bus connects Georgetown to other popular destinations in the District.



Bikability

Georgetown is a bike-friendly neighborhood, with several bike lanes and nearby trails, including the heavily biked C&O Canal and the Capital Crescent Trail.

Safety

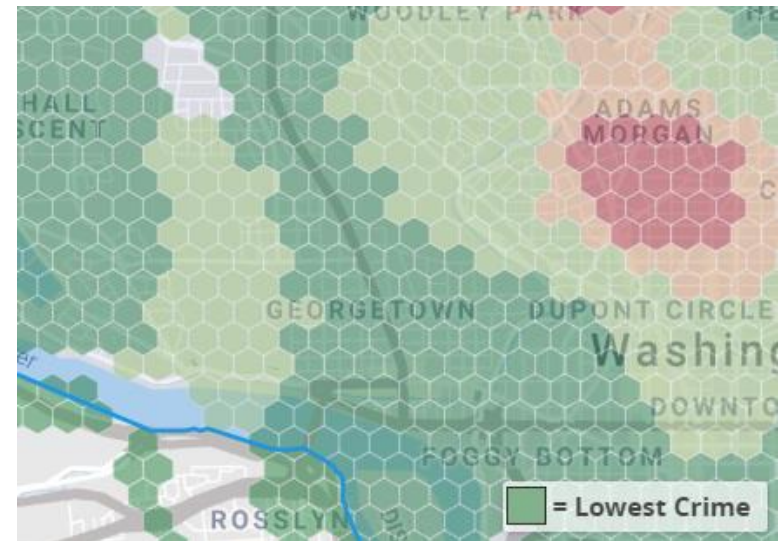
Georgetown is one of the safest commercial neighborhoods in Washington, DC, featuring very low rates of both personal and property crime.

These low crime rates align with the neighborhood's strong reputation citywide as a safe, family-friendly neighborhood. The safety of Georgetown is a major economic asset that sets it apart from some other commercial districts in the District that lose potential customers or retailers due to crime-related concerns.

Map of Area Personal Crime



Map of Area Property Crime

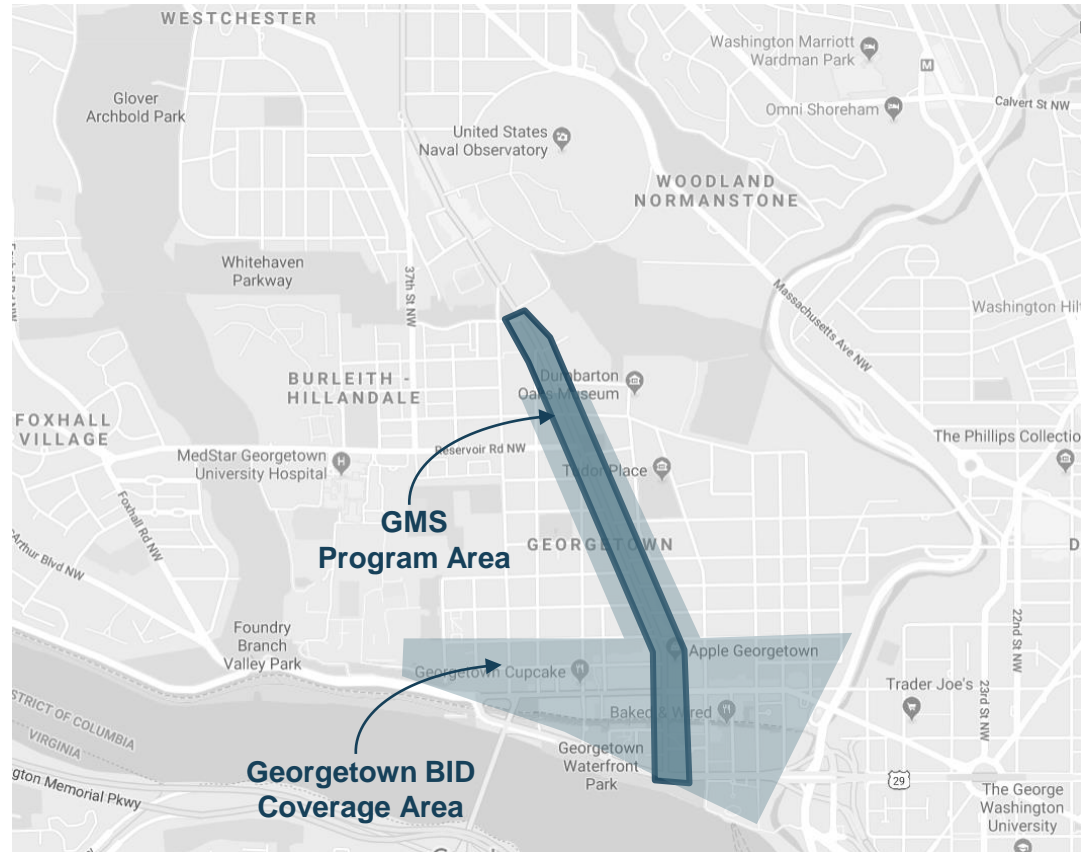


Georgetown Main Street & Georgetown BID

The program boundary of Georgetown Main Street partially overlaps with the Georgetown Business Improvement District.

The Georgetown Business Improvement District (BID) is a nonprofit organization with the mission of enhancing the neighborhood's attractiveness, accessibility, and economic vibrancy. Unlike Georgetown Main Street, the organization is funded by an annual tax assessment of commercial property owners within the district.

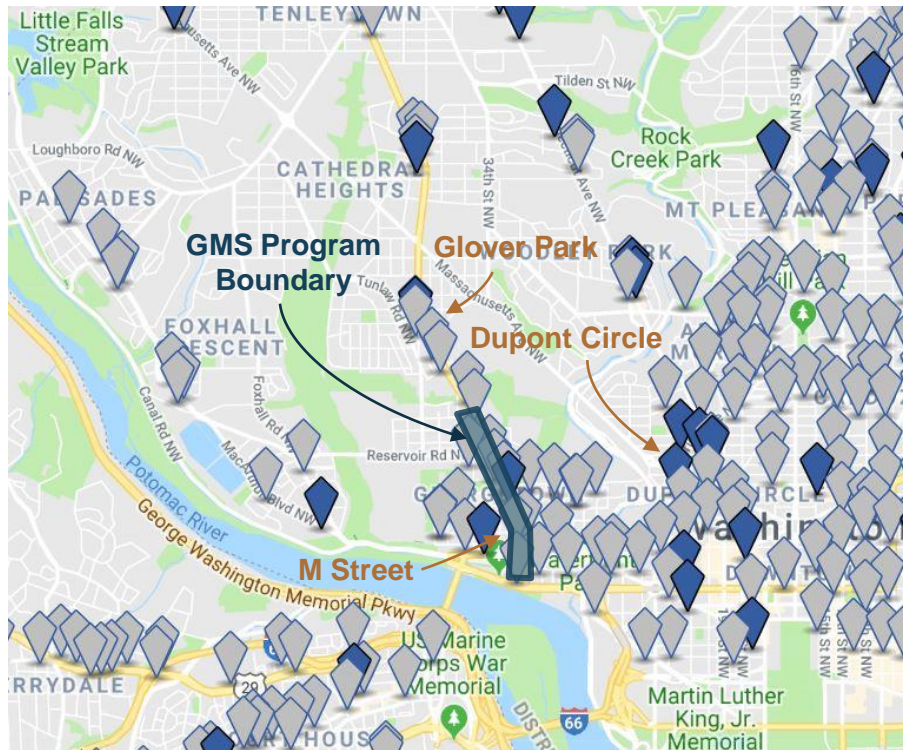
The program boundary of the BID extends along M Street and Wisconsin Avenue, with a northern boundary of R Street NW. Notably, the segment of Wisconsin Avenue between R Street and Whitehaven Parkway is served by Georgetown Main Street, but not the BID.



Retail 04 Analysis



Regional Retail Context



Diamonds are representative of retail density, not individual establishments.

Georgetown is a major shopping destination attracting tourists and visitors from the entire DC, Maryland, and Virginia region.

While there is a large retail supply to the east of Georgetown, in Foggy Bottom and Downtown DC, these retail markets, unlike Georgetown, largely cater to daytime office workers. In contrast, the neighborhoods to the west of Georgetown are heavily residential and feature very limited commercial amenities, making Georgetown an important commercial corridor for residents living in the greater Northwest DC area.

Georgetown is an established regional destination and common stop for national and international tourists visiting DC. This identity reflects its large concentration of retail, the high-end orientation and brand of its stores, and the beautiful and historic character of the neighborhood.

The neighborhood is, however, facing increasing competition from other emerging DC retail destinations. Georgetown has remained relatively stagnant for decades while the newly-developed Wharf and recently-revitalized Shaw and H Street neighborhoods are cutting into Georgetown's customer base.

Retail Corridor Segments

The continuous strip of retail on Wisconsin Avenue NW between Whitehaven Parkway and K Street NW consists of three distinct segments of retail. Each segment has a different business mix, average rent, vacancy rate, and customer base.

North Segment (Whitehaven Parkway NW to R Street NW) is characterized by a higher proportion of retail establishments offering neighborhood goods and services, as well as several salons, and the only supermarket in Georgetown.

Central Segment (R Street NW to O Street NW) experiences low vacancy and contains a large proportion of independently-owned boutique fashion shops, art galleries, and salons.

South Segment (O Street NW to K Street NW) has a relatively high proportion of national chains and a tourist-oriented customer base, though it still attracts many local customers. It has significantly higher average rents than the rest of Wisconsin Avenue and its retail orientation and customer base is firmly aligned with the greater Georgetown neighborhood along M Street and the Georgetown Waterfront.



Lack Of Commercial Connectivity Between North And Central Segments

A notable gap in continuous retail exists along the 1600 block of Wisconsin Avenue NW, separating the North and Central segments of the Georgetown Main Street program boundary. Given this gap, the North segment functions as a relatively independent node, less impacted by changing conditions in the overall Georgetown ecosystem than the Central or South segments.

This gap reduces the flow of customer traffic coming from the south and creates a clear delineation between the primary commercial strip of Georgetown, and the more local-serving Glover Park. This gap also marks the northern end of the Georgetown BID boundary, which does not extend north of R Street NW. Visitors walking north on Wisconsin Avenue from M Street will likely stop at this gap because there is little physical indicator that there is additional retail further north.



Retail gap along 1600 block of Wisconsin Avenue NW

Georgetown Customer Base

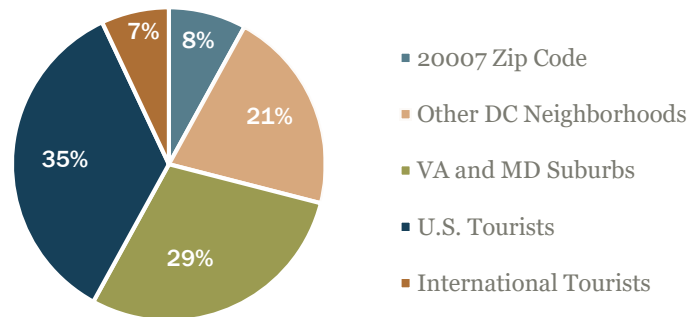
Georgetown attracts a wide range of customers to its businesses, 42% of whom are visitors from outside the DC region.

Of visitors who live in the region, 50% live within the boundaries of DC, while the other half are residents of Virginia or Maryland.

Among the three different retail segments of Wisconsin Avenue, the South segment, with its proximity to M Street and high amount of GAFO, features the highest proportion of tourist customers. The North and Central segments, with a higher proportion of local-serving establishments, boutique salons, and wedding-related stores, cater more towards local and regional customers.

Visitor Breakdown by Home Location

Georgetown primarily draws DC customers from the upper and central northwest areas of the city.



Percent of Spending in Georgetown by District & Regional Customers

29% of the spending in all of Georgetown are from DC customers.

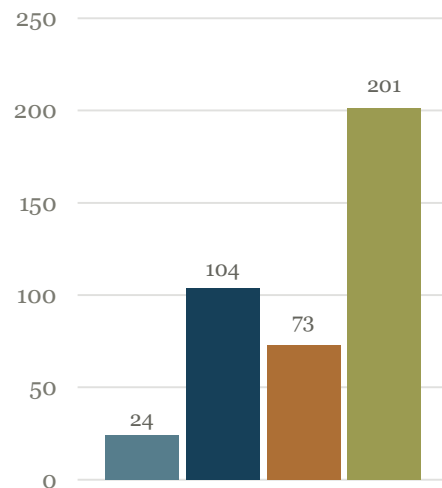


Retail Conditions: Segment Comparisons

The South segment of the Wisconsin Avenue commercial corridor, south of O Street NW, features larger average floorplates than the North or Central segments. This segment is more feasible for GAFO establishments, which typically need more square footage for product storage. The Central segment features the smallest floorplans on average, resulting in the segment's high proportion of salons and other specialty, boutique stores.

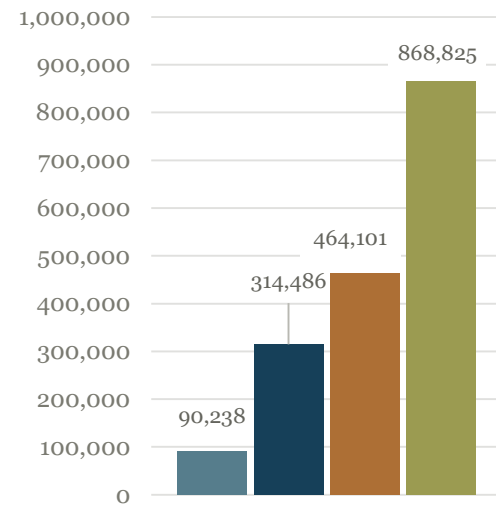
Number of Buildings

Virtually every building along Wisconsin Avenue NW in Georgetown features ground-floor retail spaces, creating a commercially vibrant streetscape.



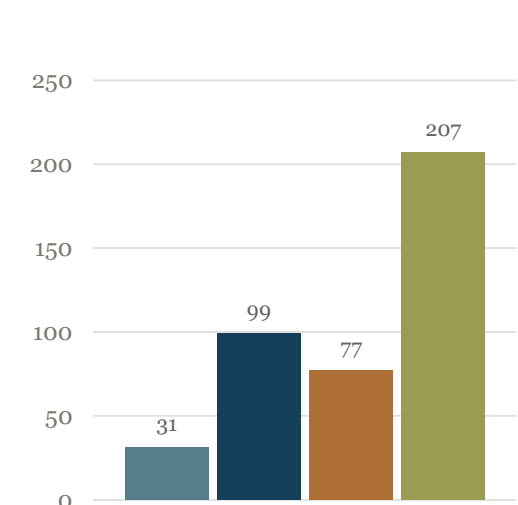
Existing Square Footage

On average, the South segment features the largest floorplates on average, while the Central segment has the smallest.



Number of Retail Establishments

Over 200 retail establishments are located within the Georgetown Main Street program boundary.



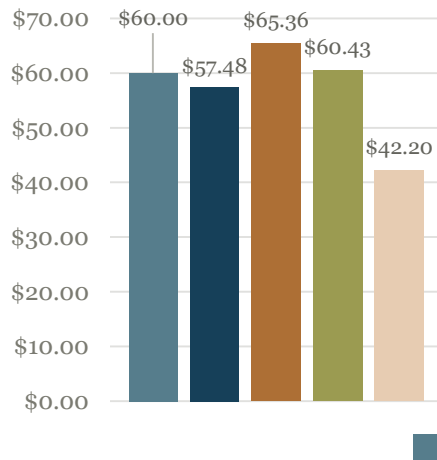
Retail Conditions: Segment Comparisons

Vacancy rates throughout the corridor are somewhat higher than the DC average, in part due to high asking rents that limit the range of possible tenants and general instability within the clothing and general merchandise retail market. Notably, vacancy is most pronounced north of R Street, indicating a particular need for a more proactive business attraction effort and enhanced online marketing of available spaces in that portion of the corridor.

Asking retail rents along Wisconsin Avenue are higher south of O Street, highlighting the market value of physical proximity to M Street.

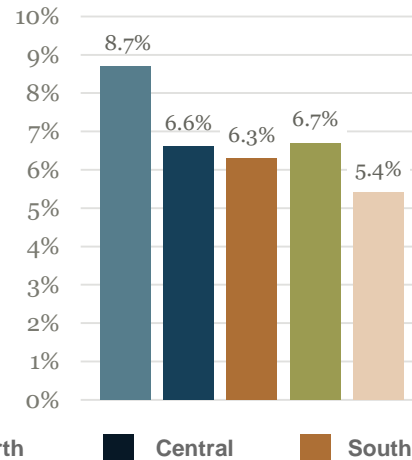
Asking NNN Rent per SF

Georgetown is one of the most expensive places in DC to open a business, though rents slightly decline north of O Street NW.



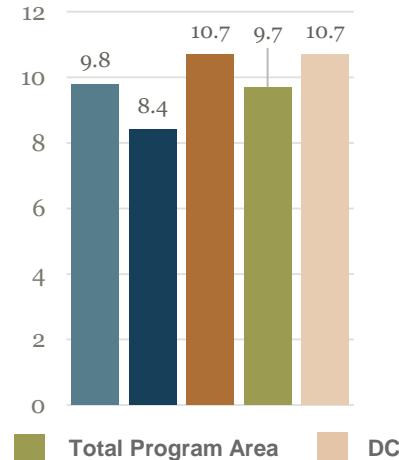
Retail Vacancy Rate

The North segment of the corridor features a particularly high rate of vacancy, likely as a result of its geographic separation from the rest of Wisconsin Avenue.



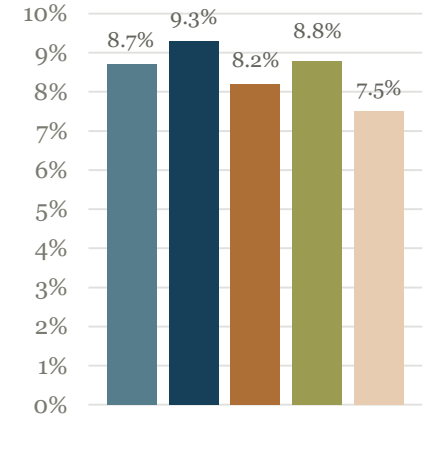
Months on Market (5 yr. avg.)

Available retail spaces along the corridor typically lease up in approximately 10 months, in line with the citywide average.



Availability Rate

Nearly 9% of retail spaces in the program area are currently, or shortly expected to be, available for lease.

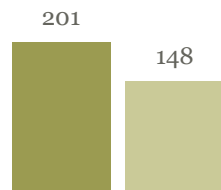


Retail Conditions: Wisconsin Avenue vs. M Street

M Street and Wisconsin Avenue, the two primary commercial corridors of Georgetown, follow similar vacancy and lease rate trends, reflecting the fact that the two streets are strongly inter-related and mutually benefit from enhancements made within the greater Georgetown commercial ecosystem.

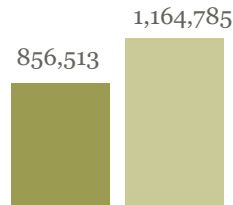
However, aesthetic and commercial conditions do differ between Wisconsin Avenue and M Street. Wisconsin Avenue features narrower buildings and significant tree canopy, enhancing the pedestrian-scale of the corridor. Whereas the width of M Street, paired with its larger buildings and wider storefront, create very different experiential conditions. M Street's larger buildings also contribute to its high proportion of national chain retailers, which typically have stricter and larger spatial needs.

Buildings with Retail Space



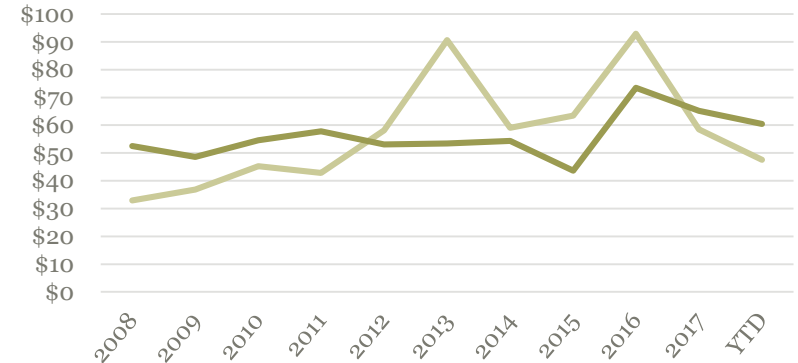
■ Wisconsin Avenue

Existing Square Footage

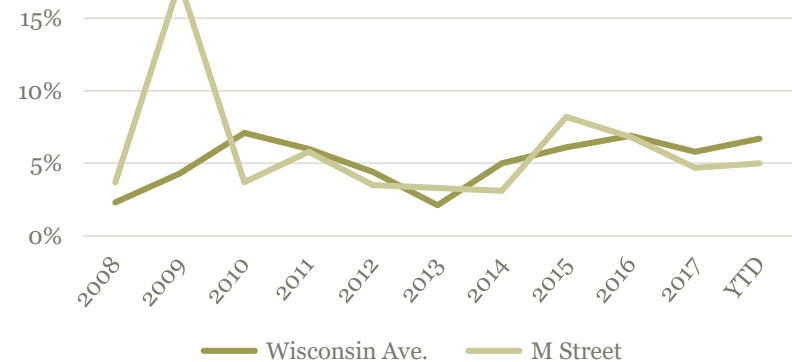


■ M Street

**Average Asking NNN Lease Rate
(in \$/SF/Year)**



Annual Vacancy Rate



— Wisconsin Ave. — M Street

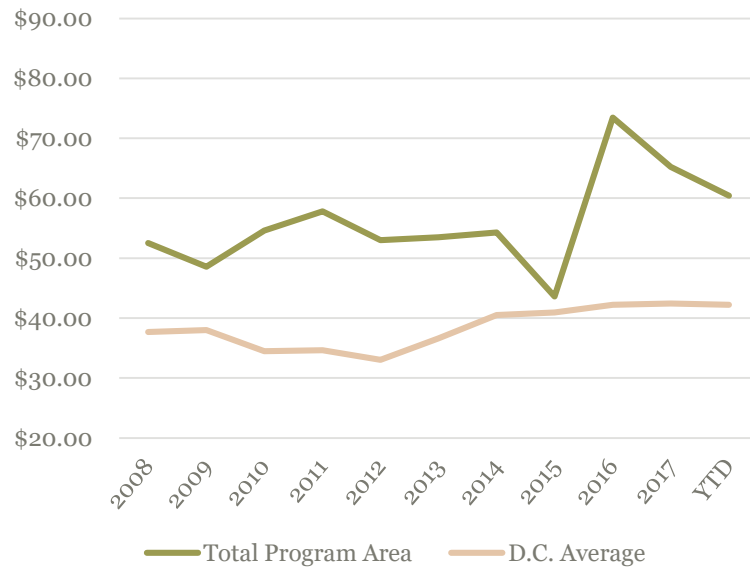
Retail Supply Trends: Asking Rent

The average asking rent on the Georgetown Main Street corridor (\$60/sf) is 50% greater than the DC average (\$42/sf). Since the recession in 2007-2010, asking rents in the program area have increased at a faster rate than the DC average, highlighting the resiliency of the Georgetown retail market. Rents are significantly higher in areas closest to M Street (the South retail segment), despite a recent dip in 2018 which may be a statistical anomaly.

Average Asking NNN Lease Rate (in \$SF / Year)

Total Program Area vs. Citywide Average

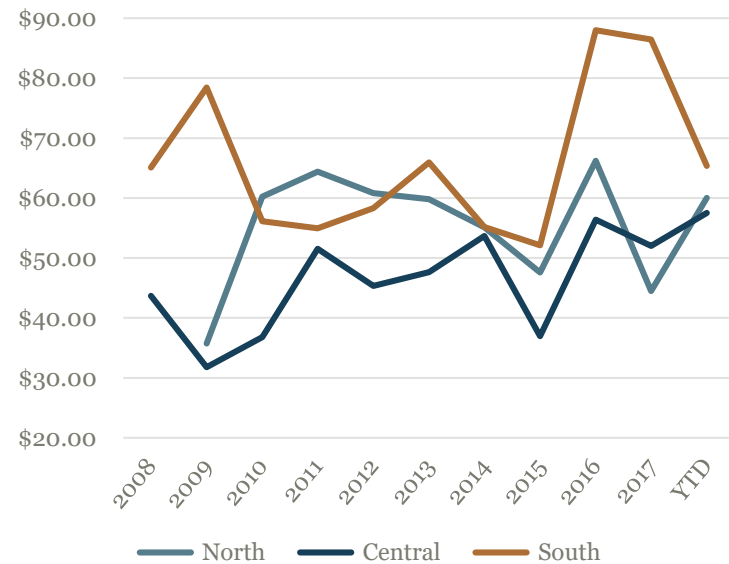
Average asking rents along Wisconsin Avenue NW consistently remaining at least 20% higher than the DC average.



Average Asking NNN Lease Rate (in \$SF / Year)

Segment Comparison

Changes in asking rents are generally aligned throughout the various portions of the corridor. However, rental trends along the southern segment, south of O Street, are slightly less aligned with the rest of the street, indicating a closer relationship to rental trends along M Street and the greater Georgetown market.



Retail Supply Trends: Vacancy

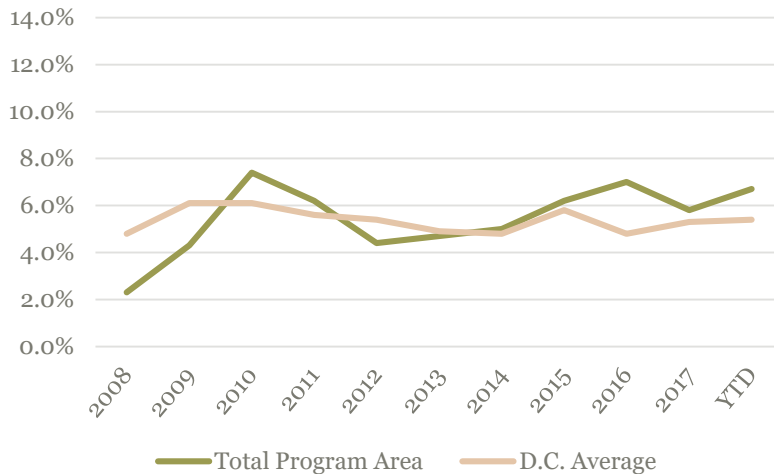
Vacancy along Wisconsin Avenue NW has been slowly increasing since 2012. These new vacancies are largely concentrated south of O Street NW, which, unlike the north and central portions of the corridor, has seen an increase in vacancy over the past several years, according to CoStar. There are a number of factors that help explain increasing vacancy. High asking rents limit the range of potential tenants. In addition, online retailers

continue to disrupt the brick and mortar retail industry while households nation-wide are spending smaller proportions of their incomes on physical merchandise. Lastly, area vacancy may reflect new retail competition from other DC neighborhoods. Georgetown has remained relatively stagnant for decades while the newly-developed Wharf and recently-revitalized Shaw and H Street neighborhoods are cutting into Georgetown's customer base.

Annual Vacancy Rate

Total Program Area vs. Citywide Average

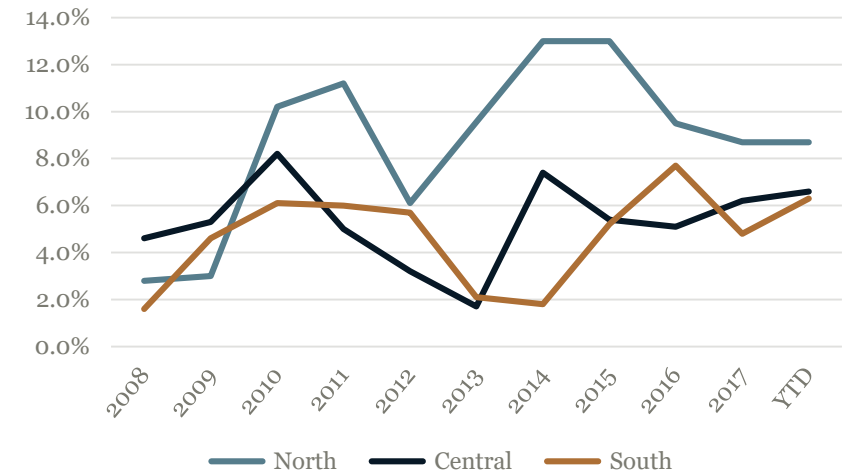
Retail vacancy along Wisconsin Avenue surpassed the District average in 2014 and currently sits at a slightly-higher-than-average rate of 6.7%.



Annual Vacancy Rate

Segment Comparison

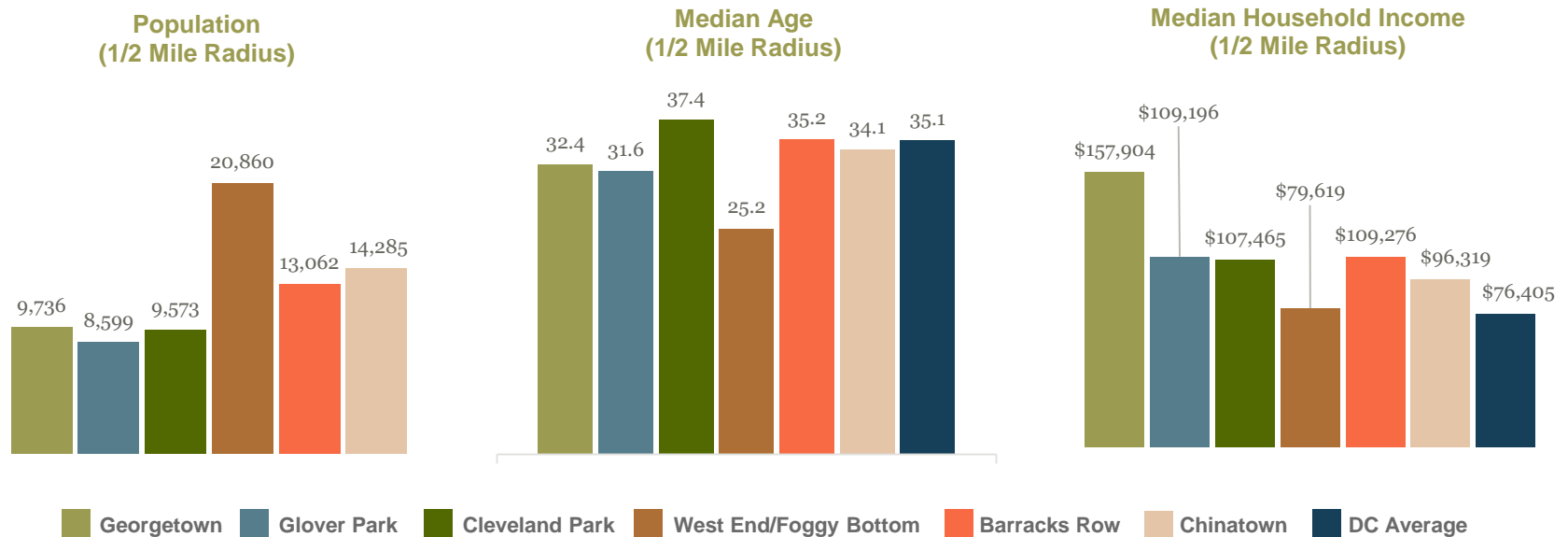
Different portions of the corridor have generally followed similar rates of vacancy since 2008, with the recent exception of the South segment, which, unlike the other two segments, has seen vacancy steadily increase since 2014.



Comparison Districts: Demographics

The Georgetown area offers retailers a unique combination of a nearby student body, high local spending capacity, and strong tourist traffic.

Georgetown is the most affluent neighborhood of any major commercial district in DC, with a median household income (\$158,000) that is more than twice the citywide median and approximately 50% greater than Glover Park, Cleveland Park, Barracks Row, and Chinatown. Area residents consist of a blend of families, empty nesters, and students at nearby Georgetown University, bringing a diverse mix of local needs and spending habits.



Comparison Districts: Retail Conditions

Wisconsin Avenue in Georgetown attracts some of the highest rents in the District. It's struggling to continue to find retailers at that price point, and has a slightly higher vacancy rate than the district average, and about twice that of some other established retail neighborhoods.

Wisconsin Avenue has over twice the total retail square footage as its next largest comparison district, illustrating the significant retail density that exists in Georgetown. This commercial density is a major reason why the neighborhood has established itself as a commercial destination and able to attract a strong base of tourists and customers from Northern Virginia, Maryland, and other areas of DC.



Retail Mix: Segment Comparison

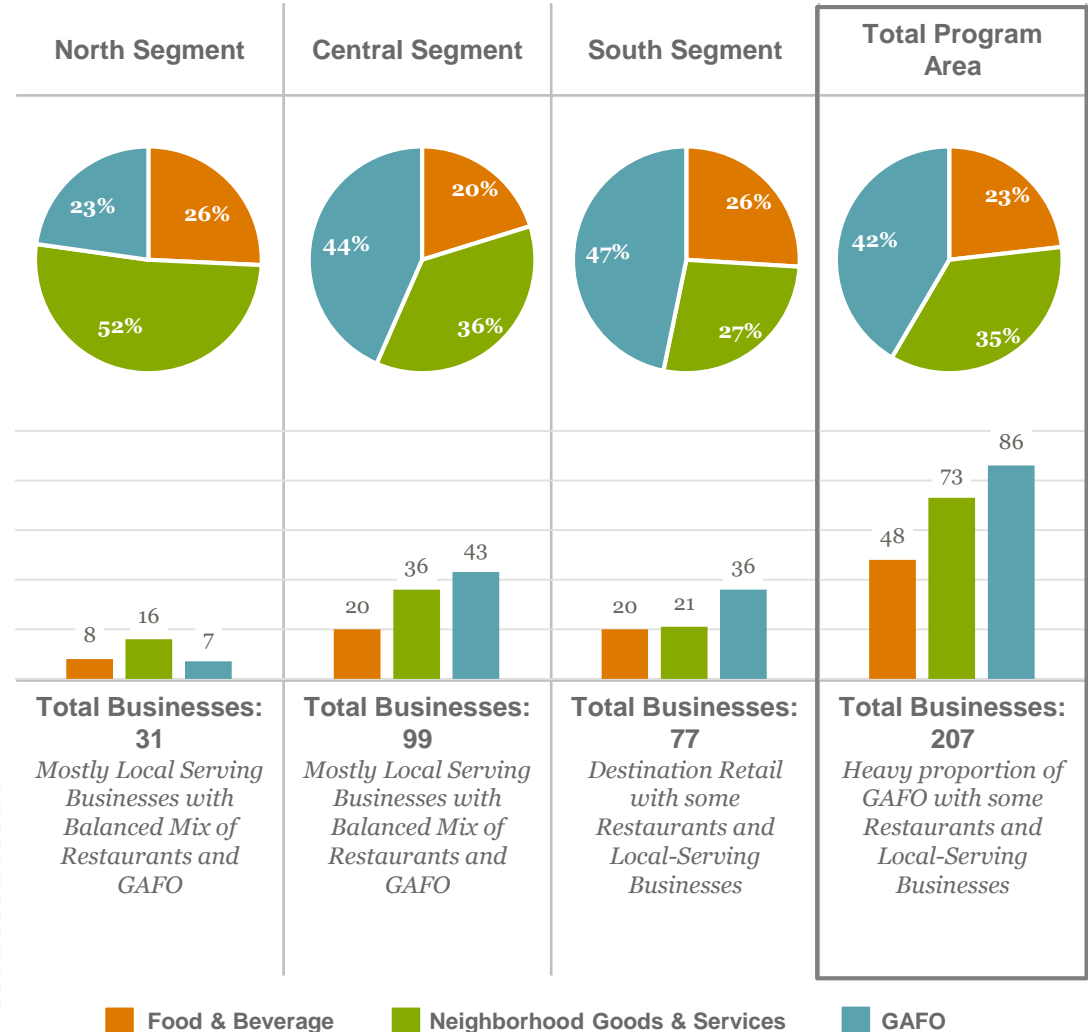
The retail mix of a geographic area helps illustrate the types of businesses that are interested and able to locate in a given area, and also helps to describe its existing character and orientation.

The south and central segments of Wisconsin Avenue have a larger concentration of retailers selling merchandise, while the North segment is largely local-serving goods and services.

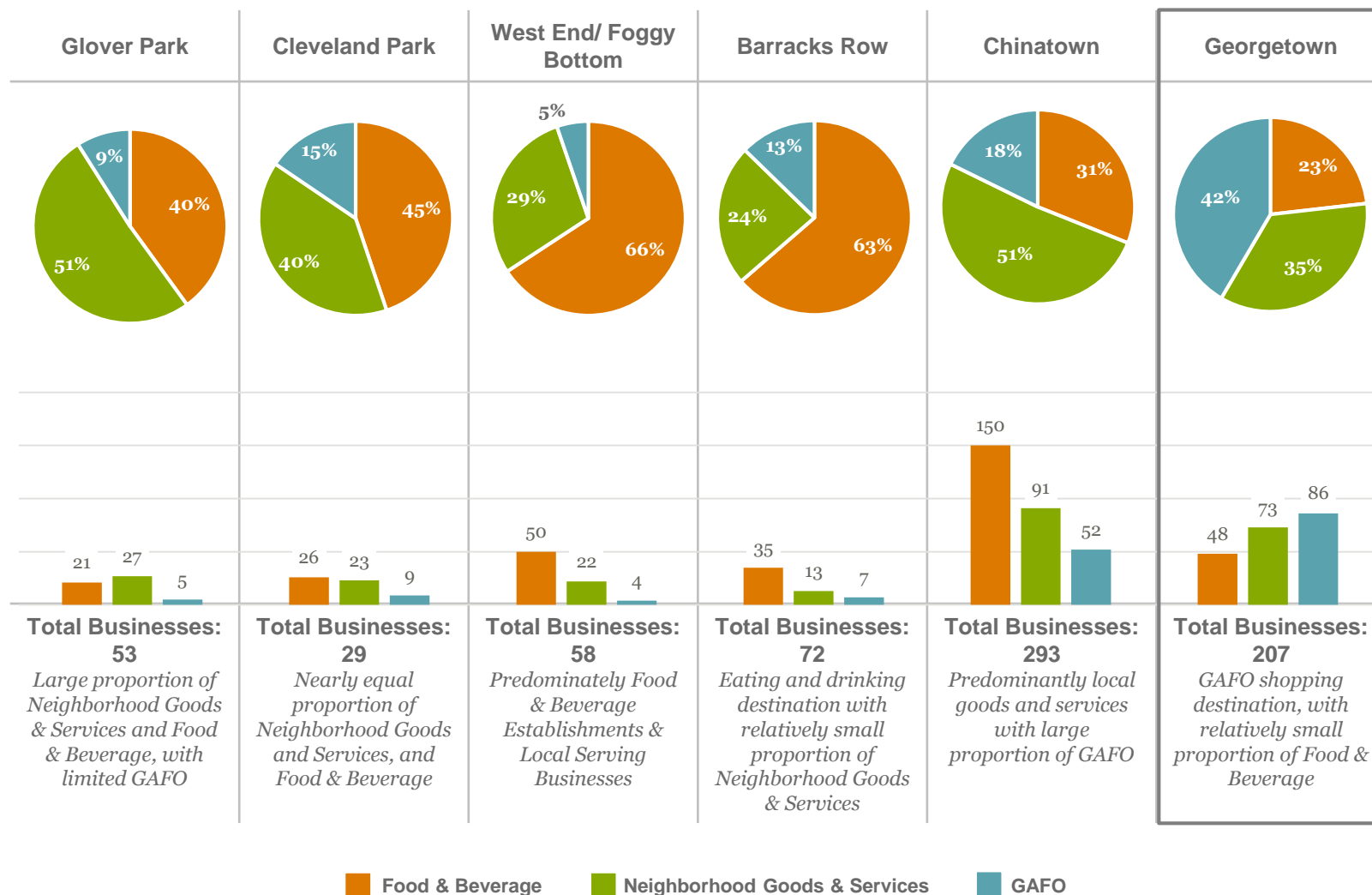
The South and Central segments features a significantly higher percentage of GAFO retail than the North segment, reflecting the tourist-oriented customer base of businesses closer to M Street. While both the North segment still features a relatively high proportion of GAFO in comparison with other commercial corridors in the city, it offers a more balanced, local-serving mix of retail.



The Central segment features a particularly high amount of wedding-related establishments, including businesses that offer home goods, dresses, tuxedos, lingerie, flowers, and other complimentary items. This notable retail niche can help further develop the unique character of the corridor.



Retail Mix: Neighborhood Comparison



OP Retail Tool Kit: Retail Viability



The DC Office of Planning developed a process for evaluating retail conditions in the District called the DC Vibrant Retail Streets Toolkit. This analysis borrows from the Toolkit to evaluate two things:

Retail mix diagnostic assessment:

What conditions do retailers look for before moving to a location, and does Georgetown satisfy this criteria?

Implementation process:

What are the elements that can help spark a retail street to vibrancy, and what can be done to satisfy this criteria in Georgetown?

OP Retail Tool Kit:

Retail Viability Diagnostic Assessment

Based on data evaluations of 15 neighborhoods throughout DC, the following city-specific boutique retail conditions are typically necessary to support the following three retail categories: neighborhood goods and services; food and beverage; and general merchandise, apparel, furnishings, and other retail.

	Neighborhood Goods & Services (NG&S)	Food and Beverage (F&B)	General Merchandise, Apparel, Furnishings, and Other (GAFO)
Population	✓ 2,000 residents within ¼ mile (minimum)	✓ 10,000 residents within ½ mile (minimum)	✓ 50,000 residents within 1 mile (minimum)
Median Household Income	✓ \$65,000 per year for households within ¼ mile (minimum)	✓ \$65,000 per year for households within ½ mile (minimum)	✓ \$75,000 per year for households within 1 mile (minimum)
Daytime Population	✓ 7,500 people within ¼ mile (minimum)	✓ 45,000 people within ½ mile (minimum)	✓ 25,000 people within ½ mile (minimum)
Educational Attainment	✓ At least 40% of residents within ¼ mile have a Bachelor's degree or higher	✓ At least 40% of residents within 1 mile have a Bachelor's degree or higher	✓ At least 50% of residents within 1 mile with a Bachelor's degree or higher
Pedestrian Counts	✓ 20 passing pedestrians per hour (minimum)	✓ 60 passing pedestrians per hour (minimum)	✓ 40 passing pedestrians per hour (minimum)
Metro Accessibility	Metro stop within 3 blocks	Metro stop within 3 blocks	Metro accessibility often irrelevant
Vehicular Traffic Counts	✓ 5,000 vehicles per day (minimum)	✓ 7,500 vehicles per day (minimum)	✓ At least 15,000 vehicles per day
Level of Retail Competition	✓ An existing concentration of grocery, drug store, dry cleaner, and salon type establishments	✓ An existing concentration of restaurants, cafes, and/or bars	✓ A small concentration of existing GAFO shops within close proximity
Cannibalization	Often irrelevant	✓ Varies	Major concern; retailers will not want to open a second location close to the first

OP Retail Tool Kit Retail Viability: Neighborhood Goods & Services

Neighborhood goods and services include grocery stores, drug stores, dry cleaners, salons and barber shops and other similar establishments.

Evaluation Criteria	Georgetown	Cleveland Park	Van Ness	Friendship Heights	Barracks Row	Tenleytown
Population 2,000 people within ¼ mi.	2,385	4,840	1,581	1,865	2,910	1,741
Median HH Income \$65,000 / HH within ¼ mi.	\$130,858	\$91,565	\$135,028	\$132,818	\$120,237	\$132,000
Daytime Population 7,500 people within ¼ mi.	High	Low	Low	Moderate	Low	Low
Educational Attainment 40% of pop. has bachelor's degree or higher (¼ mi.)	94%	90%	94%	79%	84%	85%
Pedestrian Traffic 20 pedestrians passing/avg. hour	Yes	Yes	Yes	Yes	Yes	Yes
Metro/Streetcar Accessibility Metro stop within 3 blocks	No	Located on Connecticut Ave.	Located on Connecticut Ave.	Located on Wisconsin Ave.	Located at 8 th	Located at Wisconsin Ave. & Albemarle St.
Vehicular Traffic 5,000 vehicles per day	17,200 on Wisconsin Ave.	33,100 on Connecticut Ave.	34,000 on Connecticut Ave.	20,600 on Wisconsin Ave.	10,100 on 8 th Street	34,600 on Wisconsin Ave.
Level of Retail Competition Existing cluster of neighborhood goods & services	Yes	Yes	Yes	Yes	Yes	Yes
Regional Draw Not applicable for NG&S retail	--	--	--	--	--	--
Retail-Ready Spaces Available spaces ready for move-in	Yes	Yes	Yes	Yes	Yes	Yes
Overall Viability:	8 of 9	8 of 9	7 of 9	7 of 9	8 of 9	7 of 9

OP Retail Tool Kit Retail Viability: Food and Beverage

Georgetown satisfies most conditions for food and beverage establishments. Selected comparable neighborhoods are all similarly positioned to attract food and beverage establishments.

Evaluation Criteria	Georgetown	Cleveland Park	Van Ness	Friendship Heights	Barracks Row	Tenleytown
Population 10,000 people within ½ mi.	9,183 residents	9,355 residents	10,063 residents	9,075 residents	12,938 residents	6,116 residents
Median HH Income \$65,000 / HH within ½ mi.	\$136,019	\$100,253	\$117,683	\$109,797	\$111,411	\$148,092
Daytime Population 45,000 people within ½ mi.	High	Low	Low	Moderate	Low	Low
Educational Attainment 40% of pop. has bachelor's degree or higher (1 mi.)	93%	86%	88%	86%	81%	85%
Pedestrian Traffic 60 pedestrians passing / hour	Moderate	Low	Low	Moderate	High	No
Metro/Streetcar Accessibility Metro stop within 3 blocks	No	Yes	Yes	Yes	Yes	Yes
Vehicular Traffic 7,500 vehicles per day	17,200 on Wisconsin Ave.	33,100 on Connecticut Ave.	34,000 on Connecticut Ave.	20,600 on Wisconsin Ave.	10,100 on 8th Street	34,600 on Wisconsin Ave.
Level of Retail Competition Existing cluster of restaurants, cafes, and bars	Yes	Yes	Yes	No	Yes	Yes
Regional Draw Shoppers attracted from outside areas	Yes	No	No	Yes	Yes	Moderate
Retail-Ready Spaces Available spaces ready for move-in	Yes	Yes	Yes	Yes	Yes	Yes
Overall Viability:	8 of 10	6 of 10	7 of 10	8 of 10	9 of 10	7 of 10

OP Retail Tool Kit Retail Viability: General Merchandise, Apparel, Furnishings, & Other (GAFO)

Georgetown currently captures significant GAFO retail and is well positioned to continue this trend.

Evaluation Criteria	Georgetown	Cleveland Park	Van Ness	Friendship Heights	Barracks Row	Tenleytown
Population 50,000 people within 1 mi.	42,400	29,394	26,099	29,784	39,824	31,604
Median HH Income \$75,000 / HH within 1 mi.	\$98,261	\$104,601	\$108,998	\$134,748	\$109,409	\$129,361
Daytime Population 25,000 people within ½ mi.	High	Low	Low	Moderate	Low	Low
Educational Attainment 50% of pop. has bachelor's degree or higher (1 mi.)	87%	86%	88%	86%	77%	88%
Pedestrian Traffic 40 pedestrians passing / hour	Yes	No	No	Yes	Yes	No
Metro/Streetcar Accessibility Not applicable for GAFO	--	--	--	--	--	--
Vehicular Traffic 15,000 vehicles per day	17,200 on Wisconsin Ave.	33,100 on Connecticut Ave.	34,000 on Connecticut Ave.	20,600 on Wisconsin Ave.	10,100 on 8 th Street	34,600 on Wisconsin Ave.
Level of Retail Competition Small existing concentration of GAFO shops	Yes	Limited	No	Yes	No	Yes
Regional Draw Shoppers attracted from outside areas	Yes	No	No	Yes	No	Limited
Retail-Ready Spaces Available spaces ready for move-in	Yes	No	No	Yes	No	Yes
Overall Viability:	8 of 9	3 of 9	3 of 9	7 of 9	4 of 9	6 of 9

OP Retail Tool Kit: Implementation

The OP Retail Tool Kit finds that vibrant retail streets in DC typically have the following attributes. As such, addressing these characteristics is a helpful way to develop the conditions that can attract, support, and sustain successful retail.

Managed. Support from an active Merchants' Association or Non-Profit Organization provides clear leadership and serves as a surrogate for single landownership for most vibrant retail streets.

Retail-Appropriate. Ground-floor spaces along vibrant streets have high ceiling heights (12 feet or more), transparent storefronts, adequate sidewalks (8 feet and more), and few disruptions in retail continuity (few instances of interference by professional offices, open space, residential-only buildings, etc.).

Safe. Regardless of the crime statistics for the neighborhood, vibrant streets maintain a perception of safety.

Mixed. The types of retail tenants on vibrant retail streets reflect the market demand. Unsupportable tenants are not artificially introduced. That said, the merchandising mixes on most vibrant streets have a prevailing retail category (NG&S, F&B, or GAFO) with similar percentages of tenants from the other two retail categories.

Championed. A vibrant retail street is likely to show signs of investment, either by the public or private sector. Examples of these investments can include major development, street furniture, public art, and removal of above-ground power lines, to name a few.

Anchored. The street is activated by a civic or cultural anchor that attracts people for purposes other than commerce.

Walkable. A vibrant street is part of a walkable community and is supported by pedestrian-oriented residents.

Unified. Vibrant streets generally have a common character or theme, often historical in nature, that binds the street's range of services.

Local or National. A majority of the district's shops are either local tenants or national chains.

Accessible. Establishments along a vibrant street are well-served by either transit or by adequate parking facilities, but not necessarily both.

Visible. Surrounding streets have enough traffic to ensure visibility, but not so much that the area is difficult to access.

OP Retail Tool Kit: Implementation Process Flowchart

Conditions in Georgetown successfully satisfies seven of the eight implementation criteria for a vibrant retail street:

- It is **managed**, or served by active stakeholder organizations, including Georgetown Main Street.
- It is **retail-appropriate** with continuous ground floor retail and storefronts along Wisconsin Avenue.
- It is **mixed**, meaning that it has a well-balanced mix of retail including a balance of all three types of retail.
- It is **safe**, with very low personal and property crime rates in the neighborhood.
- It is **championed**, with high levels of investment along the corridor and in the surrounding area.
- It is **anchored**, by M Street and the Georgetown brand, attracting high levels of visitors and tourists to the area.
- It is **walkable**, drawing pedestrians from the neighborhood along the retail corridor.



05

Retail Opportunity Gap



Local Retail Demand & Preferences

Resident surveys indicate a desire for more locally serving and moderately priced restaurants, as well as neighborhood bars, and bookstores.

Most local residents prefer to shop and dine close to home in Georgetown, which is not surprising given the robust mix of businesses located in the neighborhood. Most residents also report feeling safe within the neighborhood, illustrating the strong pedestrian traffic and vibrant atmosphere that characterizes the area's retail environment.

According to a 2017 survey by the Georgetown BID, Georgetown residents wanted a greater supply of the following:

- *Local-serving restaurants at a mid-price point*
- *Neighborhood bars*
- *Bookstores*
- *Hardware stores*
- *Kitchen stores*
- *Small format grocery stores*

Snapshot of Local Resident Shopping

94% of residents said they feel safe shopping and dining in Georgetown

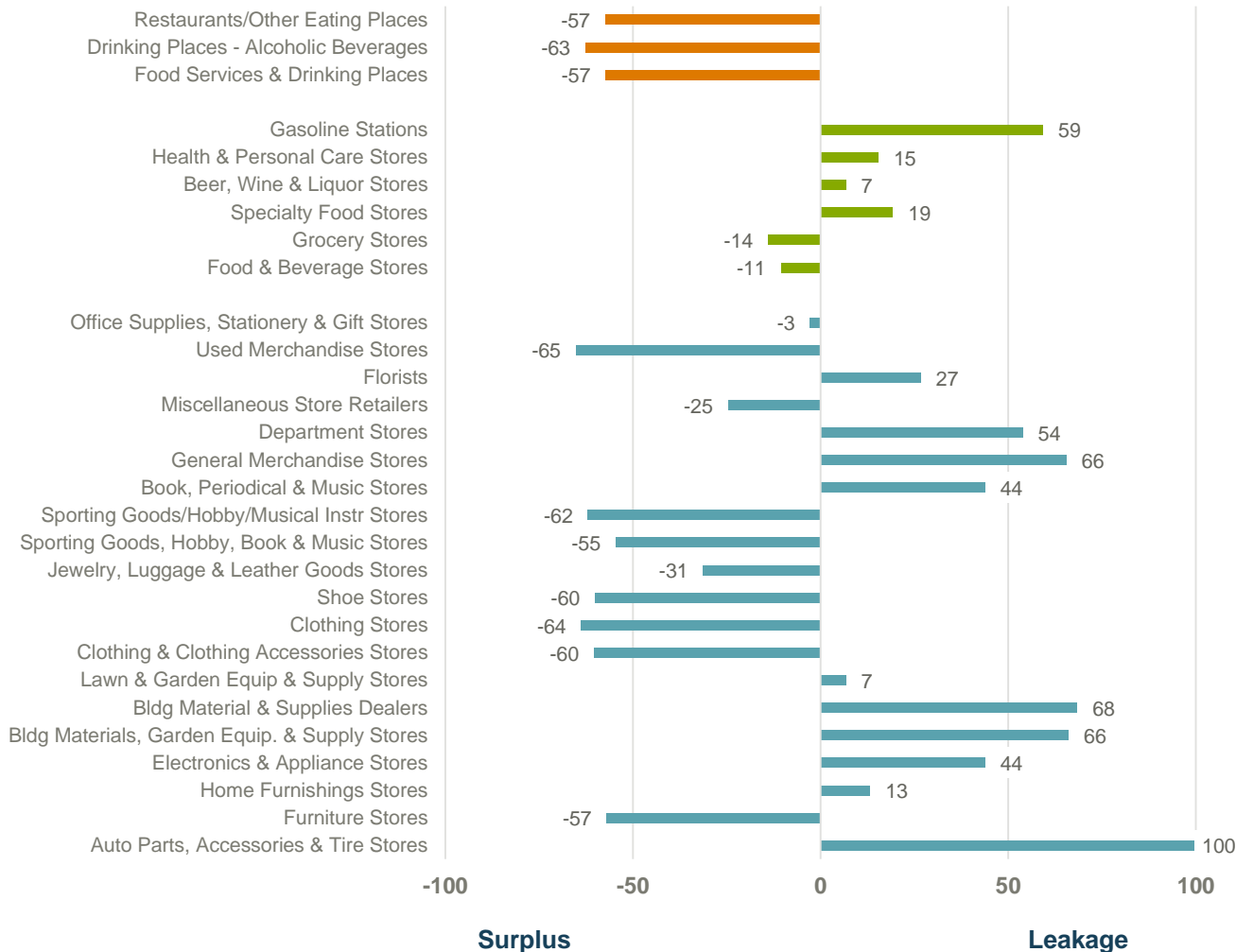
41% of residents said they shop in Georgetown once a week

24% of Georgetown residents said they prefer to shop or dine outside of Georgetown

43% of residents said they shop online at least once a week.

Retail Surplus & Leakage Within One-mile Radius

**Retail Surplus & Leakage By Industry Group
(One-Mile Radius)**



Given that Georgetown is a major shopping destination, it is not a surprise that many retail categories experience surplus spending relative to local demand. We also know from resident surveys that most local-serving needs are met from existing retailers. That said,

there are some small remaining retail opportunity gaps where a greater portion of local spending could potentially be captured: health and personal care stores, beer and wine stores, specialty food stores, and a gardening supplies store.

Amazon opened Amazon Books in March, which addresses the need for a bookstore identified in this data and in resident surveys.

06

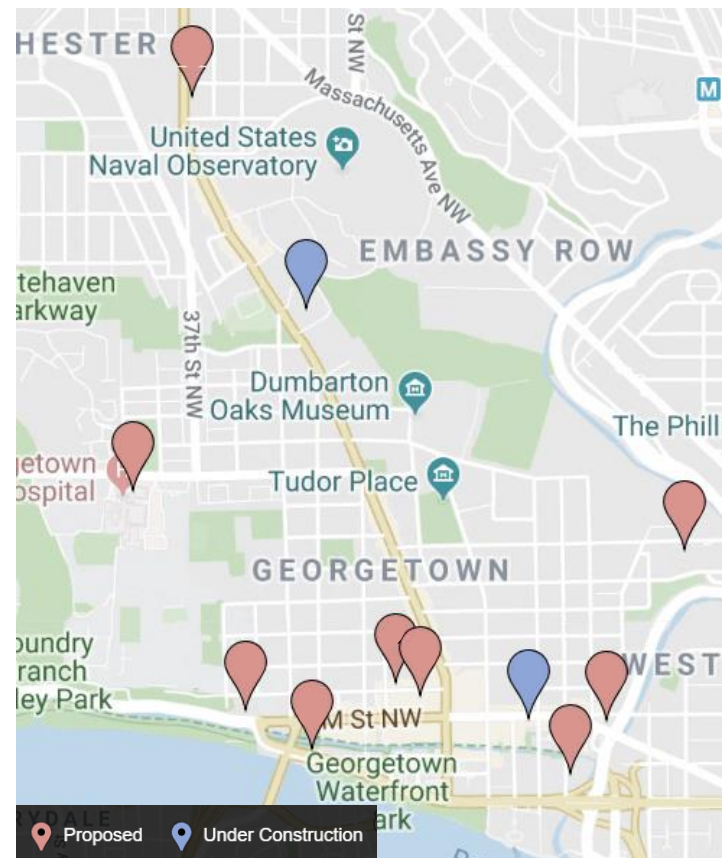
Projected Future Conditions



Development in the Georgetown Area

Limited development is proposed in the greater Georgetown neighborhood, especially compared to growth and development in other neighborhoods of DC. The developments that are proposed and under construction in the area are predominantly clustered along the popular and dense M Street core of Georgetown.

The majority of proposed and under construction projects are residential uses with supporting retail. Of the eight residential projects, all but one have under 100 units. In general, besides the north segment of Georgetown Main Street, the proposed development will likely have a marginal impact on the retail viability of the neighborhood. Retailers will benefit with the increased population, but the impact will not be substantial. Although Georgetown is not changing dramatically, the stable conditions, strong brand, and visitor attraction are valued by retailers and prospective businesses.



Development Detail

The following developments are currently under construction or planned for the future.

Planned & Proposed Development

Project	Location	Developer	Total SF	Construction Type	Major Use	Residential Units	Retail SF	Planned Status
2619-2623 Wisconsin Ave	2619 - 2623 Wisconsin Avenue, NW	MED Developers	--	New Construction	Residential	38	--	Near
2715 Pennsylvania Ave	2715 Pennsylvania Avenue, NW	Eastbanc, Inc.	29,587	New Construction	Residential	8	2,925	Near
3220 Prospect	3220 Prospect Street, NW	McCaffery Interests	28,246	New Construction	Retail	--	28,246	Near
3255 - 3259 Prospect St	3255 - 3259 Prospect Street, NW	The Elliott LLC	--	New Construction	Residential	7	--	Long
3401 Water Street	3401 Water Street NW	IBG Partners	--	Renovation	Residential	54	--	Long
Georgetown Hillside	3601 - 3607 M Street, NW	Altus Realty Partners	40,400	New Construction	Residential	21	--	Near
GU Hospital Pavilion	3800 Reservoir Road, NW	MedStar	497,000	New Construction	Education	--	--	Near
The Georgetown	2512 Q Street, NW	Holladay Corporation	45,000	Renovation	Residential	96	--	Long
West End Heating Plant	1051 29th Street, NW	The Levy Group	70,000	Renovation	Residential	70	--	Long
			710,233 SF			294 Units	31,171 SF	

Under Construction Development

Project	Location	Developer	Total SF	Construction Type	Major Use	Residential Units	Retail SF
Latham Hotel	3000 M Street, NW	Thor Equities	126,555	Renovation	Hospitality	--	25,500
The Glover House	2101 Wisconsin Avenue, NW	The JBG Companies	250,000	New Construction	Residential	225	20,000
			376,555 SF			225 Units	44,500 SF

Development Detail: The Glover House



On the former site of a Holiday Inn, The JBG Companies is redeveloping the site to be mixed-use featuring 225 residential units and 20,000 square feet of retail space. Trader Joe's leased 15,000 square feet of space and will anchor the retail component of the development. This redevelopment, coupled with the presence of this strong anchor, will likely positively impact the north segment of Georgetown Main Street.

Location: 2101 Wisconsin Avenue, NW

Site Use: Mixed Residential & Retail

Retail SF: 20,000 sf

Residential Units: 225 units

Developer: JBG

Architect: Eric Colbert & Associates

Anticipated Delivery: Summer 2019

Projected Residential and Workforce Population Change

The expected increase in population will minimally impact area businesses. New residents will bring additional purchasing power to the corridor, but will not have a substantial impact on the viability of retail in general.

The proposed development in the Georgetown neighborhood and surrounding area will slightly impact population growth. Based on planned and proposed developments as well as projects under construction, the next five years will bring an estimated 779 new residents around the area and an additional 1,460 workers – most of who will be employed at Georgetown University Hospital.

Proposed Land Use	¼ Mile Radius	½ Mile Radius	1 Mile Radius	Total Projected New Supply (1 Mile Radius)	Avg. People Per Unit / SF / Room	Total Estimated Increase in Population (1 Mile Radius)
Residential	7 units	378 units	134 units	519 units	1.5 per unit	779 residents
Office	0	497,000 sf	0	497,000 sf	1 per 385 sf	1,290 workers
Retail	28,246 sf	48,425 sf	0 sf	76,671 sf	1 per 450 sf	170 workers

07

Retail Enhancement Strategies



Summary Of Conditions

Georgetown Main Street spans one of the two primary commercial corridors within the greater Georgetown neighborhood. It includes three distinct retail clusters, each with a somewhat distinct retail orientation and customer base. While the corridor is characterized by its charm and historic character, a large customer base, and high land values, it faces increasing competition and has a vacancy rate that exceeds the DC average.



Wisconsin Avenue in Georgetown is comprised of three distinct commercial segments, each with varying real estate conditions and retail niches.

Businesses further north along Wisconsin Avenue are more local-serving than the establishments closer to M Street, which features a high concentration of national retailers and fashion brands. The Central segment is characterized by a high proportion of independently-owned boutique shops and galleries. The North segment has traditional local-serving mix of restaurants, neighborhood goods and services, and GAFO.



High tourist traffic accounts for a significant percentage of sales.

Businesses along Wisconsin Avenue, particularly within the South segment, rely on tourism traffic for a large proportion of their sales.



Asking rents vary throughout the corridor.

Asking triple-net rents are highest in the South segment of the corridor, though the entire corridor features average asking rents well above the District average.



Wisconsin Avenue and M Street feature similar vacancy rates and average rents.

In the retail real estate context, Wisconsin Avenue and M Street function very similarly. Despite the different types of tenants and scale of buildings, the two corridors have similar levels of vacancy and rent.

Executive Summary

Competitive Advantages

Georgetown Main Street – and Georgetown at large – has one of the District’s strongest brand identities, an unrivaled capture of tourist and regional customer traffic, and a historic character that is here to stay.



High Spending Capacity.

The Georgetown neighborhood surrounding Wisconsin Avenue has a high spending capacity, with a median household income significantly higher than the DC average.



National Brand.

Georgetown is nationally known as a premiere shopping district. It features well-known establishments and nationwide chains, attracting both tourists and regional visitors to the neighborhood.



Diverse Mix of Local, Regional, and Tourist Customer Base.

The strong customer base of Wisconsin Avenue in Georgetown allows businesses to target local, regional, and tourists. This diversity helps support businesses and provide more opportunities to capture customers.



Safety.

Wisconsin Avenue has low personal and property crime rates. Customers can spend time throughout the area without worry or concern for safety and crime. Because of this, customers are more likely to stay longer, frequent more establishments, and wander the corridor.



Charming, Visual Appeal.

The historic architecture, beautiful streetscape and storefronts, and charm of the Georgetown neighborhood attracts tourists and local visitors to shop and spend time in Georgetown.



Established Retail Niches

Wisconsin Avenue features a unique concentration of niche products and services, such as high-end fashion, boutique salons, art galleries, and wedding-related products and services.

Key Opportunities

Georgetown Main Street has an opportunity to carve out a new role in supporting local businesses directly and by partnering with other local economic development entities. There is an emerging need to help its businesses adjust to a changing retail landscape that includes new competitive retail destinations, changing consumer preferences, and new shopping technologies.

Georgetown Main Street can enhance the viability of retail by:

1

Activating vacant spaces along Wisconsin Avenue by understanding the types of retailers best positioned to succeed in each of its three segments; connecting property owners, brokers and prospective businesses with spaces available for lease; and working to activate vacant spaces with temporary programs.

2

Introducing more customers to businesses further north along Wisconsin Avenue by continuing and enhancing existing events, wayfinding, and advertising.

3

Providing technical and regulatory assistance to local businesses, catered towards the unique retail conditions that exist in the Georgetown retail environment.

4

Enhancing strategic partnerships to further leverage and coordinate between existing neighborhood-serving nonprofits and other key stakeholders.

Retail Enhancement Strategies

1

Recommended Opportunity:

Activate Vacant Spaces along Wisconsin Avenue by understanding the types of retailers best positioned to succeed in each of its three segments; connecting property owners, brokers and prospective businesses with spaces available for lease; and working to activate vacant spaces with temporary programs.

Retail Enhancement Strategies:

Continue to enhance the brand identities of the central and northern retail segments along Wisconsin Avenue; help communicate this retail orientation to property owners, managers, and commercial brokers.

Develop and regularly update a property owner inventory to efficiently communicate with local property owners and real estate brokers.

Partner with Georgetown BID to assist in implementation of the BID's Pop-Up Guide. Consider guiding businesses and property owners through lease negotiations and promoting new pop-ups through GMS's network including website and social media platforms.

Actionable steps include:

- Meet with the Planning & Economic Development staff at Georgetown BID to understand the opportunities for pop-ups in Georgetown and develop an implementation plan to incorporate pop-ups along Wisconsin Avenue.
- Meet with local property owners with vacant space to gauge interest in hosting a pop-up(s) in their space. Discuss how GMS can help streamline the process and connect with interested businesses.
- Become familiar with best practices and standard lease negotiations for pop-ups.
- Work with local brokers who have experience brokering pop-ups in Georgetown and DC.
- Consider targeting businesses that complement existing retail niches or have strong synergies with current establishments. For example, consider partnering with wedding-related businesses or national establishments (such as The Knot, Wedding Wire, Etsy or Zola) to host seasonal wedding industry pop-ups. Partner with Made in DC and DSLBD to connect with local makers who may be interested in becoming involved with a pop-up. Consider food incubators – packaged food or prepared food offsite will be easier to implement than pop-up restaurants.

Target
Segment

North
Central
South

● ● ●
● ● ●
● ● ●

Retail Enhancement Strategies

2

Recommended Opportunity:

Introduce new customers to businesses further north Wisconsin Avenue by continuing and enhancing existing events, wayfinding, and advertising.

Retail Enhancement Strategies:

	Target Segment		
	North	Central	South
Continue organizing events and promotions along Wisconsin Avenue that highlight local retail niches along Wisconsin Avenue.	●	●	●
Propose wayfinding signs along Wisconsin Avenue at intersections' of M Street, P Street, and Reservoir Road to encourage north-bound pedestrian traffic up the corridor. Consider signs such as “More Businesses This Way” “Additional Businesses 0.2 miles away”, etc. Actionable steps include: <ul style="list-style-type: none"> Consider partnering with Georgetown BID to install wayfinding along Wisconsin Avenue. Georgetown BID contracted with Beyer Blinder Belle in 2017 on a Georgetown Gateway project. Determine if any wayfinding or gateways were proposed along Wisconsin Avenue to help connect northern retail segments. Meet with DDOT to discuss wayfinding signage opportunities and protocols. 	●	●	●
Continue highlighting events and promotions on GMS’s website and social media accounts. Leverage partnerships with other organizations to help cross-promote events and businesses.	●	●	●
Consider partnering with the Citizen’s Association to highlight local businesses to local residents. Although the local customer base is strong, there is an opportunity to capture increased spending and introduce residents to new businesses along Wisconsin Avenue.	●	●	●

Retail Enhancement Strategies



Recommended Opportunity:

Provide technical and regulatory assistance to local businesses, catered towards the unique retail conditions that exist in the Georgetown retail environment.

Retail Enhancement Strategies:

	Target Segment		
	North	Central	South
Continue offering GMS small business grants and group technical assistance programs. Consider developing a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible.	●	●	●
Extend Clean & Safe Team services to North segment of GMS program boundary.	●		
Leverage the Central segment's concentration of wedding-related businesses, art galleries, and other boutique businesses to organized themed events and promotions, as well as attract pop-up tenants that complement existing retail niches.		●	
Consider prioritization of technical assistance to businesses in North Segment, due to above-average vacancy rate.	●		
Continue to get to know local businesses and owners. Continue to conduct door-to-door surveys and outreach to develop relationships. Work to understand business owner needs for technical assistance.	●	●	●

Retail Enhancement Strategies

4

Recommended Opportunity:

Enhance strategic partnerships to further leverage and coordinate between existing neighborhood-serving nonprofits and other key stakeholders.

Retail Enhancement Strategies:

	Target Segment		
	North	Central	South
Develop relationships and explore future partnerships with local organizations and stakeholders. A few ideas are suggested below, but conversations with each entity may bring new ideas to light.	●	●	●
Georgetown BID:			
• Leverage the BID's knowledge of local real estate market to temporarily and permanently activate empty retail spaces.		●	●
• Help spread awareness about BID's programming and resources.			
• Avoid inefficient programmatic overlaps.			
• Propose inclusion of North Segment businesses, development opportunities, and available retail spaces on Georgetown BID website. Discuss feasibility and assess interest of this with the Georgetown BID, GMS Board, and local businesses.			
Old Georgetown Board: Ensure clear and expedient approvals process for business renovations or retrofits. Be the "go-to" resource for businesses, developers, and property owners to navigate the OGB process. Meet with the OGB staff to gain insight on strategies to help support applicants and serve as a liaison for applicants when appropriate.	●	●	●
Georgetown Business Association: Coordinate and promote events, promotions, and technical assistance opportunities.	●	●	●
Glover Park Redevelopment Task Force: Identify opportunities to redevelop the underutilized vacant set of buildings on the 1700 block of Wisconsin Avenue.	●		
Citizens Association of Georgetown: Spread awareness of Main Street programming and other local corridor news. Understand the retail needs and concerns of nearby residents.	●	●	●
MedStar Georgetown University Hospital: Explore opportunities to promote Wisconsin Avenue businesses to staff and visitors.		●	

Executive Summary

Recommendation Summary

Opportunity	Retail Enhancement Strategies	Priority	Resource Intensity	Potential Partners
Activate Vacant Spaces along Wisconsin Avenue	<ul style="list-style-type: none"> Create and regularly update property owner inventory to efficiently communicate with local property owners and real estate brokers and update applicable parties as leasing opportunities arise. Continue to strengthen the orientation and brand of the central and north segment. Partner with Georgetown BID to assist in implementation of Pop-Up Guide by guiding businesses and property owners through lease negotiations and promoting new pop-ups through GMS website and social media platforms. 	Medium	High	Georgetown BID, local brokers, property owners
Introduce new customers to businesses further north along Wisconsin Avenue	<ul style="list-style-type: none"> Continue organizing events and promotions along Wisconsin Avenue that highlight various retail niches along the corridor, such as wedding-related businesses, boutique salons, and art galleries. Propose wayfinding signs along Wisconsin Ave. at intersections of M Street, P Street, and Reservoir Road to encourage north-bound pedestrian traffic up the corridor from M Street and the Georgetown Waterfront. Consider partnering with the Citizen's Association to highlight local businesses to local residents. 	Medium	Medium	Georgetown BID, Citizens Association, Georgetown Hospital
Continue to provide technical and regulatory assistance to local businesses	<ul style="list-style-type: none"> Extend Clean & Safe Team services to North segment of GMS program boundary. Leverage the Central segment's concentration of wedding-related businesses, art galleries, and other boutique businesses in themed events and promotions, and work to attract pop-up tenants that complement the existing retail niches. Consider prioritization of technical assistance to businesses in North Segment, due to above-average vacancy rate. Continue to get to know local businesses and owners. Continue to conduct door-to-door surveys and outreach to develop relationships. Work to understand business owner needs for technical assistance. Develop a technical assistance strategy that identifies how to provide TA with the greatest impact, and implement the TA as effectively and efficiently as possible. 	High	High	Georgetown BID, Georgetown Business Association, Old Georgetown Board
Develop and enhance strategic partnerships	<ul style="list-style-type: none"> Develop relationships and explore future partnerships with local organizations and stakeholders. Suggested partnerships include the following: Georgetown BID, Old Georgetown Board, Georgetown Business Association, Glover Park Redevelopment Task Force, Citizens Association of Georgetown, MedStar Georgetown University Hospital. 	High	Low	Georgetown BID, GBA, OGB, GPRTF, CAG, etc.



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Department of Small and Local Business Development
FY19 Positions

Sum of New Salary			
Posn Nbr	Title	Name	Total
00033010	PROJECT MANAGER	Nixon,Camille I	123,200.00
00033888	PROJECT MGR	Amoruso,Cristina	109,710.00
00035076	PROJECT MGR	Lashley,Lincoln H	106,981.00
00040123	Data Analyst	Harris,Marcia	101,523.00
00042487	Administrative Officer	Roper,Tinaruth E	104,252.00
00042974	Program Manager	Resil,Melissa	106,421.00
00043139	SUPERVISOR ATTORNEY ADVISOR	Edwards,Malik K.	147,405.63
00043982	Actin Small and Local Bus	Whitfield,Kristi C.	183,683.04
00051179	Business Development Specialis	Brady,Jonathan B	101,523.00
00077347	Manager, Small Business Techno	Mereand-Sinha,Katherine	106,047.56
00077350	Procure. Tech. Asstnce. Mgr.	Goodman,James M	109,936.00
00077535	Dep Dir for Business Opportuni	Edwards,Ronnie L	145,798.41
00077537	Manager, Small Business Develo	Bing,Michael	113,464.80
00077658	Deputy General Counsel	Allen,Brett W	134,542.99
00077838	Manager, Retail Business Devel	Adkins,Lauren	106,421.36
00085842	Chief of Staff	Fletcher,Alfred	165,994.80
00088568	Manager, Compliance & Enforcem	Leo,Kendrietta	111,180.00
00090792	Compliance Specialist	Kamal,Sophie S	101,523.00
Grand Total			2,179,607.59

FY18 DSLBD Agency Compliance Reporting System : Quarterly Expenditure Reports | Embedded for Budgets

JAN-24-2019

Embedded for Budgets

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
(empty) (106 Expenditure Reports)																
N						N	N	\$6,781.06	\$0.00	10-31-2017	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN001	IEC
N						N	N	\$427.78	\$0.00	12-01-2017	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEVVG31	IEV
N						N	N	\$2,000.00	\$0.00	12-01-2017	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	JNSA3038	JNS
N						N	N	\$3,333.55	\$0.00	12-13-2017	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN002	IEC
N						N	N	\$18,066.29	\$0.00	12-31-2017	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN003	IEC
N						N	N	\$498.74	\$0.00	01-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IESJSJ03	IES
N						N	N	\$1,344.48	\$0.00	01-23-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3052	IEA
N						N	N	\$1,344.49	\$0.00	01-23-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3052	IEA
N						N	N	\$1,344.49	\$0.00	01-23-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3052	IEA
N						N	N	\$1,344.48	\$0.00	01-23-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3052	IEA
N						N	N	-\$16,793.00	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$65.00	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$1,074.00	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$1,286.51	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$65.00	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$65.00	\$0.00	01-23-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$5,000.00	\$0.00	01-23-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEMO3052	IEA
N						N	N	\$3,859.55	\$0.00	01-23-2018	200	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3052	IEA
N						N	N	\$112.82	\$0.00	01-26-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG101	IEE
N						N	N	\$5,285.98	\$0.00	01-26-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH101	IEE
N						N	N	\$230.00	\$0.00	01-31-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN004	IEC

1/24/2019

FY18 DSLBD Agency Compliance... - Embedded for Budgets

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N						N	N	\$161.00	\$0.00	02-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IESJDT03	IES
N						N	N	\$44.80	\$0.00	02-20-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG102	IEE
N						N	N	\$4,201.44	\$0.00	02-20-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEA44001	IEA
N						N	N	\$11.61	\$0.00	02-28-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG103	IEE
N						N	N	\$10,534.60	\$0.00	02-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN005	IEC
N						N	N	\$389.20	\$0.00	03-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IENWNNW03	IEA
N						N	N	\$79.32	\$0.00	03-14-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG104	IEE
N						N	N	\$5,615.63	\$0.00	03-14-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH102	IEE
N						N	N	\$329.99	\$0.00	03-14-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENN001	IEE
N						N	N	\$3,291.82	\$0.00	03-28-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3130	IEA
N						N	N	\$3,291.83	\$0.00	03-28-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3130	IEA
N						N	N	\$3,291.82	\$0.00	03-28-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3130	IEA
N						N	N	\$3,291.83	\$0.00	03-28-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3130	IEA
N						N	N	\$776.48	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	IEMO3130	IEA
N						N	N	-\$27,284.29	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$651.69	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$1,014.00	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$651.69	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$651.69	\$0.00	03-28-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$5,000.00	\$0.00	03-28-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEMO3130	IEA
N						N	N	\$2,329.44	\$0.00	03-28-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	IEMO3130	IEA
N						N	N	\$3,042.00	\$0.00	03-28-2018	200	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3130	IEA
N						N	N	\$8,129.03	\$0.00	03-31-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN006	IEC
N						N	N	\$56.42	\$0.00	04-24-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG105	IEE

1/24/2019

FY18 DSLBD Agency Complianc... - Embedded for Budgets

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N						N	N	\$2,758.43	\$0.00	04-24-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH103	IEE
N						N	N	\$4,687.76	\$0.00	04-30-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN007	IEC
N						N	N	\$319.50	\$0.00	05-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMILLO3	IEA
N						N	N	\$44.80	\$0.00	05-15-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG106	IEE
N						N	N	\$641.56	\$0.00	05-15-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH104	IEE
N						N	N	\$407.06	\$0.00	05-29-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE525101	IE5
N						N	N	\$17,405.87	\$0.00	05-29-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEA15001	IEA
N						N	N	\$11.62	\$0.00	05-29-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG107	IEE
N						N	N	\$44.80	\$0.00	05-31-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG108	IEE
N						N	N	\$2,135.12	\$0.00	05-31-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH105	IEE
N						N	N	\$15,222.00	\$0.00	05-31-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEBE0666	IEB
N						N	N	\$148.50	\$0.00	06-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMIRR03	IEA
N						N	N	\$2,203.92	\$0.00	06-13-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN008	IEC
N						N	N	\$1,223.16	\$0.00	06-19-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE525102	IE5
N						N	N	\$2,788.82	\$0.00	06-19-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH106	IEE
N						N	N	\$717.73	\$0.00	06-19-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEQEN009	IEC
N						N	N	-\$3,791.54	\$0.00	07-17-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMO3265	IEA
N						N	N	\$3,791.54	\$0.00	07-17-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMO3265	IEA
N						N	N	-\$2,000.00	\$0.00	07-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	JETJ8A66	JET
N						N	N	\$2,000.00	\$0.00	07-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	JETJ8A66	JET
N						N	N	-\$250,000.00	\$0.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	JETJ8A69	JET
N						N	N	\$250,000.00	\$0.00	07-24-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	JETJ8A69	JET
N						N	N	\$44.80	\$0.00	07-25-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG109	IEE

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N						N	N	\$12,687.12	\$0.00	07-31-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEPX0733	IEP
N						N	N	\$62.50	\$0.00	08-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMIDD03	IEA
N						N	N	\$23.22	\$0.00	08-15-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG110	IEE
N						N	N	\$9,939.50	\$0.00	08-20-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEPX0822	IEP
N						N	N	-\$30.23	\$0.00	08-24-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DRSA1218	DR
N						N	N	\$424.93	\$0.00	08-31-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE525103	IE5
N						N	N	\$11.60	\$0.00	08-31-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG111	IEE
N						N	N	\$2,907.09	\$0.00	08-31-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH107	IEE
N						N	N	\$2,760.67	\$0.00	09-01-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMIEW03	IEA
N						N	N	\$1,775.55	\$0.00	09-12-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3366	IEA
N						N	N	\$1,775.54	\$0.00	09-12-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3366	IEA
N						N	N	\$1,775.55	\$0.00	09-12-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3366	IEA
N						N	N	\$1,775.55	\$0.00	09-12-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	IEMO3366	IEA
N						N	N	-\$29,505.38	\$0.00	09-12-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3366	IEA
N						N	N	\$3,000.00	\$0.00	09-12-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3366	IEA
N						N	N	\$8,066.02	\$0.00	09-12-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3366	IEA
N						N	N	\$4,932.79	\$0.00	09-12-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3366	IEA
N						N	N	\$1,000.00	\$0.00	09-12-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEMO3366	IEA
N						N	N	\$5,000.00	\$0.00	09-12-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEMO3366	IEA
N						N	N	\$404.38	\$0.00	09-12-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	IEMO3366	IEA
N						N	N	\$18,409.32	\$0.00	09-14-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEPX0918	IEP
N						N	N	\$85,763.62	\$0.00	09-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IE8EDRC1	IE8
N						N	N	-\$1,688.68	\$0.00	09-21-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DRSA1241	DR
N						N	N	\$285.93	\$0.00	09-25-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE525104	IE5

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N						N	N	\$73.79	\$0.00	09-25-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENG113	IEE
N						N	N	\$2,154.00	\$0.00	09-25-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IEENH109	IEE
N						N	N	-\$0.57	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE301905	IE3
N						N	N	\$56.39	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE521903	IE5
N						N	N	\$27.98	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE521904	IE5
N						N	N	\$685.98	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE531903	IE5
N						N	N	\$3,240.49	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE531904	IE5
N						N	N	\$2,206.19	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE781901	IE7
N						N	N	\$3,559.11	\$0.00	09-30-2018	100	31 TELEPHONE, TELEGRAPH, TELEGRAM, ETC	308 TELEPHONE, TELETYPE, TELEGRAM, ETC	A	IE801901	IE8
N						N	N	\$919.55	\$0.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	404 MAINTENANCE AND REPAIRS - AUTO	E	IEMIVV03	IEA
N						N	N	\$12,503.17	\$0.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	IEPX0111	IEP
N						N	N	\$8,956.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IE8CS901	IE8
N						N	N	\$29,236.38	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IE8EDRC2	IE8
N						N	N	-\$109.34	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	IEREDRC3	IER
TOT								\$312,160.42	\$0.00							
2GETHER-INTERNATIONAL, INC (3 Expenditure Reports)																
N	2GETHER-INTERNATIONAL, INC	DC	200050005			N	N	\$3,353.06	\$0.00	09-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG18939	VO
N	2GETHER-INTERNATIONAL, INC	DC	200050005			N	N	\$2,550.42	\$0.00	09-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG18939	VO
N	2GETHER-INTERNATIONAL, INC	DC	200050005			N	N	\$4,096.52	\$0.00	09-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG18939	VO
TOT								\$10,000.00	\$0.00							
AD BOX PROMO AGENCY, LLC (1 Expenditure Report)																
N	AD BOX PROMO AGENCY, LLC	MD	20784		LSDZ61014082021	Y	Y	\$20,361.00	\$20,361.00	09-18-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG19052	VO
TOT								\$20,361.00	\$20,361.00							
ADAMS MORGAN PARTNERSHIP (5 Expenditure Reports)																
N	ADAMS MORGAN PARTNERSHIP	DC	20009			N	N	\$33,750.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23598	ZEI
N	ADAMS MORGAN PARTNERSHIP	DC	20009			N	N	\$33,750.00	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49754	ZEI
N	ADAMS MORGAN PARTNERSHIP	DC	20009			N	N	\$33,750.00	\$0.00	04-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76453	ZEI

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	ADAMS MORGAN PARTNERSHIP	DC	20009			N	N	\$20,250.00	\$0.00	07-18-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF99561	VO
N	ADAMS MORGAN PARTNERSHIP	DC	20009			N	N	\$13,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG35192	VO
TOT								\$135,000.00	\$0.00							
AMERICAN BUSINESS SUPP (1 Expenditure Report)																
Y	AMERICAN BUSINESS SUPP	DC	200370000	Office,Photographic,Photocopy,and Microfilm Equip	LSZ30551122018	Y	Y	\$56.00	\$56.00	01-23-2018		0	0			
TOT								\$56.00	\$56.00							
AMTRAK .CO23 (1 Expenditure Report)																
Y	AMTRAK .CO23	DC	200020000	PASSENGER RAILWAYS		N	N	\$142.00	\$0.00	08-20-2018		40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A		
TOT								\$142.00	\$0.00							
ANACOSTIA BUS. IMPROVEMENT DIS (5 Expenditure Reports)																
N	ANACOSTIA BUS. IMPROVEMENT DIS	DC	20020			N	N	\$37,875.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23658	ZEI
N	ANACOSTIA BUS. IMPROVEMENT DIS	DC	20020			N	N	\$37,875.00	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51919	ZEI
N	ANACOSTIA BUS. IMPROVEMENT DIS	DC	20020			N	N	\$37,875.00	\$0.00	05-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79836	ZEI
N	ANACOSTIA BUS. IMPROVEMENT DIS	DC	20020			N	N	\$22,725.00	\$0.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG01174	VO
N	ANACOSTIA BUS. IMPROVEMENT DIS	DC	20020			N	N	\$15,150.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34819	VO
TOT								\$151,500.00	\$0.00							
ANGELIQUE ICONIQ LLC (1 Expenditure Report)																
N	ANGELIQUE ICONIQ LLC	DC	20007			N	N	\$10,000.00	\$0.00	07-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG02550	VO
TOT								\$10,000.00	\$0.00							
APTAC (9 Expenditure Reports)																
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$2,221.06	\$0.00	10-17-2017		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$645.00	\$0.00	10-24-2017		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$645.00	\$0.00	10-24-2017		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$645.00	\$0.00	10-24-2017		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$495.00	\$0.00	11-03-2017		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$495.00	\$0.00	11-03-2017		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$695.00	\$0.00	01-24-2018		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$695.00	\$0.00	01-24-2018		0	0			
Y	APTAC	TN	370660000	Civic, Social & Fraternal Associations		N	N	\$695.00	\$0.00	01-24-2018		0	0			
TOT								\$7,231.06	\$0.00							
ATLAS DISTRICT DESIGN, LLC (1 Expenditure Report)																
N	ATLAS DISTRICT DESIGN, LLC	DC	20002		LSDZR68138012021	Y	Y	\$2,147.94	\$2,147.94	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32228	VO

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
TOT								\$2,147.94	\$2,147.94							
BARRACKS ROW MAINSTREET (11 Expenditure Reports)																
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$36,500.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23591	ZEI
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$27,750.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23630	ZEI
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$27,750.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32467	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$27,750.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32469	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$16,650.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32472	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$36,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32473	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$36,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32474	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$11,100.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34703	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$21,900.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34709	VO
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$20,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
N	BARRACKS ROW MAINSTREET	DC	20003			N	N	\$14,600.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$277,000.00	\$0.00							
BIZSOLUTIONS 360 INC. (1 Expenditure Report)																
N	BIZSOLUTIONS 360 INC.	DC	20036		LSZ70348092019	Y	Y	\$2,972.78	\$2,972.78	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$2,972.78	\$2,972.78							
BIZTECH FUSION LLC - E (1 Expenditure Report)																
Y	BIZTECH FUSION LLC - E	VA	220300000	Professional Services Not Elsewhere Classified	LSD45543082018	Y	Y	\$604.65	\$604.65	01-25-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$604.65	\$604.65							
BLUEBAY OFFICE INC (5 Expenditure Reports)																
Y	BLUEBAY OFFICE INC	DC	200160000	Stationery, Office & School Supply Stores	LSDR55164112018	Y	Y	\$462.00	\$462.00	02-14-2018		0020	201			
Y	BLUEBAY OFFICE INC	DC	200160000	Stationery, Office & School Supply Stores	LSDR55164112018	Y	Y	\$274.30	\$274.30	02-27-2018		0	0			
Y	BLUEBAY OFFICE INC	DC	20016-2324	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSDR55164112018	Y	Y	\$62.00	\$62.00	06-14-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	BLUEBAY OFFICE INC	DC	20016-2324	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSDR55164112018	Y	Y	\$113.00	\$113.00	06-14-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	BLUEBAY OFFICE INC	DC	20016-2324	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSDR55164112018	Y	Y	\$204.00	\$204.00	06-14-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$1,115.30	\$1,115.30							
BRIGHTSPRING SOLUTIONS, LLC (1 Expenditure Report)																
N	BRIGHTSPRING SOLUTIONS, LLC	DC	20032			N	N	\$5,600.00	\$0.00	08-16-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG08051	VO
TOT								\$5,600.00	\$0.00							
CADOGAN AND ASSOCIATES LLC (2 Expenditure Reports)																
N	CADOGAN AND ASSOCIATES LLC	DC	20019		LSZR3353082020	Y	Y	\$13,132.50	\$13,132.50	05-11-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79056	ZEI
N	CADOGAN AND ASSOCIATES LLC	DC	20019		LSZR3353082020	Y	Y	\$2,317.50	\$2,317.50	09-07-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG16013	VO

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
TOT								\$15,450.00	\$15,450.00							
CAPITAL AREA FOOD BANK (2 Expenditure Reports)																
N	CAPITAL AREA FOOD BANK	DC	20006			N	N	\$170,000.00	\$0.00	06-22-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF90640	ZEI
N	CAPITAL AREA FOOD BANK	DC	200172036			N	N	\$30,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$200,000.00	\$0.00							
CAPITOL HILL BUS. IMPROVEMENTS (3 Expenditure Reports)																
N	CAPITOL HILL BUS. IMPROVEMENTS	DC	20003			N	N	\$25,000.00	\$0.00	10-23-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30924	ZEI
N	CAPITOL HILL BUS. IMPROVEMENTS	DC	20003			N	N	\$27,500.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31462	ZEI
N	CAPITOL HILL BUS. IMPROVEMENTS	DC	20002			N	N	\$157,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$210,000.00	\$0.00							
CAREER PATH DC (24 Expenditure Reports)																
N	CAREER PATH DC	DC	20020			N	N	\$27,500.00	\$0.00	10-10-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF24769	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$26,245.50	\$0.00	10-19-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF29132	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$30,500.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31414	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$40,904.50	\$0.00	10-30-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32675	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$25,000.00	\$0.00	10-30-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32677	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$30,500.00	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51944	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$40,904.50	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51965	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$25,000.00	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51966	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$26,245.50	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51968	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$27,500.00	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54215	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$27,500.00	\$0.00	04-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF74174	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$30,500.00	\$0.00	05-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76931	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$40,904.50	\$0.00	05-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76997	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$26,245.50	\$0.00	05-03-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77154	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$25,000.00	\$0.00	05-03-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77163	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$250,000.00	\$0.00	06-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF94632	ZEI
N	CAREER PATH DC	DC	20020			N	N	\$15,000.00	\$0.00	07-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG01684	VO
N	CAREER PATH DC	DC	20020			N	N	\$15,747.30	\$0.00	07-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG01685	VO
N	CAREER PATH DC	DC	20020			N	N	\$16,500.00	\$0.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03908	VO
N	CAREER PATH DC	DC	20020			N	N	\$18,300.00	\$0.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG04136	VO
N	CAREER PATH DC	DC	20020			N	N	\$24,542.70	\$0.00	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05813	VO

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	CAREER PATH DC	DC	20020			N	N	\$200,000.00	\$0.00	09-21-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG18903	VO
N	CAREER PATH DC	DC	20020			N	N	\$16,361.80	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG35116	VO
N	CAREER PATH DC	DC	20020			N	N	\$43,698.20	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$1,050,600.00	\$0.00							
CENTER FOR NONPROFIT (2 Expenditure Reports)																
N	CENTER FOR NONPROFIT	DC	20006			N	N	\$8,500.00	\$0.00	05-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF83523	ZEI
N	CENTER FOR NONPROFIT	DC	20006			N	N	\$1,500.00	\$0.00	08-16-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG07456	VO
TOT								\$10,000.00	\$0.00							
CHANGING PERCEPTIONS (11 Expenditure Reports)																
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$27,404.50	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23585	ZEI
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$32,000.00	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30363	ZEI
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$27,404.50	\$0.00	03-05-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF60513	ZEI
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$32,000.00	\$0.00	03-05-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF60610	ZEI
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$90,000.00	\$0.00	05-21-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79547	ZEI
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$27,404.00	\$0.00	07-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG02989	VO
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$32,000.00	\$0.00	07-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03004	VO
N	CHANGING PERCEPTIONS	DC	20003			N	N	\$16,442.70	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32453	VO
N	CHANGING PERCEPTIONS	DC	20003			N	N	\$19,200.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG33388	VO
N	CHANGING PERCEPTIONS	DC	20003			N	N	\$23,762.30	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
N	CHANGING PERCEPTIONS	DC	20001			N	N	\$20,000.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	DE582060	DE
TOT								\$347,618.00	\$0.00							
CHRISTINA HOLLIMAN (1 Expenditure Report)																
N	CHRISTINA HOLLIMAN	VA	22311			N	N	\$262.00	\$0.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DEEN0333	DE
TOT								\$262.00	\$0.00							
COLLABORATIVE SOLUTIONS F (1 Expenditure Report)																
N	COLLABORATIVE SOLUTIONS F	DC	20010			N	N	\$20,798.20	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$20,798.20	\$0.00							
COLUMBIA HEIGHTS DAY INIT (7 Expenditure Reports)																
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$36,500.00	\$0.00	10-17-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF27488	ZEI
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$43,750.00	\$0.00	11-02-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32922	ZEI
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$43,750.00	\$0.00	02-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF58403	ZEI
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$43,750.00	\$0.00	05-22-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF82815	ZEI

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$26,250.00	\$0.00	08-15-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG09107	VO
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$38,074.93	\$0.00	08-15-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG09232	VO
N	COLUMBIA HEIGHTS DAY INIT	DC	20010			N	N	\$21,900.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32475	VO
TOT								\$253,974.93	\$0.00							
COLUMBIA HEIGHTS DAY INITIATIV (2 Expenditure Reports)																
N	COLUMBIA HEIGHTS DAY INITIATIV	DC	20017			N	N	\$14,600.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
N	COLUMBIA HEIGHTS DAY INITIATIV	DC	20017			N	N	\$17,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$32,100.00	\$0.00							
COLUMBIA HEIGHTS SHAW COLLAB (8 Expenditure Reports)																
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$25,750.00	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30324	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$26,245.50	\$0.00	10-23-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30927	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$26,245.50	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51916	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$25,750.00	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51917	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$25,750.00	\$0.00	05-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84925	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$26,245.50	\$0.00	05-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84927	ZEI
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$15,450.00	\$0.00	08-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06862	VO
N	COLUMBIA HEIGHTS SHAW COLLAB	DC	20009			N	N	\$15,747.30	\$0.00	08-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06877	VO
TOT								\$187,183.80	\$0.00							
COMCAST (7 Expenditure Reports)																
Y	COMCAST	MD	212360000	Cable and Other Pay Television		N	N	\$90.12	\$0.00	10-05-2017		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
Y	COMCAST	MD	212360000	Cable and Other Pay Television		N	N	\$35.55	\$0.00	11-14-2017		0	0			
Y	COMCAST	MD	212360000	Cable and Other Pay Television		N	N	\$118.69	\$0.00	01-24-2018		0	0			
Y	COMCAST	MD	212360000	Cable and Other Pay Television		N	N	\$42.76	\$0.00	03-21-2018		0040	410			
Y	COMCAST	MD	21236	CABLE SATELLITE OTHER PAY TELEVISION RADIO SVCS		N	N	\$77.19	\$0.00	04-26-2018		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
Y	COMCAST	MD	21236	CABLE SATELLITE OTHER PAY TELEVISION RADIO SVCS		N	N	\$35.62	\$0.00	06-15-2018		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
Y	COMCAST	MD	21236	CABLE SATELLITE OTHER PAY TELEVISION RADIO SVCS		N	N	\$77.19	\$0.00	07-31-2018		0	0			
TOT								\$477.12	\$0.00							
COMMUNITY ALLIANCE FOR UP (3 Expenditure Reports)																
N	COMMUNITY ALLIANCE FOR UP	DC	20012			N	N	\$43,750.00	\$0.00	02-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF59303	ZEI
N	COMMUNITY ALLIANCE FOR UP	DC	20012			N	N	\$43,750.00	\$0.00	07-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96463	VO
N	COMMUNITY ALLIANCE FOR UP	DC	20012			N	N	\$26,250.00	\$0.00	08-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG15004	VO
TOT								\$113,750.00	\$0.00							
COMMUNITY ALLIANCE FOR UPPER (2 Expenditure Reports)																

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	COMMUNITY ALLIANCE FOR UPPER	DC	20011			N	N	\$43,750.00	\$0.00	02-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF53797	ZEI
N	COMMUNITY ALLIANCE FOR UPPER	DC	20011			N	N	\$17,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$61,250.00	\$0.00							
COMMUNITY CONNECTIONS INC (2 Expenditure Reports)																
N	COMMUNITY CONNECTIONS INC	DC	20005			N	N	\$126,787.00	\$0.00	06-22-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF92393	ZEI
N	COMMUNITY CONNECTIONS INC	DC	20003			N	N	\$22,374.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$149,161.00	\$0.00							
COMPASS GROUP USA INC (2 Expenditure Reports)																
N	COMPASS GROUP USA INC	IL	60697			N	N	\$2,727.00	\$0.00	08-01-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG02847	VO
N	COMPASS GROUP USA INC	IL	60697			N	N	\$8,181.00	\$0.00	08-01-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG02847	VO
TOT								\$10,908.00	\$0.00							
CONGRESS HEIGHTS TRAINING (21 Expenditure Reports)																
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$25,000.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF23611	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$27,625.00	\$0.00	10-06-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF24023	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$36,500.00	\$0.00	10-17-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF27494	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$30,375.00	\$0.00	10-17-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF28145	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$30,375.00	\$0.00	01-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50672	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$25,000.00	\$0.00	01-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50675	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$27,625.00	\$0.00	01-26-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50998	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$36,500.00	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54327	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$25,000.00	\$0.00	04-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76339	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$27,625.00	\$0.00	04-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76348	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$30,375.00	\$0.00	05-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76973	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$60,000.00	\$0.00	05-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF82981	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$36,500.00	\$0.00	05-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84929	ZEI
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$29,166.00	\$0.00	07-11-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96434	VO
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$18,225.00	\$0.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03907	VO
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$16,575.00	\$0.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03910	VO
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$15,000.00	\$0.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03914	VO
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$7,334.00	\$0.00	08-16-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG09243	VO
N	CONGRESS HEIGHTS TRAINING	DC	20020			N	N	\$14,566.00	\$0.00	08-16-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06629	VO

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	CONGRESS HEIGHTS TRAINING	DC	20032			N	N	\$33,200.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
N	CONGRESS HEIGHTS TRAINING	DC	20032			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$567,166.00	\$0.00							
CONSALT LLC (1 Expenditure Report)																
N	CONSALT LLC	DC	22201		LSZR39826082020	Y	Y	\$5,000.00	\$5,000.00	08-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03387	VO
TOT								\$5,000.00	\$5,000.00							
CRISTINA AMORUSO (1 Expenditure Report)																
N	CRISTINA AMORUSO	DC	20002			N	N	\$1,688.68	\$0.00	02-16-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE559332	ZE
TOT								\$1,688.68	\$0.00							
CUREATE, LLC (7 Expenditure Reports)																
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$4,720.00	\$4,720.00	03-16-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF63943	ZE
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$4,900.00	\$4,900.00	05-11-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF79354	ZE
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$10,600.00	\$10,600.00	05-25-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF82952	ZE
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$4,500.00	\$4,500.00	07-23-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG00668	VO
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$8,000.00	\$8,000.00	08-06-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG05869	VO
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$31,400.00	\$31,400.00	09-13-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG19986	VO
N	CUREATE, LLC	DC	20001		LSZR47439032019	Y	Y	\$13,580.00	\$13,580.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG25948	VO
TOT								\$77,700.00	\$77,700.00							
DATA SCIENCES CORPORATION (1 Expenditure Report)																
N	DATA SCIENCES CORPORATION	DC	20036		LSZR87889022020	Y	Y	\$9,227.52	\$9,227.52	09-27-2018	100	40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E	VOG24463	VO
TOT								\$9,227.52	\$9,227.52							
DC *GOV'T PAYMENT (1 Expenditure Report)																
Y	DC *GOV'T PAYMENT	DC	200240000	GOVERNMENT SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$400.00	\$0.00	07-06-2018		0	0			
TOT								\$400.00	\$0.00							
DC CHAMBER OF COMMERCE (2 Expenditure Reports)																
Y	DC CHAMBER OF COMMERCE	DC	200040000	Charitable And Social Service Organizations		N	N	\$3,000.00	\$0.00	12-12-2017		0	0			
N	DC CHAMBER OF COMMERCE	DC	20006			N	N	\$25,000.00	\$0.00	04-05-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF69817	ZE
TOT								\$28,000.00	\$0.00							
DC GOV'T PAYMENT (2 Expenditure Reports)																
Y	DC GOV'T PAYMENT	DC	20007-3621	GOVERNMENT SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$700.00	\$0.00	07-06-2018		40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E		

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Y	DC GOV'T PAYMENT	DC	20007-3621	GOVERNMENT SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$324.50	\$0.00	07-06-2018		40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E		
TOT								\$1,024.50	\$0.00							
DEANWOOD HEIGHTS MAIN STR (3 Expenditure Reports)																
N	DEANWOOD HEIGHTS MAIN STR	DC	20019			N	N	\$34,250.00	\$0.00	10-19-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF29137	ZEI
N	DEANWOOD HEIGHTS MAIN STR	DC	20019			N	N	\$34,250.00	\$0.00	06-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84994	ZEI
N	DEANWOOD HEIGHTS MAIN STR	DC	20019			N	N	\$34,250.00	\$0.00	08-07-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06187	VOI
TOT								\$102,750.00	\$0.00							
DEANWOOD HEIGHTS MAIN STREETS (6 Expenditure Reports)																
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$36,500.00	\$0.00	10-19-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF29314	ZEI
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$36,500.00	\$0.00	01-26-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50999	ZEI
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$36,500.00	\$0.00	05-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84919	ZEI
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$4,000.00	\$0.00	09-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG19997	VOI
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$32,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YCI
N	DEANWOOD HEIGHTS MAIN STREETS	DC	20019			N	N	\$34,250.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YCI
TOT								\$180,250.00	\$0.00							
DEFINE DESIGN GROUP LLC (1 Expenditure Report)																
N	DEFINE DESIGN GROUP LLC	MD	20745		LSDZR61393052021	Y	Y	\$8,825.00	\$8,825.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG01013	VOI
TOT								\$8,825.00	\$8,825.00							
DELTA 00670808495766 (1 Expenditure Report)																
Y	DELTA 00670808495766	SC	303540000	Delta		N	N	\$309.00	\$0.00	02-15-2018		0040	402			
TOT								\$309.00	\$0.00							
DEVIN JONES (2 Expenditure Reports)																
N	DEVIN JONES	MD	20772			N	N	\$1,068.83	\$0.00	04-27-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE564986	ZEI
N	DEVIN JONES	MD	20772			N	N	\$275.08	\$0.00	08-28-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DE575784	DEI
TOT								\$1,343.91	\$0.00							
DMI* DELL BUS ONLINE (1 Expenditure Report)																
Y	DMI* DELL BUS ONLINE	TX	78682	Computers,Computer Peripheral Equipment, Software		N	N	\$281.10	\$0.00	03-08-2018		0	0			
TOT								\$281.10	\$0.00							
DMI* DELL HLTHCR/REL (1 Expenditure Report)																
Y	DMI* DELL HLTHCR/REL	TX	786820000	Computers,Computer Peripheral Equipment, Software		N	N	\$947.59	\$0.00	03-10-2018		0020	201			
TOT								\$947.59	\$0.00							
DNH*GODADDY.COM (2 Expenditure Reports)																
Y	DNH*GODADDY.COM	AZ	85260	COMPUTER NETWORK-INFORMATION SERVICES		N	N	\$74.99	\$0.00	04-30-2018						

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Y	DNH*GODADDY.COM	AZ	852600000	COMPUTER NETWORK- INFORMATION SERVICES		N	N	\$101.39	\$0.00	04-30-2018						
TOT									\$176.38	\$0.00						
DOC-USFCS-3019753880 (2 Expenditure Reports)																
Y	DOC-USFCS-3019753880	DC	202300000	GOVERNMENT SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$400.00	\$0.00	04-26-2018		40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A		
Y	DOC-USFCS-3019753880	DC	202300000	GOVERNMENT SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$120.00	\$0.00	08-27-2018		40 OTHER SERVICES AND CHARGES	419 TUITION FOR EMPLOYEE TRAINING	A		
TOT									\$520.00	\$0.00						
DREAMING OUT LOUD, INC. (2 Expenditure Reports)																
N	DREAMING OUT LOUD, INC.	DC	20004			N	N	\$60,000.00	\$0.00	05-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF74557	ZEI
N	DREAMING OUT LOUD, INC.	DC	20004			N	N	\$50,000.00	\$0.00	07-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF95832	VO
TOT									\$110,000.00	\$0.00						
DUPONT COMPUTERS (1 Expenditure Report)																
Y	DUPONT COMPUTERS	DC	200090000	CONSULTING MANAGEMENT AND PUBLIC RELATIONS SVCS	LSDX59723102018	Y	Y	\$4,999.50	\$4,999.50	05-31-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT									\$4,999.50	\$4,999.50						
EARL R. KING SR. (1 Expenditure Report)																
N	EARL R. KING SR.	MD	20721			N	N	\$1,359.03	\$0.00	02-28-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE560038	ZEI
TOT									\$1,359.03	\$0.00						
EARL R. KING, SR (1 Expenditure Report)																
N	EARL R. KING, SR	MD	20721			N	N	\$67.97	\$0.00	04-30-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE565071	ZEI
TOT									\$67.97	\$0.00						
EIG (1 Expenditure Report)																
Y	EIG	MA	024510000	DIRECT MARKETING-CONTINUITY-SUBSCRIPTION MERCHANTS		N	N	\$1,383.00	\$0.00	07-25-2018		40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E		
TOT									\$1,383.00	\$0.00						
EL PODER DE SER MUJER (1 Expenditure Report)																
N	EL PODER DE SER MUJER	VA	22204			N	N	\$10,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG33482	VO
TOT									\$10,000.00	\$0.00						
EMORY BEACON OF LIGHT, INC. (9 Expenditure Reports)																
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,904.50	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30317	ZEI
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,750.00	\$0.00	10-31-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32857	ZEI
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,750.00	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49702	ZEI
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,904.50	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49760	ZEI
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,750.00	\$0.00	05-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76948	ZEI
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$25,904.50	\$0.00	05-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF76955	ZEI

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N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$15,542.70	\$0.00	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05103	VO
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$15,450.00	\$0.00	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05109	VO
N	EMORY BEACON OF LIGHT, INC.	DC	20011			N	N	\$20,661.80	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$206,618.00	\$0.00							
EVENTS DC SPORT AND EN (1 Expenditure Report)																
Y	EVENTS DC SPORT AND EN	DC	200010000	BUSINESS SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$1,000.00	\$0.00	06-27-2018		40 OTHER SERVICES AND CHARGES	424 CONFERENCE FEES LOC OUT OF CITY	A		
TOT								\$1,000.00	\$0.00							
FEDEXOFFICE 00006718 (1 Expenditure Report)																
Y	FEDEXOFFICE 00006718	DC	200040000	Quick-Copy, Reproduction and Blueprinting Services		N	N	\$3,387.90	\$0.00	12-12-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$3,387.90	\$0.00							
FLIK GALLCONF 16128290 (2 Expenditure Reports)																
Y	FLIK GALLCONF 16128290	DC	20002-3600	LODGING-HOTELS MOTELS RESORTS-NOT CLASSIFIED		N	N	\$848.70	\$0.00	07-10-2018		0	0			
Y	FLIK GALLCONF 16128290	DC	20002-3600	LODGING-HOTELS MOTELS RESORTS-NOT CLASSIFIED		N	N	\$2,750.00	\$0.00	07-10-2018		0	0			
TOT								\$3,598.70	\$0.00							
FORMOST ADVANCED CRE (6 Expenditure Reports)																
Y	FORMOST ADVANCED CRE	DC	200200000	Commercial Photography, Art & Graphics	LSDZ48867062019	Y	Y	\$159.00	\$159.00	11-15-2017		0	0			
Y	FORMOST ADVANCED CRE	DC	200200000	Commercial Photography, Art & Graphics	LSDZ48867062019	Y	Y	\$36.50	\$36.50	12-06-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	FORMOST ADVANCED CRE	DC	200200000	Commercial Photography, Art & Graphics	LSDZ48867062019	Y	Y	\$262.00	\$262.00	02-06-2018		0020	201			
Y	FORMOST ADVANCED CRE	DC	200200000	COMMERCIAL ART GRAPHICS PHOTOGRAPHY	LSDZ48867062019	Y	Y	\$71.00	\$71.00	05-07-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	FORMOST ADVANCED CRE	DC	200200000	COMMERCIAL ART GRAPHICS PHOTOGRAPHY	LSDZ48867062019	Y	Y	\$396.00	\$396.00	06-14-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	FORMOST ADVANCED CRE	DC	200200000	COMMERCIAL ART GRAPHICS PHOTOGRAPHY	LSDZ48867062019	Y	Y	\$271.75	\$271.75	09-20-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$1,196.25	\$1,196.25							
FRANK J. PIETRUCHA (1 Expenditure Report)																
N	FRANK J. PIETRUCHA	DC	20003			N	N	\$3,950.71	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF48690	ZEI
TOT								\$3,950.71	\$0.00							
FRIENDS OF RHODE ISLAND A (12 Expenditure Reports)																
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$36,500.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31449	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$30,750.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31455	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$36,500.00	\$0.00	01-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50846	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$30,750.00	\$0.00	02-01-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF51918	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$42,075.00	\$0.00	04-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF71395	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$30,750.00	\$0.00	04-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF74176	ZEI

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N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$36,500.00	\$0.00	05-03-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77118	ZEI
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$25,000.00	\$0.00	07-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96452	VO
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$11,500.00	\$0.00	07-27-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG03025	VO
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$18,450.00	\$0.00	08-03-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05101	VO
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$10,400.00	\$0.00	08-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG14176	VO
N	FRIENDS OF RHODE ISLAND A	DC	20018			N	N	\$4,300.00	\$0.00	09-07-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG14434	VO
TOT								\$313,475.00	\$0.00							
FRIENDS OF RHODE ISLAND AVE NE (3 Expenditure Reports)																
N	FRIENDS OF RHODE ISLAND AVE NE	DC	20018			N	N	\$10,282.16	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	FRIENDS OF RHODE ISLAND AVE NE	DC	20018			N	N	\$12,300.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	FRIENDS OF RHODE ISLAND AVE NE	DC	20018			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$37,182.16	\$0.00							
FUTURE FIRST INC. (1 Expenditure Report)																
N	FUTURE FIRST INC.	DC	20007			N	N	\$49,999.00	\$0.00	06-14-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF87452	ZEI
TOT								\$49,999.00	\$0.00							
GEORGETOWN BUSINESS ASSOC (3 Expenditure Reports)																
N	GEORGETOWN BUSINESS ASSOC	DC	20036			N	N	\$43,750.00	\$0.00	02-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF58395	ZEI
N	GEORGETOWN BUSINESS ASSOC	DC	20036			N	N	\$43,750.00	\$0.00	06-14-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF89492	ZEI
N	GEORGETOWN BUSINESS ASSOC	DC	20036			N	N	\$26,250.00	\$0.00	08-22-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG11465	VO
TOT								\$113,750.00	\$0.00							
GEORGETOWN BUSINESS ASSOCIATION (2 Expenditure Reports)																
N	GEORGETOWN BUSINESS ASSOCIATION	DC	20007			N	N	\$43,750.00	\$0.00	02-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF53775	ZEI
N	GEORGETOWN BUSINESS ASSOCIATION	DC	20007			N	N	\$17,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$61,250.00	\$0.00							
GEORGETOWN MEDIA GROUP (1 Expenditure Report)																
Y	GEORGETOWN MEDIA GROUP	DC	200070000	ADVERTISING SERVICES	LS17747022020	Y	Y	\$135.00	\$135.00	09-11-2018		40 OTHER SERVICES AND CHARGES	414 ADVERTISING	E		
TOT								\$135.00	\$135.00							
GFOA-WMA (1 Expenditure Report)																
N	GFOA-WMA	DC	20024			N	N	\$150.00	\$0.00	05-11-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	ZE565416	ZEI
TOT								\$150.00	\$0.00							
GOLDEN TRIANGLE, LLC (1 Expenditure Report)																
N	GOLDEN TRIANGLE, LLC	DC	200360000			N	N	\$20,000.00	\$0.00	03-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF60510	ZEI
TOT								\$20,000.00	\$0.00							

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
GOOD FOOD MARKETS LLC (2 Expenditure Reports)																
N	GOOD FOOD MARKETS LLC	DC	20009			N	N	\$43,214.00	\$0.00	06-14-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF88382	ZEI
N	GOOD FOOD MARKETS LLC	DC	20006			N	N	\$7,625.00	\$0.00	09-14-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG20375	VO
TOT								\$50,839.00	\$0.00							
GOOD PROJECTS (5 Expenditure Reports)																
N	GOOD PROJECTS	DC	200052001			N	N	\$26,245.50	\$0.00	11-01-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32855	ZEI
N	GOOD PROJECTS	DC	200072001			N	N	\$26,245.50	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54320	ZEI
N	GOOD PROJECTS	DC	200072001			N	N	\$26,245.50	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG37877	VO
N	GOOD PROJECTS	DC	200072001			N	N	\$15,747.30	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG38760	VO
N	GOOD PROJECTS	DC	200052001			N	N	\$10,498.20	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$104,982.00	\$0.00							
GOVERNMENT FINANCE OFF (1 Expenditure Report)																
Y	GOVERNMENT FINANCE OFF	IL	606010000	Membership Organizations, Not Elsewhere Classified		N	N	\$160.00	\$0.00	03-22-2018		0	0			
TOT								\$160.00	\$0.00							
GOVERNMENT FINANCE OFFICERS (1 Expenditure Report)																
N	GOVERNMENT FINANCE OFFICERS	IL	606011210			N	N	\$225.00	\$0.00	05-02-2018	100	40 OTHER SERVICES AND CHARGES	424 CONFERENCE FEES LOC OUT OF CITY	A	ZE565073	ZEI
TOT								\$225.00	\$0.00							
GREATER WASHINGTON HISPANIC (1 Expenditure Report)																
N	GREATER WASHINGTON HISPANIC	DC	20006			N	N	\$10,000.00	\$0.00	05-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77180	ZEI
TOT								\$10,000.00	\$0.00							
H STREET MAIN STREET INC. (3 Expenditure Reports)																
N	H STREET MAIN STREET INC.	DC	20002			N	N	\$36,400.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
N	H STREET MAIN STREET INC.	DC	20002			N	N	\$7,357.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	H STREET MAIN STREET INC.	DC	20002			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0100	YC
TOT								\$58,357.14	\$0.00							
H STREET MAIN STREET,INC. (18 Expenditure Reports)																
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$25,000.00	\$0.00	10-10-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF24726	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$33,750.00	\$0.00	10-10-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF24773	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$32,250.00	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30069	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$36,500.00	\$0.00	10-23-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30923	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$33,750.00	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49756	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$32,250.00	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49891	ZEI

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N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$25,000.00	\$0.00	01-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50051	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$25,500.00	\$0.00	05-11-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF75936	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$36,500.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81216	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$36,500.00	\$0.00	05-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84792	ZEI
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$33,750.00	\$0.00	08-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG13916	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$32,250.00	\$0.00	08-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG13918	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$25,000.00	\$0.00	08-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG13917	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$7,334.00	\$0.00	09-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG19990	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$14,566.00	\$0.00	09-14-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG19424	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$15,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32454	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$20,250.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32460	VO
N	H STREET MAIN STREET,INC.	DC	20002			N	N	\$19,350.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32461	VO
TOT								\$484,500.00	\$0.00							
HALES CREATIVE SOLUTIONS (1 Expenditure Report)																
N	HALES CREATIVE SOLUTIONS	DC	20006		LSDR97084072019	Y	Y	\$3,130.78	\$3,130.78	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG04759	VO
TOT								\$3,130.78	\$3,130.78							
HAUL MASTER'S (1 Expenditure Report)																
N	HAUL MASTER'S	DC	20020			N	N	\$10,000.00	\$0.00	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05076	VO
TOT								\$10,000.00	\$0.00							
HILTON HOTELS (1 Expenditure Report)																
Y	HILTON HOTELS	NY	100170000	HILTON		N	N	\$1,301.43	\$0.00	08-13-2018		40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A		
TOT								\$1,301.43	\$0.00							
HISTORIC DUPONT CIRCLE MA (5 Expenditure Reports)																
N	HISTORIC DUPONT CIRCLE MA	DC	20036			N	N	\$31,000.00	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30063	ZEI
N	HISTORIC DUPONT CIRCLE MA	DC	20036			N	N	\$31,000.00	\$0.00	05-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84797	ZEI
N	HISTORIC DUPONT CIRCLE MA	DC	20036			N	N	\$31,000.00	\$0.00	05-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84930	ZEI
N	HISTORIC DUPONT CIRCLE MA	DC	20036			N	N	\$18,600.00	\$0.00	07-18-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF99577	VO
N	HISTORIC DUPONT CIRCLE MA	DC	20036			N	N	\$12,400.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34746	VO
TOT								\$124,000.00	\$0.00							
HISTORIC DUPONT CIRCLE MAINSTR (7 Expenditure Reports)																
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20009			N	N	\$36,500.00	\$0.00	10-20-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF30066	ZEI
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20009			N	N	\$36,500.00	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54321	ZEI

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N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20009			N	N	\$12,750.00	\$0.00	05-14-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77518	ZEI
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20009			N	N	\$30,990.67	\$0.00	07-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96446	VOI
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20009			N	N	\$12,843.33	\$0.00	08-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06761	VOI
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20036			N	N	\$5,107.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YCI
N	HISTORIC DUPONT CIRCLE MAINSTR	DC	20036			N	N	\$29,166.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YCI
TOT								\$163,857.14	\$0.00							
IMPREST FUND CASHIER EN-IF-169 (10 Expenditure Reports)																
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$298.34	\$0.00	11-09-2017	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE551623	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$111.17	\$0.00	12-22-2017	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE554843	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$38.10	\$0.00	01-26-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE557105	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$93.68	\$0.00	02-23-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE559530	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$142.59	\$0.00	03-27-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	ZE561232	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$193.66	\$0.00	04-17-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	ZE563740	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$223.60	\$0.00	05-21-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE566448	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$279.07	\$0.00	06-26-2018	100	20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E	ZE570111	ZEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$297.94	\$0.00	08-22-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	DE575551	DEI
N	IMPREST FUND CASHIER EN-IF-169	DC	20001			N	N	\$296.74	\$0.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E	DE578871	DEI
TOT								\$1,974.89	\$0.00							
INT*IN *ARMSTRONG CUST (1 Expenditure Report)																
Y	INT*IN *ARMSTRONG CUST	DC	200320000	COMMERCIAL ART GRAPHICS PHOTOGRAPHY		N	N	\$625.00	\$0.00	08-06-2018		40 OTHER SERVICES AND CHARGES	429 PROFESSIONAL SERVICES	E		
TOT								\$625.00	\$0.00							
INT*IN *CAPITAL COMMUN (1 Expenditure Report)																
Y	INT*IN *CAPITAL COMMUN	DC	200030000	ADVERTISING SERVICES		N	N	\$265.00	\$0.00	06-14-2018		40 OTHER SERVICES AND CHARGES	414 ADVERTISING	E		
TOT								\$265.00	\$0.00							
INT*IN *LOCAL NEWS NOW (1 Expenditure Report)																
Y	INT*IN *LOCAL NEWS NOW	VA	222010000	Advertising Services		N	N	\$249.50	\$0.00	02-06-2018		0040	437			
TOT								\$249.50	\$0.00							
INT*IN *ONE LOVE MASSI (1 Expenditure Report)																
Y	INT*IN *ONE LOVE MASSI	DC	200020000	PROFESSIONAL SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$300.00	\$0.00	04-12-2018		40 OTHER SERVICES AND CHARGES	437 MARKETING	E		
TOT								\$300.00	\$0.00							
INT*IN *POTOMACWAVE CO (1 Expenditure Report)																

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Y	INT*IN *POTOMACWAVE CO	VA	223140000	Other Services Not Elsewhere Classified		N	N	\$4,000.00	\$0.00	01-23-2018		0	0			
TOT								\$4,000.00	\$0.00							
INT*IN *PRECISION CAPI (3 Expenditure Reports)																
Y	INT*IN *PRECISION CAPI	DC	200090000	STATIONERY-OFFICE SUPPLIES-PRINTING + WRITING PAP.		N	N	\$1,296.73	\$0.00	04-06-2018						
Y	INT*IN *PRECISION CAPI	DC	200090000	STATIONERY-OFFICE SUPPLIES-PRINTING + WRITING PAP.		N	N	\$2,585.16	\$0.00	07-06-2018		0	0			
Y	INT*IN *PRECISION CAPI	DC	200090000	STATIONERY-OFFICE SUPPLIES-PRINTING + WRITING PAP.		N	N	\$3,035.08	\$0.00	08-10-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$6,916.97	\$0.00							
INT*IN *THINK LOCAL FI (1 Expenditure Report)																
Y	INT*IN *THINK LOCAL FI	DC	200010000	ORGANIZATIONS CHARITABLE AND SOCIAL SERVICES		N	N	\$5,000.00	\$0.00	09-04-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$5,000.00	\$0.00							
INTUIT *IN *ZOOMGRANTS (1 Expenditure Report)																
Y	INTUIT *IN *ZOOMGRANTS	CO	802300000	Professional Services Not Elsewhere Classified		N	N	\$4,485.00	\$0.00	03-22-2018		0	0			
TOT								\$4,485.00	\$0.00							
ISOM EVENTS DBA ISOM GLOB (3 Expenditure Reports)																
N	ISOM EVENTS DBA ISOM GLOB	DC	20001		LSZR74634112018	Y	Y	\$1,777.11	\$1,777.11	07-31-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF97635	VO
N	ISOM EVENTS DBA ISOM GLOB	DC	20001		LSZR74634112018	Y	Y	\$8,095.75	\$8,095.75	07-31-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF97635	VO
N	ISOM EVENTS DBA ISOM GLOB	DC	20001		LSZR74634112018	Y	Y	\$29,618.60	\$29,618.60	07-31-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF97635	VO
TOT								\$39,491.46	\$39,491.46							
JENNY CRUZ (2 Expenditure Reports)																
N	JENNY CRUZ	DC	20001			N	N	\$259.00	\$0.00	08-31-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DE576327	DE
N	JENNY CRUZ	DC	20001			N	N	\$133.26	\$0.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DE579360	DE
TOT								\$392.26	\$0.00							
JONATHAN BRADY (1 Expenditure Report)																
N	JONATHAN BRADY	MD	20850			N	N	\$2,935.88	\$0.00	06-01-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE567874	ZE
TOT								\$2,935.88	\$0.00							
KEVIN HO (1 Expenditure Report)																
N	KEVIN HO	MD	20876			N	N	\$2,500.00	\$0.00	03-21-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZE561500	ZE
TOT								\$2,500.00	\$0.00							
KRISTI WHITFIELD (1 Expenditure Report)																
N	KRISTI WHITFIELD	DC	20002			N	N	\$291.68	\$0.00	05-21-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE567010	ZE
TOT								\$291.68	\$0.00							

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KUMI CONST. MANAGEMENT CO (1 Expenditure Report)																
N	KUMI CONST. MANAGEMENT CO	MD	20877		LSD46052092019	Y	Y	\$1,000.00	\$1,000.00	09-19-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG21130	VO
TOT								\$1,000.00	\$1,000.00							
LATINO ECONOMIC DEVELOPME (1 Expenditure Report)																
N	LATINO ECONOMIC DEVELOPME	DC	20008			N	N	\$90,000.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG36528	VO
TOT								\$90,000.00	\$0.00							
LATINO ECONOMIC DVLPMNT CORP (1 Expenditure Report)																
N	LATINO ECONOMIC DVLPMNT CORP	DC	20008			N	N	\$75,000.00	\$0.00	08-01-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG02450	VO
TOT								\$75,000.00	\$0.00							
LIFE ASSET (3 Expenditure Reports)																
N	LIFE ASSET	DC	20009			N	N	\$50,000.00	\$0.00	08-01-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG04251	VO
N	LIFE ASSET	DC	20009			N	N	\$100,000.00	\$0.00	09-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG25719	VO
N	LIFE ASSET	DC	20009			N	N	\$25,000.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG25721	VO
TOT								\$175,000.00	\$0.00							
LINCOLN LASHLEY (1 Expenditure Report)																
N	LINCOLN LASHLEY	MD	20784			N	N	\$1,226.58	\$0.00	02-23-2018	100	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE559617	ZE
TOT								\$1,226.58	\$0.00							
MADELYNN S BAKE SALE LLC (1 Expenditure Report)																
N	MADELYNN S BAKE SALE LLC	DC	20018			N	N	\$8,975.50	\$0.00	08-06-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG04657	VO
TOT								\$8,975.50	\$0.00							
MARSHALL HEIGHTS COMMUNITY (2 Expenditure Reports)																
N	MARSHALL HEIGHTS COMMUNITY	DC	20019			N	N	\$38,250.00	\$0.00	05-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF83396	ZEI
N	MARSHALL HEIGHTS COMMUNITY	DC	20019			N	N	\$9,607.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$47,857.14	\$0.00							
MB STAFFING SERVICES LLC (17 Expenditure Reports)																
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	01-08-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF45699	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58890	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$882.56	\$882.56	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58896	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$882.56	\$882.56	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58897	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$882.56	\$882.56	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58898	ZEI

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58899	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	02-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58901	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	03-05-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF60515	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$367.73	\$367.73	03-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66236	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$735.47	\$735.47	03-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66236	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$294.19	\$294.19	03-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66238	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$588.37	\$588.37	03-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66238	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$590.72	\$590.72	04-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF76103	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$512.48	\$512.48	04-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF76103	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	04-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF76113	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	04-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF76118	ZEI
N	MB STAFFING SERVICES LLC	DC	20001		LSDZR517112018	Y	Y	\$1,103.20	\$1,103.20	05-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF81477	ZEI
TOT								\$14,562.24	\$14,562.24							
MDM OFFICE SYSTEMS DBA (1 Expenditure Report)																
N	MDM OFFICE SYSTEMS DBA	MD	20852		LSX47064082019	Y	Y	\$8,014.50	\$8,014.50	09-30-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	VOG27747	VO
TOT								\$8,014.50	\$8,014.50							
MERCHANT ROW ASSOCIATION (5 Expenditure Reports)																
N	MERCHANT ROW ASSOCIATION	DC	20003			N	N	\$36,500.00	\$0.00	10-31-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32870	ZEI
N	MERCHANT ROW ASSOCIATION	DC	20003			N	N	\$36,500.00	\$0.00	02-13-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF55652	ZEI
N	MERCHANT ROW ASSOCIATION	DC	20003			N	N	\$36,500.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81151	ZEI
N	MERCHANT ROW ASSOCIATION	DC	20003			N	N	\$21,900.00	\$0.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG01683	VO
N	MERCHANT ROW ASSOCIATION	DC	20003			N	N	\$14,600.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32465	VO
TOT								\$146,000.00	\$0.00							
METRO 023-JUDICIARY SQ (1 Expenditure Report)																
Y	METRO 023-JUDICIARY SQ	DC	20001	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$204.00	\$0.00	08-13-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
TOT								\$204.00	\$0.00							
METRO COOKING DC (2 Expenditure Reports)																
Y	METRO COOKING DC	MD	208170000	Other Services Not Elsewhere Classified		N	N	\$5,000.00	\$0.00	12-13-2017		20 SUPPLIES AND MATERIALS	210 GENERAL	E		

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Y	METRO COOKING DC	MD	20817-1805	OTHER SERVICES (NOT ELSEWHERE CLASSIFIED)		N	N	\$5,000.00	\$0.00	06-04-2018		40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E		
TOT								\$10,000.00	\$0.00							
METRO FARE AUTOLOAD (28 Expenditure Reports)																
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-10-2017		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	10-25-2017		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	10-25-2017		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	01-05-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	01-05-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	01-05-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	01-11-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	01-11-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	01-11-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	01-25-2018		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$30.00	\$0.00	01-25-2018		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$50.00	\$0.00	03-06-2018		0040	401			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$40.00	\$0.00	03-06-2018		0040	401			
Y	METRO FARE AUTOLOAD	DC	200010000	Local/Suburban Commuter Transportation		N	N	\$50.00	\$0.00	03-06-2018		0040	401			
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$50.00	\$0.00	04-05-2018						
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$30.00	\$0.00	04-05-2018						
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$50.00	\$0.00	04-11-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$30.00	\$0.00	05-16-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		

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Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$50.00	\$0.00	05-16-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$60.00	\$0.00	05-16-2018		40 OTHER SERVICES AND CHARGES	401 TRAVEL - LOCAL	A		
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$70.00	\$0.00	07-19-2018		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$70.00	\$0.00	07-19-2018		0	0			
Y	METRO FARE AUTOLOAD	DC	200010000	TRANSPRTN-SUBRBN + LOCAL COMTR PSNGR INCL FERRIES		N	N	\$70.00	\$0.00	07-19-2018		0	0			
TOT								\$1,170.00	\$0.00							
MGT OF AMERICA, LLC (1 Expenditure Report)																
N	MGT OF AMERICA, LLC	FL	32301			N	N	\$29,464.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG25718	VO
TOT								\$29,464.00	\$0.00							
MGTCON4353171013201311 (1 Expenditure Report)																
Y	MGTCON4353171013201311	VA	221820000	Educational Services, Not Elsewhere Classified		N	N	\$1,009.00	\$0.00	10-13-2017		40 OTHER SERVICES AND CHARGES	419 TUITION FOR EMPLOYEE TRAINING	A		
TOT								\$1,009.00	\$0.00							
MIMAR PONTE MELLOR OF DC ARCHI (1 Expenditure Report)																
N	MIMAR PONTE MELLOR OF DC ARCHI	DC	20007		LSDZ2976122019	Y	Y	\$2,697.25	\$2,697.25	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG32343	VO
TOT								\$2,697.25	\$2,697.25							
MOUNT VERNON TRIANGLE CD (5 Expenditure Reports)																
N	MOUNT VERNON TRIANGLE CD	DC	20001			N	N	\$32,250.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31424	ZEI
N	MOUNT VERNON TRIANGLE CD	DC	20001			N	N	\$32,250.00	\$0.00	01-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF49751	ZEI
N	MOUNT VERNON TRIANGLE CD	DC	20001			N	N	\$32,250.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81163	ZEI
N	MOUNT VERNON TRIANGLE CD	DC	20001			N	N	\$12,900.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG35111	VO
N	MOUNT VERNON TRIANGLE CD	DC	20001			N	N	\$19,350.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$129,000.00	\$0.00							
MTB ENTERPRISES (4 Expenditure Reports)																
N	MTB ENTERPRISES	DC	20011		LSDZR73488112018	Y	Y	\$8,200.00	\$8,200.00	02-13-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF55661	ZEI
N	MTB ENTERPRISES	DC	20011		LSDZR73488112018	Y	Y	\$1,249.75	\$1,249.75	05-10-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF79595	ZEI
N	MTB ENTERPRISES	DC	20011		LSDZR66447082021	Y	Y	\$1,874.63	\$1,874.63	07-23-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG01083	VO
N	MTB ENTERPRISES	DC	20011		LSDZR66447082021	Y	Y	\$1,874.62	\$1,874.62	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG33395	VO
TOT								\$13,199.00	\$13,199.00							
MVS INC (2 Expenditure Reports)																
N	MVS INC	DC	20036		LSDZR82052072018	Y	Y	\$30,637.88	\$30,637.88	03-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66822	ZEI

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Y	MVS INC	DC	200360000	BUSINESS SERVICES-NOT ELSEWHERE CLASSIFIED	LSDZR73381062021	Y	Y	\$1,894.78	\$1,894.78	07-31-2018		20 SUPPLIES AND MATERIALS	219 IT SUPPLIES	E		
TOT								\$32,532.66	\$32,532.66							
MW CONSULTING LLC (1 Expenditure Report)																
N	MW CONSULTING LLC	DC	20020		LSZR16756092019	Y	Y	\$5,000.00	\$5,000.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG00644	VO
TOT								\$5,000.00	\$5,000.00							
NATIONAL MAIN STREET CENTER, I (3 Expenditure Reports)																
N	NATIONAL MAIN STREET CENTER, I	DC	20037			N	N	\$4,550.00	\$0.00	03-07-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF61365	ZE
N	NATIONAL MAIN STREET CENTER, I	DC	20015			N	N	\$6,000.00	\$0.00	07-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96520	VO
N	NATIONAL MAIN STREET CENTER, I	DC	20015			N	N	\$3,250.00	\$0.00	08-16-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06171	VO
TOT								\$13,800.00	\$0.00							
NBA OFFICE PRODUCTS, I (3 Expenditure Reports)																
Y	NBA OFFICE PRODUCTS, I	DC	200010000	Stationery,Office Supplies,Printing/Writing Paper	LSDZR99608122018	Y	Y	\$146.38	\$146.38	10-13-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	NBA OFFICE PRODUCTS, I	DC	200010000	Stationery,Office Supplies,Printing/Writing Paper	LSDZR99608122018	Y	Y	\$692.49	\$692.49	12-07-2017		0	0			
Y	NBA OFFICE PRODUCTS, I	DC	200010000	Stationery,Office Supplies,Printing/Writing Paper	LSDZR99608122018	Y	Y	\$54.93	\$54.93	02-26-2018		0	0			
TOT								\$893.80	\$893.80							
NEAL R. GROSS & CO., I (2 Expenditure Reports)																
Y	NEAL R. GROSS & CO., I	DC	200050000	Business Services Not Elsewhere Classified	LSZXR72407092019	Y	Y	\$475.00	\$475.00	02-27-2018		0	0			
Y	NEAL R. GROSS & CO., I	DC	200050000	BUSINESS SERVICES-NOT ELSEWHERE CLASSIFIED	LSZXR72407092019	Y	Y	\$475.00	\$475.00	08-09-2018		40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E		
TOT								\$950.00	\$950.00							
NORTH CAPITOL MAIN STREET (13 Expenditure Reports)																
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$30,250.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31456	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$36,500.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31459	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$30,250.00	\$0.00	01-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF50710	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$36,500.00	\$0.00	03-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF62688	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$30,250.00	\$0.00	05-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79189	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$38,250.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81418	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$36,500.00	\$0.00	05-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF84796	ZE
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$7,334.00	\$0.00	08-22-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG11457	VO
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$18,150.00	\$0.00	08-31-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG15367	VO
N	NORTH CAPITOL MAIN STREET	DC	20006			N	N	\$14,566.00	\$0.00	09-25-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG21342	VO
N	NORTH CAPITOL MAIN STREET	DC	20002			N	N	\$10,107.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	NORTH CAPITOL MAIN STREET	DC	20002			N	N	\$12,100.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC

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N	NORTH CAPITOL MAIN STREET	DC	20002			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$315,357.14	\$0.00							
NUMARK ASSOCIATES INC. (1 Expenditure Report)																
N	NUMARK ASSOCIATES INC.	DC	20036			N	N	\$4,250.00	\$0.00	08-21-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG10322	VO
TOT								\$4,250.00	\$0.00							
OUTREACH SYSTEMS (2 Expenditure Reports)																
N	OUTREACH SYSTEMS	CA	93111			N	N	\$455.00	\$0.00	07-13-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF95289	VO
N	OUTREACH SYSTEMS	CA	93111			N	N	\$8,500.00	\$0.00	07-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF95287	VO
TOT								\$8,955.00	\$0.00							
PAYPAL (2 Expenditure Reports)																
Y	PAYPAL	CA	951310000	PROFESSIONAL SERVICES-NOT ELSEWHERE CLASSIFIED		N	N	\$1,500.00	\$0.00	08-08-2018		40 OTHER SERVICES AND CHARGES	429 PROFESSIONAL SERVICES	E		
Y	PAYPAL	CA	951310000	SCHOOLS BUSINESS AND SECRETARIAL		N	N	\$2,500.00	\$0.00	09-04-2018		20 SUPPLIES AND MATERIALS	204 EDUCATIONAL	E		
TOT								\$4,000.00	\$0.00							
PAYPAL *NATL MAINST (1 Expenditure Report)																
Y	PAYPAL *NATL MAINST	IL	606040000	Charitable And Social Service Organizations		N	N	\$770.00	\$0.00	01-31-2018		0040	425			
TOT								\$770.00	\$0.00							
PENNY BREW LLC (1 Expenditure Report)																
N	PENNY BREW LLC	DC	20019		LSDZR15368052021	Y	Y	\$10,000.00	\$10,000.00	08-20-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG08700	VO
TOT								\$10,000.00	\$10,000.00							
PINKE'S E.A.T.S LLC (1 Expenditure Report)																
N	PINKE'S E.A.T.S LLC	DC	20019			N	N	\$10,000.00	\$0.00	07-24-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG00038	VO
TOT								\$10,000.00	\$0.00							
PLUM GOOD LIMITED LIABILI (1 Expenditure Report)																
N	PLUM GOOD LIMITED LIABILI	DC	20003		LSDZR79701122018	Y	Y	\$10,000.00	\$10,000.00	07-19-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF97021	VO
TOT								\$10,000.00	\$10,000.00							
POTOMAC COMMUNICATIONS GROUP (1 Expenditure Report)																
N	POTOMAC COMMUNICATIONS GROUP	DC	20036			N	N	\$3,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG31144	VO
TOT								\$3,000.00	\$0.00							
PROJECT MANAGMNT ACADE (1 Expenditure Report)																
Y	PROJECT MANAGMNT ACADE	IN	479060000	SCHOOLS + EDUCATIONAL SVC- NOT ELSEWHERE CLASSIFIED		N	N	\$1,795.00	\$0.00	09-07-2018		40 OTHER SERVICES AND CHARGES	419 TUITION FOR EMPLOYEE TRAINING	A		
TOT								\$1,795.00	\$0.00							
PRZCHARGE.PREZI.COM (1 Expenditure Report)																
Y	PRZCHARGE.PREZI.COM	CA	941110000	COMPUTERS COMPUTER PERIPHERAL EQUIPMENT SOFTWARE		N	N	\$228.00	\$0.00	06-28-2018		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
TOT								\$228.00	\$0.00							
Q1PRODUCTIONS.COM (1 Expenditure Report)																
Y	Q1PRODUCTIONS.COM	IL	606540000	CONSULTING MANAGEMENT AND PUBLIC RELATIONS SVCS		N	N	\$2,050.00	\$0.00	08-14-2018		40 OTHER SERVICES AND CHARGES	424 CONFERENCE FEES LOC OUT OF CITY	A		
TOT								\$2,050.00	\$0.00							
ROCKSON COMM. DEV. CORP. (1 Expenditure Report)																
N	ROCKSON COMM. DEV. CORP.	DC	20019			N	N	\$330,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG31720	VO
TOT								\$330,000.00	\$0.00							
SEECCHANGE CONSULTING, LLC (2 Expenditure Reports)																
N	SEECCHANGE CONSULTING, LLC	DC	20010		LSZR43882032021	Y	Y	\$10,000.00	\$10,000.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E	VOG23911	VO
N	SEECCHANGE CONSULTING, LLC	DC	20010		LSZR43882032021	Y	Y	\$5,000.00	\$5,000.00	09-30-2018	100	40 OTHER SERVICES AND CHARGES	408 PROF SERVICE FEES AND CONTR	E	VOG28454	VO
TOT								\$15,000.00	\$15,000.00							
SENODA, INC. (6 Expenditure Reports)																
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$8,691.11	\$8,691.11	02-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58777	ZEI
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$8,691.11	\$8,691.11	02-27-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF58777	ZEI
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$3,001.50	\$3,001.50	05-18-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF81459	ZEI
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$3,001.50	\$3,001.50	05-18-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF81459	ZEI
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$807.39	\$807.39	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG26849	VO
N	SENODA, INC.	DC	20004		LS48404092019	Y	Y	\$807.39	\$807.39	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG26849	VO
TOT								\$25,000.00	\$25,000.00							
SHAW MAIN STREET (13 Expenditure Reports)																
N	SHAW MAIN STREET	DC	200014891			N	N	\$28,500.00	\$0.00	10-24-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF31427	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$36,500.00	\$0.00	10-27-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32556	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$36,500.00	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54318	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$28,500.00	\$0.00	02-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54319	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$25,500.00	\$0.00	04-05-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF69804	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$28,500.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81323	ZEI
N	SHAW MAIN STREET	DC	200014891			N	N	\$65,666.00	\$0.00	07-11-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96442	VO
N	SHAW MAIN STREET	DC	200014891			N	N	\$7,334.00	\$0.00	08-29-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG13915	VO
N	SHAW MAIN STREET	DC	200014891			N	N	\$14,566.00	\$0.00	09-06-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG14412	VO

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	SHAW MAIN STREET	DC	200014891			N	N	\$17,100.00	\$0.00	09-07-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG18161	VO
N	SHAW MAIN STREET	DC	200014891			N	N	\$11,400.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34741	VO
N	SHAW MAIN STREET	DC	200014891			N	N	\$7,357.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	SHAW MAIN STREET	DC	200014891			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$322,023.14	\$0.00							
SHEA YELEEN HEALTH AND BEAUTY (1 Expenditure Report)																
N	SHEA YELEEN HEALTH AND BEAUTY	DC	20002		LSDR35605122020	Y	Y	\$2,519.29	\$2,519.29	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG36038	VO
TOT								\$2,519.29	\$2,519.29							
SHEILA EDMONDSON (2 Expenditure Reports)																
N	SHEILA EDMONDSON	DC	20019			N	N	\$1,359.03	\$0.00	02-28-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE560027	ZE
N	SHEILA EDMONDSON	DC	20019			N	N	\$82.82	\$0.00	07-13-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	DE571086	DE
TOT								\$1,441.85	\$0.00							
SMILE THERAPY SERVICES L (1 Expenditure Report)																
N	SMILE THERAPY SERVICES L	MD	20774		LSDR38953052021	Y	Y	\$9,700.00	\$9,700.00	07-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF99307	VO
TOT								\$9,700.00	\$9,700.00							
SMK (1 Expenditure Report)																
Y	SMK	CA	94301	DIRECT MARKETING-CONTINUITY-SUBSCRIPTION MERCHANTS		N	N	\$384.00	\$0.00	06-14-2018		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
TOT								\$384.00	\$0.00							
SOUTHWES 5261414375987 (1 Expenditure Report)																
Y	SOUTHWES 5261414375987	TX	752350000	Southwest		N	N	\$355.96	\$0.00	02-15-2018		0040	402			
TOT								\$355.96	\$0.00							
SOUTHWES 5261414375988 (1 Expenditure Report)																
Y	SOUTHWES 5261414375988	TX	752350000	Southwest		N	N	\$355.96	\$0.00	02-15-2018		0040	402			
TOT								\$355.96	\$0.00							
SPECTRUM MANAGEMENT LL (1 Expenditure Report)																
Y	SPECTRUM MANAGEMENT LL	DC	200030000	REAL ESTATE AGENTS AND MANAGERS-RENTALS	LSDZR51573092019	Y	Y	\$2,062.33	\$2,062.33	07-31-2018		40 OTHER SERVICES AND CHARGES	429 PROFESSIONAL SERVICES	E		
TOT								\$2,062.33	\$2,062.33							
SQUARESPACE INC. (1 Expenditure Report)																
Y	SQUARESPACE INC.	NY	100140000	Data Processing Services		N	N	\$144.00	\$0.00	10-24-2017		0	0			
TOT								\$144.00	\$0.00							
STAR OFFICE PRODUCTS INC (4 Expenditure Reports)																
N	STAR OFFICE PRODUCTS INC	DC	20007		LSD61097012019	Y	Y	\$11,450.12	\$11,450.12	09-30-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	VOG23729	VO

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N	STAR OFFICE PRODUCTS INC	DC	20007		LSD61097012019	Y	Y	\$11,450.12	\$11,450.12	09-30-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	VOG23729	VO
N	STAR OFFICE PRODUCTS INC	DC	20007		LSD61097012019	Y	Y	\$11,450.12	\$11,450.12	09-30-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	VOG23729	VO
N	STAR OFFICE PRODUCTS INC	DC	20007		LSD61097012019	Y	Y	\$7,649.64	\$7,649.64	09-30-2018	100	70 EQUIPMENT & EQUIPMENT RENTAL	704 PURCHASES - OTHER EQUIPMENT	E	VOG23729	VO
TOT								\$42,000.00	\$42,000.00							
STATE INDUSTRIAL, INC. (1 Expenditure Report)																
N	STATE INDUSTRIAL, INC.	DC	20003		LSZ48377122020	Y	Y	\$3,896.00	\$3,896.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$3,896.00	\$3,896.00							
STOVER AND ASSOCIATES LLC (4 Expenditure Reports)																
N	STOVER AND ASSOCIATES LLC	DC	20010		LSZR22210112018	Y	Y	\$36,550.00	\$36,550.00	06-25-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF88852	ZE
N	STOVER AND ASSOCIATES LLC	DC	20011		LSZR22210112018	Y	Y	\$4,250.00	\$4,250.00	07-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF95160	VO
N	STOVER AND ASSOCIATES LLC	DC	20011		LSZR22210112018	Y	Y	\$750.00	\$750.00	08-21-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG10385	VO
N	STOVER AND ASSOCIATES LLC	DC	20011		LSZR22210112018	Y	Y	\$6,450.00	\$6,450.00	09-07-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG16161	VO
TOT								\$48,000.00	\$48,000.00							
SYNERGETIC INFORMATION SY (1 Expenditure Report)																
N	SYNERGETIC INFORMATION SY	FL	32809		LSDZ76712052019	Y	Y	\$4,500.00	\$4,500.00	08-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05782	VO
TOT								\$4,500.00	\$4,500.00							
TAMBRA STEVENSON (1 Expenditure Report)																
N	TAMBRA STEVENSON	DC	20020			N	N	\$10,000.00	\$0.00	08-28-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG12761	VO
TOT								\$10,000.00	\$0.00							
TBL PAINTBALL (1 Expenditure Report)																
N	TBL PAINTBALL	DC	20001			N	N	\$5,000.00	\$0.00	07-18-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96988	VO
TOT								\$5,000.00	\$0.00							
TECHNOLOGY PLAYGROUND (1 Expenditure Report)																
N	TECHNOLOGY PLAYGROUND	DC	20011			N	N	\$30,000.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$30,000.00	\$0.00							
TENLEYTOWN MAIN STREET (15 Expenditure Reports)																
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$36,500.00	\$0.00	10-30-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32589	ZE
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$29,130.25	\$0.00	10-31-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32697	ZE
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$29,130.25	\$0.00	02-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54633	ZE
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$36,500.00	\$0.00	02-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF54636	ZE
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$29,130.25	\$0.00	05-03-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF77174	ZE
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$38,250.00	\$0.00	05-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79111	ZE

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N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$36,500.00	\$0.00	05-15-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81217	ZEI
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$29,166.00	\$0.00	07-11-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF96440	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$17,478.15	\$0.00	08-02-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05096	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$7,334.00	\$0.00	08-08-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG06766	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$14,566.00	\$0.00	08-09-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05650	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$2,857.14	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG24398	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$11,652.10	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG34711	VO
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$6,750.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
N	TENLEYTOWN MAIN STREET	DC	20016			N	N	\$14,600.00	\$0.00	09-30-2018	700	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$339,544.14	\$0.00							
THE COLES GROUP, LLC (1 Expenditure Report)																
N	THE COLES GROUP, LLC	DC	20003		LSDZR94255062019	Y	Y	\$3,986.00	\$3,986.00	09-19-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG20859	VO
TOT								\$3,986.00	\$3,986.00							
THE DC EVENT PLANNER, LLC (1 Expenditure Report)																
N	THE DC EVENT PLANNER, LLC	DC	20019			N	N	\$5,000.00	\$0.00	07-19-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF97003	VO
TOT								\$5,000.00	\$0.00							
THE HBC THEATER COMPANY (1 Expenditure Report)																
N	THE HBC THEATER COMPANY	DC	20020			N	N	\$5,000.00	\$0.00	04-12-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF71584	ZEI
TOT								\$5,000.00	\$0.00							
THE IMPACT GROUP LLC (2 Expenditure Reports)																
N	THE IMPACT GROUP LLC	DC	20010		LSDZR63691022019	Y	Y	\$3,300.00	\$3,300.00	09-19-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG21131	VO
N	THE IMPACT GROUP LLC	DC	20010		LSDZR63691022019	Y	Y	\$2,750.06	\$2,750.06	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG29879	VO
TOT								\$6,050.06	\$6,050.06							
THE WASHINGTON TIMES (1 Expenditure Report)																
Y	THE WASHINGTON TIMES	DC	200020000	Advertising Services		N	N	\$384.12	\$0.00	02-22-2018		0	0			
TOT								\$384.12	\$0.00							
TOTAL OFFICE PRODUCTS (15 Expenditure Reports)																
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$134.04	\$134.04	12-06-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$815.36	\$815.36	12-06-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$794.52	\$794.52	01-29-2018		0	0			
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$51.32	\$51.32	01-30-2018		0020	201			
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$498.70	\$498.70	02-23-2018		0	0			
Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$99.94	\$99.94	02-23-2018		0	0			

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Y	TOTAL OFFICE PRODUCTS	DC	200110000	Stationery, Office & School Supply Stores	LSZ65935022019	Y	Y	\$4,973.35	\$4,973.35	03-05-2018		0020	201			
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$180.35	\$180.35	05-07-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$150.00	\$150.00	05-07-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES		Y	N	\$219.98	\$0.00	07-11-2018		0	0			
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES		Y	N	\$440.97	\$0.00	07-26-2018		20 SUPPLIES AND MATERIALS	210 GENERAL	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$4,999.70	\$4,999.70	08-10-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$83.98	\$83.98	09-19-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$291.22	\$291.22	09-20-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOTAL OFFICE PRODUCTS	DC	200110000	OFFICE SCHOOL SUPPLY AND STATIONERY STORES	LSZ65935022019	Y	Y	\$1,057.72	\$1,057.72	09-20-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
TOT								\$14,791.15	\$14,130.20							
TOUCAN (5 Expenditure Reports)																
Y	TOUCAN	MD	214010000	General Merchandise		N	N	\$575.00	\$0.00	10-06-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOUCAN	MD	214010000	General Merchandise		N	N	\$335.00	\$0.00	10-18-2017		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E		
Y	TOUCAN	MD	214010000	General Merchandise		N	N	\$2,214.50	\$0.00	10-18-2017		20 SUPPLIES AND MATERIALS	207 CLOTHING AND UNIFORMS	E		
Y	TOUCAN	MD	214010000	MISCELLANEOUS GENERAL MERCHANDISE		N	N	\$1,500.00	\$0.00	09-13-2018		40 OTHER SERVICES AND CHARGES	411 PRINTING, DUPLICATING, ETC	E		
Y	TOUCAN	MD	214010000	MISCELLANEOUS GENERAL MERCHANDISE		N	N	-\$250.00	\$0.00	09-22-2018		40 OTHER SERVICES AND CHARGES	411 PRINTING, DUPLICATING, ETC	E		
TOT								\$4,374.50	\$0.00							
VAN NESS GROUP INC (1 Expenditure Report)																
N	VAN NESS GROUP INC	DC	20008			N	N	\$14,600.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$14,600.00	\$0.00							
VAN NESS GROUP, INC (4 Expenditure Reports)																
N	VAN NESS GROUP, INC	DC	20015			N	N	\$36,500.00	\$0.00	10-30-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF32592	ZEI
N	VAN NESS GROUP, INC	DC	20015			N	N	\$36,500.00	\$0.00	02-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF58653	ZEI
N	VAN NESS GROUP, INC	DC	20015			N	N	\$36,500.00	\$0.00	05-10-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF79459	ZEI
N	VAN NESS GROUP, INC	DC	20015			N	N	\$21,900.00	\$0.00	08-02-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG05090	VO
TOT								\$131,400.00	\$0.00							
VANESSA KADIRI (1 Expenditure Report)																
N	VANESSA KADIRI	MD	21075			N	N	\$18.93	\$0.00	04-30-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE565072	ZEI
TOT								\$18.93	\$0.00							
VENESSA M. KADIRI (1 Expenditure Report)																
N	VENESSA M. KADIRI	MD	21075			N	N	\$1,359.03	\$0.00	02-28-2018	200	40 OTHER SERVICES AND CHARGES	402 TRAVEL - OUT OF CITY	A	ZE560032	ZEI
TOT								\$1,359.03	\$0.00							

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N	
WALMART.COM (2 Expenditure Reports)																	
Y	WALMART.COM	AR	727160000	DISCOUNT STORES		N	N	\$69.04	\$0.00	09-22-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E			
Y	WALMART.COM	AR	727160000	DISCOUNT STORES		N	N	\$34.52	\$0.00	09-24-2018		20 SUPPLIES AND MATERIALS	201 OFFICE SUPPLIES	E			
TOT								\$103.56	\$0.00								
WALTON & GREEN CONSULTANTS (18 Expenditure Reports)																	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,956.00	\$1,956.00	02-15-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56366	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,467.00	\$1,467.00	02-15-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56369	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,548.50	\$1,548.50	02-15-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56379	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,630.00	\$1,630.00	02-15-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56386	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$5,868.00	\$5,868.00	02-15-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56366	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$4,401.00	\$4,401.00	02-15-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56369	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$4,645.50	\$4,645.50	02-15-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56379	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$4,890.00	\$4,890.00	02-15-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF56386	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,630.00	\$1,630.00	03-26-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66225	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$4,890.00	\$4,890.00	03-26-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF66225	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,078.00	\$1,078.00	05-15-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF80874	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$1,630.00	\$1,630.00	05-17-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF81471	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$4,890.00	\$4,890.00	05-17-2018	200	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF81471	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036		LSDZXR86078102018	Y	Y	\$5,390.00	\$5,390.00	06-28-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF93653	ZEI	
N	WALTON & GREEN CONSULTANTS	DC	20036				N	N	\$4,312.00	\$0.00	07-13-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF97019	VO
N	WALTON & GREEN CONSULTANTS	DC	20036				N	N	\$4,312.00	\$0.00	08-20-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG08183	VO
N	WALTON & GREEN CONSULTANTS	DC	20036				N	N	\$5,390.00	\$0.00	09-21-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG22245	VO
N	WALTON & GREEN CONSULTANTS	DC	20036				N	N	\$4,312.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG29568	VO
TOT								\$64,240.00	\$45,914.00								
WASHINGTON AREA COMMUNITY (13 Expenditure Reports)																	
N	WASHINGTON AREA COMMUNITY	DC	20017				N	N	\$43,750.00	\$0.00	11-03-2017	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF33331	ZEI

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$43,750.00	\$0.00	02-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF58393	ZEI
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$115,000.00	\$0.00	04-12-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF71655	ZEI
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$30,000.00	\$0.00	05-10-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	ZEF79479	ZEI
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$43,750.00	\$0.00	05-17-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	ZEF81089	ZEI
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$75,000.00	\$0.00	07-12-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOF94635	VO
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$90,000.00	\$0.00	07-24-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG01680	VO
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$26,250.00	\$0.00	08-09-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG07210	VO
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$50,000.00	\$0.00	08-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG15006	VO
N	WASHINGTON AREA COMMUNITY	DC	20009			N	N	\$115,000.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	VOG39664	VO
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$60,000.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	YCEN0101	YC
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$20,000.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	YCEN0101	YC
N	WASHINGTON AREA COMMUNITY	DC	20017			N	N	\$17,500.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	YCEN0101	YC
TOT								\$730,000.00	\$0.00							
WASHINGTON BUSINESS GROUP, INC (1 Expenditure Report)																
N	WASHINGTON BUSINESS GROUP, INC	DC	20009		LSDZ26807052021	Y	Y	\$200,000.00	\$200,000.00	07-18-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOF93988	VO
TOT								\$200,000.00	\$200,000.00							
WASHINGTON DC ECONOMIC (1 Expenditure Report)																
Y	WASHINGTON DC ECONOMIC	DC	200040000	Charitable And Social Service Organizations		N	N	\$5,000.00	\$0.00	12-07-2017		20 SUPPLIES AND MATERIALS	204 EDUCATIONAL	E		
TOT								\$5,000.00	\$0.00							
WASHINGTON DC ECONOMIC PARTNER (2 Expenditure Reports)																
N	WASHINGTON DC ECONOMIC PARTNER	DC	20004			N	N	\$56,300.00	\$0.00	09-30-2018	100	41 CONTRACTUAL SERVICES - OTHER	409 CONTRACTUAL SERVICES - OTHER	E	YCEN0101	YC
N	WASHINGTON DC ECONOMIC PARTNER	VA	22102			N	N	\$20,000.00	\$0.00	09-30-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG24443	VO
TOT								\$76,300.00	\$0.00							
WEB (1 Expenditure Report)																
Y	WEB	FL	322580000	DIRECT MARKETING-CONTINUITY-SUBSCRIPTION MERCHANTS		N	N	\$14.94	\$0.00	09-17-2018		40 OTHER SERVICES AND CHARGES	410 OFFICE SUPPORT	E		
TOT								\$14.94	\$0.00							
YEN GROUP INC. (1 Expenditure Report)																
N	YEN GROUP INC.	DC	20008		LSR32951042020	Y	Y	\$1,151.90	\$1,151.90	08-20-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG10138	VO
TOT								\$1,151.90	\$1,151.90							
ZURI PRODUCTIONS (1 Expenditure Report)																

PCARD	Vendor Name	Vendor State	Vendor Zip	Service Description	CBE Number	CBE	SBE	Expenditure Amount	SBE Expenditure Amount	Payment Date	Appropriated Fund	CompSource Title	CompObject Title	FY CompSourceCompObj - Type	Invoice Number	P C A N
N	ZURI PRODUCTIONS	DC	20011		LSDZR13865032020	Y	Y	\$3,202.77	\$3,202.77	07-23-2018	100	50 SUBSIDIES AND TRANSFERS	506 GRANTS AND GRATUITIES	E	VOG00880	VO
TOT								\$3,202.77	\$3,202.77							
TOT								\$10,246,180.67	\$718,375.18							

DSLBD IT Systems 2018/2019

	DSLBD is in the implementation phase for the DSLBD Enterprise System (DES). This system will be an agency system, one platform (Salesforce), one database to merge the systems included below.		
System Name	Description/Purpose	System Age	Public Access
Certification			
DES - Certification Module includes CBE Wizard, CBE Connect, Certification Archive files and reporting	The DES Certification Module is mainly used by the DSLBD Certification Division (internal users) to process CBE applications and by the companies (external users) applying for CBE certification.	Launched in April 2018 with routine maintenance - Salesforce Platform	Yes
Compliance Business Area			
Agency Compliance Reporting Tool	To monitor DC Agency compliance regarding operating and capital budgets. This systems contains data from FY 2016 going forward. The applications provide data loads for the budget, procurement plans, and expenditures. With this system spreadsheets are being received from OCFO and OCP, OCTO (Pipeline)	Development started in 2010. New app created every year starting in FY16 due to size of data - only critical updates - Quickbase Platform	Yes
CBE Subcontracting Copmliance Tool	To monitor DC Agency compliance regarding contracts in excess of \$250K. Includes Subcontracting Plans Contract info and Waiver Requests.	Developed in 2012. Only critical updates- Quickbase Platform	Yes
Compliance Monitoring (PPD/Governme nt Assisted Projects)	To track and monitor development projects requiring 35% subcontracting and/or 20% equity and/or development participation by local and small certified businesses.	Developed in 2008 - only critical updates - Quickbase Platform	Yes
Grants Management Business Area			
DC Main Street Competition	To compete Main Street grants. Applicants apply for grants which are scored by a panel through the system.	Developed in 2017 - only critical updates - Quickbase Platform	The data is for Government use.

DSLBD IT Systems 2018/2019

DC Main Street Online	To administer Main Street grants. The grantees provide information about their Main Street program such as the annual grant, quarterly reports, and invoices.	Developed in 2012 - Only critical updates- Quickbase Platform	The data is for the public not proactively released.
DC Clean Team Competition 2013 - 2019	To compete DC Clean Team grants. Applicants apply for grants which are scored by a panel through the system.	Delveloped in 2013 - 2019. New app created every year - only critical updates - Quickbase Platform	The data is for Government use.
DC Clean Team Program Management	To administer Clean Team grants. The grantees provide information about their program such as the annual grant, quarterly reports, and invoices.	Developed in 2017 - New app created every year - only critical updates - Quickbase Platform	The data is for the public not proactively released.
DSLBD Grants Management	To track all grants monitored within DSLBD.	Repurposed in 2018 - only critical updaes - Quickbase Platform	The data is for the public not proactively released.
Business Opportunities Business Area			
NeoSerra/e-Center	To track customer relationship management (CRM) information for the agency. The public uses e-Center (the front-end) to search and sign-up for training classes or counseling sessions. Neoserra (the backend) uses a MS SQL Server database. Neoserra is used to track the client relationships of the DSLBD staff.	3rd Party software - maintenance by vendor (Outreach Systems - MS SQL Server Database	The data is for the public not proactively released.
DSLBD Made in DC System	Allows the user to register for the program, if eligible they can apply for the program, if approved they become members of the program. As members, their company is listed in the Membership Directory which is searchable by the public.	Developed in 2016 - maintenance as needed - Quickabse Platform	Mainly Government Use
DSLBD Business Toolkit	A centralized platform with access to resources, events, agency and service provider points-of-contact, and business networking.	Launched in September 2018	Yes
Agency			

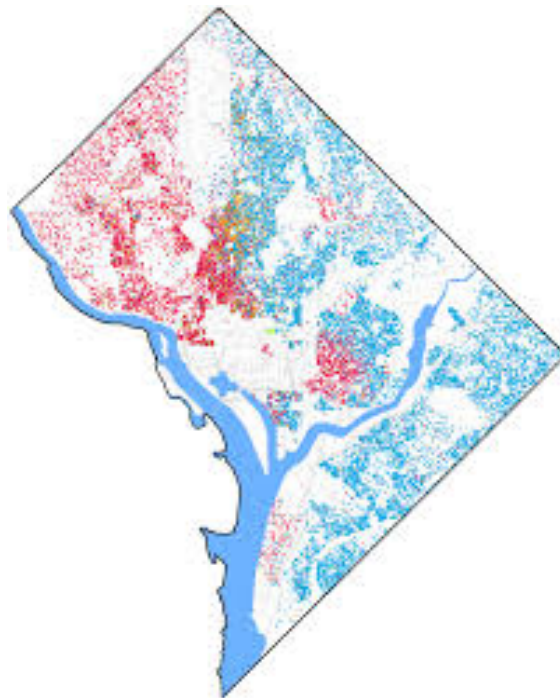
DSLBD IT Systems 2018/2019

DSLBD PCARD System	To track internal PCard purchases. The requestor enters information about the requested purchase, the PCard Holder reviews the request and sends to Management for approval. After management approves, the purchase is made and the purchase transaction is recorded in the system.	Developed in 2016 - maintenance as needed - Quickbase Platform	DSLBD Staff only - Government use
DSLBD Leadership Team Performance Reporting System	To track track OCA approved Agency quarterly performance plan measures and strategic initiatives.	Developed in 2017 - maintenance as needed - Quickbase Platform	DSLBD Staff only - Government use
DSLBD Room Reservation System	To reserve rooms and equipment.	Developed in	DSLBD Staff only - Government use



THE COMPLIANCE & ENFORCEMENT DIVISION

STANDARD OPERATING PROCEDURES MANUAL FOR COMPLIANCE STAFF



441 4th Street, NW, Suite 850 North,
Washington, DC 20001
Phone: (202) 727-3900
Fax: (202) 724-3786
TTY: (202) 727-3900
Email: dslbd@dc.gov

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SECTION I: ADMINISTRATION

Authorization of Use

Established and revised with the authorization of the Department of Small and Local Business Development's (DSLBD) management. This page confirms that the management has read and agrees to the current procedures and policies established in this document for the department's Division to adhere to and use in its daily operations.

Authority	Action Required	Signature	Date
DSLBD Director	Review and Approval		
DSLBD General Counsel/Deputy General Counsel	Review and Approval		

Acknowledgement and Receipt Form

COMPLIANCE AND ENFORCEMENT DIVISION STANDARD OPERATING PROCEDURES (SOP) MANUAL

I, _____, acknowledge by my signature below that, I have been made aware of the Department of Small and Local Business Development's (DSLBD) Compliance and Enforcement Division (Division) Standard Operating Procedure (SOPs) Manual and any supplemental policies incorporated by reference therein. I understand that I am responsible for reading, understanding and abiding by these policies. I understand that if at any time I have questions, I will consult with my immediate supervisor. I acknowledge that this document is a living document and is my primary resource in relation to performance of my job description with the Division. I acknowledge that I will use this manual for assisting to complete and accomplish work task as I conduct my job function. I also, acknowledge that this document is consider as the Division's policy and maybe updated at management's discretion.

STAFF PRINT:	STAFF SIGNATURE:	DATE
MANAGER PRINT:	MANAGER SIGNATURE:	DATE

Mission and Vision

DSLBD supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors.

DSLBD envisions a business environment in which: 1) DC businesses are connected in real-time with local, federal, and global business opportunities; 2) Businesses navigate government quickly, confidently, and effectively; and 3) Every entrepreneur and business with a great idea and a great plan has the capital to make it happen.

DSLBD provides a range of services to meet the needs of District based small businesses. These services are available to both start-up and existing businesses. Our services include one-on-one counseling, workshops and seminars for both entrepreneurs and small business owners.

DSLBD serves as the District of Columbia's small business services agency, administers the city's CBE program, which provides District-based firms with advantages in doing business with the District Government, and expands the availability of business opportunities with District-sponsored development projects.

Currently, DSLBD is divided into four (4) Divisions that includes Certification, Compliance and Enforcement, Business Opportunities, Commercial Revitalization (i.e. BIDs, Main Streets, and Clean Teams), and Agency Management. These Divisions' works in conjunction with the following support programs called DC Procurement Technical Assistance Center (DC-PTAC), ExportDC, ConnecTech, and Made in DC.

Background

The Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005 (the Act), as amended, states that “it shall be the goal and responsibility of the Department [of Small and Local Business Development] to stimulate and foster the economic growth and development of businesses based in and serving the District of Columbia, particularly certified business enterprises, with the intended goals of:

(A) Stimulating and expanding the local tax base of the District of Columbia; (B) Increasing the number of viable employment opportunities for District residents; and (C) Extending economic prosperity to local business owners, their employees, and the communities they serve.”

The Act tasks DSLBD with providing “advocacy, business development programs, and technical assistance offerings” that will “maximize opportunities for certified business enterprises to participate in:

(A) The District's contracting and procurement process; (B) The District's economic development activities; and

(C) Federal and private sector business opportunities that occur in the District of Columbia.”

The Act also establishes the following categories of businesses: Local Business Enterprises (LBEs), Small Business Enterprises (SBEs), Disadvantaged Business Enterprises (DBEs), Local Business Enterprises with Principle Offices Located in an Enterprise Zone (DZEs), Resident Owned Businesses (ROBs), Longtime Resident Businesses (LRBs), Local Manufacturing Enterprises (LMEs), and Veteran Owned Businesses (VOBs).

The Act requires each District agency to contract 50 percent of the dollar volume of its goods and services to SBEs each fiscal year. Additionally, it requires agencies to verify SBE spends. The Act contains no expenditure requirements for LBEs, DBEs, DZEs, ROBs, LRBs, LMEs, or VOBs.

In addition, all prime contractors that receive government-assisted subsidies for construction projects, valued at more than \$250,000, which must subcontract at least 35 percent of the project to a Small Business Enterprise (SBE).

Also, DSLBD has used Certified Business Enterprise Agreements (CBEAs) to manage the District’s initiatives to increase SBE participation on large government-assisted construction projects. These CBEAs, executed between DSLBD and the District’s developers, required developers to meet specific expenditure goals.

Compliance and Enforcement

Introduction and Overview

The Division provides oversight over approximately 80 plus District Agencies to ensure that they procure 50 percent of their expendable budget with Small Business Enterprise (SBE); and all prime contractors that receive government-assisted subsidies for construction projects.

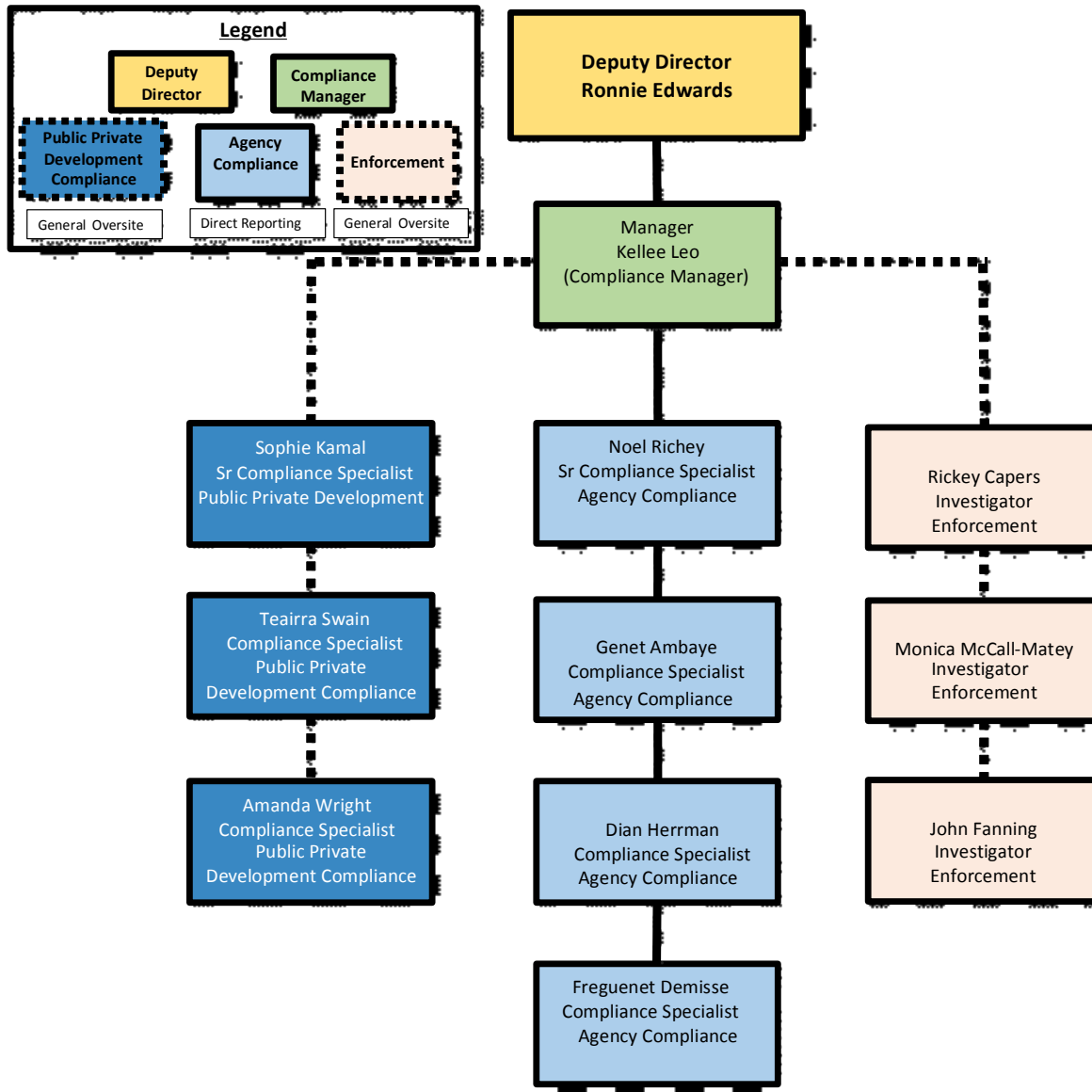
The purpose of the SOP manual is to ensure that the Compliance staff perform and implement all processes according to the Act, in a consistent and uniform manner.

The objective of this SOP is to implement the:

- 1) Goal Setting Process - 50% Expendable Budget (over 150 agencies);**
- 2) Procurement Plans**
- 3) Contracts Awarded under \$250,000 (mandatory set-aside procurement for SBEs)**
- 4) Contracts Awarded over \$250,000 (35% subcontracting requirement for SBEs)**
- 5) Waiver Requests - 35% subcontracting requirement (20 Day Review, including 10 Day Posting for Comments)**
- 6) Submission of copies of contracts awarded and subcontracting plan in Quickbase CBE Subcontracting Application**
- 7) Agency Quarterly Reporting – Verification**
- 8) Enforcement and Penalties**
- 9) Public Private Development Projects**
- 10) Joint Venture Projects;**
- 11) 20% CBE Equity and Development Participation on Construction Projections**
- 12) Investigations – desk reviews, site visits, spot checks, revocations, etc.,**

This manual covers administrative and compliance processes associated with the certification program. This document also serves as a guide to standardize processes and procedures for staff to effectively work with internal and external customers as it relates to DC Official Codes 2-218.01 et.seq (CBE Law) in conjunction with DCMR Title 27 Chapter 8 regulations.

COMPLIANCE & ENFORCEMENT DIVISION Organization Chart



RULES

The D.C. personnel rules in the E-DPM are designed to implement agency standards, as well as interpret a law or policy. In certain instances, the rules outlined in the E-DPM also describe the agency's organization, structure, procedures and practices that govern an agency.

PROCEDURES, INSTRUCTIONS, AND BULLETINS

Procedures, commonly referred to as "Guidelines", are procedural in nature, provide guidance, and have direct impact and applicability to agencies under the authority of the Mayor. The E-DPM also contains additional guidance and procedures in the form of *instructions* and *bulletins*. Instructions are ongoing documents that support already implemented rules and procedures until they are superseded or rescinded. Bulletins last or exist briefly, and for that reason, have an expiration date.

Subordinate and Independent Agencies

In the District of Columbia government, there are subordinate agencies as well as independent agencies. A subordinate agency is one that is under the administrative control of the Mayor. An independent agency is an agency that is not subject to the administrative control of the Mayor. When regulations and procedures are put in place by the Mayor, subordinate agencies are obligated to follow the procedures set forth by the Mayor. However, it is up to the discretion of the independent agencies, whether they choose to adopt all or part of those policies and procedures.

The following link will direct you to the E-DPM: [Electronic-District Personnel Manual \(E-DPM\)](#)

D.C. Municipal Regulations ("DCMR")

The D.C. Municipal Regulations ("DCMR") is the official compilation of the rules and regulations issued by District of Columbia government agencies and the Council of the District of Columbia. Currently the DCMR contains 31 titles that provide the practices and methods to operate and perform effectively in the District Government.

The following link will direct you to the [D.C. Municipal Regulations](#)

D.C. Official Code

The D.C. Official Code represents a collection of the laws of the District of Columbia that govern the body of work within the District government.

The following link will direct you to the [D.C. Official Code](#)

INTRODUCTION AND DISCLAIMER

The following SOPs set forth the policies governing Division employee conduct. The SOPs are established pursuant to the authority conferred upon the DCMR and the Act. DSLBD Management reserves the right to amend these SOPs or any provision therein, in whole or in part.

The purpose of the SOPs is to establish a uniform system for developing, maintaining and communicating specific policies and procedures that are unique and essential to the operational effectiveness and efficiency of the Division. Employees of the Division are entitled to be informed of those duties and responsibilities unique to their positions.

EMPLOYEE RESPONSIBILITIES

The SOPs and any future modifications or additions shall be provided to all Division employees, who shall be responsible for becoming familiar with, and abiding by, these policies and procedures. Introductory training shall be provided to all incoming Division employees as part of their orientation.

Division employees who violate the policies and procedures, as well as supervisors who accommodate such violations, may be subject to formal disciplinary action, up to and including termination of employment.

REVISIONS

The most current edition of the SOPs supersede all prior editions, manuals, policies or documents, as well as, any prior formal or informal procedure, advisory, guidance, or practice that may conflict with the SOPs. Revisions and additions to the SOPs will be made as necessary and distributed to all Division employees. The SOPs will be reviewed in their entirety every two years by the Deputy Director and Compliance Manager of the Division who will solicit and consider the input of all Division staff.

SECTION II: GENERAL CONDUCT RULES

PROFESSIONAL STANDARDS OF CONDUCT

I. Introduction Accountability is the key to maintaining the public's trust.

DSLBD employees are entrusted with fostering and promoting accountability and integrity in government. In order to earn and maintain the public's trust the Division will adhere to the basic principles of integrity, objectivity, independence, professionalism, competence, courage, trust, honesty, fairness, forthrightness, public accountability and respect for others.

II. Purpose

The purpose of this policy is to set forth the basic principles by which Division employees shall abide and that collectively serve to support the mission of DSLBD. This policy is not intended to be definitive of every action or behavior required or proscribed of an employee; rather, these principles shall serve as the framework underlying all actions and decisions of Division employees.

III. Policy

These principles shall guide and govern each employee in fulfilling the employee's duties and responsibilities to the Division, including but not limited to employee conduct and work related decisions:

Accountability Completing all assigned tasks and performing those duties necessary to comply with policy and procedure. Objectivity Avoiding conflicts of interest and bringing to attention any situation that may cause, or appear to cause, a conflict of interest.

Independence Protecting integrity of the Division by maintaining confidentiality of information and sources of information as required by law.

Professionalism Conducting business with competence and forthrightness.

Fairness Treating others with respect and decency.

Trustworthiness Acting in a reliable and dependable manner.

Ethics Adhering to or exceeding those ethical standards set forth in the in section 209 of the Board of Ethics and Government Accountability Establishment and Comprehensive Ethics Reform Amendment Act of 2011.

Compliance Following all DCMR, D.C. Official Code, and federal laws and regulations, and all Division policies and procedures related to employee's duties and responsibilities.

IV. Procedure

- A. Every Division employee is responsible for conducting one's self in a manner consistent with the above Professional Standards. Any employee who fails to conduct one's self in a manner consistent with this policy may be subject to disciplinary action, even if such action was taken at the direction of a supervisor. Any attempt, whether or not such attempt is successful, by another that calls upon an employee to violate this

policy will, itself, be considered a violation and an offense to the integrity of the Division.

- B. Every Division employee has an affirmative duty to promptly report any known or suspected violations of this policy. The failure to report itself is a violation of this policy and will be treated as such.
- C. Every Division employee who holds a supervisory position has an affirmative duty to ensure that employees under their immediate supervision understand and comply with these Professional Standards at all times.

CONFIDENTIALITY

I. Introduction

Division employees, in furtherance of an authorized investigation, audit or performance review, may access records and data which contain information that is privileged, confidential or otherwise protected by law. Division employees may, in the course of their work, learn about Division investigative techniques or procedures and other confidential, privileged or personal information. Division employees must exercise the highest degree of care and regard at all times to ensure this information remains fully protected and is not improperly disclosed to unauthorized individuals or entities.

II. Purpose

The purpose of this policy is to establish procedures to ensure that information accessed by Division employees which is privileged, confidential and/or otherwise protected is guarded. This policy is not intended to address requests for information, or access to information, that is related to Division personnel files; that is personal to the individual Division employee, or that is for routine information which is, by its very nature, not privileged, confidential or otherwise protected from disclosure.

III. Policy

- A. Division employees have an affirmative duty to guard against any unauthorized access, use or disclosure of information that is privileged, confidential or otherwise protected and which is viewed or gathered in the course of their Division duties.
- B. Division employees shall not comment on the existence or status of an investigation; investigatory procedures being utilized; or information being gathered except as investigative needs require or upon express permission of DSLBD Legal Division (General Counsel and Deputy General Counsel), Division Deputy Director and Compliance Manager.

IV. Procedures

- A. Division employees shall whenever practicable segregate, redact or otherwise protect information that is privileged, confidential or otherwise protected from disclosure. This may include, but is not limited to, storing information on a device which is password protected and ensuring that documents are not left unattended in publically accessible areas.
- B. Questions regarding this policy or information that is viewed or gathered by Division employees which is privileged, confidential or otherwise protected by law shall be promptly directed to DSLBD Legal Division (General Counsel and Deputy General Counsel), Division Deputy Director and Compliance Manager.

CONFLICTS OF INTEREST DISCLOSURE

I. Introduction

Given the mission of DSLBD and the importance of maintaining the public's trust, Division

employees must avoid any situation in which personal or financial interests might compromise integrity or independence of judgment. Even the perception of a conflict of interest must be avoided.

II. Purpose

This policy is intended to define “conflict of interest” as it specifically relates to employment with the Division and to provide guidance for identifying and avoiding conflicts of interest. This policy also provides a procedure for disclosing conflicts of interest and avoiding conflicts of interest by recusal from participation. For purposes of this policy, “conflict of interest” shall mean any action, situation or relationship which might reasonably be questioned, and the employee will be recused from the Division matter at issue. This policy is not intended to address “conflicts of interest” in terms of complying with the Board of Ethics and Government Accountability of Governmental Ethics or to otherwise abridge any provision contained therein.

III. Policy

- A. An employee’s primary duty is to advance the interests of the Division in the course and scope of official duties, and to ensure that an employee’s personal and financial interest do not compromise the employee’s integrity or independence of judgment.
- B. Each employee has an affirmative obligation to disclose any non-Division activities and relationships, including but not limited to other employment, board memberships, volunteer activities, personal and family relationships, which may create an actual or perceived conflict of interest between the employee’s interest and that of the Division.

ADMINISTRATIVE PROTOCOL

The Division has internal administrative protocol guidelines used to assist with its processes for improving and maintaining quality customer service. Below and on the following pages are the general steps and guidelines for daily operations. Administrative protocol focuses on activities related to dress code, phone and email usage, and relevant areas of protocol that will assist a Compliance staff member to accomplish their job.

General Requirements and Expectations:

- Dress professionally and appropriately for work (i.e. in and out of office appointments and meetings)
- Provide quality customer service
- Log into phone extensions daily
- Follow up with emails and voicemails within a 24 hour business timeframe or the next business day
- Check email daily
- Access emails remotely when teleworking
- Proof read and assure proper grammar usage/ no slang
- Customer service/ use a Signature with contact information
- Always greet the customer by their name (e.g. Mr. or Mrs./Ms., not 'Man' or 'Yo What Up')
- Introduce yourself and the agency in which you represent
- Remember to use a casual tone versus formal tone while constructing emails
- Close emails in a professional style, and always remember to thank the customer

Dress Code

The following dress code was adopted by DSLBD management April 7, 2014.

Appropriate Business Attire

Business attire is to be worn Monday through Thursday. Appropriate business attire for employees includes the following: Suits and pants suits, sport coats and blazers, collared shirts worn with or without neckties, blouses, turtle necks, sweaters, dresses, skirts, dress pants and slacks, dress shoes and sandals.

Denim jeans maybe worn on Fridays, if no meetings are schedule. Also, jeans maybe worn (if instructed by DSLBD management/leadership that there is a dress down or clean-up day.)

Unacceptable Attire

- T-shirts
- Cutoffs
- T-shirts with logos
- Athletic wear
- Spandex or Lycra such as biker shorts

Enforcement

Department managers and supervisors are responsible for monitoring and enforcing this policy. The policy will be administered according to the following action steps:

- If questionable attire is worn in the office, the respective department supervisor/manager will hold a personal/private discussion with the employee to advise and counsel the employee regarding the inappropriateness of the attire.

- If an obvious policy violation occurs, the department supervisor/manager will hold a private discussion with the employee and ask the employee to go home and change his/her attire immediately.
- Any absence from duty for the purposes of changing inappropriate dress will be treated as leave without pay.

Phone Usage

This section provides guidance to staff on how to maintain phone systems and provide quality customer service by phone.

Work Cell Phones

Compliance staff are expected to have phone numbers for the active DSLBD Employees Contact List consisting of leadership and fellow Compliance staff. This can be acquired by speaking with the Staff Assistant for the agency and/or Chief of Staff for the latest version.

Log in to Phone Extensions Daily

Although every workstation does not have a phone, there are more work phones than DSLBD staff. One can move around in the flexible space to a working phone. If there is no work phone at a given station, the Specialist can request a phone from the Administrative Officer. Otherwise, use login credentials to access your phone line and any voicemails. Issues with the phone system can be directed to Citywide Messaging or the Office of Technology Officers (OCTO) Help Desk. If a phone is inoperable, notify your supervisor and move to a location where there is a working phone.

Phone Coverage

DSLBD staff members are expected to be available for calls throughout the workday. In the event that a call is missed and goes to voicemail check voicemail and return phone call. Staff members should respond to the call within 24 hours or the next business day. If you are away from the office on leave for more than 24 hours please activate an "Out of office" response on your phone and email.

Call Forwarding

Instructions for call forwarding to your cell phone can be accessed in the instructions found in the appendix. Use call forwarding primarily during telework days. DSLBD staff members are expected to activate the call forwarding feature from desk phones to DSLBD issued cell phones.

Email Usage

This section provides guidance to staff on how to initiate and maintain their work email accounts as well as provide quality customer service by email.

Outlook Email

The department uses Microsoft Outlook. The system is managed by the Office of Chief Technology Officer (OCTO) and Citywide Messaging. OCTO's email use policy can be found [here](#). DSLBD Division has a general inbox for Division emails that comes through Compliance.Enforcement@dc.gov. Each Specialist is responsible for checking this email account on a rotating basis while checking their respective email accounts and moving files to the shared I:drive.

Outlook Policy:

Use of the DC government email system constitutes consent to abide by all elements of the government's email [policy](#), including such reviews of email correspondence as may be necessary and appropriate to effect

DC government policies concerning the use of the email system and in aid of law-enforcement and auditing activities of federal and DC government agencies.

Emails are the equivalent of letters sent on official letterhead, and must therefore be written in a professional and courteous tone. Email messages are public records and are therefore subject to public inspection, Freedom of Information Act (FOIA) requests, and legal discovery, unless otherwise protected by DC or federal law.

Checking Your Outlook Email Account

- Logon to your computer and then click on the Microsoft Outlook icon for your messages.
- Respond to email inquiries within a timely period, which is within a 24 hour period when in office and upon return from extended leave.
- If you are away from the office and without your work computer, visit either **start.dc.gov** or **<https://outlook.office365.com/owa/>** for the District of Columbia government's secured Outlook Web Access portal. Log in using the same username and password to log in at your desk computer.

Out of Office Notice:

If out of office for more than 24 hours and not teleworking add an 'Out of Office' notice with start and end dates. In addition, convey who is your back up and if urgent a backup contact for the customer to reach out to. Below is sample language used for an out of office notice.

"Thank you for emailing the District of Columbia Government's Department of Small and Local Business Development (DSLBD). You have reached [Name of Staff, Title/Position.] I am out of office and will return [Date of Return]. If you have a compliance concern please visit <http://dslbd.dc.gov>, call (202) 727-3900 or email compliance.enforcement@dc.gov. A department representative will assist accordingly. "

5.5 Signature Required

Below is an example of the proper signature that should be used for responding to emails.

[Staff Name],[Staff Title/Position]

DC Department of Small and Local Business Development

441 4th Street, NW | Suite 850N | Washington, DC 20001

Phone: 202-727-3900 | Direct: [desk &/or cell] | [\[email\]](#) address]

url: <http://www.dslbd.dc.gov> twitter: @smallbizdc

Help us Help you! [Provide feedback](#) on DSLBD now at Grade.DC.gov!

[Please Note: Alternative Work Schedule [List the schedule] or Telework hours [List day and hours]

Inquiries Received for the Director's Office

Compliance staff should be aware of keeping the Director on alert of certain concerns. Many concerns impacting the Division should be directed to the Manager and/or the Deputy Director of the Division. If a specialist receives a call or email where the customer is requesting to meet with the Director, a request from media outlets, you may forward the inquiry to the:

Public Affairs Specialist/Assistant

Phone: 202-727-3900 | Mobile: 202-450-8279

If a specialist receives a email or call where the customer is requesting Freedom of Information Act (FOIA) material or a press related inquiry. All communication should be sent to the DSLBD Public Information Officer.

Public Information Officer

Phone: 202-727-3900 | Mobile: 202-578-1218

If specialists receive, calls or emails from DC Council direct them to the Policy Advisor.

Policy Advisor

Phone: 202-727-3900 | Direct: 202.510.7097

Compliance Team Calendar Usage

This section focuses on processes and procedures for team calendar updating. This calendar is maintained in Microsoft Outlook and distributed by the Manager. All Compliance team members are given access to the Calendar to add days out of office, scheduled site visits, etc. Each team member is responsible for updating accordingly.

Gaining Access to the Team Calendar

Access is provided by the Manager and/or Deputy Director of the Division. The generic message used when a new team member receives the invitation for this Shared Calendar is as follows:

"We are sharing the compliance team calendar that is used to inform the team of when any member will be out of the office. Team members are required to add all time out of the office to the Compliance Team Calendar. That includes AWS, telework, vacation, site visits, and extended meetings or appointments more than 2 hours long. We will approved leave for personal reasons (e.g. doctor's visit etc.), please still include it and label it Personal with no description. We will update the calendar if you are out on unscheduled leave.

When you receive the shared calendar invitation in your inbox, please open the email and click "Open this Calendar" to add the Compliance Team Calendar to your list of calendars in Outlook. If you have any issues viewing or updating this calendar please let me know.

Updating Compliance Calendar in Outlook

- Team members use this calendar to communicate when out of office for more than two (2) hours. For example short appointments or trainings.
- Specialists are required to add site visits scheduled the day before the site visit occurs.

Compliance Division Email Account - Compliance.Enforcement@dc.gov:

Processes and Procedures for checking this email account can be found in this section. Below are procedures for when checking the compliance Division email account:

- 1) Address and answer the question or inquiry in detail in your response to the internal/ external customer.
- 2) If you need assistance with the response please see the Manager and/or Deputy Director or send the Manager an email requesting guidance.
- 3) Inform the internal/external customer that they can contact the Specialist directly if there are additional questions related to the Specialist's assigned agency or project. The Specialist's signature line should always be included in responses to the customer.
- 4) Check to see if you are responding to the customer directly or DSLBD. There are times when emails are forwarded to compliance.enforcement@dc.gov from DSLBD's email address. Please take note of this.

Accessing DSLBD Fraud/Complaint Hotline

Below are the existing credentials for accessing the Division's email account.

Email: DSLBD.CBEFraud@dc.gov

Phone: (202) 727-0019 (24 hours a day)

Passcode: **Ask Ricky**

- 1) Address and answer the question or inquiry in detail in your response to the internal/external customer by phone and/or email within 24 hours.
- 2) Log all complaints in the CBE Database within 24 hours of receipt.
- 3) If the complaint is found to be of merit; an investigation should be conducted.
- 4) Relevant information about the business and issues involved are researched, reviewed in light of the complaint, and analyzed in planning for a full desk audit or an on-site investigation.
- 5) The preliminary review includes, but is not limited to:
 - Reports of data analysis
 - Local investigative findings
 - Financial and/or accountability data reports
 - Audit sampling
 - Written findings and referrals from other agencies and Divisions
 - Telephone interviews with pertinent individuals involved
 - Related complaints
 - High profile and sensitive nature
- 6) Decision Points:
 1. Are there sufficient facts to warrant a full investigation?
 2. Can the complaint be resolved through a desk audit?
 3. Is there information that cannot be obtained or reviewed through a desk audit, requiring an on-site visit?
- 7) Decisions and Consequences or Sanctions will be stated in the written resolution and final disposition of the complaint are made by the Deputy Director and the Compliance Manager.

Weekly Reports

Team members' weekly reports are due every Friday and submitted via email to the Compliance Manager and Deputy Director of Compliance and Enforcement.

Weekly reporting should include details on daily task and any unforeseen concerns related to Waiver Requests, Agency, and Contracts. Management's goal is to know ahead of time if a deadline is not being met.

COMPLIANCE AND ENFORCEMENT POLICY AND OBJECTIVES

Policy & Purpose: The policy supporting agency monitoring is demonstrated through this SOP and was established based on D.C. Codes 2-218 and DCMR 27 Chapter 8. It is the aim of the Division to:

1. Increase awareness of what the Division work encompasses amongst other DSLBD Divisions;
2. Convey how the Division works in conjunction with other DSLBD Divisions; and
3. Efficiently implement the Division's mission when providing services to all internal and external stakeholders, which specifically includes other District agencies, the CBE and general business community.

Objectives: Division objectives are designed to promote compliance with statutory and regulatory requirements. The program provides a wide range of options for addressing noncompliance. These options

include educational and remedial training efforts, administrative action in the form of either a warning notice or letter of correction. When violations occur, whether they involve fraudulent use of a CBE certification number, malice in procuring practices, etc. ; the department enforcement personnel must take that action most appropriate to promote business inclusion and compliance with the regulations.

The initial priority of the Compliance and Enforcement investigative personnel is to correct any ongoing noncompliance. The Division personnel then determine what actions to take by evaluating, among other things, the seriousness and business risk to the CBE and government imposed by the noncompliance. Based on information provided through such disclosures, the agency's compliance and enforcement program fosters the implementation of permanent corrective measures to improve overall inclusion of certified business enterprises.

COMPLIANCE DATABASE

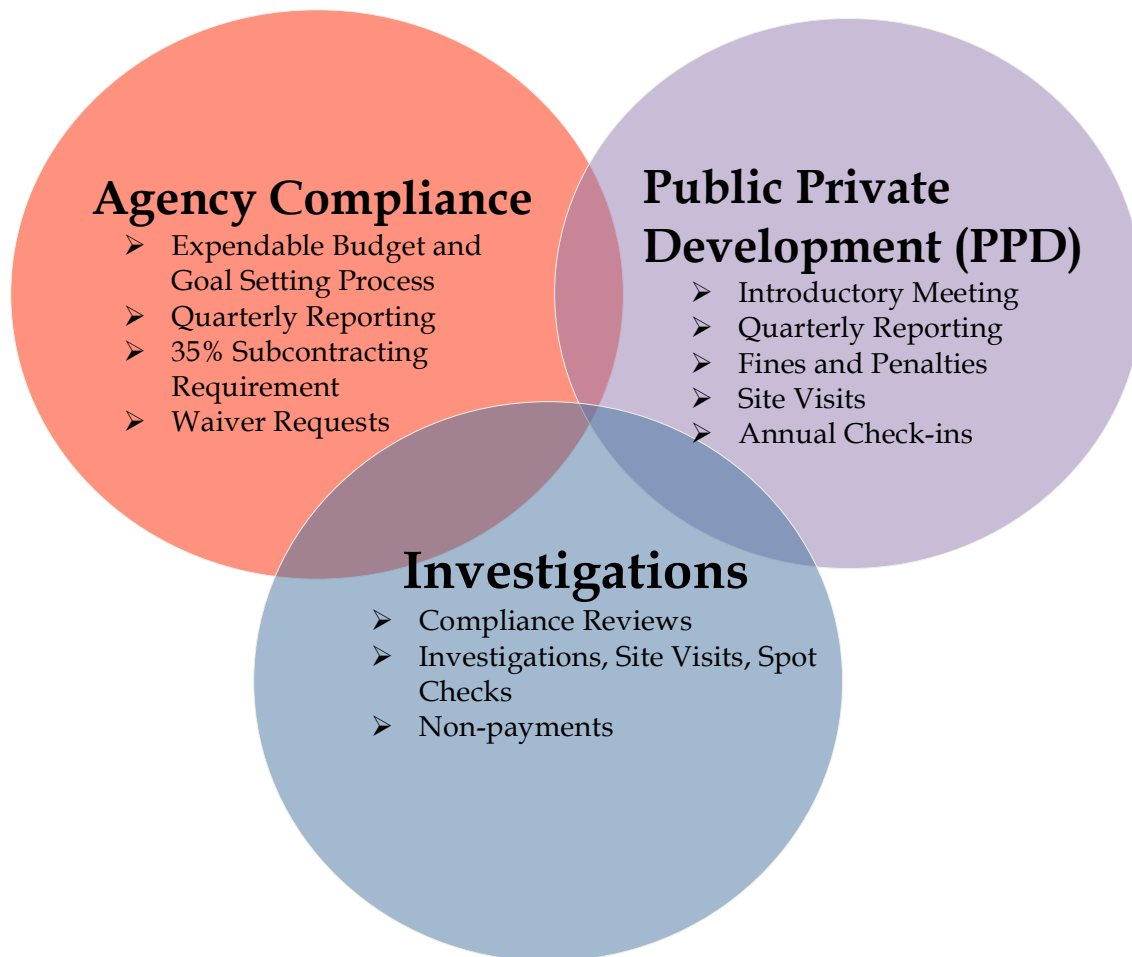
Currently, DSLBD is utilizing Quickbase a cloud-based workspace that helps teams get more done with business applications that match their exact process. It allows for easily customized business applications to collaborate on data, automate workflows and share actionable reports.

As of FY 2012, DSLBD began using Quickbase as a part of its business operations and program implementation processes. The application has automated features that encompass forms and tables for data entry input by agency representatives. It is safe and secure for capturing data required for some aspects of compliance monitoring. However, DSLBD has redesigned its processes to ensure that all laws and regulations established in the *Act* is being implemented.

In the near future, DSLBD's Enterprise System (DES) will be the single-point of entry for all IT functions that serve the DSLBD staff, DC Government agencies, Certified Business Enterprises (CBEs), and other general public users, to easily access, understand, and efficiently carryout functions under the appropriate business area. The system is being built on the Salesforce platform which is cloud based. The system is Federal Risk and Authorization Management Program (FedRAMP) compliant, therefore it meets federal security standards.

COMPLIANCE PROCESSES

AGENCY



Agency Compliance

The responsibility of the Agency Compliance sub division is to attempt to set realistic goals based on: 1) an approved budget comprised of projected revenue and expenses within the government agencies financial systems; 2) availability of qualified SBEs; and 4) past expenditure reporting data detailing the trend in agencies' actual expenditures to the SBE community.

Provide Mandatory Compliance Trainings 120 days before the start of the Fiscal Year

- Invitations to attend mandatory compliance trainings include the following target audiences:
 - 1) Agency Directors,
 - 2) CBE Compliance Officers (CBE Liaisons),
 - 3) Contracting Officers & Representatives (i.e. specialists and admin support),
 - 4) Budget Analysis
 - 5) Agency Fiscal Officers
- Separate special training sessions include Project Managers for development projects related to the 2-128.46 and 2-128.51 statutes.
- Additional trainings during the fiscal year - one per quarter. This covers any new agency staff that becomes involved with the reporting.

Citywide Expendable Budget and Annual SBE Goal

Establishing the Citywide Expendable Budget and Annual SBE Goal

D.C. Code 2-218.41 requires that each agency, including an agency that contracts or procures in whole or in part through the office of Contracting and Procurement, shall exercise its contracting and procurement authority so as to meet on an annual basis, the goal of procuring and contracting 50% of the dollar volume of its **expendable budget** to qualified small business enterprises.

As defined in § 2-218.02(9), **expendable budget** means the total appropriated budget of an agency, reduced by such funding sources, object classes, objects, and other items, including any contract, the value of which does not lend itself to performance by a small or certified business enterprise, as shall be identified by the Department through rulemaking.

It is the responsibility of the Division to attempt to set realistic goals based on: 1) an approved budget comprised of projected revenue and expenses within the government agencies financial systems; 2) availability of qualified SBEs; and 4) past expenditure reporting data detailing the trend in agencies' actual expenditures to the SBE community.

Goals are established based on DC Code 2-218.41 and DCMR Title 27, Chapter 8. Monitored agencies' SBE Goals are established based on 50% of their expendable budget. The dollar volume for the goal is created when DSLBD reviews the entire District's Proposed Appropriated Citywide Budget approved by the DC City Council (Council) and submitted to Congress.

Agency/City-Wide Budget Setting

The Division provides a baseline Expendable Budget and Small Business Enterprise (SBE) goal for each agency.

1. The Division receives data for all funding sources, object classes, and object codes from the Office of the Chief Financial Officer (OCFO) to determine what codes should be automatically excluded from the appropriated budget for the upcoming fiscal year.
2. The System Administrator receives a data set of the codes identified by Compliance Management for automatic exclusions and creates a file in the system configured according to the data set.
 - The system stores this file in a format suitable for review and editing.
 - The System Administrator routes the file to the Compliance Manager for review.
3. The Compliance Manager reviews the list of object codes to be excluded from the Agency expendable budgets.
 - The Compliance Manager can request additional items to be included or excluded on the non-expendable list of codes.
 - The Compliance Manager routes any additional changes to the System Administrator.
 - If changes are required, the System Administrator creates an updated version of the file for approval.
4. Once approved, the System Administrator configures the system to exclude non-expendable line items from the agency's budget goal.
5. At least 90 days prior to the start of the Fiscal Year, the Division receives the data from OCFO for the District's Proposed Appropriated Citywide Budget for the Fiscal Year, approved by the Council. The proposed budget includes dollars summarized by program, activity, comptroller source group, and appropriated fund.
 - DSLBD loads the appropriated budgets for each Agency into the system.
 - The system tags the line items considered automatic exclusions vs. expendable line items.
6. Once the automatic exclusions are in the system, the system creates the Agency Expendable Budgets with Annual 50% SBE Baseline Goals.
 - The Appropriated Operating Budget, plus the Capital Budget, equals the Total Appropriated Budget.
 - Minus the Approved Exclusions Amount, equals the Approved Expendable Budget
 - Divided by two, equals the Approved Small Business Enterprises (SBE) Expenditure Target Goal
 - The system creates a budget file for each agency.
 - The system stores the budget files by agency in a queue.

Determining Agencies to Monitor on an Annual Basis

DSLBD's process for determining which agencies to monitor during a fiscal year occurs sixty (60) days prior to the new fiscal year. It includes the following:

- a. Research the District's budget plan through Office of Chief Financial Annual Operating Budget Plan report,
- b. Make a comparative analysis between the previous year's list of agencies to that of the forthcoming fiscal year list of agencies by determining if there are any 'NEW' agencies or agencies that were previously monitored not in existence with its own budget code,
- c. Compliance specialists provide their findings to the Senior Compliance Specialist who in turns provides a memo to management for review and a determination confirming the agencies to move forward in

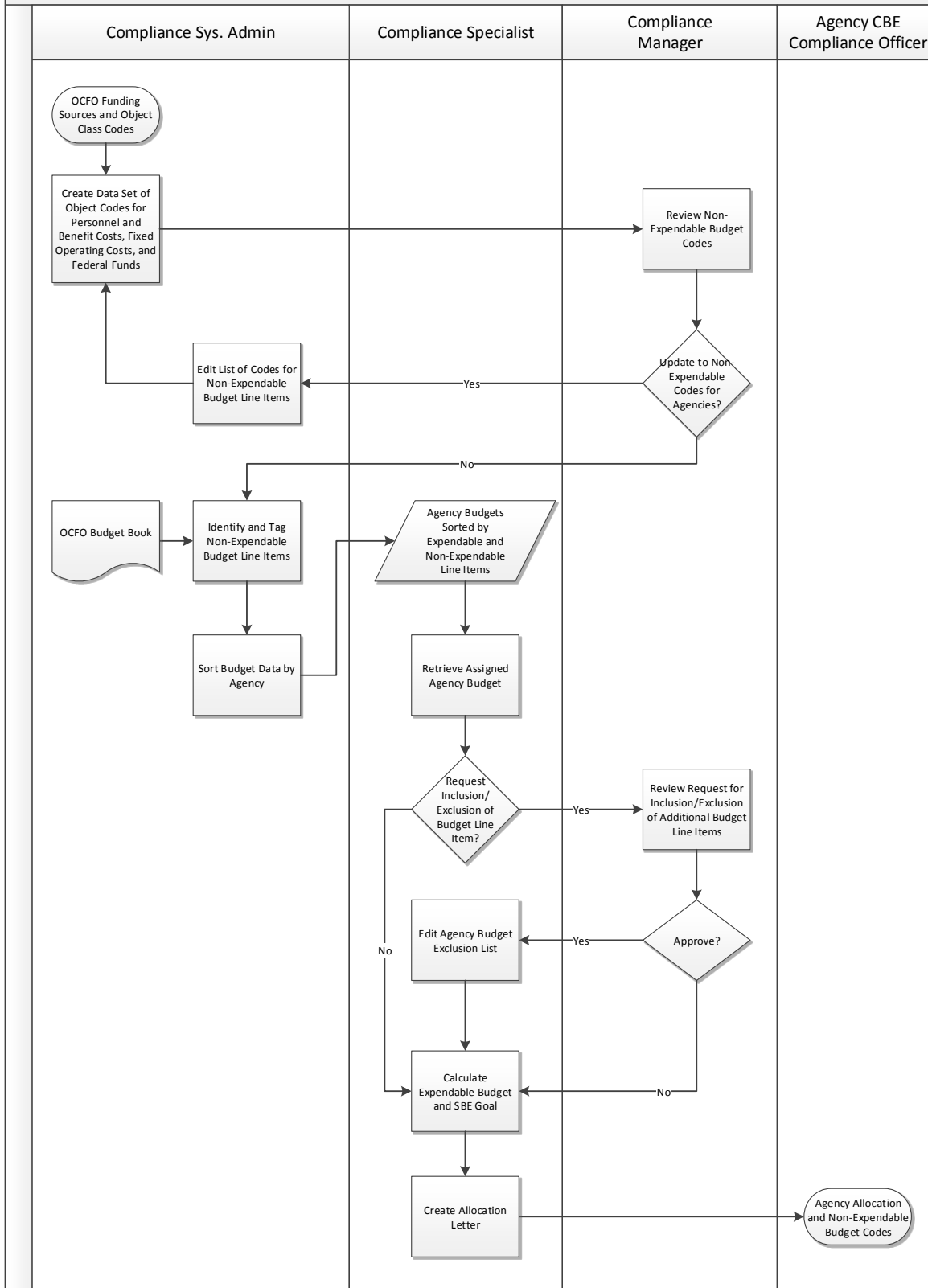
monitoring or to stop.

- d. Justifications for agencies that are not monitored are submitted in Quickbase under the 'Monitoring Notes' section of the '**Summary Performance Information**'.

Conditions that determine if DSLBD will stop monitoring an agency may include, but are not limited to, if the respective entity was absorbed into another agency, if the purpose or function of the agency has changed and does not effectuate opportunities for contracting to the certified business enterprise community, or if the executive leadership of the government deems that the entity is no longer required and will not be a part of the operating budget for the District of Columbia government.

7. The Compliance Specialist retrieves their assigned agency budgets, assigned by the Compliance Manager.
8. The Compliance Specialist reviews the budget for each agency.
 - Ensures the excluded line items are properly associated to object classes/codes.
 - If the Compliance Specialist determines there is an error, the Specialist creates a change request and provides an explanation for each requested line item change.
 - The system routes all change requests to the Compliance Manager. The Compliance Manager can approve, deny, or annotate explanation and request more information from Compliance Specialist.
 - If any change requests are verified, the system can recalculate the Agency Expendable Budget and Baseline SBE Goal.
9. The District's Proposed Appropriated Citywide Budget is uploaded into the Agency Compliance Database for Agency review at least 60 days prior to the start of Fiscal Year.
 - The Compliance Manager creates a Notice for Budget Review for the agency.
 - The system provides a template for the Notice and automatically populates data where applicable.
 - The Notice includes summary data about the Agency Expendable Budgets with Annual 50% SBE Baseline Goals and reminder of timeline (at least 2 weeks prior to the end of fiscal year) the Agency needs to respond with Special Exception requests.

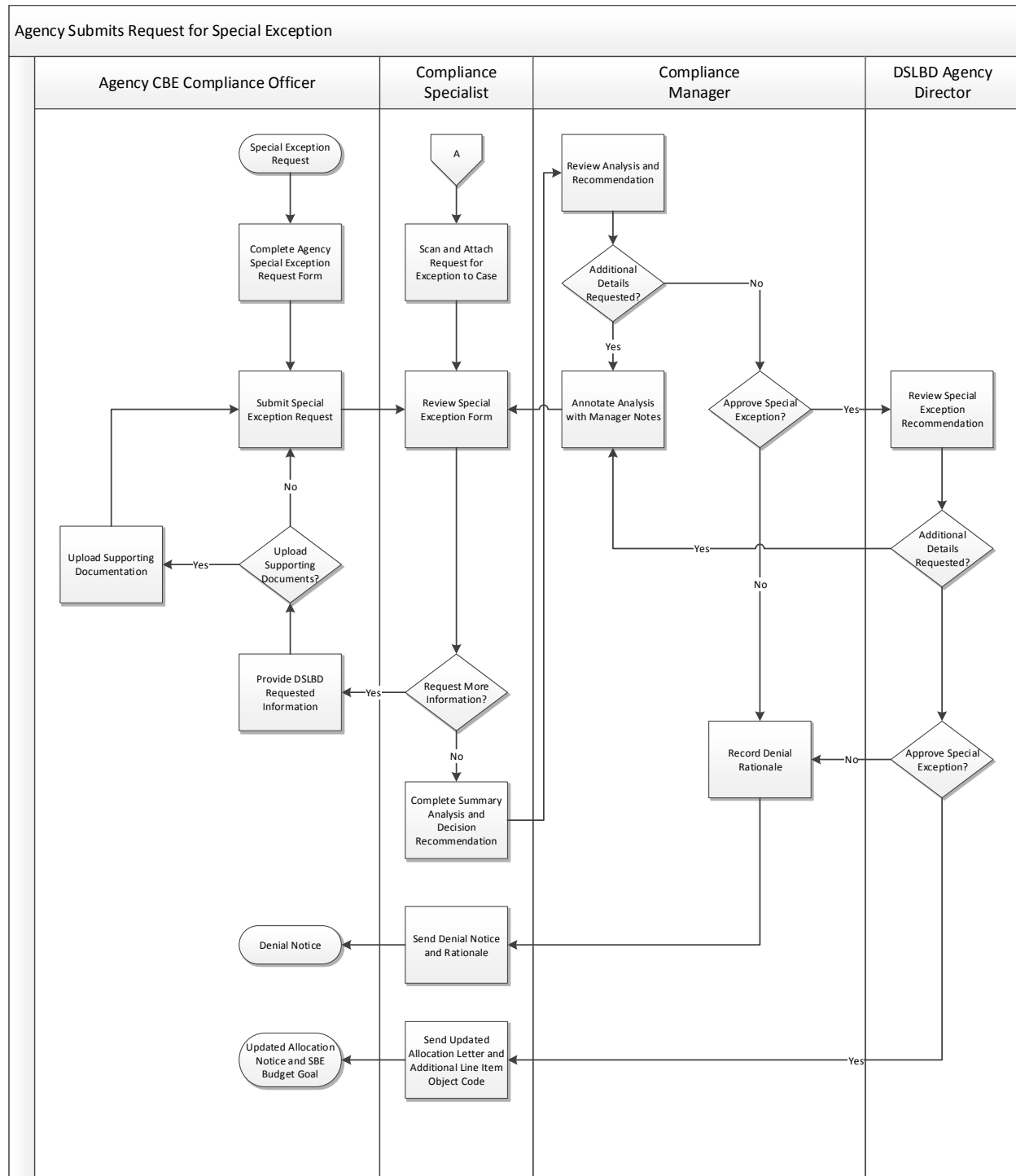
DSLBD Sets Agency's Certified Small Business Enterprise (CSBE) Baseline Goal



Special Exception Process

1. The Agency CBE Compliance Officer (ACO) for the Agency submits Special Exception Request in the DSLBD system.
 - No later than 2 weeks prior to the beginning of each fiscal year, each agency may request special exceptions under existing comptroller object codes included in the list provided by the DSLBD.
 - The ACO must submit individual request forms for each special exception.
 - The ACO provides the comptroller source group, comptroller object code, a specific description of the budget line item, and the dollar amount in each comptroller object code.
2. The ACO submits the Special Exception Request Form in the DSLBD system.
 - The ACO uploads any supporting documentation with the Exception Form.
 - The system assigns the submission to the Compliance Specialist based on agency. Each Compliance Specialist is assigned specific agencies to maintain continuity throughout the budget process.
3. The Compliance Specialist reviews the exception request form.
 - The Compliance Specialist can recommend, deny, or request more information from the Agency ACO.
 - All exception determinations are routed to the Compliance Manager.
4. The Compliance Specialist may request more information from the ACO.
 - The Specialist creates the correspondence based on template stored in system.
 - The Specialist sends correspondence via email to the ACO. The correspondence is associated with the agency budget case file.
 - The ACO updates the special exception request form and uploads supporting documentation requested.
5. The Compliance Manager can approve, deny, or annotate explanation and request more information from Compliance Specialist.
 - The Compliance Specialist interacts directly with the agency ACO. If further information or explanation is required, the Compliance Specialist works with the ACO to gather the information.
 - All exception request approvals are routed to the DSLBD Director.
 - All exception request denials require Manager to complete rationale for denial.
 - The system sends a denial response to the ACO for each denied exception request.
 - If approved, the system recalculates the total expendable budget for the agency.
 - The system recalculates the agency's SBE goal based on the new total expendable budget.
6. The Compliance Specialist sends notice to the ACO and includes appropriate supporting information.
 - If approved, the notice includes an updated budget summary with new goals and additional excluded line item codes.
 - If denied, the notice includes rationale for denial.
7. At the completion of the Special Exception time period, the Specialist creates an Allocation Letter for the agency.
 - The Annual Allocation Letter includes:
 - Agency SBE Budget Data
 - Agency Name
 - Fiscal Year
 - Approved Total Budget from DC Council
 - Agency's Total Expendable Budget
 - Agency's SBE Goal for the Fiscal Year

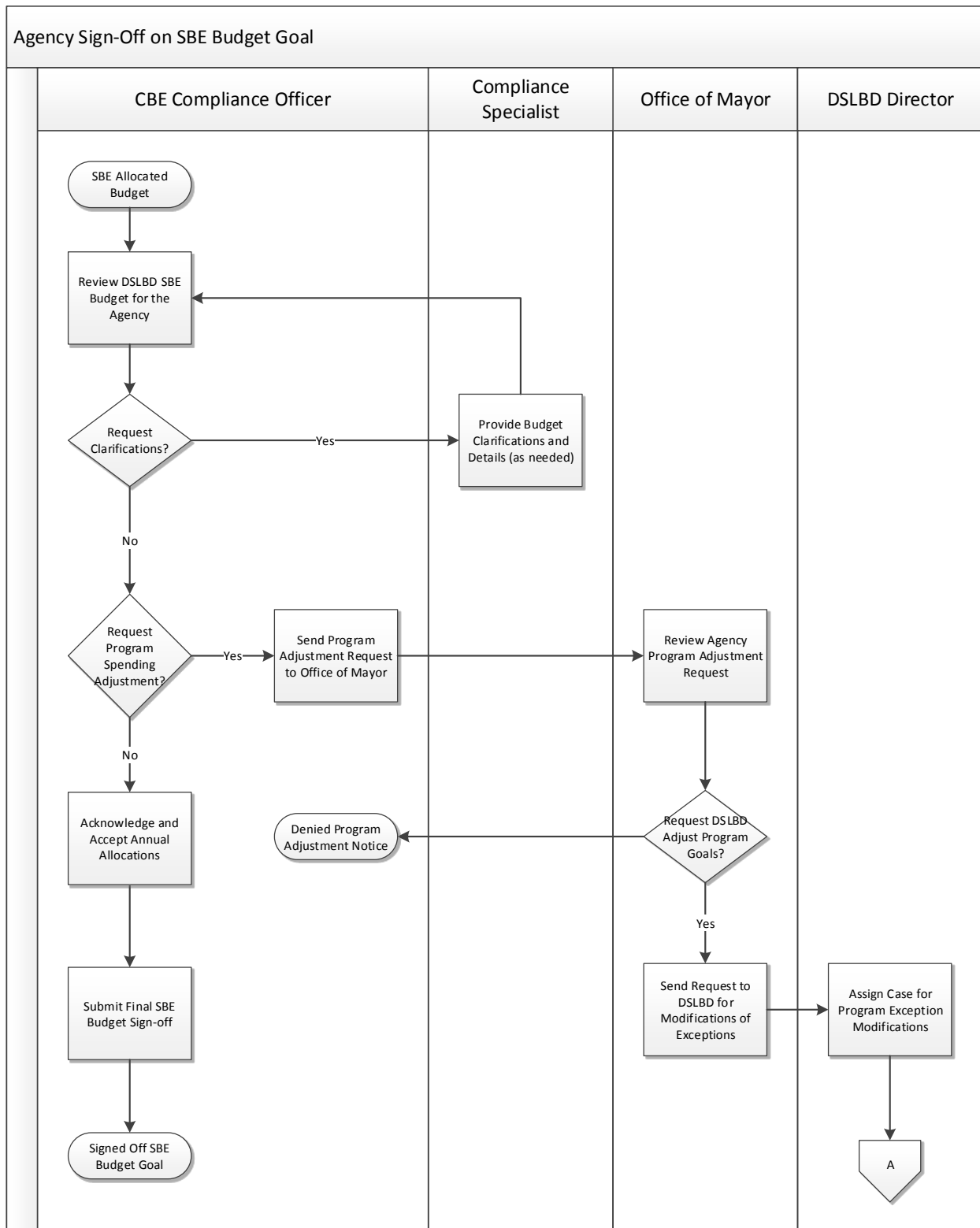
- List of comptroller object codes that DSLBD used to exclude certain funding sources
- The system provides a template for the Allocation Letter and automatically populates data where applicable.



Annual Allocation

Agency Director Sign-Off on Agency Allocation Letter for SBE Expendable Budget Goal:

1. The ACO for the agency reviews the SBE Budget Annual Allocation Letter and supporting documentation from DSLBD.
 - The ACO logs into DSLBD system to review the Baseline Budget for their Agency.
 - The ACO can request clarifications from their assigned DSLBD Compliance Specialist via email and phone.
 - The Compliance Specialist can create a record of all correspondence and attach to the case record in the system.
2. The Agency may send a Program Adjustment Request to the Office of Mayor for the Agency SBE Budget Goals.
 - Agencies that cannot meet the SBE goal set by DSLBD (after special exceptions are considered) may escalate to the Mayor.
 - The Agencies submit requests to Mayor outside of the DSLBD system, as deemed appropriate by Agency staff.
3. The Office of Mayor reviews the Agency request for modification to the SBE Program Goals.
 - The Mayor can deny request or send notification to DSLBD for further modification to SBE Program Goals.
 - If DSLBD receives notification from Office of Mayor, the DSLBD Director assigns Compliance to begin additional review of Agency requests for Program Goal adjustment.
4. The DSLBD Director directs the Compliance Manager to review the Mayor's request for Program Modification.
 - The Compliance Manager assigns Compliance Specialist to re-open and re-review exception requests.
 - The Compliance Specialist will manually upload any documentation and revisit the Special Exception review process steps.
5. If the Agency has no requests for modification pending, the ACO acknowledges and accepts the Agency CBE Budget Goal.
 - The ACO logs into DSLBD system and chooses the Approve Baseline Budget function. The system captures the User ID, Date and Time stamp of the user
 - All Agency Directors must Approve Baseline Budgets prior to October 1 or DSLBD will submit a Delinquency Notice to the City Administrator.



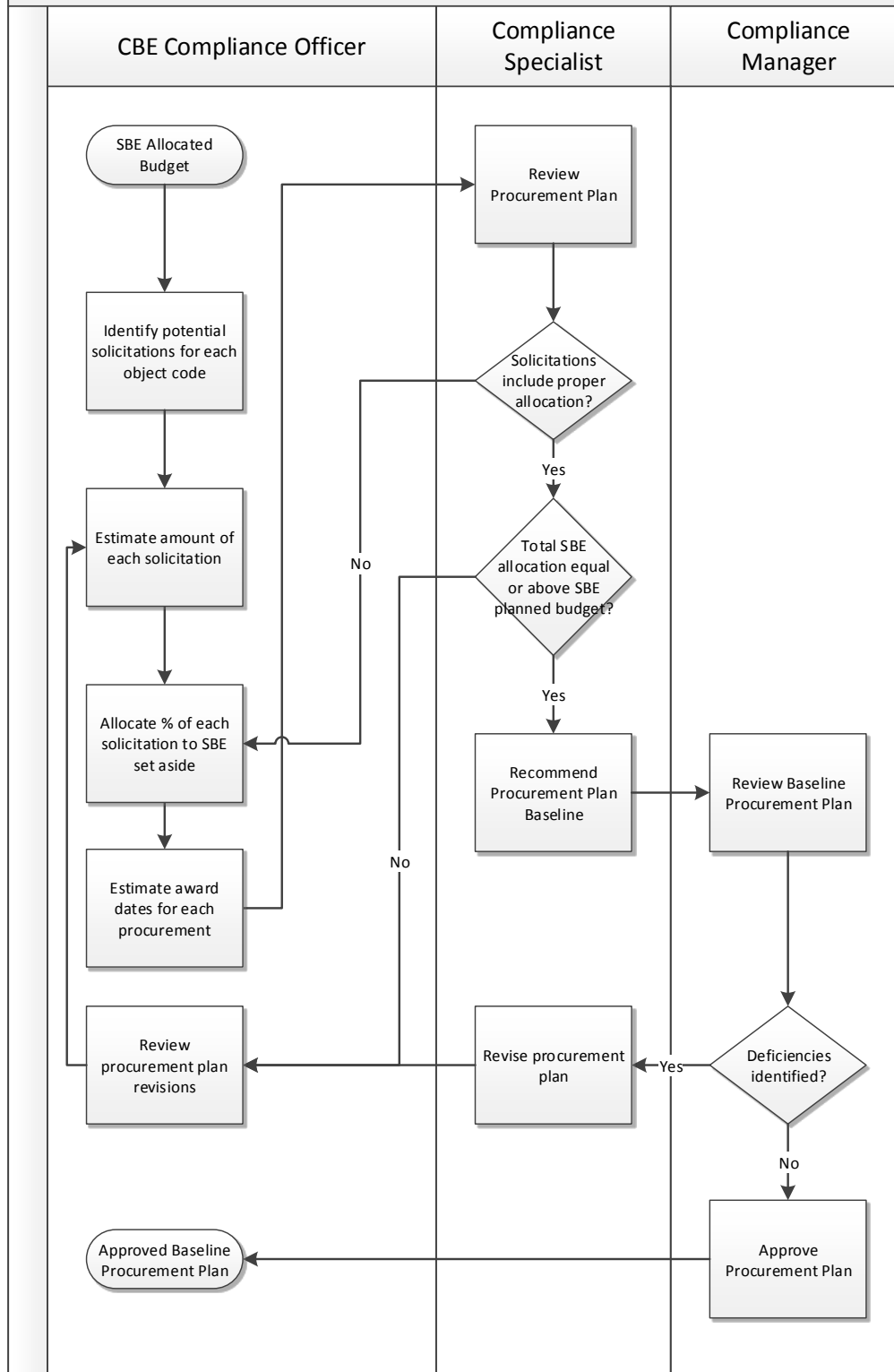
Agency Baseline Procurement Plan Submittal

Agency Submits Baseline Procurement Plan:

1. The ACO submits procurement plan in the DSLBD system.
 - The procurement plan is based on the approved expendable budget for the agency.

- Agency must submit a procurement plan to detail the expenditures planned to meet its SBE goal, as follows:
 - Agency
 - Service/Commodity (NIGP Codes)
 - Amount
 - Fiscal Year Quarter
 - Budget Category/Line Item
 - Certified Business Enterprise (if known)
- 2. The Compliance Specialist reviews the procurement plan for completeness and accuracy.
 - The Compliance Specialist works with the ACO to ensure the procurement plan reflects best estimates for amounts, projected award dates, and accurate NIGP and Object Codes.
 - If the projected solicitations or follow-on contracts do not include the appropriate SBE set-asides, the Compliance Specialist requests the ACO update the plan via email. Note: all correspondence is associated with case in the system.
- 3. The system calculates the total estimated expenditures against SBE goal.
 - The Compliance Specialist ensures the baseline procurement plan is consistent with its SBE goal and approved budget (equals or exceeds the SBE Goal).
 - If the procurement plan does not meet the Agency SBE goal, the Compliance Specialist requests the ACO update the plan via email. Note: all correspondence is associated with case in the system.
- 4. The Compliance Specialist recommends procurement plan for baseline.
 - The system routes the procurement plan to Compliance Manager for review.
 - The Compliance Manager can approve the procurement plan for baseline or request adjustments or clarifications to plan.
 - If adjustments or clarifications are needed, the Compliance Manager completes the Manager Notes and routes case back to Specialist.
 - If no adjustments required, the Manager sets status to approve. The system creates procurement plan baseline.
 - The system sends notification to ACO regarding approved baseline procurement plan.

Agency Submits Baseline Procurement Plan



Prime Contractor Updates Subcontracting Plan – Agency

Prime contractor (often Private Development Company) updates Subcontracting Plan:

1. If a new user, the prime contractor creates a User ID and Password.
 - The system will prompt how to create a User ID and Password based on the DC Business Center procedures.
 - The customer creates a basic business profile as part of becoming a registered User. The data includes:
 - Company Name
 - Employer Identification Number (EIN)
 - Primary Contact: First Name, Last Name, Phone Number, and Email
2. If an existing user, the prime contractor logs into system using User ID and Password.
3. If there is not a current sub-contracting plan in process for that customer, the customer chooses New Sub-Contracting Plan.
 - The system requires the user to enter the Contract ID for the relevant plan.
 - The system automatically verifies the user has a valid award in the system using the FEIN associated with the customer Business Profile data.
 - The system will have field validation for all required fields. The system will prompt users to address validation errors prior to moving to next section. The user can save and return to the section in a different session, if desired.
4. If the customer has a sub-contracting plan in process, they are able to update the plan or add Vendor Verification Forms to an already submitted plan.
5. The customer completes each section of the sub-contracting plan template.
 - Each section of the plan template/form includes Help commands at the field level.
6. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
7. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.
 - The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process: Submit Sub-Contracting Plan

1. The customer chooses to submit the Sub-Contracting Plan.
2. The customer completes the Attestation Form.
 - The form includes language relevant to the accuracy and truthfulness of the sub-contracting plan and associated supporting documents.

- The system records user ID, date, and time stamp.

Key Sub-Process: Submit Monthly Sub-Contracting Plan Compliance Report

1. The user logs into system using User ID and Password.
2. The user chooses appropriate Sub-contracting Plan.
3. The user chooses Compliance Report.
 - The user can choose to create a new compliance report or update an existing report.
4. The customer completes each section of the Compliance Report template.
 - Each section of the plan template/form includes Help commands at the field level.
5. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
6. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.
 - The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process - Review Subcontracting Compliance Report

1. The Compliance Specialist reviews the Compliance Report.
 - The system sends an automatic notification to the Specialist assigned to the Agency when the Prime Contractor submits Compliance Reports.
 - The Specialist opens the Compliance Report and the system presents view that displays the report and supporting documentation files.
2. If additional subcontracting information is required, the Compliance Specialist creates a notification to the prime contractor.
 - The system provides a list of templates for the Specialist to choose from depending on the necessary documentation to include in correspondence.
 - The system sends the correspondence via email and associates the notice with the case.
 - The system allows the Specialist to create a meeting invitation and include participants listed as contacts on the subcontracting plan, as well as, DSLBD staff.
3. The prime contractor submits updates to the Compliance Report and additional supporting documentation through the portal.
4. The Compliance Specialist validates all required Subcontracting artifacts.

Prime Contractor Updates Utilization Plan – Public Private Development

Prime Contractor Updates Subcontracting Plan

Prime contractor (often Private Development Company) updates Subcontracting Plan:

8. If a new user, the prime contractor creates a User ID and Password.
 - The system will prompt how to create a User ID and Password based on the DC Business Center procedures.
 - The customer creates a basic business profile as part of becoming a registered User. The data includes:
 - Company Name
 - Employer Identification Number (EIN)
 - Primary Contact: First Name, Last Name, Phone Number, and Email
9. If an existing user, the prime contractor logs into system using User ID and Password.
10. If there is not a current sub-contracting plan in process for that customer, the customer chooses New Sub-Contracting Plan.
 - The system requires the user to enter the Contract ID for the relevant plan.
 - The system automatically verifies the user has a valid award in the system using the FEIN associated with the customer Business Profile data.
 - The system will have field validation for all required fields. The system will prompt users to address validation errors prior to moving to next section. The user can save and return to the section in a different session, if desired.
11. If the customer has a sub-contracting plan in process, they are able to update the plan or add Vendor Verification Forms to an already submitted plan.
12. The customer completes each section of the sub-contracting plan template.
 - Each section of the plan template/form includes Help commands at the field level.
13. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
14. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.

- The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process: Submit Sub-Contracting Plan

3. The customer chooses to submit the Sub-Contracting Plan.
4. The customer completes the Attestation Form.
 - The form includes language relevant to the accuracy and truthfulness of the sub-contracting plan and associated supporting documents.
 - The system records user ID, date, and time stamp.

Key Sub-Process: Submit Monthly Sub-Contracting Plan Compliance Report

7. The user logs into system using User ID and Password.
8. The user chooses appropriate Sub-contracting Plan.
9. The user chooses Compliance Report.
 - The user can choose to create a new compliance report or update an existing report.
10. The customer completes each section of the Compliance Report template.
 - Each section of the plan template/form includes Help commands at the field level.
11. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
12. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.
 - The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process - Review Subcontracting Compliance Report

5. The Compliance Specialist reviews the Compliance Report.
 - The system sends an automatic notification to the Specialist assigned to the Agency when the Prime Contractor submits Compliance Reports.
 - The Specialist opens the Compliance Report and the system presents view that displays the report and supporting documentation files.
6. If additional subcontracting information is required, the Compliance Specialist creates a notification to the prime contractor.
 - The system provides a list of templates for the Specialist to choose from depending on the necessary documentation to include in correspondence.
 - The system sends the correspondence via email and associates the notice with the case.

- The system allows the Specialist to create a meeting invitation and include participants listed as contacts on the subcontracting plan, as well as, DSLBD staff.
- 7. The prime contractor submits updates to the Compliance Report and additional supporting documentation through the portal.
- 8. The Compliance Specialist validates all required Subcontracting artifacts.

DSLBD Publishes Quarterly Report

1. The Compliance System Administrator creates a data set of all valid SBEs under contract for each Agency.
 - On the second week of each Fiscal Quarter, DSLBD creates the data file for Agency Quarterly reports.
 - The data file includes all valid CBEs under contract with each agency and all PCard transactions allocated to CBEs. If the CBE certification was expired at the time of the transaction, the system does not count the expenditure towards the CBE goal.
 - The Administrator pulls the data from the procurement plans associated with each Agency.
2. The Compliance System Administrator provides the data file to OCFO.
3. OCFO creates a data file of all disbursements for the quarter for the CBE FEINs provided by DSLBD.
 - The data includes:
 - Vendor identification number as it appears in the general ledger;
 - Description of the goods or services;
 - Date of the expenditure;
 - Dollar amount of the expenditure
 - OCFO creates a data file of all PCard disbursements allocated to SBEs for the quarter by Agency.
4. DSLBD system creates Quarterly expenditure updates for each Agency.
 - The system calculates the amount of expenditures on certified business enterprises and the percentage the amount of the agency's total expenditure on all certified business enterprises.
 - The system allocates PCard expenditures by Agency.
5. The System Administrator sends a notification to the Compliance Specialist to review the updated Quarterly Expenditures data.
6. The Compliance Specialist reviews the Quarterly Expenditures data for the Agency.
 - The system provides a view of Planned vs. Actual SBE expenditures. The system allows Compliance Specialist to review planned expenditures that did not occur in the Quarter.
 - The system provides a DSLBD Note field for Procurement Plan line items.
 - The Compliance Specialist can create notes/action items for line item entries in the Procurement Plan.
7. The Compliance Specialist creates the Quarterly Report for the Agency.

- The system provides a Create Quarterly Report function. The report provides a dashboard view of the Quarter's SBE expenditures, Planned vs. Actual expenditures, and percentage SBE Goal completed.
 - The system provides an overall score for the Agency based on the percentage of planned expenditures completed and percentage towards overall SBE goal.
8. The Compliance Specialist completes recommendations section of the Quarterly Report.
- The Compliance Specialist can add detailed information about risks or known issues to the report. The Specialist can reference correspondence from the ACO about pending or known near-term actions.
 - The Specialist chooses "Complete" and the system moves the Quarterly Report to the Compliance Manager's queue.
9. The Compliance Manager reviews the Quarterly Report.
- The Compliance Manager annotates the report if necessary. The Manager can request more information from the Compliance Specialist or return the case back to the Compliance Specialist with instructions to modify.
10. The Compliance Manager certifies the Quarterly Report.
- The system posts this data to Quarterly Agency Scorecard Dashboard.
 - The system sends the Report to ACO and DC Auditor via email.
 - The system records the expenditures for each SBE on the Company Data Record.

DSLBD Creates Year-End Recommendations Report

1. The ACO creates an Annual Report for their Agency.
- In addition to the updating the procurement plan data for the 4th Quarter, the ACO submits an Annual Report to DSLBD within 30 days after the end of the quarter.
 - The ACO launches the Annual Report form on their DSLBD system dashboard.
 - The Annual Report data includes:
 - A description of the activities the agency engaged in, including the programs required by this part, to achieve the CBE goals for the Fiscal Year; and
 - A description of any changes the agency intends to make during the succeeding fiscal year to the activities it engages in to better achieve the CBE goals.
2. The ACO submits an Annual Report to DSLBD.
- The system records user ID, data and time stamp for the submission.
 - The system routes the case to the Compliance Specialist assigned to the Agency.
3. The Compliance Specialist reviews the annual report of an agency.
- The system can report on days the Annual Report is in DSLBD Review.
 - The system provides a Summary Analysis and Notes fields for Specialist comments.

4. The Compliance Specialist uploads the District of Columbia Auditor's recommendations to the Agency's record.
 - The DC Auditor provides recommendations on activities each agency should engage in the following Fiscal Year to meet or exceed the SBE goals to DSLBD.
5. The Compliance Specialist reviews the District of Columbia Auditor's recommendations.
 - The system allows Specialist to view Auditor Reports, Agency Quarterly Reports and supporting documentation, and analysis notes on multiple screens.
 - The system provides notes fields for the DC Audit Recommendations. The Specialist can create comments or required annotations regarding the particular recommendation.
 - If the Audit recommendations are not available in a timely manner, the Compliance Specialist moves to making recommendations.
6. The Compliance Specialist creates a Recommendations Report on activities the agency should engage in to meet or exceed the SBE goals for the following Fiscal Year.
 - The Recommendations Report is a template available on the system.
 - The Specialist can easily import comments from the Summary Analysis into the report.
 - The system populates the Report template with key information from the Agency records and procurement plan.
7. The Compliance Specialist submits the Recommendations Report.
 - The system moves the Recommendations Report to the Compliance Manager queue.
 - The Compliance Manager annotates recommendations if necessary. The Manager can request more information from the Compliance Specialist or return the case back to the Compliance Specialist with instructions to modify.
8. The Compliance Manager submits the Recommendations Report to the Director.
 - The system moves the Recommendations Report to the Director's queue.
 - The Director approves the Recommendation Report or returns the case back to the Compliance Manager with instructions to modify.
9. The Director approves the Recommendations Report.
 - The system posts this report to Agency Scorecard Dashboard.
 - DSLBD's recommendations are sent electronically to the agency, the Office of District of Columbia Auditor, and the Council within 30 days of the agency's annual report submission.
 - **Accessing Budget & Expenditure Data from the District's Financial Management System SOAR**
 -
 - In between quarters or during the fourth quarter/annual report deadline period, Specialists will utilize OCFO's Office of Financial Operations and Systems to request expenditure reports, only if by running reports in SOAR is not readily accessible. Specialists create reports for management with findings and observations. Errors are noted in Quickbase and agencies are notified by email of any reporting errors. Below are resources for the verification process.
 -
 - *Offices within the Office of the Chief Financial Officer*

- <http://cfo.dc.gov/node/204842>
- <http://cfo.in.dc.gov/cfo/site/default.asp> - *Financial Reporting*
-
- **Office of Financial Operations and Systems (Office)**
- <http://cfo.dc.gov/node/236112>
-
- **Annual Closing**
- One of the primary functions of the Office of Financial Operations and Systems (OFOS) is to produce a timely and accurate Comprehensive Annual Financial Report (CAFR). To accomplish this task successfully, it is important that the District examine its general ledger (“book of financial records”) at year-end, which includes reconciling, analyzing, and adjusting accounts as needed to ensure accuracy, completeness, and reliability of financial data, on which the CAFR will be based. Such annual “cleanup” of the general ledger is needed to ensure the District’s audit readiness, and its ability to prepare financial statements in accordance with generally accepted accounting principles (GAAP), thereby laying the foundation for obtaining unqualified (clean) audit opinions from the independent auditors. Contacts to confirm when the CAFR is final: Cassandra Butler at 442-8310 or Dijl Omisore at 442-8302.
-
- Website for CAFR and Closing Information:
<http://cfo.in.dc.gov/cfo/cwp/view.asp?A=1187&Q=498200>
-
- **OCFO Alias to Assist with Accessing Reports through OFOS**
-
- These individuals are not directly or officially tasked with providing DSLBD such expenditure reports, to date. However, based on past relations they are reliable and provide guidance as to how to access such information used as a part of DSLBD’s verification process.
-

NAME	TITLE	DEPT	PHONE	EMAIL
Yvette Coleman	Financial Management Specialist	OCFO	442-8292	Yvette.Coleman@dc.gov
Peter Lloyd	Contract Specialist	OCFO/ Office of Contracts	442-6431	Peter.lloyd@dc.gov
Roy J. Hicks	Database Analyst	Financial Control & Reporting Division-OFOS	442-4968	Roy.hicks@dc.gov
David Clark	Director of Capital Improvements	OCFO/Office of Budget and Planning (OBP)	727-2055	david.allen.clark@dc.gov

-
-
- **Office of Budget and Planning**
- <http://cfo.dc.gov/node/242232>
-
- This office prepares, monitors, analyzes, and executes the District’s budget. This includes operating, capital and enterprise funds, in a manner that ensures fiscal integrity and maximizes service to taxpayers. The budget formulation calendar as it appears here is a major driver for goal setting and budget verification by DSLBD. <http://cfo.dc.gov/node/242212>
-
- *Financial Systems Training*

- <http://cfo.dc.gov/node/236212>
-
- OFOS Systems training must be accomplished by DSLBD staff in order for access to be granted to this system to run reports.

Agency Requests Waiver

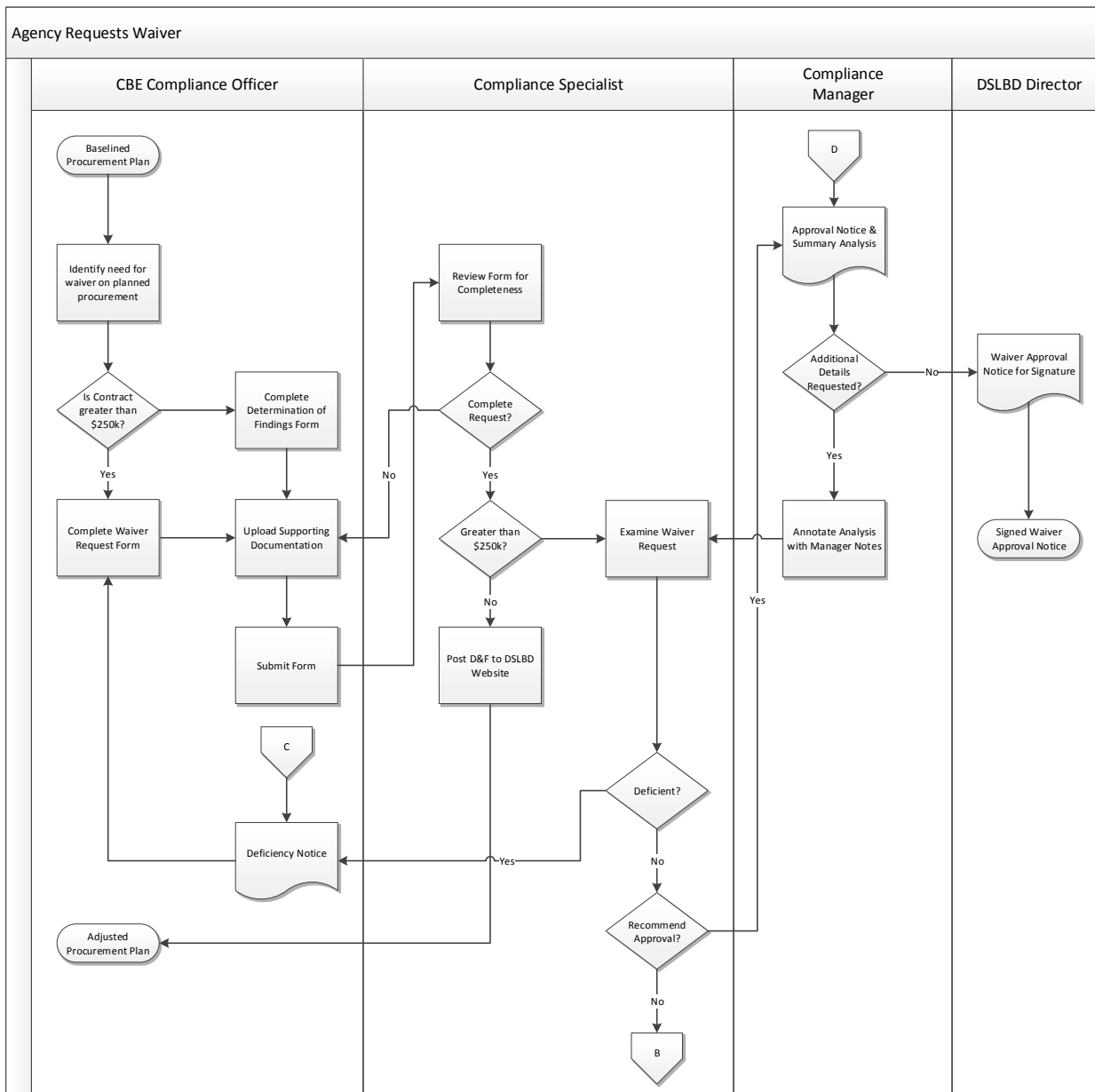
1. The Agency determines the need to waive set-aside requirements for SBE contracts.
2. If contract award is \$250,000 or less, the ACO completes Determination of Findings form.
 - Agencies may decline Set-Aside Market requirements for contracts of \$250,000 or less, if the Agency determines in writing that the SBE bids are 12% or more above the likely open market prices or no SBEs are available to complete the work.
 - ACO submit a written Determination of Findings (D&F) to DSLBD
3. The Compliance Specialist reviews D&F form.
 - The Compliance Specialist ensures completeness of form and supporting documentation.

- If incomplete, the Compliance Specialist corresponds with ACO to address deficiencies. The ACO resubmits D&F until Specialist deems the form complete.
 - For waivers based on pricing issues, the D&F must include evidence of SBE vendors proposal responses to a solicitation is higher than the market by over 12%.
 - For waivers based on availability of SBEs in the market, the D&F must include evidence of efforts made to find SBEs or evidence of partial capacity to reduce set-aside requirement.
4. The Compliance Specialist posts the D&F on DSLBD website.
- The website post provides the SBE community opportunity to respond and offer alternative to D&F.
 - The D&F is posted for at least one week prior to DSLBD approving waiver.
5. After the appropriate posting period, the Compliance Specialist accepts the D&F and posts a copy of the determination on DSLBD's website.
- The system updates procurement plan for SBE planned expenditure adjustment.
6. If the contract award is greater than \$250,000, the ACO submits a waiver request form.
- A request for waiver, which shall include the following:
 - The number of certified business enterprises, if any, qualified to perform the elements of work that comprise the project
 - A summary of market research or outreach conducted to analyze relevant market
 - The consideration given to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by certified business enterprises and waiver requests (in light of capabilities and capacity of CBEs).
7. The Compliance Specialist reviews the waiver request.
- DSLBD may accept or deny waiver requests.
 - Waivers of the 35% subcontracting requirements may be granted only if there is insufficient market capacity for the goods or services that comprise the project and such lack of capacity leaves the contractor commercially incapable of achieving the subcontracting requirements at a project level.
 - The system allows Specialist to view waiver request form, supporting documentation, and analysis notes on multiple screens.
 - The system provides a one-click ability to launch supporting documentation. Each supporting document will have a corresponding notes field for the Specialist to create comments or required annotations regarding the particular document.
 - The system includes a Summary Analysis field for Specialist to provide context regarding recommendations; Summary Analysis and Supporting Documentation Notes are visible internally only to Compliance Specialist, Compliance Manager, and Director roles.
 - The Specialist can create and store templates in the system for commonly referenced statutes or eligibility requirement descriptions.
8. If the Specialist determines waiver request is deficient, Specialist creates Deficiency Notice.
- The system allows the Specialist to include a note field for each supporting document. The system provides templates for the Notice and includes the notes for each document marked incomplete. The Specialist sets the status to Deficient.

- The system emails the Notice to the ACO. The Notice includes information regarding timeframes for addressing deficiencies prior to the system closing the case. Note: The system will maintain a version control of the application revision.
9. If the Specialist deems the waiver request does not meet threshold requirements, the Specialist completes the waiver denial checklist and follows the Denial process.
 10. If the Specialist recommends approval, the Specialist finalizes the Summary Analysis and sets the status to Manager Review.
 - The system routes the case to the Manager Review queue.
 - The Specialist posts waiver request to website, while waiver is in review.
 11. The Manager reviews the case and supporting documentation and correspondence.
 - If additional information is required for approval, the Manager updates the Manager Notes field and assigns case back to the Specialist.
 - The Specialist addresses the Manager Notes and can either set case back to Manager Review or create a Deficiency Notice for the applicant.
 - If no additional information is required, the Manager sets status to Approval.
 - The system generates the approval notice.
 12. The system routes case to Director for review and electronic signature.
 - The system allows users to print notices for Director's signature and associate scanned Signed Approval Notice, if desired.
13. Approved waivers are sent via email to ACO and posts update notification on DSLBD website. The system updates procurement plan for CBE planned expenditure adjustment.

Proposed/Under Review	Approved	Revised	Denied
This field in Quickbase is system generated once a proposed budget exclusion is created by the Agency. It will remain 'Under Review' until DSLBD Compliance	This determination appears as a 'Yes' in Quickbase for the field 'Exclusions Approved by DSLBD?' and confirms that the proposed exclusion is approved and that no SBEs are available at the time of submission for the exclusion proposed. It will decrease the appropriated	This determination appears as a 'No' under the field name 'Exclusion Approved by DSLBD?' in Quickbase <i>Budget Exclusion</i> table. This occurs because the department researched CBE Online and found at least two SBEs. The specialist enters the dollar amount to be approved for excluding under the field name 'Revised	This determination appears as a 'No' and occurs when the justification is insufficient or the staff researches and finds SBEs available in CBE Online. Agencies can select the exclusion to see DSLBD's justification for denial.

Specialists make their determination.	budget and result in the expendable budget and 50% SBE minimum expenditure target.	Exclusion Amount'. This allows a portion of the exclusion proposed to be approved while denying a portion.	Also in the main table the approved exclusion amount will appear as zero dollars (\$0.00).
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DSLBD Denies Agency Waiver Request

1. Compliance Specialist updates the Analysis Review fields with Denial Recommendation, including summary remarks about their decision to proceed with an Intent to Deny.
2. The Compliance Specialist chooses the Intent to Deny command and submits case for Manager Review. The system routes the case to Compliance Manager.
3. The Compliance Manager reviews the Denial Recommendation.
 - The system has a field for the Manager Review comments.

- The manager can choose to reroute the case back to the Compliance Specialist assigned to the case to address Manager Review comments. The Compliance Specialist addresses comments in the Analysis Review field.
 - Compliance Specialist addresses the manager's comments and makes appropriate changes to the analysis/recommendation. The Compliance Specialist resets status back to Intent to Deny and system routes case to Compliance Manager.
4. If the Manager Review deemed the waiver request as Deficient, then the Compliance Specialist sends a Deficiency Notice to the Applicant.
- The system provides a list of templates for the Specialist to choose from depending on the necessary documentation required. The Specialist can also specifically choose which parts of the application to allow for editing.
 - The system sends the correspondence to the ACO via email and associates the notice with the case.
 - The ACO is given the opportunity to correct the submittal and upload additional documentation. The Notice includes information regarding timeframes for addressing deficiencies prior to the system closing the case.
 - The system measures the time the application is available to address deficiencies and resubmit. After a certain period of time (established by DSLBD Compliance Team), the system changes the status to closed and removes the case from the Specialists queue.
5. If the Compliance Manager agrees with Intent to Deny, the Manager updates the Manager Review comments and submits the Intent to Deny Recommendation to the DSLBD Director.
- The system automatically assigns case to the Director and changes external status to Intent to Deny.
6. The Director reviews the Intent to Deny Recommendation.
7. If the Director needs more information or disagrees with recommendation, the Director completes analysis fields for Manager to review.
- The system automatically assigns case back to the Compliance Manager.
 - The Manager can route cases back to the Specialist originally assigned to the case for more information or change disposition to deficiency or approval.
8. If the Director agrees with the recommendation, the Director approves the Denial Notice.
9. Denial notices are sent via email to the ACO.

Agency Off-Cycle Changes

In this section, the Agency submits Special Exception Request or Budget Adjustment during FY Quarters 1-3.

1. The ACO for the Agency submits the Special Exception Request Form in the DSLBD system.
- Off-cycle requests occur during the Fiscal Year Quarters 1-3, rather than during the normal 4th Quarter budgeting process.
 - The system prompts ACO with requirements for off-cycle special exceptions:
 - Unanticipated funding
 - Reduction in funding
 - Change in circumstances that affect expendable budget, such as approved waivers due to market capacity limitations

- The ACO provides the comptroller source group, comptroller object code, a specific description of the change in funding or special circumstance, vendor name (if applicable), and the dollar amount in each comptroller object code.
2. The ACO submits the Special Exception Request Form in the DSLBD system.
 - The ACO uploads the supporting documentation for an “off-cycle” adjustment with the Exception Form.
 - The system assigns the submission to the Compliance Specialist based on agency. Each Compliance Specialist is assigned specific agencies to maintain continuity throughout the budget process.
 3. The Compliance Specialist reviews the Special Exception Request Form.
 - The system allows Specialist to view application, supporting documentation, and analysis notes on multiple screens.
 - The system provides a one-click ability to launch supporting documentation. Each supporting document will have a corresponding notes field for the Specialist to create comments or required annotations regarding the particular document.
 - The system includes a Summary Analysis field for specialist to provide context regarding recommendations. The Summary Analysis and Supporting Documentation Notes are visible internally only to Compliance Specialist, Compliance Manager, Legal, and Director roles.
 - The Compliance Specialist can recommend approval/denial or request more information from the Agency ACO.
 4. If the Specialist determines the request for adjustment is deficient, the Specialist creates a Deficiency Notice.
 - The system allows the Specialist to include a note field for each supporting document. The system provides templates for the Notice and includes the notes for each document marked incomplete. The Specialist sets the status to Deficient.
 - The system emails the Notice to the ACO. The correspondence is associated with the agency budget case file.
 - The ACO is allowed the opportunity to correct the submittal and upload additional documentation. The Notice includes information regarding timeframes for addressing deficiencies prior to the system closing the case.
 - Note: The system will maintain a version control of the Special Exception Request Form revision.
 - The system measures the time the application is available to address deficiencies and resubmit. After a certain period of time (established by DSLBD Compliance Team), the system changes the status to closed and removes the case from the Specialists queue.
 5. If the Compliance Specialists chooses to recommend Approval or Denial of the off-cycle exception or budget adjustment, the Specialist finalizes the Summary Analysis and sets the status to Manager Review.
 - The system routes approvals and denials recommendations to the Compliance Manager.
 6. The Compliance Manager can approve, deny, or annotate explanation and request more information from Compliance Specialist.
 - The system provides templates for notice of approval and denial of exception requests. The Specialists can choose the appropriate template and review/edit language in the notice.

- If approved, the notice includes an updated Allocation Letter with new goals and additional excluded line item codes.
 - If denied, the notice includes rationale for denial.
 - All exception request and SBE budget adjustments approvals are routed to the DSLBD Director.
 - The system sends a denial response to the ACO via email for each denied exception request.
7. The DSLBD Director reviews all off-cycle special exceptions and SBE budget adjustments for approval.
- The Director can request more information and route case back to Compliance Manager.
 - If approved, the system recalculates the total expendable budget for the agency.
 - The system recalculates the agency's SBE goal based on the new total expendable budget.

Agency Updates Procurement Plan

1. ACO updates the Procurement Plan.
 - The Procurement Plan is a forecast for an Agency's SBE Goals that must be updated throughout the Fiscal Year.
 - The ACO updates this forecast as solicitations are released, contracts are awarded, or projected award dates change.
 - For each planned line item expenditure, the ACO is required to add reference data in their Procurement Plan for contracting information, including:
 - Solicitation number
 - Contract number
 - Vendor number
 - NIGP Code
 - CBE FEIN(s)
 - Dollar Amount
2. The Compliance Specialist reviews the Procurement Plan updates.
 - The system sends an automatic notification to the Specialist assigned to the Agency when Procurement Plan updates are submitted by the ACO.
 - The Specialist opens the Procurement Plan and the system presents view that displays the recent updates to the Plan.
 - The Specialist can use the provided reference data for solicitations and contracts to access the corresponding files for review.
 - The Specialist can access CBE information and determine if valid or set to expire in less than 90 days.
3. If the solicitation does not contain appropriate language for CBE Set-Aside, the Compliance Specialist creates a notice for Inadequate Solicitation.
 - The system provides a list of templates for the Specialist to choose from depending on the necessary documentation to include in correspondence.
 - The system sends the correspondence via email and associates the notice with the case.
4. If the contract award includes references to invalid CBEs or CBEs set to expire less than 90 days, the Compliance Specialist creates a notice for Invalid CBEs.
 - The system provides easy access to validate CBE references in the Procurement Plan.

- The system provides a list of templates for the Specialist to choose from to direct ACO to rectify invalid CBE references.
 - The system sends the correspondence via email and associates the notice with the case.
 - Note: The system does count expenditures on invalid CBEs towards the Agency CBE goal in Quarterly Reports.
5. For awards over \$250,000, the Compliance Specialist reviews the subcontracting plan.
 - All prime contractors are required to submit a subcontracting plan to DSLBD.
 - The system maintains a link to the subcontracting plan submitted to DSLBD by the prime contractor.
 - The Specialist can launch the subcontracting plan and supporting documentation from the procurement plan record.
 6. If additional subcontracting information is required, the Compliance Specialist creates a notification to the prime contractor.
 - The system provides a list of templates for the Specialist to choose from depending on the necessary documentation to include in correspondence.
 - The system sends the correspondence via email and associates the notice with the case.
 - The system allows the Specialist to create a meeting invitation and include participants listed as contacts on the subcontracting plan, as well as, DSLBD staff.
 7. The prime contractor submits updates to the subcontracting plan and additional supporting documentation through the portal (see Section 3.2.12 Prime Contractor Updates Subcontracting Plan).
 8. The Compliance Specialist validates all required Subcontracting artifacts.
 - The system routes subcontracting submissions and updates to the Compliance Specialist assigned to the contracting agency.
 9. If the prime contractor does not submit required documentation, the Compliance Specialist creates a Non-Compliant Subcontract Notice.
 - The specialist can create and store templates for frequently used reference language in the Notice.
 - The Specialist sets status to Non-Compliant.
 - The system routes the case to the Compliance Manager for review.
 10. The Manager reviews the case and supporting documentation and Notice for Non-Compliance.
 - If additional information is required for approval, the Manager updates the Manager Notes field and assigns case back to the Specialist.
 - The Specialist addresses the Manager Notes and can either set case back to Manager Review or resolve outstanding issues with more correspondence and meetings with the prime contractor.
 - If no additional information is required, the Manager sets status to Non-Compliant.
 - The system generates the Non-Compliant notice and sends to ACO via email.
 - Note: The system does count expenditures on Non-Compliant contracts towards the Agency CBE goal in Quarterly Reports.

DSLBD Performs Compliance Spot Checks

1. The Compliance Manager establishes criteria to identify CBEs for spot checks.

- The Compliance Team will spot check a sample of CBEs each month. The Compliance Manager manages the size and characteristics of the sample.
 - The system allows Manager to identify conditions to create the sample set of CBEs for compliance checks. Examples of conditions include:
 - Active CBEs
 - Last compliance check greater than 1 year
 - CBE has active contracts
 - CBE Recertification less than 1 year
 - CBE with multiple facilities/offices
 - Manager can set system to create sample on repeating basis (e.g., Monthly, Quarterly).
 - The system assigns compliance cases to Compliance Specialists on a rotating basis. The Manager can manually reassign cases to another Specialist.
2. Compliance Team receives complaints about CBEs or Prime Contractors from CBEs or the public.
- Specialists or other DSLBD staff enter complaints into the system, as received. Authorized DSLBD staff can create a complaint record in the system and attach supporting documentation as necessary.
 - The system places all complaint cases in a Compliance Complaint queue.
 - Specialists manually assign complaints from queue to themselves for spot check review.
3. The Compliance Specialist performs the Spot Check.
- The Specialist reviews the CBE records and/or prime contractor subcontracting plan (only data available to the Specialist role).
 - The Specialist reviews the complaint details.
 - The Specialist determines type of review to use for the spot check.
4. If the Compliance Specialist determines to collect supporting documentation, the Specialist creates an official documentation request.
- The Specialist creates a Compliance Review Request Notice.
 - The system provides a template for the Notice and inserts appropriate data from the CBE profile record or the Prime Contractor record, including contact information.
 - System allows Specialist to store templates for standard language and document descriptions.
 - The Specialist completes the Notice and the system sends to all contacts on the CBE record via email and posts to portal.
 - The Notice includes link to address to upload documentation.
 - The system sets status to Under Review.
5. The CBE owner/authorized representative or Prime Contractor follows link to DSLBD portal and logs in.
6. CBE owner/authorized representative or Prime Contractor uploads required documentation.
- The user can view the Compliance Review Request Notice with the specified documentation.
 - The user can launch and view uploaded files for review as well as remove or add documents.
 - The system presents the user with a list of the supporting documentation uploaded during the application process.
7. The customer uploads any remaining supporting documents or edits existing documents with new files.

8. The customer chooses to submit documents.
9. The customer completes the Attestation Form.
 - The system sends an acknowledgement email receipt to customer.
 - The system routes submission to the Compliance Specialist assigned the case.
10. The Specialist reviews the documentation provided by CBE or Prime Contractor.
 - If Specialist requires more information, the Specialist creates follow-up notice and reposts the request on portal for CBE owner or Prime Contractor to amend information.
 - If the review is complete, the Specialist sets the case to closed. The system sends a notice to all contacts via email.
11. If the Compliance Specialist determines a Site Visit is necessary, the Specialist creates a calendar appointment.
 - The system populates the appointment with location and contact information from the CBE record or the Prime Contractor record.
 - The Specialist can add notes and documents to the appointment record for review on-site.
 - The Specialist can choose to send appointment notice to CBE contacts, or choose to remain as an unscheduled visit.
12. The Compliance Specialist performs the Site Visit.
 - The Specialist completes the Site Visit form. Note: The system can synchronize Site Visit Form when Specialist is on location or returns to office.
13. The Compliance Specialist completes Summary Analysis and Findings.
 - System provides fields for summary analysis and template for Compliance Review Findings.
 - If the Specialist recommends revocation of CBE certification, the Specialist completes the Intent to Revoke Checklist.
 - For Prime Contractors, the Specialist can choose other enforcement actions besides revocation. Examples include:
 - Refuse credit towards CBE Goal
 - Referral to Authority (Material Breach of Contract)
 - Adjust Out-Year Goals based on poor performance
 - The system routes all revocation recommendation cases to the Compliance Manager.

Agency Updates Quarterly Procurement Data

1. The Compliance System Administrator creates a data set of all valid CBEs under contract for each Agency.
 - At the beginning of each quarter, DSLBD creates a data file of all valid CBEs under contract with each agency.
 - The Administrator pulls the data from the procurement plans associated with each Agency.
2. The Compliance System Administrator provides the data file to OCFO.
3. OCFO creates a data file of all disbursements for the quarter for the CBE FEINs provided by DSLBD.
 - The data includes:
 - Vendor identification number as it appears in the general ledger;

- Description of the goods or services;
 - Date of the expenditure;
 - Dollar amount of the expenditure
 - OCFO creates a data file of all PCard disbursements for the quarter by Agency.
4. DSLBD system creates Quarterly expenditure updates for each Agency.
- The system calculates the amount of expenditures on certified business enterprises and the percentage the amount of the agency's total expenditure on all certified business enterprises.
 - The system creates an unallocated list of expenditures for PCard transactions by Agency.
5. The System Administrator sends a notification all ACOs to review the Quarterly Procurement Expenditures data.
6. The ACO reviews the Quarterly Expenditures data for the Agency.
- If the ACO determines expenditures are missing from report, the ACO must update the Agency procurement plan.
 - DSLBD will only report actuals from OCFO. Valid SBEs must be on the Agency Procurement Plan to be included.
 - The ACO must add missing contract award information to the Agency Procurement Plan. DSLBD provides a one-week window to address before running the Quarterly Reports.
7. The ACO allocates PCard expenditures.
- The ACO can identify CBE numbers for each line item PCard transaction.
 - The system provides a user-friendly interface to review purchases and add CBE numbers to each line item.
 - Note: Over time, the system will be able to recognize certain transactions are always associated with specific SBEs.

COMPLIANCE PROCESSES

PUBLIC PRIVATE DEVELOPMENT

BACKGROUND

The Public Private Development (PPD) sub-division processes and monitors all construction & non-construction Government-assisted projects that receive any type of District assistance/subsidy if the total budget is over \$250,000. DSLBD has the authority to require developers to subcontract at least 35% of the total development costs to Small Business Enterprises (SBE) certified by DSLBD unless previously approved and waived.

PURPOSE

The Standard Operating Procedures applies to all PPD compliance specialists to help accurately monitor and enforce that subcontracting requirements are met.

FUNCTIONS OF the PPD Division

1. Communicate with District Agency providing assistance; obtain letter of commitment and project description.
2. Initiate contact with Developer and conduct initial 10 day compliance meeting. Obtain CBE Agreement, Project Budget, Subcontracting Plan, Subcontracts.
3. Create project record in Compliance Database and upload all supporting documentation.
4. Quarterly Report Monitoring
5. Conduct commercially useful function review (CUF review) or site visits/ spot checks accordingly.
6. Send non-compliance notifications
7. Impose penalties and fines.
8. Project Closeout; whether requirement met or not.

DC Government Agency that is providing government assistance should contact DSLBD and notify them of the subsidy and project details and provide supporting correspondences.

Government Assisted Projects

Development projects funded by District government funding organizations requiring 35% subcontracting and/or 20% equity and/or development participation by local and small certified businesses per D.C. Official Code 2-218.46 (performance and subcontracting requirements for construction, non-construction, and subcontracting plans).

Prior to Award of the Contract (Subsidy Agreement)

- Funding Agency will enter the potential project into the Compliance Database with the intent to award.
 - **Required Fields entered into Compliance Database** (Project Name, Project Address, Developer/Prime Name, Developer/Prime Address, Developer/Prime contact number and email address)
 - Potential project *saved* in Compliance Database
 - Notification sent to DSLBD General Counsel *alert* “New Project”
 - DSLBD General Counsel sends a copy of the CBE Agreement and Budget Template to be completed within 30 days by the Developer/Prime .
 - The Developer/Prime uploads the CBE Agreement and entered the project budget into the Compliance Database

Assigning Projects in the Compliance Database

- The “new project” is randomly assigned in the Compliance Database to a Compliance Specialists
- The Compliance Specialists confirms the budget and exclusions in the Compliance Database within 14 days, *saved*
- Notification sent to the Agency Director for approval
- The “new project” will be housed in the “active dashboard”* until the subsidy agreement has been executed and uploaded by the funding agency.
-

***special note – the potential new project will not move to “monitored” unless a subsidy agreement has been executed.**

Step No. 3 the Compliance Specialists will enter the following information into the Quickbase Application (1) Project Title (Name as stated on the CBEA or Acknowledgment Letter), (2) Project Address, (3) Project Quadrant, (4) Project City, (5) Project State, (6) Project Zip, (7) Project Ward, (8) Project Type, (9) Project Description, (10) Date CBEA or Acknowledgment Letter Executed, and (11) upload CBEA or Acknowledgment Letter

Step No. 4 the Compliance Specialists will allow the Developer 5 days to reach out.

Step No. 5 If the Compliance Specialists has not received a response from the Developer within 5 days, the Compliance Specialists will reach out to all points of contact for the new project, to schedule a 10-day meeting.

From: Wright, Amanda (DSLBD)
Sent: Wednesday, May 2, 2018 4:25 PM
To: 'nicole@copelandmanagementgroup.com'
Cc: Edwards, Ronnie (DSLBD)
Subject: RE: Fully Executed CBE Agreement - HELP Walter Reed

Good day,

My name is Amanda Wright and I am the Compliance Specialist assigned to this project. As mentioned below, we need to schedule the 10 day compliance meeting in order to review the reporting requirements stated in the agreement. Please give me at least three day/time options that will work best for us to have this initial meeting.

If you have any questions, feel free to contact me directly.

Thanks,

Amanda L. Wright, Compliance Specialist
DC Department of Small and Local Business Development
441 4th Street, NW, Suite 850 North
Washington, DC 20001
Office Phone: (202) 727-3900
Direct Phone: (202) 727-2015

Step No. 6 the Compliance Specialist should invite the following DSLBD staff members to the meeting: General Counsel, Deputy Director, and Lead Senior Compliance Specialists.

Prime Contractor Updates Utilization Plan – Public Private Development

PPD Monitoring Compliance and Requirement

New Project:

- D.C. Agency that provides assistance to a private developer should notify DSLBD by submitting the Agency Letter of Commitment/Project's Subsidy Agreement and the Project Budget to DSLBD's Legal Department for their review, adjustment, and approval.
- The developer should sign the Project Acknowledgement Letter or Approved CBE Agreement.
- The developer will be notified of the 10-day Mandatory Compliance Meeting - training developers and general contractors on the 35% subcontracting requirement.
- The developer should submit the project's SBE Subcontracting Plan (including copies of all subcontracts) by or before 30 days after the 10-day Mandatory Compliance Meeting.
- A spot check will be conducted for any project that are dormant and non-responsive after two consecutive quarters.

Initiating New PPD Record

Review, save, enter and upload project's required data/correspondence to the I drive and PPD Database.

Required information includes, but not limited to:

1. Project Information (Name, Address, Contact information, etc...)
2. Project's Subsidy Agreement/Letter of Commitment and corresponding date (determines monitored status)
3. CBE Agreement/SBE Subcontracting Acknowledgment Form
4. Project Budget
5. Subcontracting Plan - due on or before thirty (30) days after compliance meeting

Quarterly Report Submission Schedule:

Quarter	Period of Performance (POP)	Due Date	What to Submit
First Quarter	October 1st-December 31st	January 30th	Quarterly Report, VVFs
Second Quarter	January 1st-March 31st	April 30th	Quarterly Report, VVFs
Third Quarter	April 1st-June 30th	July 30th	Quarterly Report, VVFs
Fourth Quarter	July 1st-September 30th	October 30th	Quarterly Report, VVFs
Final Report	Final	Thirty days upon completion of the project	Final Report, VVFs and Final Certificate of Occupancy

*Subcontracting plan should be submitted once. If changes are made, a new plan is required.

PPD Projects' Submitted Quarterly Expenditures Reports would be Reviewed, Saved, and Entered/Uploaded, and approve validating:

1. CBEs business entities information (Name, #, FEIN, Expiration Date, and VVF information or Proof of Payment)
2. Compare Quarterly report information submitted to project's Subcontract Plan information.

3. Confirm that total expected SBE/CBE subcontract for the project will reach to the Minimum SBE/CBE Required dollar amount.
- After the 30th of the month (that follows the end of the quarter being considered) a notice of **Delinquency** should be sent to non-reporting PPD projects.
- 15 days after the 30th of the month (that follows the end of the quarter being considered) **Notice of deficiency/Non-Compliance** should be sent to non-reporting PPD projects.
- **After 2 Notice of deficiency failure fines or penalties should be assessed.**

Prime Contractor Updates Subcontracting Plan

Prime contractor (often Private Development Company) updates Subcontracting Plan:

15. If a new user, the prime contractor creates a User ID and Password.
 - The system will prompt how to create a User ID and Password based on the DC Business Center procedures.
 - The customer creates a basic business profile as part of becoming a registered User. The data includes:
 - Company Name
 - Employer Identification Number (EIN)
 - Primary Contact: First Name, Last Name, Phone Number, and Email
16. If an existing user, the prime contractor logs into system using User ID and Password.
17. If there is not a current sub-contracting plan in process for that customer, the customer chooses New Sub-Contracting Plan.
 - The system requires the user to enter the Contract ID for the relevant plan.
 - The system automatically verifies the user has a valid award in the system using the FEIN associated with the customer Business Profile data.
 - The system will have field validation for all required fields. The system will prompt users to address validation errors prior to moving to next section. The user can save and return to the section in a different session, if desired.
18. If the customer has a sub-contracting plan in process, they are able to update the plan or add Vendor Verification Forms to an already submitted plan.
19. The customer completes each section of the sub-contracting plan template.
 - Each section of the plan template/form includes Help commands at the field level.
20. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
21. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.
 - The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process: Submit Sub-Contracting Plan

5. The customer chooses to submit the Sub-Contracting Plan.
6. The customer completes the Attestation Form.
 - The form includes language relevant to the accuracy and truthfulness of the sub-contracting plan and associated supporting documents.
 - The system records user ID, date, and time stamp.

Key Sub-Process: Submit Monthly Sub-Contracting Plan Compliance Report

13. The user logs into system using User ID and Password.
14. The user chooses appropriate Sub-contracting Plan.
15. The user chooses Compliance Report.
 - The user can choose to create a new compliance report or update an existing report.
16. The customer completes each section of the Compliance Report template.
 - Each section of the plan template/form includes Help commands at the field level.
17. The customer uploads supporting documentation for the plan.
 - The user can launch and view uploaded files for review. The user can remove or add documents.
18. The customer uploads any remaining supporting documents or edits existing documents with new files.
 - The system presents the user with a list of the supporting documentation uploaded during the application process. The system also indicates missing documentation.
 - The user can remove files and upload new files until the complete list of required supporting documentation passes validation.

Key Sub-Process - Review Subcontracting Compliance Report

9. The Compliance Specialist reviews the Compliance Report.
 - The system sends an automatic notification to the Specialist assigned to the Agency when the Prime Contractor submits Compliance Reports.
 - The Specialist opens the Compliance Report and the system presents view that displays the report and supporting documentation files.
10. If additional subcontracting information is required, the Compliance Specialist creates a notification to the prime contractor.
 - The system provides a list of templates for the Specialist to choose from depending on the necessary documentation to include in correspondence.
 - The system sends the correspondence via email and associates the notice with the case.
 - The system allows the Specialist to create a meeting invitation and include participants listed as contacts on the subcontracting plan, as well as, DSLBD staff.

11. The prime contractor submits updates to the Compliance Report and additional supporting documentation through the portal.
12. The Compliance Specialist validates all required Subcontracting artifacts.

Shortfall Determination

Site Visits and Spot Checks Responsibilities Spot checks

1. Spot checks are to be conducted in an effort to determine the status of a project; The purpose is solely to identify if project is active or not
2. During a spot check there is no interaction with project staff. It is a mere observation
3. Complete site assessment checklist/form during spot check
4. Take photos of project site

Site visits-

1. Before the visit, the assigned Compliance Specialist will communicate with the Project Manager or Project Superintendent to receive project schedule, identify project phase, as well as a list CBEs currently working on project. Site visits are unannounced.
2. Identify any pre-existing issues or concerns such as: reporting and identifying of CBEs on project, allegations of substitution without approval, etc.
3. Conduct a brief introductory meeting (± 20 min) with key personnel at the site.
4. Complete site assessment checklist/form during site visit e.g. Identify CBEs currently working on site
5. Take photos of relevant areas of project site and CBEs performing a Commercially Useful Function (CUF).
6. Compile report and pictures of site visit and upload report within 72 hours of visit

Database Management & Maintenance of Quickbase

Tasks and Deliverables in this Phase:

- Update the main Dashboard on all user roles to show current fiscal year charts or forthcoming. At the discretion of the DIVISION manager/Director. Deliverable due date: 90 days prior to the Fiscal Year forthcoming.
 - Start date: 6/1
 - End date: 6/30
- Update the '**Agency CBE Compliance Manual**' with any changes required for the forthcoming fiscal year and upload in to the 'SHARED DOCUMENTS' area of the Quickbase application. Deliverable due date: 90 days prior to the Fiscal Year forthcoming.
 - Start date: 6/1
 - End date: 6/30
- Conduct general maintenance of the data contained in the 'SHARED DOCUMENTS' menu option. Make sure current resources are available to the CBE Compliance Officer community.
Deliverable due date: ONGOING.
 - Start date: 6/1

- End date: 9/30
- Update User Change Roles according to requests submitted through Quickbase. Do not delete old users, but change to 'None'. They will not have access to the system.
- Create automatic email notifications to alert DSLBD team members of when CBE Compliance Officers modify certain report tables and/or fields.
- Create automatic email notifications for Agency CBE Compliance Officers to be alerted when it's time to conduct reporting on an annual and quarterly basis.

Analyzing and Verifying Quarterly Expenditures: How to Review and Assess

There are two areas of verification that DSLBD requires for analyzing the quarterly expenditures. Specialists must be particular, detailed in their review, and vigilant in assessing errors in agency reporting. By catching issues in reporting, DSLBD will be able to make corrective actions to assist agencies with reporting more accurately. The primary process for analyzing the quarterly expenditures is two parts. The Compliance & Enforcement specialists must:

- 1) Use DSLBD's certification database, CBE Online, to compare the reported SBE Certification number against what is registered in CBE Online for the date of expenditure and
- 2) Compare and determine if the expenditure amount is the same as reported in SOAR on the day the check was written by the District to the SBE. Ultimately, the department has no control on when the check is cashed by the SBE, but the department reviews OCFO, SOAR expenditure data for when the check was written and distributed to the SBE.

The above are the basic criteria for verifying the self-reported data in Quickbase from agencies. On the following pages is a guide to how Compliance and Enforcement utilizes Quickbase (DSLBD- managed), CBE Online (DSLBD-managed) and SOAR (OCFO- managed) to assist with the verification process.

Reviewing Agency Expenditure Reports in Quickbase

Specialists are required to use the reports created annually by the Senior Compliance Specialist, in Quickbase, to conduct their verification of expenditures. Once the Compliance Specialist selects their report under the **Reports and Charts** section of the **Quarterly Expenditure Reports** menu option on the main tool bar, all expenditure reports for the Specialists specific agencies can be seen and used to begin verifying information reported. It is organized by agency.

The Specialist will need to review, analyze, and provide feedback as comments or corrections related to the following fields in the report table: 'DSLBD Verified CBE No.', 'DSLBD Verified FEIN No.', and 'Expenditure Amount'. This is all a part of DSLBD's verification process. There are multiple ways to conduct the verification process, but the best is to use the 'Grid Edit' feature while reviewing CBE Online certification data and SOAR expenditure data, when available.

Above is the left side of the expenditure report for all agencies of a specific Specialist. While in the 'Grid Edit' feature make comments and confirm accuracy or any errors and discrepancies found in the reporting. Use CBE Online data and SOAR information to verify data reported. Below is the continued view that shows the right side of the report where the expenditure on CBE firms can be seen.

Prime Contractor Reporting

As of October 1, 2015 Agencies were required to start including language in contracts requiring Prime Contractors to provide copies of contracts awarded, copies of subcontracting plan submitted as part of the award, and quarterly reports of expenditures to SBEs.

In order to start implementing this process, DSLBD has upgraded Quickbase to allow for agencies to submit Notice of Contract Awards and copies of subcontracting plan. Work is underway to continue expanding Quickbase to allow for Prime Contractors to submit their required reporting.

Agencies and Prime Contractors are required to submit quarterly reports detailing expenditures to SBEs. Prime Contractors are also required to submit as a part of their quarterly expenditure reports, notarized Vendor Verification Forms (VVF's). VVF's are signed by SBEs as proof of receipt of payments.

Measuring Performance of an Agency Compliance Reporting on a Quarterly Basis

Goal achievement is a yearlong process. However, throughout each quarter in which agencies are reporting, Compliance and Enforcement can monitor the agencies performance and assess if the agency appears to be on target in achieving its goal. Being on target for achieving the agency's goal may include, but is not limited to:

- (a) Checking their past performance to see in which quarter the agency was at least 80% in achievement of their goal
- (b) Follow-up with the agency by the beginning of quarter three
- (c) Annual review of all years monitored during goal setting phase.

Consequences of Agency Shortfall on a Quarterly Basis

If an agency's quarterly report indicates that the agency is not currently meeting its SBE contracting and procuring requirements under section 2341 of the Act and its procurement plan, the agency shall submit with its report:

- (a) The explanation for the contracting shortfall; and
- (b) The specific steps it will take to remedy the shortfall, along with supporting documentation.

Responsibilities of the Department Regarding Notifying Agencies with Reporting Deficiencies

The Department notifies agencies in writing through email or Quickbase of any deficiencies in the agency's quarterly report within thirty (30) days of its receipt of the report. If an agency's quarterly report contains deficiencies, the Department's notification under § 833.5:

- (a) Shall identify the deficiencies in the report and require that the deficiencies be remedied within a stated time period;
- (b) May require that the agency submit supporting documentation relating to the required elements of the report; and
- (c) May include recommendations concerning how best to remedy the deficiencies in the report, including attendance at meetings with the Department.
- (d) Reminder notices are sent by each Specialist and blind carbon copying all of its agencies. Sample templates to use are in Appendix B.

Administrative Responsibilities of DSLBD & Compliance

- Compliance and Enforcement confirms that the Comprehensive Annual Financial Report is completed between January 31st and February 28th by contacting OCFO/OFOS.
- Received quarterly expenditure reports. Change reporting status indicators between five to seven days after reporting deadline dates. This is the responsibility of each Compliance Specialist.
- While under the 'Budget' form for the specific agency, select 'Edit' for a respective agency, choose 'Submit' if any expenditures(s) were reported for a given quarter or select 'Not Submitted' if the agency did not provide information by the deadline date.
- Create a report of all CBE firms for the current fiscal year from CBE Online including their FEIN and CBE numbers. This assists the CBE Compliance Officers conduct their reporting.

REVIEW AGENCIES' END OF YEAR NARRATIVE

The Department accepts alongside the final annual expenditure report a narrative explaining the agencies' shortfall or activities used to achieve its goal. Agencies that do not report by the deadline are sent a notice of infraction regarding their reporting performance by their assigned Specialist.

Based on the narrative provided, DSLBD will provide guidance to the agencies. If there was a shortfall, DSLBD Compliance works with its Division of CBE Opportunities to provide assistance and guidance to the deficient agency. Guidance involves understanding that all possible good faith efforts were undertaken by the agency and OCP then documented.

Once a review is completed, Specialist should email the agency stating that their narrative was received and reviewed.

COMPLIANCE PROCESSES

ENFORCEMENT

COMPLAINTS

The following guidelines are established to provide guidance to Department of Small and Local Business Development (DSLBD) on how complaints and/or allegations of fraud against DC Certified Business Enterprises (CBE) are to be accepted, investigated, assessed and reported on and should not be interpreted as implying any due process rights. A complaint received by an employee of DSLBD shall be forwarded to the Compliance and Enforcement Division of DSLBD for review and assessment. The forwarded complaint shall include appropriate documentation regarding the nature of the complaint.

A. Types of Complaints

1. Third Party Challenges

(A) In accordance with D.C. Code § 2-218.63, (e)(1)(A), any person may file a complaint with the Department alleging a violation of this subchapter against an applicant for registration as a certified CBE. Such a challenge is to be made in writing, sworn by the complainant, and notarized.

(B) The Department shall establish a fraud hotline for reporting violations of this section.

2. CBE Compliance Complaints

Any person who suspects a violation of the CBE Program procedures outlined in D.C. Code §2-218 regarding Compliance Procedures during the administration of a contract let by an agency of the District of Columbia Government may file a complaint with the Department's Compliance and Enforcement Division. Such complaints can be made via telephone to (202) 727-0019 or in writing to the C&E Division.

3. All Other Type Complaints

Any person who believes himself or herself, another person or any specific class of individuals to be affected by a violation of DSLBD's Certified Business Enterprise Program may file a complaint via telephone to the Fraud Hotline (1-800- 544-6056), email (DSLBD.CBEFraud@dc.gov), or in writing, signed and dated, to the DSLBD Compliance and Enforcement Division (C&E).

B. Complaint Process

1. Initiating a Complaint

- a. Written complaints or complaints taken over the telephone or by email shall be forwarded to the Deputy Director of Compliance and Enforcement Division for appropriate handling. Anonymous complaints shall be evaluated on a case-by-case basis for appropriate investigation and follow-up action.
- b. All complaints must be entered into DSLBD CBE Online Report application in QuickBase and forwarded by email to the investigative unit by the individual receiving the complaint.

If sufficient and reasonable evidence cannot be obtained from the complainant(s), the complaint investigation may not proceed. Appropriate records will be maintained regarding the dispositions of all cases. Documentation on all complaints shall be maintained. Unless prohibited by federal law, the identity of the complainant shall be confidential for complaints involving certified.

If the confidentiality of a complainant would hinder the investigations, proceeding or hearing, or result in a denial of appropriate administrative due process to other parties, the complainant must be advised for the purpose of waiving confidentiality. In some circumstances, failure to waive confidentiality may result in the closure of the investigation.

2. Determinations

- a. Upon completion of the investigation, the Director of DSLBD or his/her designee will inform the respondent and complainant of the results of the investigation, in writing. If the investigation indicates a failure to comply with the requirements of the CBE Program, the Director or his/her designee will make a final report which may recommend the imposition of one or more of the sanctions below:
 - i. Removal of CBE certification;
 - ii. Suspension of work on the project pending correction;
 - iii. Termination of the contract;
 - iv. Withholding payment or a percentage thereof;
 - v. Any other action as appropriate;
- b. The Director may initiate one or more of the following sanctions:
 1. Referral to the DSLBD Office of General Counsel, Attorney General's Office for initiation of loss of certification proceedings;
 2. Referral to the Office of Contracting & Procurement (OCP) for initiation of suspension and/or debarment proceedings;
 3. Referral to the DSLBD Office of General Counsel, Attorney General's Office for consideration of criminal prosecution;

4. Any other action as appropriate.

- i. The Office of General Counsel may refer a firm to the DC Office of the Attorney General, for the prosecution of any person who makes a false or fraudulent statement in connection with the participation of any CBE in any DC assisted program/contract.

3. Intimidation or Retaliation

No contractor or another person shall intimidate, coerce, threaten, or discriminate against any individual or firm to interfere with any right or privilege secured by participation in the CBE Program, by filing a complaint or by testifying, assisting or participating in an investigation, proceeding or hearing.

INTERVIEWS

1.1

1. THE INITIAL WITNESS INTERVIEW

Initial interviews are generally conducted with people identified as potential witnesses who were at (or have knowledge) of an alleged incident. Testimony provided by witnesses during the initial Interview may be considered direct or circumstantial depending on the question(s) of the investigation needing to be answered and the witness' relationship to the incident. The investigator's goal during the initial Interview is to help the witness elicit relevant, detailed information regarding their memory of their experience or observations made relevant to the incident under investigation.

1.2 STRUCTURING THE INITIAL WITNESS INTERVIEW

The following provides a framework by which to structure the Initial Incident Interview:

- a. Introduce yourself and generally describe the purpose of your interview.

When initially meeting with the witness, the investigator needs to introduce themselves and the investigative role. The investigator should also provide a brief description of the purpose of the interview; this is done to establish a clear understanding, especially from the witness' perspective, about the seriousness of the process they're about to undertake and to minimize potential misrepresentation of the interaction and roles between investigator and witness.

- b. The witness speaks.

After the introduction and a brief description of why you need to speak with the witness, ask a general question, otherwise known as the "venting question":

1.3 "WHAT CAN YOU TELL ME ABOUT THIS INCIDENT?"

The purpose of asking the venting question is to provide the investigator with an opportunity to:

1. Assess the level of knowledge the witness may have about the incident.
2. Decide where to begin the interview process.
3. Allow the witness the opportunity to become comfortable with the process.

- c. Begin to structure and organize the interview.

After listening to the witness' response to the venting question, the investigator's goal is to begin guiding the witness through the interview to help them organize the memories being communicated and generate detail. To do this effectively, the investigator needs to focus on using *open-ended questions starting with who, what, when, where, or how*. This technique not only generates more complete information, but it also allows the witness to answer questions with more than a "yes" or "no" answer.

By asking open-ended questions, the investigator also minimizes the risk of asking *leading questions* which imply answers the investigator is willing to get.

Other types of questions to avoid using include:

- Compound questions, e.g. combining multiple issues into one question
- Accusatory questions, e.g. questions containing accusations or referencing incriminating facts
- Loaded questions, e.g. questions that do not have a “right” answer and that generally ask a witness to choose between two evils (example: “Are you still engaging in criminal behavior?”)
- Supposition questions, e.g. questions that ask someone to guess about someone else’s motives

d. Elicit relevant chronological detail from the witness

Another of our jobs as investigators is to **help the witness tell the story of what he or she experienced or observed in chronological order.**

Witnesses often do not think in detail; they may be focused on irrelevancies; they may tell the story in any sequence that comes to mind. One of the primary goals of an investigator when interviewing witnesses is to **ensure you have conducted the most detailed, comprehensive interview possible of a witness.**

In order to do that effectively, the structure of the interview becomes important in helping to organize and elicit that detail. Once the venting question has been asked of a witness, and an answer has been received, an opportunity is created to help a witness:

1. Remember more detail
2. Focus on what is relevant
3. Organize his or her memories chronologically

1.4 **DEVELOP THE FACTS**

To do this successfully, the interview should be structured using chronological “building blocks” (or slices) of time. Begin by determining the time and place *prior to the incident* where you believe the **witness’ testimony becomes relevant** to the investigation.

Since the functional aspects of testimony are based on the witness’s experiences or observations stemming from their senses, the questions asked of the witness should initially contain the following:

1. What did you see?
2. Who did you see?
3. What did you hear?

Based on the witness' response to these questions, it is important to **ask follow-up questions as they become relevant**; do not wait. In essence, the witness' answer determines the next question. Types of follow-up questions to be considered relevant to each block of time may include:

1. What time was this?
2. Where did this happen?
3. Who else was there?
4. What is your relationship with that person?
5. Who else may know relevant information?
6. What occurred?
7. How did it happen?
8. Who did (or said) what? In what order?

Do not leave the chronological block until all of the details necessary to recreate the incident are established.

Other interviewing techniques to consider include:

1. Give the witness time to think before responding; do not rush them.
2. Do not interrupt and cut off the witness when they're providing an answer.
3. Use silence – people are generally uncomfortable with silence, and it may encourage a witness to provide you with additional information. This can be a useful technique if the investigator feels a witness is avoiding a question or is being vague.
4. Restate what the witness has said by periodically summarizing and reviewing. This is useful to determine whether you've heard the witness correctly and assure the witness they're being understood.
5. Remember to introduce and use diagrams of the environments witnesses describe during the interview. This helps to clarify issues such as spatial relations and movement being discussed.
6. Before concluding the interview, give the witness the opportunity to disclose anything else she or he wants the investigator to know. Inform them of the goal of conducting a thorough, complete investigation that tells the most accurate story. Ask each witness whether she or he knows of additional evidence or relevant situations that were not discussed during the interview.

A. THE FOLLOW-UP INTERVIEW

Follow-up Interviews are generally conducted with identified witnesses and used primarily to reconcile conflicting evidence, ask about new evidence emerging in the investigation, or ask questions the investigator failed to ask during earlier interviews with a witness. Examples of issues addressed during a Follow-up Interview include:

1. Generating additional detail related to a witness' testimony because the investigator failed to do this during earlier interviews.
2. Asking specific questions related to newly identified and/or conflicting

evidence emerging in the investigation in an attempt to better reconcile these conflicts.

The structure of a follow-up interview generally consists of focused questions. As a result, care must be taken to the questions don't become leading. Otherwise, the evidence generated from this type of interview may be viewed as biased or prejudicial. Use of this evidence should be carefully weighed in relation to other key pieces of direct and circumstantial evidence identified in the investigation.

7. PERSONAL SAFETY

While safety issues can occur in a number of areas, the most significant risk posed to Investigators is during the interview process. The following guidelines are meant to help you begin thinking about safety during interviews.

1. The first and most important guideline is "When in doubt, get out." Whenever you sense that an interview could get dangerous, you should end the interview immediately.
2. Never assume someone doesn't have the ability to be a risk to your personal safety.
3. Subjects of your interviews will get frustrated and angry at times but the investigator does not need to tolerate prolonged screaming, yelling or personal attacks.
4. Position yourself to provide a line of escape if you need to exit the interview.
5. When traveling to a site to do an interview, park where your car can have a clear pathway to escape.
6. Have an emergency # preset on your phone that requires only one button to initiate.
7. When traveling outside your agency, report to a supervisor where you are going and establish a check-in system with a supervisor.
8. Do interviews where the privacy of the conversation can be assured but support and assistance are nearby.
9. When someone threatens you with physical violence, stop the interview immediately. The highest predictor of imminent violence is the verbal threat of physical violence.
10. Consider your cyber-security. Think about what identifying information exists in the public space and consider ways to reduce that risk (i.e. privacy settings on social media sites).
11. Be mindful of the clothing you wear. For example, high heels can encumber a quick getaway; Neckties can be used to choke.
12. When going into the community, be aware of safety risks such as weapons, pets, etc. Do not conduct investigations when weapons are present and in easy access of people in the house.

IDENTIFYING AND COLLECTING DOCUMENTARY EVIDENCE - PREPARING WITNESS STATEMENTS

Documentary evidence is defined as evidence that is in written form, whether on paper or electronic. This category includes written statements – the way in which the investigator attempts to preserve testimonial evidence created during an investigation interview. The business records of an organization, including personnel records, policies, and procedures, training records, time and attendance records, financial documents, meeting minutes, records of the governing board, etc. are also examples of documentary evidence.

1. PREPARING WRITTEN STATEMENTS

The function of preparing witness statements is to **preserve intact the witness' communication of their memory of experiences they had or observations they made**. The primary purpose of preparing written statements is to:

- a. Refresh the memory of the witness at a later time.
- b. Impeach the accuracy of contradictory later testimony by the same witness.

There are two different ways of preparing witness statements: narrative and deposition-style formats.

The preferred method of taking a statement from a witness is the **narrative format**. In the narrative format, the witness him or herself does the actual writing of the document. The witness would write in the first- person format and produce his or her "story" of what is recollected of the event.

A **deposition-style format** is writing and showing the question asked and the answer that was given, one question at a time. The deposition-style format is utilized on a limited basis and is used when the witness requires this level of prompting to provide a detailed statement.

Regardless of what format is used, it is important when preparing written statements reflecting the investigation interview with a witness that their statements are produced verbatim; and there is **no altering or editing of the actual language used by the witness**. As examples, the CI may **NOT** insert employee numbers in the statement, change wording or spelling, or take out the full names used by the witness.

Statements can be taken in one of two ways:

A. NARRATIVE FORMAT

1. The investigator should use the witness statement format provided in this SOP.
2. Investigator would review the witness' testimony with him or her, asking similar questions as they did during the first level of the interview. In essence, the investigator recreates the chronological sequencing of the witness' movement through time.
3. As a question is re-asked, the witness would restate their answer and write their answer on the witness statement form, using complete sentences when possible.

4. The investigator would continue in this manner (investigator asks the question, witness restates their answer, witness writes down their answer) until the investigator is satisfied sufficient detail has been created and the interview can be concluded.
5. Prior to concluding the interview completely, the investigator asks the witness to re-read their entire statement, preferably out loud. The investigator should also direct them to consider any other changes they'd like to make before signing the statement.
6. The investigator should review the statement for any parts that appear illegible and ask the witness to rewrite if necessary.
7. The witness should always initial and date any changes made to the statement to show it was the witness who actually made the changes and no one else.
8. At the completion of this process, the witness should sign and date the statement, along with the investigator and any other 3rd party that may have been present during the interview process. If a 3rd party is present, a note should also be added to the statement referencing the role and function played by that 3rd party. Ensure that all other identifying details (e.g. time and place of interview, etc.) are filled in on the witness statement form.

B. DEPOSITION-STYLE FORMAT

Statements would be produced in a manner similar to "a" above and should be used if the investigator is going to control the writing and documentation process. As each question is restated, the investigator should write the question verbatim. As the answer is then given, the investigator would write the answer verbatim. This process would continue until the statement has been reproduced to the piece of paper. Example:

Q: *"What were you doing about 8:30 a.m. today, July 7th?"*
A: *"I had just arrived for work at that time."*
Q: *"How did you know that it was 8:30 a.m.?"*
A: *"I had just punched in at the time clock and saw it was 8:30."*

This type of format would be used when the witness is unable to write the statement themselves and the investigator controls creating documentation of the witness' testimony. The CI must document in the final report the reason for utilizing this method and any evidence that supports this decision.

2. OTHER RULES TO APPLY WHEN PREPARING WRITTEN STATEMENTS

- a. The investigator must be present when the written statement is created. This is to ensure the validity of the conditions of how the document itself was prepared. The investigator later may be called upon to testify at a deposition or evidentiary hearing as to the conditions under which the statement was produced.

- b. Written statements should not be taken unless witnesses have first been interviewed.
- c. Statements should never be edited for incorrect grammar, spelling, syntax, etc.
- d. Handwritten statements are the preferred method of collection of witness statements.
- e. The statement, if typed, should be typed immediately. If the typing of statements needs to occur, always maintain the original document with the typed version. The witness must reread and sign off on the typed and hand-written statements. The person who typed the statement must be noted on the witness statement. The typist must also sign the statement.
- f. Generally, interviews should not be tape-recorded or videotaped, although there are exceptions to that rule. People are uncomfortable and tend to be less forthcoming when being taped, impacting the overall quality of the interview.
- g. If the interview is recorded (for whatever reason), the following steps should be followed:
 - i. Check state laws for any restrictions or procedural requirements.
 - ii. The tape recorder or video camera should always be placed in plain view.
 - iii. Obtain any required consents from the witness prior to starting the recording.
 - iv. When the recording begins, state the date, time, and place of the interview, names of the individuals present, and have the witness confirm on tape his or her knowledge of, and consent to, the recording.
 - v. Once the interview is concluded, identify and mark the tape as a piece of evidence. Follow protocols relevant to creating and maintaining the “chain of custody” for evidence as previously outlined in this manual.
 - vi. As appropriate, the communication preserved on the tape should be transcribed as soon as possible after the interview is completed. The witness should then review the transcription for accuracy, and sign-off on the written statement. This document would be entered as a written statement in the investigation files.

DOCUMENTARY EVIDENCE - IDENTIFYING AND COLLECTING RELEVANT BUSINESS RECORDS OF THE ORGANIZATION

1. OVERVIEW

When conducting investigations, the investigator must collect all documentary evidence that may be relevant to the incident. While it is usually not necessary to collect all progress notes ever written on an individual, the investigator should always err, during the investigation, on the side of collecting too much rather than too little.

All investigators need to have a good understanding of the mechanics involved in organizational process. Policies, procedures, forms used in the organization, ways people communicate and share information all produce potential pieces of evidence that may “make or break” a case.

2. TYPES OF BUSINESS RECORDS PRODUCED BY ORGANIZATIONS

To help improve this knowledge, the following are lists identifying the types of documentary evidence often produced by human service and healthcare organizations. The lists are broken into the core management process areas of an organization: Program (records of individuals receiving services and program operations), Personnel, Fiscal, and Administrative.

1.5 I. PERSONNEL RECORDS

Another potential source of relevant evidence for an investigation is the personnel files of employees involved in the incident. The most relevant evidence in these files include:

1. Job Application(s)
2. Training Records
3. Time and Attendance Records
4. Signed Personnel Policies and Procedures

Although employee disciplinary/commendation histories are also part of personnel records, the investigator must exercise caution in the use of these records, as a person’s past actions do not necessarily reflect their role, if any, in the incident under investigation. Reliance on these records could create bias either for or against a person

II. FISCAL RECORDS

With increased concerns regarding incidents such as financial exploitation, the financial records of the organization can become increasingly more significant as evidence. Fiscal records typically maintained by service providers include the following:

- a. Accounts Payable and Receivable
- b. Cash Accounts
- c. Balance Sheets (monthly, year-to-date)
- d. Agency Budgets (approved, monthly, year-to-date)
- e. Bank Statements

- f. Agency Audits and Management Letters
- g. Fiscal Policies and Procedures

III. OTHER ADMINISTRATIVE RECORDS

Other records maintained by organizations that could become relevant evidence in an investigation include:

- a. Email communications
- b. Meeting Minutes
- c. Incident Report forms
- d. Investigation Files
- e. Telephone logs and/or records
- f. Visitor logs and/or records
- g. Shift Reports
- h. Quality Improvement Plans and related documents
- i. Policies and Procedures
- j. Any other miscellaneous records produced by an organization

IV. INVESTIGATIVE RECORDS

All notes that are taken by the investigator during the course of the investigation are considered documentary evidence. These notes should be signed and dated at the time of the notation. It is recommended that agency establish an Investigative Notes Form for use by the investigator. The investigator's notes should be listed as documentary evidence in the final report.

Witness Statement Form

Case Name _____ Case Number _____
Individual Name _____ Phone _____
Title (relationship) _____ Phone _____
Work Location _____ Home Address _____

Interview _____ Time _____ Location of Interview: _____ Date of _____
Reason for Interview _____ Investigator _____

Witness Signature _____ Date _____

Interviewer Signature _____ Date _____

1.6 SAMPLE WITNESS STATEMENT FORM (CONTINUATION PAGE)

Case Name _____ Case Number _____
Individual Name _____ Date of Interview _____
Location of Interview _____ Time _____

Witness Signature _____ Date _____

Interviewer Signature _____ Date _____

Continuation Page _ of _

INVESTIGATION REPORT GUIDE

I. INTRODUCTORY STATEMENTS

(Note: this section of the report is used to introduce basic information associated with how the incident was identified and reported, a brief description of the initial allegation, and to document initial decisions made regarding the need to conduct an investigation including assignment of the investigator.)

The following information should be documented in this section:

1. If known, the date and time incident allegedly occurred.
2. The date and time incident was reported to agency personnel.
3. The name(s) of the person(s) reporting the incident and their role or relationship to the principals involved in the incident.
4. The date and time the investigator was assigned the case (note any possible conflicts of interest identified when assigning the investigation).
5. A description of the allegation (or reason for the investigation) and information provided *to the CI* at the time of assignment.

II. INVESTIGATION PROTOCOLS

(Note: the following section is used to document the investigative protocols utilized to identify, collect, preserve, and analyze evidence available to the investigation. When possible, simply use lists to present the information rather than longer, narrative formats of writing.)

A. General Introduction

The following information should be documented in this section:

1. The date(s) and time(s) investigator visited the site of the incident.
2. The person(s), (by name and title), the investigator spoke with at the site. (the purpose of these discussions is to assess initial responses to preserving evidence, as well as issues and needs of the investigation).
3. Identify and chronologically list (by date, time, and the name of person taking the photos) any photographs or video that was taken.

B. Collecting Testimonial Evidence

The following information should be documented in this section:

1. Chronologically list all witnesses interviewed, include title, date, and time of each interview.

c. Collecting Documentary Evidence

The following information should be documented in this section:

1. List written statements that were taken from individuals interviewed during the investigation.
2. Identify and list all other documents collected in the case (business records of the organization, etc.).

III. EVIDENCE SUMMARY

The following information should be documented in this section:

1. **Identify and list the investigatory question(s) needing to be answered by the investigation** (if multiple questions must be answered, *list each one separately*).
2. **Describe/discuss all relevant evidence** (evidence available to answer each investigatory question).

APPENDIX

Appendix A. Terms and Definitions

DIVISION Compliance Specialists will be greeted by the 'Administrative Dashboard' that provides the following:

- A. The *Welcome to the CSBE Compliance Reporting Tool* message,
- B. Two charts showing the Number of Agencies Monitored per year and Number of Non-Responsive Agencies under the section called the *Number of District Agencies Monitored*,
- C. Two charts showing Number of District Agencies that have met CSBE Goal (FY XX) and Percent of District Agencies that have met CSBE Goal (FY XX) under the section titled *Number/Percent of Agencies That Have Met CSBE Goal FY XX*,
- D. Three charts called District-wide Expendable Budget Total per year; District-wide CSBE Goal Total; and District-wide CSBE Expenditures Total,
- E. Agency Performance Indicator Key
- F. A table called *'All Agencies Performance Status'*.

Below are some general terms used throughout the system that each specialist should know. It will help when having to run reports or provide customer service.

- 1) **Agency Acronym:** Consists of three letters representing the first letter of each word of an agency's name.
- 2) **Agency:** refers to all District government entities monitored by DSLBD and listed in the OCFO annual budget chapters.
- 3) **Agency CBE Compliance Officer:** staff personnel at agencies being monitored. This person must be recommended and confirmed by the agency's Director to serve as the person responsible for reporting. Consults with DSLBD on reporting and may establish a core group of agency representatives to assist with reporting. Considered as an Agency User in Quickbase.
- 4) **Appropriated Total Monitored Budget (Gross Funds):** total dollars appropriated to an agency that is inclusive of fund sources such as local, federal, intra-district, special purpose (O-Type), private, and capital. This includes the fiscal year's Appropriated Operating Budget plus the annual allotment amount for each fiscal year's Appropriated Capital Budget. DSLBD gathers this information from [Annual Operating Budget and Capital Plan](#). On an annual basis, DSLBD will input this information into Quickbase, which will then divide it in half to provide the 'Baseline' CSBE goal.
- 5) **Baseline CSBE Goal:** is the Appropriated Total Monitored Budget (Gross Funds) divided in half.
- 6) **Budget Code:** is a financial code used by OCFO to identify each agency's annual budget.
- 7) **Expendable Budget CSBE Goal Indicator:** represented by a red "X" determining that the 'Goal Not Met' or a green plus sign "+" for Goal Met. To achieve this indicator an agency has to expend total expenditures on CSBEs to equal the Approved CSBE Goal determined.

- 8) **Budget Exclusion Request:** Requests made by an agency CBE Compliance Officer in Quickbase under the table *Budget Exclusion Requests by Agency* to exclude certain budget items, in which it has been determined by the agency, that there are insufficient SBE prime contractors.
- 9) **Related Budget Number:** This is the number at the top left side of an agency's budget form. It is system generated in Quickbase and links all data entered by the agency to the budget form created by DSLBD at the beginning of each fiscal year.

1.1 AGENCY PERFORMANCE INDICATOR KEY

Expendable Budget CSBE Goal Status: This status represents an agency's progress towards its established fiscal year goal for expenditures with Certified Small Business Enterprises.

- **Goal Attained:** This status represents an agency that has met or exceeded its established fiscal year goal for expenditures with Certified Small Business Enterprises. **This status is represented by a GREEN "+" indicator.**
- **Not Monitored:** This status represents an agency that is not monitored for compliance by the Department of Small and Local Business Development for expenditures with Certified Small Business Enterprises. **This status is represented by a YELLOW "-" indicator.**
- **Goal Not Met:** This status represents an agency that has not met or exceeded its established fiscal year goal for expenditures with Certified Small Business Enterprises. **This status is represented by a RED "X" indicator.**
- **Non Responsive:** This status represents an agency that has not been responsive with reporting or submitting required information with regards to its expenditures with Certified Small Business Enterprises. **This status is represented by a RED "X" indicator.**

Good Faith Effort Status: This status represents an agency's efforts to expend 50% or more of its actual expenditures reported with Certified Small Business Enterprises in Quickbase during the fiscal year monitored. In the event that the agency does not meet the established fiscal year Approved CSBE goal, this allows an agency to demonstrate its efforts in utilizing CSBEs.

- **N/A:** This status represents an agency that has either (1) met or exceeded its established fiscal year goal for expenditures with Certified Small Business Enterprises, or is not monitored for compliance by the Department of Small and Local Business Development for expenditures with Certified Small Business Enterprises. **This status is represented by a YELLOW "-" indicator.**
- **On Target:** This status represents an agency that has not met or exceeded its established fiscal year goal for expenditures with Certified Small Business Enterprises, but has displayed **good faith effort** by expending 50% of its actual expenditures with Certified Small Business Enterprises. **This**

status is represented by a GREEN "+" indicator.

- **Off Target:** This status represents an agency that has not met or exceeded its established fiscal year goal for expenditures with Certified Small Business Enterprises, and has not expended 50% of its actual expenditures with Certified Small Business Enterprises. **This status is represented by a RED "X" indicator.**
- **Non Responsive:** This status represents an agency that has not been responsive with reporting or submitting required information with regards to its expenditures with Certified Small Business Enterprises. **This status is represented by a RED "X" indicator.**

1.2 AGENCY BUDGET FORM

This section is for when the specialist is reviewing an agency's form.

Agency Information - Section I:

Provides basic information related to the agency being monitored per DC Official Code 2-218.41 by DSLBD. The agency director listed is responsible for assigning an agency representative to be a CBE Compliance Officer. This information is due no later than deadline provided by DSLBD's Director.

- **Budget Code:** a three letter financial code linked to agencies purchasing of goods and services.
- **Agency:** name of the government entity being monitored.
- **Agency Acronym:**
- **Agency Head Title:** is the name of the agency's director.
- **Agency Head (User):** is considered as the CBE Compliance Officer that is responsible for reporting the required reports, administratively. There can be up to 5 users per agency.

Summary Performance Information- Section II:

Summarizes the agency's details for its appropriated total monitored budget (gross funds)- provided by information noted in the [Annual Operating Budget and Capital Plan](#) published by the Office of the Chief Financial Officer; exclusions requested; expendable budget; CSBE 50% goal; expenditures reported, and the agency's performance indicators.

As of FY 13, DSLBD will provide, both, the Appropriated Operating and Capital budget dollars in Quickbase. This will in turn create a system generated Baseline CSBE goal for each agency until budget exclusions are requested and then a determination is provided. This section is office use only.

- **Fiscal Year-** District government fiscal year in which DSLBD is monitoring agencies.
- **Appropriated Total Monitored Budget (Gross Funds):** total appropriated dollars reported by OCFO in their publication, [Annual Operating Budget and Capital Plan](#) found <http://ocfo.dc.gov>. This information will be uploaded annually by DSLBD.
- **Baseline CSBE Goal:** equals the *Appropriated Total Monitored Budget (Gross Funds)* divided in half.
- **Total Approved Exclusions Amount:** provides an overall total of all the requests for exclusions made by the CCO that were approved by DSLBD.

- **Approved Expendable Budget (minus exclusions):** equals the baseline appropriated budget (gross funds) minus the total dollar value of all agency requested and approved exclusions.
- **Approved CSBE Goal:** is the approved goal established by the agency and the department. This is automated once all exclusions are entered by the CCOs and a determination is given by DSLBD. *In order for an agency to achieve its goal, the 'Approved CSBE Goal and Total CSBE Expenditures' must, at minimum, equal each other.* If an agency's CSBE Expenditures are less than its CSBE Goal then it has failed to achieve the target expenditure goal.
- **Total Expenditures:** provides a summation of all information provided under section VIII. Quarterly Expenditure Reports. This field becomes automatically populated after CCOs enter their agency's expenditures per quarter.
- **Total CBE Expenditures:** provides an overall total of all expenditures reported with a CBE certification number under section VIII. Quarterly Expenditure Reports. This field is automatically populated.
- **Total CSBE Expenditures:** the overall total of reported Certified Small Business Enterprise expenditures. The certification number will be provided under section VIII. Quarterly Expenditure Reports. This field is automatically populated.
- **Expendable Budget CSBE Indicator:** is triggered to indicate an '**X**' for CSBE Goal Not Met or a '**+**' for CSBE Goal Met, when an agency is reporting its expenditures on a quarterly basis against its beginning year baseline CSBE goal. This equals *Total CSBE Expenditures* reported by the CCO being measured against the agency's *Approved CSBE Goal*. In order to achieve this indicator an agency's total CSBE expenditures reported must equal the Approved CSBE Goal. Otherwise, the agency will have a Shortfall.
- **Good Faith Effort Indicator:** is triggered to indicate an '**X**' for Off Target or a '**+**' for On Target when an agency is reporting its actual expenditures on a quarterly basis. This has been created by DSLBD to provide a broader picture of agencies' expenditures with CSBE firms even if they have not met their required Approved CSBE goal. "On Target" is achieved if Total CSBE Expenditures is 50% or more of Total Expenditures reported.
- **Expendable Budget CSBE Goal:** is a status indicator stating whether the CSBE goal has been met or not. Related to *Expendable Budget CSBE Goal Indicator*.
- **Good Faith Effort Status:** is a status indicator stating if the agency is Off Target or On Target. Related to the *Good Faith Effort Indicator*.

Submission Status- Section III: This is an administrative section managed by DSLBD. The department changes these indicators during a (5 to 7 day period) after each deadline for reports submitted by agencies. This section tracks all reports submitted by the agency for the fiscal year reporting, per D.C. Official Code 2-218.41, 2-218.53 and Chapter 8 of Title 27 DCMR.

· Reports tracked are the annual agency procurement plan, budget exclusions, annual report, end of year narrative and quarterly expenditure reports for first through fourth quarter. The annual report includes uploading of the Annual Narrative for agencies that achieved their CSBE set-aside goal or had a shortfall.

· Indicators: a green plus sign '+' means the agency submitted the required report, while a red minus sign '-' means that the agency failed to submit their reports by the designated due dates.

Q93: Waiver Requests by Agency: FY 2018- Q1 2019 (Aggregate)

of Waiver Requests and Potential Subcontracting Value: FY2018 and Q1 2019

Agency Name	# of Waiver Requests	Potential Subcontracting Value
Child and Family Services Agency	41	\$23.3M
Department on Disability Services	29	\$30.0M
Department of Behavioral Health	23	\$20.8M
Office of the State Superintendent of Education	21	\$5.1M
Office of the Chief Financial Officer	17	\$12.1M
Department of Youth Rehabilitation Services	14	\$5.6M
Department of Human Services	13	\$27.1M
Office of the Deputy Mayor for Planning and Economic Development	13	\$7.6M
Office of Unified Communications	13	\$4.7M
DC Public Schools	12	\$18.0M
Department of Health	12	\$12.4M
Department of Public Works	11	\$2.7M
Office of the Chief Technology Officer	11	\$1.7M
Office of Contracting and Procurement	10	\$4.5M
DC Department of Human Resources	9	\$13.9M
Metropolitan Police Department	9	\$12.3M
Department of Transportation	8	\$12.0M
DC Lottery & Charitable Games Control Board	7	\$2.2M
Department of Health Care Finance	7	\$318.9M
District Department of the Environment	7	\$10.6M
Fire and Emergency Medical Services Department	7	\$9.2M
Department of General Services	6	\$4.1M
DC Public Library Trust	4	\$1.6M
Department of Forensic Sciences	4	\$0.7M
Department of Housing and Community Development	4	\$9.2M
Board of Elections and Ethics	3	\$0.6M
DC Office of Risk Management	3	\$0.6M
DC Health Benefit Exchange Agency	2	\$0.5M
Deputy Mayor for Education	2	\$0.3M
Office of the Attorney General for the District of Columbia	2	\$8.8M
Washington Convention and Sports Authority	2	\$0.7M
Commission on Arts and Humanities	1	\$0.1M
Department of Consumer & Regulatory Affairs	1	\$0.1M
Department of Corrections	1	\$0.4M
Department of Parks and Recreation	1	\$0.2M
Housing Authority Subsidy	1	\$0.0M
Office of the Inspector General	1	\$0.1M
Office of Zoning	1	\$0.1M
Office on Aging	1	\$3.2M

Q93. Concerning waiver requests from contracting entities, how many such requests did DLSBD receive to waive SBE/CBE utilization requirements in FY18 and FY19, to date? Please break the number down by the following categories and note the requesting agency:

A. Purchases of goods and services by District government agencies

- 334 waiver requests were received from FY18-19 totaling \$586M.

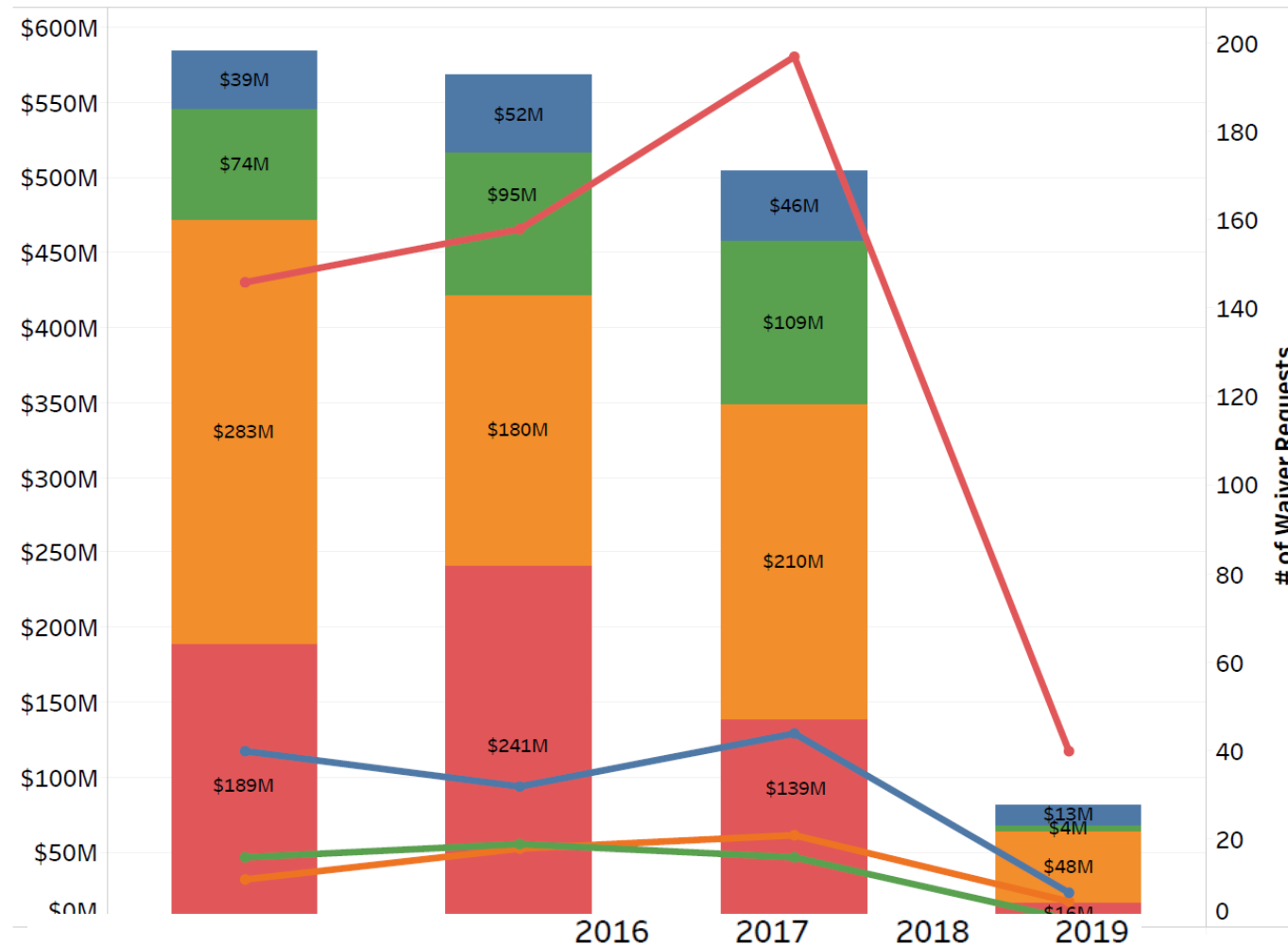
- Child and Family Services Agency received the most requests (41).

- Department of Health Care Finance received waiver requests with the highest potential subcontracting value at \$318.9M.

Waiver Requests by Type and FY: 2016 – Q1 2019



Waiver Requests by Type and Fiscal Year



FY 2016 – Q1 FY 2019 Aggregate:

- 774 waiver requests were received totaling \$1.7B.
- 541 waiver requests were **approved** totaling \$585M.
- 53 waiver requests were **denied** totaling \$282M.

FY 2016 – Q1 FY 2019 Yearly Trends:

- While the # of total waiver requests has increased every year, the potential subcontracting value decreased to \$504M in 2018.
- Similarly, the # of **approved** requests increased every year while the potential subcontracting value fell to \$139M in 2018.

Q93. Concerning waiver requests from contracting entities, how many such requests did DLSBD receive to waive SBE/CBE utilization requirements in FY18 and FY19, to date? Please break the number down by the following categories and note the requesting agency:

D. How many waiver requests were **approved**? Please provide a justification for each waiver;

- 237 requests were **approved** in FY18 and FY19, totaling \$155M.

E. How many waiver requests were **denied**? Please explain;

- 18 requests were **denied** in FY18 and FY19, totaling \$113M

# of Waiver Requests	2016	2017	2018	2019
# of Waiver Requests	213	227	278	56
Potential Subcontracting Value	\$584M	\$569M	\$504M	\$81M
Average Potential Subcontracting Value	\$2.7M	\$2.5M	\$1.8M	\$1.5M
Average Approved Potential Subcontracting Value	\$1.3M	\$1.5M	\$0.7M	\$0.4M
Average Denied Potential Subcontracting Value	\$4.6M	\$5.0M	\$6.8M	\$2.2M

Average Turnaround Time for Waiver Requests (Aggregate)

Average Turnaround Time for Approving/Denying a Waiver Request

2016	2017	2018	2019
24	25	24	20

Q93. Concerning waiver requests from contracting entities, how many such requests did DLSBD receive to waive SBE/CBE utilization requirements in FY18 and FY19, to date? Please break the number down by the following categories and note the requesting agency:

F. What is the average turnaround time for approving/denying a waiver request from a contracting entity?

- The average turnaround time for approved and denied waiver requests has fallen to 20 days in FY 2019.
- The average turnaround time from FY 2018 – Q1 FY 2019 is 23 days.

CBE Subcontracting Compliance Tool *Beta* : Waiver Requests | FY 2018 Waiver Requests - Submitted

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FY 2018 Waiver Requests - Submitted

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
Approved (215 Records)														
WR1171	10-06-2017	10-19-2017	13	Ricky Capers	Child and Family Services Agency	DCRL-2018-R-0005	Psychiatric Residential Treatment Services	Approved	10-06-2017	North Spring is a Medicaid provider, all funding will be reimburse through Medicaid, all medical & auxiliary services will be paid by CFSA.	Tara Sigamoni			\$218,148.00
WR1172	10-06-2017	10-19-2017	13	John Fanning	Office of the Chief Financial Officer	CFOPD-18-R-006	Kiosks for Customer Deposits	Approved	10-06-2017	The waiver memo contains all necessary information.	Anthony Stover			\$175,000.00
WR1173	10-06-2017	10-18-2017	12	Dian Herrman	District Department of the Environment	CW32705	Anacostia River Sediment Project	Approved	10-06-2017	This is exercising Option Year Three to a Sole Source contract. The prior option years have been approved with a waiver for the Subcontracting requirement.	Marie Niestrath	0%	\$0.00	\$3,500,000.00
WR1175	10-06-2017	10-19-2017	13	Noel Richey	Metropolitan Police Department	Doc308925	E-Citation System	Approved	10-06-2017	Contractor gtechna USA Corporation is the sole owner of all intellectual property rights of the electronic ticket issuance system software, and is the sole source for fulfilling the supply of the technical requirements. There are no subcontractors for this project.				\$175,000.00
WR1176	10-06-2017	10-25-2017	19	Freguenet Demisse	DC Lottery & Charitable Games Control Board	CFOPD-18-R-002	DC Lottery Draw Services	Approved	10-06-2017	See attached Memo	Anthony Stover			\$113,750.00
WR1177	10-06-2017	10-18-2017	12	Genet Ambaye	Department of Public Works	Doc342284	Snow Ready Dump Trucks	Approved	10-06-2017	DPW will be purchasing a commercially available item and there are no opportunities for subcontracting. The vehicles will be purchased directly from an authorized dealer or the manufacturer. No CBEs were identified as a result of our search of firms on the DSLBD website. Waivers have been received for previous purchases of this commodity.	Gena Johnson	0%	\$0.00	\$369,600.00
WR1178	10-06-2017	10-27-2017	21	Sophie Kamal	Department of Public Works	Doc342295	Tow Trucks	Approved	10-06-2017	DPW will be purchasing a commercially available item and there are no opportunities for subcontracting. The vehicles will be purchased directly from an authorized dealer or the manufacturer. No CBEs were identified as a result of our search of firms on the DSLBD website. Waivers have been received for previous purchases of this commodity.	Gena Johnson			\$500,500.00
WR1180	10-10-2017	11-06-2017	27	John Fanning	Child and Family Services Agency	DCRL-2017-H-0091	DEVELOPMENTALLY DISABLED SERVICES FOR YOUTH 18 and UNDER.	Approved	10-10-2017	CFSA is charged with protecting children and youth from abuse and neglect, and ensuring a safe, permanent placement for those removed from their homes and effectively supporting them in meeting their goals of well-being. All children and youth deserve a permanent home and the nurture and support of a loving family. Therefore, diligent efforts shall be made to secure such settings for both children and youth, not excluding those with special needs such as medical and mental health conditions, behavioral and emotional problems, learning disabilities, and teen parenting responsibilities. CFSA's vision is to ensure that consideration for placement in a foster home is first and foremost and that congregate care does not serve as a first placement setting, but as a response to specific needs of the child or youth under very limited circumstances. Each youth served is expected to receive the highest quality of supportive services in a living environment that best meet the needs of the youth (family foster home, group and apartment living arrangements). CFSA may request services for youth who have qualify for services from Department on Disability Services (DDS) but are not yet ready to be fully transition to DDS. CFSA strives toward placing all children and youth in family-based settings before seeking congregate care placement alternatives. As a result, CFSA is requiring that contractors of this service to have qualified, caring and appropriately trained staff that would be available on a 24-hour basis to provide information, education, skills training, parenting skills training(teen parents), and an array of community-based activities that would facilitate each individual's development of parental relationships/bonding, friendships and other relationships, and personal abilities with respect	TARA SIGAMONI			\$332,500.00

Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
									<p>to daily living(nutrition, health and wellness, vocational training and job coaching), parenting and personal tasks(e.g., eating; personal hygiene, cooking, cleaning), communication, socialization, health, recreation, and leisure, decision-making, money management, community travel, use of community resources(e.g. transportation, stores, banks, parks) and participation in referred aspects of civil life, (e.g. voting, church, support groups). On October 9, 2016, CFSA initially issued a Contractor Qualification Record (CQR) solicitation # DCRL-2017-H-0014 seeking qualified contractors that can provide all the necessary labor, personnel, equipment, materials, facility(s) and any other items necessary to provide services to the developmentally disabled children who are in the care of CFSA. The contractor is being expected to provide an array of living arrangements including group home and independent living arrangements with the requisite supportive services as outline in the youth Individual Transitional Independent Living Plan (ITILP) and consistent with the Family Centered Practice. The contractor being sought is expected to provide these services in accordance with all existing federal and District of Columbia laws, rules, and regulations, including appropriate District licensure requirements, and consistent with policies, procedures and standards promulgated by CFSA.</p> <p>On February 23, 2017, DSLB approved WR#927 for solicitation # DCRL-2014-H-0014. This solicitation was later cancelled on August 18, 2017 after it was determined from the responses in the submitted proposals that CFSA did not make it clear on the intended population that was to be served. (See the attached D&F for cancellation).</p> <p>CFSA has now made it very clear in this reissued solicitation # DCRL-2017-H-0091 on the population that will be served and is therefore requested for a re-issuance of the Approved waiver granted on WR#927 to be reissued on this solicitation.</p> <p>Given the nature and scope of this solicitation, this waiver is needed because the selected contractors will have to perform this work with their own staff and this staffing will absorb almost the entire budget. In addition, we have a separate CFSA contract with Battles Transportation, (a CBE) that the selected contractor will access when necessary to transport kids. Beyond that there are no subcontracting opportunities in this solicitation since everything else is considered overhead expense and occupancy costs necessary for fulfilling this solicitation.</p>				

2/7/2019

CBE Subcontracting Complian... - FY 2018 Waiver Requests - Submitted

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1181	10-10-2017	10-24-2017	14	Dian Herrman	Department of Transportation	Doc320260	4x4 Pickup Trucks	Approved	10-10-2017		Courtney Lattimore	0%		\$355,250.00
WR1182	10-11-2017	10-19-2017	8	Genet Ambaye	Office of Contracting and Procurement	DOC223871	Request for Qualifications for Group Home Services	Approved	10-11-2017	There are no CBEs authorized as a manufacturer of Crew Cab Pickup Trucks. DYRS requires Youth for Tomorrow New Life Center, Inc. to provide twenty-four (24) hours, seven (7) days a week (including holidays) Group Home Services for male and female youth who have been adjudicated in the District of Columbia's juvenile system and committed to the agency's care and custody. Each youths' typical length of stay ranges from thirty (30) to three hundred sixty five (365) days with an average length of stay between six (6) and nine (9) months. It is estimated that over 80% of cost associated with the delivery of the services, is for direct care personnel, therefore subcontracting these essential services would not be safe for youth under the Providers care.	Yvette Henry	0%	\$0.00	\$98,411.25
WR1184	10-11-2017	10-25-2017	14	Freguenet Demisse	Office of the Chief Financial Officer	CFOPD-11-C-024	Comprehensive Banking Services	Approved	10-11-2017	The reasoning is set forth in the attached Waiver Justification Memo.	Anthony Stover			\$1,750,000.00

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcontract	Potential Subcontracting Value
WR1183	10-11-2017	10-25-2017	14	Noel Richey	Office of the Chief Financial Officer	CFOPD-10-R-021	Electronic Benefits Transfer Services	Approved	10-11-2017	Please see attached waiver memo	Drakus Wiggins			\$630,000.00
WR1185	10-13-2017	11-02-2017	20	Sophie Kamal	Child and Family Services Agency	DCRL-2013-D-0028	Mobile Crisis Stabilization Services	Approved	10-13-2017	On October 6, CFSA conducted its good faith efforts by searching for CBE firms on the DSLBD's website under commodity code, 948-76-33 (Psychologists/Psychological and Psychiatric Services). The results provided by CFSA demonstrated that there were no CBE firms that provide this service. CFSA also confirmed no subcontracting occurred during the base and option period, and that Catholic Charities provided all services.	Tara Sigamoni			\$336,714.08
WR1186	10-16-2017	11-07-2017	22	John Fanning	Department of Transportation	Doc339268	Milling Machine: Wirtgen W120CFi "OR EQUAL"	Approved	10-16-2017	A waiver of the 35% mandatory CBE subcontracting requirement is hereby requested because there is only one certified business enterprise under commodity codes 545-48-00, Milling Machines; 545-48-24, Milling Machines, Metalworking; 755-43-00, Asphalt and Concrete Scrapers, Profilers and Milling Machines and 755-43-44, Milling Machine, Asphalt. There are no subcontracting opportunities. The inclusion of the mandatory subcontracting requirements hampers competition and the ability to make an award. Therefore, it is in the best interest of the District to waive the requirement. In addition, DSLBD approved a waiver request to a previous solicitation, Doc326561, for the identical requirement on the same day of the solicitation's cancellation, August 29, 2017. OCP re-issued the same solicitation with a different solicitation number (Doc339268) just to add in the requirement that the District is seeking for an authorized dealer/distributor who could extend the applicable warranty and factory trained technicians to maintain the two (2) milling machines. With that being said, OCP anticipated that DSLBD posted the previous requirement at the DSLBD website for 10 days for any response and evidently issuance of a waiver approval.	Courtney Lattimore			\$320,818.40
WR1187	10-17-2017	11-03-2017	17	Dian Herrman	Office of the State Superintendent of Education	CW54662	2018 Science Assessments	Approved	10-17-2017	his contract is for use of the PearsonAccess test management software and TestNav 8 test delivery system, proprietary software to administer the Science Assessments for grades 5, 8 and high school Biology students of District of Columbia Local Education Agencies (LEAs). NCS Pearson, Inc is the sole owner and distributor of the software.	Tamera Anderson	0%		\$321,948.90
WR1188	10-19-2017	10-31-2017	12	Genet Ambaye	Fire and Emergency Medical Services Department	CW53496	Horton Ambulance	Approved	10-19-2017	This will be a sole source procurement.	Courtney Lattimore	0%	\$0.00	\$790,064.10
WR1189	10-19-2017	11-02-2017	14	Freguenet Demisse	Department of Youth Rehabilitation Services	CW48957	Special Arbitr Services	Approved	10-19-2017	Court appointed Special Arbitr	Yvette Henry			\$264,328.75
WR1190	10-19-2017	11-13-2017	25	Noel Richey	DC Public Schools	GAGA-2017-T-0071	Copier Lease, Supplies, Maintenance and Services	Approved	10-19-2017	DCPS leases total of around 450 Plus various models, volumes, black and white and color, supplies, services, maintenance, etc., for all the schools and the Central Office(s). These needs have been satisfied using Cooperative Purchasing.	Candace Butler			\$653,732.82
WR1191	10-20-2017	11-02-2017	13	Ricky Capers	Office of Contracting and Procurement	Doc325470	Animal Control and Animal Disease Control Services	Approved	10-20-2017	See attached justification	Wii Giles			\$1,050,000.00
WR1192	10-23-2017	05-18-2018	207	Sophie Kamal	Department of Behavioral Health	RM-17-SS-078-BY4-NB	In Patient Hospital Services: Substance Abuse Withdrawal Management for Adolescent and Adults	Approved	10-23-2017	sole source DSLBD waiver request for the letter and pending definitized sole source human care agreement. Contractor is one of three hospitals operating under Universal Healthcare System which operates both George Washington University Hospital, PIW (specialty behavioral health hospital) and UMC - The not for profit hospital. UMC is also an instrumentality of the District.	Margaret Desper			\$1,750,000.00

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcontract	Potential Subcontracting Value
WR1194	10-26-2017	11-14-2017	19	John Fanning	Department of Human Services	DOC195010	Hypothermia and Emergency Accommodations for the Homeless	Approved	10-26-2017	<p>These services have historically been provided by Contractors whom are community based organizations (CBO) that specialize in offering services to those experiencing homelessness. CBO's are not eligible for certification as CBE, therefore significantly reducing the subcontracting opportunities for qualified vendors available under this procurement.</p> <p>In October of 2017 OCP reconfirmed the market research conducted in February of 2015. The market research performed consisted of vendor inquiry of the Office of Small & Local Business Development website to identify potential CBE's that could possibly fulfill subcontracting opportunities in this contract. The inquiry included companies however they are commodity services for emergency shelter, operational and case management. The resulting vendor list identified consultant/ professional service providers, information technology vendors, training firms, and temporary employee services providers. None of the vendors possess the ability to provide any of the limited subcontracting opportunities required under this procurement.</p>	LaTalya Palmer			\$7,631,253.89
WR1195	10-26-2017	11-17-2017	18	Dian Herrman	DC Office of Risk Management	Exempt From Competitive Bidding	DCORM Enterprise Risk Management System	Approved	10-30-2017	Refer to the attached documents which show this procurement was recently solicited and then later cancelled. However no requirement or the contract who was going to get the original award have changed. Per Mr. Edwards direction in the attached document this request is to amend and update the original subcontract waiver to reflect the most current information.	Todd Allen	0%		\$165,670.75
WR1197	10-31-2017	11-17-2017	17	Genet Ambaye	Department of Transportation	DCKA-2017-R-0052	DC Circulator Operations & Maintenance Service	Approved	10-31-2017	<p>The contract requires the furnishing of long-term, complex services to fully meet the requirements of the District which holds performance and customer satisfaction at a premium. Market research shows that the leading vendors in the transit operations and maintenance industry are large businesses managing dozens of similar projects nationally. An analysis of the independent Cost Estimate (ICE), market research and industry feedback shows that the majority costs of the contract are represented by the labor/wages. Calculations for CBE participation exclude labor costs (similar to the Streetcar program). The proposed CBE target also excludes variable cost activities that might be completed by the District (Department of General Services or DDOT). Combined, the labor and variable costs categories consist of at least 90% of the contract value.</p> <p>The great majority of the labor costs will be made up of the bus driver operators, who are currently represented by a union, and the maintenance providers who are also currently represented by a union. The District has no reason to believe the drivers and maintenance operators will not be represented by a union in the resulting contract. Moreover, subcontracting the entire bus operator and maintenance employee function would effectively render operational control to the subcontractor and not the prime. This would run counter to the District's contract requirements for a high degree of performance and its customer satisfaction focus.</p>	Ana Rangel	10%	\$2,522,412.20	\$8,828,442.70
WR1198	11-01-2017	11-20-2017	19	Ricky Capers	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014	Instant Tickets Manufacturing Services	Approved	11-01-2017	Details provided in the memo.	Anthony Stover			\$343,000.00
WR1199	11-01-2017	11-28-2017	27	Noel Richey	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014B	Instant Tickets Manufacturing Services	Approved	11-01-2017	Explanation provided in the attached documentation.	Anthony Stover			\$343,000.00

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcontract	Potential Subcontracting Value
WR1201	11-06-2017	11-22-2017	16	Sophie Kamal	Child and Family Services Agency	DCRL-2017-D-0021	Psychiatric Residential Treatment Facility	Approved	11-06-2017	<p>&#61558; This particular contractor, ILIFF/Genesis Psychiatric Residential Treatment is located in Dunn Loring Virginia with a primary responsibility of providing in-patient psychiatric residential treatment services twenty-four (24) hours per day, seven (7) days a week to emotionally disturbed wards of Child and Family Services Agency (CFSA).</p> <p>&#61558; There are no specific NIGP codes that meet the criteria for this service – Psychiatric Residential Treatment Facility.</p> <p>&#61558; The Contractor's sole source of payment for the services rendered hereunder shall be in accordance with the DC Medical Assistance Program pursuant to Contractor's agreement with the District of Columbia (Department of Health). The total not-to-exceed amount will be billed to and paid by DC Medical</p>	Tara Sigamoni			\$78,079.52
WR1202	11-06-2017	11-22-2017	16	Genet Ambaye	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014A	Instant Ticket Manufacturing Services	Approved	11-06-2017	Explanation provided in the memo.	Anthony Stover	0%	\$0.00	\$343,000.00
WR1203	11-06-2017	11-24-2017	18	Dian Herrman	Office of Contracting and Procurement	DOC123709	Biodiesel	Approved	11-06-2017	Please see the attached package.	William Sharp			\$349,998.25
WR1193	11-06-2017	11-29-2017	23	Genet Ambaye	Child and Family Services Agency	DCRL-2013-R-0134A	Evidence Based Mentoring Program	Approved	11-06-2017	<p>Justification/Evidence</p> <ul style="list-style-type: none"> On November 21, 2016, DSLBD granted/approved CFSA waiver request of the subtracting mandated 35% requirement. A comparison of prices was done for all CBE vendors in the NIGP category 615-00-00 for Office Supplies. The prices of the CBE vendor were more than 50% higher than the commercial vendors. A search of the DSLBD website was conducted for "mentoring" and no NIGP code was found. Evidence attached A search was conducted for "Human Services Consulting", 918-67-00, Human Services, 952-00-00, Human Services not otherwise classified, 952-59-00. This search revealed a total of 36 CBEs. Evidence attached Based on the profiles of the CBEs on DSLBD's website the following were eliminated as being able to provide the needed services. <p>Evidence of CBE vendor's qualification to perform the services of Evidence Based Mentoring Programs using the NIGP Code 918-67-00; 952-59-00 and 952-00-00</p> <p>Agile Management Inc. - IME provides quality services that help our clients streamline their processes and embrace competitive advantages. They specialize in program management, business process engineering, system integration and more. For more information http://www.agile-mgmt.com/</p> <p>AprilMay Company, Inc. – Outpatient health service provider. Visit www.amainc.com for more information.</p> <p>Art and Soul Solutions, INC – This company provides educational support, tutoring, supported living, day habilitation, residential habilitation and supported employment services to individuals with intellectual and developmental disabilities.</p> <p>ASAP Medical Staffing, LLC - ASAP provides training, education consulting, personal services, scientific and technical consulting and employment agency services.</p> <p>Bradley & Associates - Bradley & Associates, LLC assist government and private organizations efforts in reducing the impact of social and economic ills plaguing our communities through managerial, quality assurance and consultative support services in the areas of community development, public awareness, education, family and child support services, vocational training, behavioral healthcare, case management and human services.</p> <p>Carene Health Care Services, Inc.- Carene Health Care Services provides In-Home quality care and Nurse staffing Services to the residents of the District of Columbia.</p> <p>Cheryl R. Williams PLLC - Cheryl R. Williams PLLC will provide medical care, medical consultation and medically related services.</p> <p>Diogenec Group LLP - Diogenec Group provides expert healthcare strategic advisory,</p>	Tara Sigamoni	0%	\$0.00	\$173,620.03

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									<p>implementation management, preparedness and response support, and scientific consulting services to health systems, academic institutions, private industry, government, and international organizations. http://www.dioгенec.com/</p> <p>Dramatic Solutions, Inc. - Provides training and educational services to youth and adults. www.dramaticsolutionsinc.com</p> <p>EX Consultants, LLC - Full service consulting firm providing affordable and effective business solutions to healthcare providers.</p> <p>Health SolvIT LLC - We are a Healthcare IT Consulting firm that provides consulting to small to medium Healthcare Providers on EHR Usage, the HITECH/ACA Acts, and Workflow Efficiencies. WE also provide Desktop and Network Support.</p> <p>Healthcare Services Development Corporation - Research and program evaluation in human services</p> <p>Hope Village, Inc. - Residential Re-entry Center for ex-offenders</p> <p>InSite Solutions - is a school-based mental health consulting and service organization founded and operated by child psychologists that specializes in the implementation, enhancement, and delivery of school-based mental health services for children ages pre-k through grade 12.</p> <p>Intimate Health Consulting - A national education and training organization, designed to grow sexual health competency in the helping professions. www.intimatehealthconsulting.com</p> <p>J & E Associates - J & E Associates, Inc. is a professional services and management consulting firm headquartered in Washington, DC. We specialize in planning, implementing, and supporting health, social, and educational service programs.</p> <p>KEW Consulting LLC - Marketing, business development, communications and management advisory services</p> <p>MBI Health Services, LLC - Provision of mental health services, developmental disabilities services, and vocational rehabilitation services.</p> <p>Motir Services - INFORMATION TECHNOLOGY SERVICES; CONSTRUCTION SERVICES; ORGANIZATIONAL DEVELOPMENT; FACILITIES OPERATIONS & MANAGEMENT; MOVING & LOGISTICS; CONSULTING SERVICES; ORGANIZATIONAL DEVELOPMENT; PROJECT MANAGEMENT; MEDICAL STAFFING SERVICES; PROFESSIONAL AND TECHNICAL STAFFING SERVICES; ADMINISTRATIVE STAFFING SERVICES; SUPPORT STAFFING SERVICES http://www.motirservices.com/about/company-overview/</p> <p>Multi-Therapeutic Services - Provider of community services for individuals with developmental disabilities. MTS provides person centered services and individualized active treatment and habilitation to help each person live independent lives.</p> <p>My Brother's Keeper - Services Provided: Occupational Therapy; Physical Therapy; Counseling; Community Support; Mentoring; Case Management; Housing Assistance; Life Skills Training; Parenting Classes and Resources; Referrals and Resources for Substance Abuse, Education/Vocational Training, Housing, and Employment http://mbktransitional.org/</p> <p>Phyllis J. Outlaw & Associates - Legal, Professional development and Personal empowerment & Training. www.pjoutlawlegal.com</p> <p>PreciousOnes, LLC - Life skills management and coaching.</p> <p>Psychiatric Center Chartered, Inc - outpatient mental health</p> <p>QUAJ Enterprises - Commercial retail leasing, residential development, real estate investments, architectural, computer technology expertise/ planning and human services consulting services.</p> <p>RCM of Washington, Inc - is a social service provider in the District since 1998. RCM assists adults with intellectual and developmental disabilities (IDD) improve their quality of life through residential, day and employment services. RCM can also serve as an Administrative Services Organization or Fiscal Intermediary. Partnered with the Department on Disability Services (DDS) and other District agencies, the</p>				

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									<p>scope of residential services includes housing, daily living, social skill development, medical care coordination, and transportation services. RCM provides customized and individualized in-home supports to assist people develop daily living skills, supports families through respite services, and provides guidance and monitoring for host homes. RCM is a person-centered organization and focuses on providing customized supports based on input of those served to promote growth and independence to maximize goal achievement and desired outcomes.</p> <p>Rebound Health and Wellness Services, Inc. – Provides outpatient mental health and treatment services, medical products and supplies, crisis intervention for children and adolescents and individual, group and family counseling for the community.</p> <p>Reignite Psychological and Consulting Services - provides mental health therapy and consulting services. Our therapy services include individual, couples, group and family therapy to adolescents and adults. Our consulting services include career counseling, workshops and weight loss counseling.</p> <p>Susan Fitzgerald & Associates - SFA has proven delivery of quality solutions in the following core competencies: Process and Project Management, Information Technology, Acquisition, Procurement, and Contract Management, Grants Management, Budget, Financial Management, and Strategic Planning, Change Management, Marketing, Training, and Communication Organizational Development and Business Process Re-engineering</p> <p>T and R Staffing Healthcare, Inc – This Company provides Home health care Services.</p> <p>TAMAH - is an organization whose mission has been to work in collaboration with other educational stakeholders to ensure that students with disabilities or who have other risk factors can access instruction and the learning environment.</p> <p>The Crider group - http://www.cridergroup.com/home/, Our primary services include:</p> <ul style="list-style-type: none"> •Change Management •Project Management •Technical Assistance •Research & Evaluation •Communications & Public Awareness <p>The MECCA Group, LLC - is a multiethnic and multidiscipline comprehensive service agency committed to helping individuals foster their social-emotional, behavioral, academic and professional well-being by providing culturally relevant support services to include therapy, comprehensive testing and vocational services. The MECCA Group, LLC also provides program development, consultation and staff and parent training.</p> <p>Umbrella Therapeutic Services - We provide congregate care services for youth who are homeless, involved with the juvenile justice system and apart of the abuse and neglect system. Our services include safe housing, counseling, education, case management, and other supports.</p> <p>Valentine Community Services, LLC – Provides supportive living to include but not limited to: personal care (like eating, bathing and dressing) or homemaking needs, mentorship, respite, employment or other day type services. www.valentinesllc.com</p> <p>VCare - http://www.vcarellc.com/ The website is down. VCare, LLC, a District of Columbia based, female operated company, intends to provide state of the art, quality, individualized, consumer driven residential and clinical waiver services to individuals living with disabilities in the District of Columbia. The residential and clinical waiver services will be supplemented through consulting services in both DD waiver, residential and special education consultation services to residential providers, DCPS, OSSE, Non Public and Charter</p>				

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										<p>schools in operational, training and QA services.</p> <p>Wrap ReEntry Consulting, LLC - provides wrap around case management services to clients who are in need based on challenges and barriers that they face such as physical and/or mental health, any form of abuse or addiction, problems related to family instability, financial literacy and poverty issues, et.</p> <p>Finally, a market survey was sent to My Brother's Keeper, 1 out of the 36 CBEs searched on 10/25/17. No response was received by the due date and/or time from My Brother's Keeper. Evidence attached</p>				
WR1204	11-06-2017	11-29-2017	23	John Fanning	Child and Family Services Agency	DCRL-2017-D-0024	Psychiatric Residential Treatment Facility	Approved	11-06-2017	<p>This particular contractor, Devereux Florida, Psychiatric Residential Treatment is located in Orlando Florida with a primary responsibility of providing in-patient psychiatric residential treatment services twenty-four (24) hours per day, seven (7) days a week to emotionally disturbed wards of Child and Family Services Agency (CFSA).</p> <p>There are no specific NIGP codes that meet the criteria for this service – Psychiatric Residential Treatment Facility.</p> <p>The Contractor's sole source of payment for the services rendered hereunder shall be in accordance with the DC Medical Assistance Program pursuant to Contractor's agreement with the District of Columbia (Department of Health). The total not-to-exceed amount will be billed to and paid by DC Medicaid</p>	Tara Sigamoni			\$131,776.68
WR1205	11-07-2017	01-16-2018	70	Ricky Capers	Department of Parks and Recreation	DOC260995	Comprehensive Academic and Non-Academic Program	Approved	11-07-2017	See the attached the letter from DSLBD approving the Base Year waiver request submitted LAYC.	Yvette Henry	5%	\$25,000.00	\$176,046.15
WR1209	11-13-2017	01-12-2018	60	Ricky Capers	Deputy Mayor for Education	NA	DC Department of General Services /DC Office of Planning - Architect/Engineering IDIQ, DCAM-13-AE-0157, Facility Planning Category-DC Master Facilities Plan	Approved	11-13-2017	Our initial waiver request asserted Aecom, and its internal team that specialize in the services requested in the DME scope, can collaborate more efficiently, and their integrated technical approach, that is essential to the agency, in fulfilling the Districts requirements allows Aecom to provide DME a higher-quality of service.	Todd Allen	15.8%	\$146,782.00	\$236,269.25
WR1210	11-15-2017	12-12-2017	27	Dian Herrman	Child and Family Services Agency	DCRL-2017-H-0009	Psychiatric Residential Facilities Services	Approved	11-15-2017	This contract is to provide psychiatric residential treatment services on a twenty-four hour per day, seven days a week to emotionally disturbed wards of CFSA the services were solicited in the Washington Post newspaper and posted on OCP's website other contractors could have provided a bid no CBE's participated in the bidding process.	Tara Sigamoni	0%		\$162,651.30
WR1211	11-15-2017	12-12-2017	27	Genet Ambaye	Child and Family Services Agency	DCRL-2013-H-0039	Case Management and Family Based Foster Care Servies	Approved	11-15-2017	CFSA seeks to continue a safe and stable foster care placement with a structured treatment environment that fosters position children and youth development as set forth by the Adoption and Safe Families Act (ASFA, H.R. 6893), LaShawn A. v. Bowser Implementation and Exit Plan and Fostering Connections to Success and Increasing Adoptions Action (Public Law 105-89). Upon review "NIGP Categories" No CBEs were identified to provide case management and family based foster care services specified in the scope of work. CFSA requires required licensed providers who are capable of delivering specialized services, such as tutoring, placement, and counseling to children covered by the agency.	Tara Sigamoni	0%	\$0.00	\$434,742.12
WR1214	11-20-2017	12-14-2017	24	Freguenet Demisse	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	11-20-2017	Provider is outside of Washington Metro area. Base period and option period one previously approved	Yvette Henry			\$622,679.05
WR1216	11-21-2017	12-12-2017	21	Sophie Kamal	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	11-21-2017	Provider is located outside of Washington Metropolitan area. Waiver approved for base period and option period one	Yvette Henry			\$150,223.11
WR1220	11-29-2017	12-21-2017	22	Dian Herrman	Department of Consumer & Regulatory Affairs	Doc352556	New passenger sedan vehicles - 2018 Toyota Corolla Sedans or EQUAL	Approved	11-29-2017	Please see attached Letter Request Waiver	Tonia Nixon	0%		\$115,638.25

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WR1222	11-29-2017	12-07-2017	2	Noel Richey	Office of the Chief Technology Officer	DOC168341	Software AG	Approved	12-05-2017	This is a sole source option exercise.	Chris Yi			\$93,051.96
WR1219	12-01-2017	01-19-2018	49	Teairra Swain	Office of the Deputy Mayor for Planning and Economic Development	ODMPED - NCCCMS - FY016- GD6101 (HOMES FOR HOPE)	FY2016 New Communities Comprehensive Case Management Services	Approved	12-01-2017	Deputy Mayor for Planning and Economic Development Limited Grant-Making Authority Amendment Act of 2016" effective October 8, 2016 (D.C. Law 21-0160; D.C. Official Code § 1-328.13)	Jacque McDonald			\$231,000.00
WR1223	12-01-2017	01-19-2018	45	Teairra Swain	Office of the Deputy Mayor for Planning and Economic Development	ODMPED - NCCCMS - FY016- GD6101 (PARK MORTON)	FY2016 New Communities Comprehensive Case Management Services	Approved	12-05-2017	The District's Office of the Deputy Mayor for Planning and Economic Development (ODMPED) invites the submission of applications for the New Communities Initiative, Comprehensive Case Management Services Grants pursuant to "Economic Development Liaison Office Establishment Act," effective August 16, 2008 (D.C. Law 17-219; D.C. Official Code § 2-1203.01 et seq.) (as amended) and Mayor's Order 2008-165, dated December 31, 2008. Eligible Organization Applicants must meet all of the following conditions:  Be a community-based or faith-based organization with 501(c)(3) status in hand at time of application  Private or Public entities  Organization or program that serves District's residents or business owners  Organization is headquartered or program is conducted in the District of Columbia	Jacque McDonald			\$113,750.00
WR1224	12-01-2017	01-19-2018	45	Teairra Swain	Office of the Deputy Mayor for Planning and Economic Development	ODMPED - NCCCMS - FY016- GD6101 (NW1)	FY2016 New Communities Comprehensive Case Management Services	Approved	12-05-2017	New Communities Initiatives grant solicitations are exempt by legislation from competition. Additionally, eligible entities include nonprofits, private/public entities, and faith-based organizations that can demonstrate a commitment to New Communities sites through a successful track record of offering and operating programs, projects, services, and facilities. CBEs are not eligible to apply for the grant.	Jacque McDonald			\$197,750.00
WR1226	12-01-2017	12-20-2017	19	Genet Ambaye	Office of the Chief Technology Officer	Doc351659	FOIAXpress Software	Approved	12-01-2017	1. AINS is the proprietary software holder for FOIAXpress software 2. The District seeks authorized resellers 3. AINS provided a list of authorized distributors 4. AINS does not have authorized distributors in Washington, DC 5. There are no CBEs authorized to provide the District FOIAXpress Software 6. For further information contact AINS (Ashley Zimmerman, Channel Account Manager (571) 383-5183	Chris Yi	0%	\$0.00	\$93,952.48
WR1231	12-08-2017	01-08-2018	31	John Fanning	Department of Behavioral Health	RM-18-HCA-RSS-018-XXX-BY4-JM	Substance Use Disorder - Recovery Support Services	Approved	12-08-2017	There is no "Market Capacity: for RSS other than DBH - Certified Providers. Only one (1) DBH Certified Substance Use Disorder (SUD) Provider is qualified as a SBE - Life Stride, which holds a HCA for Treatment Services specifically for providing Outpatient Treatment. Therefore, it would be impossible for Life Stride to subcontract with the general category of RSS (i.e., the lack of capacity leaves the contractor commercially incapable). In addition, while Life Stride is certified to provide SUD services the provider does not currently provide RSS to the Department of Behavioral Health.	Margaret Desper			\$910,000.00
WR1233	12-12-2017	01-19-2018	38	Ricky Capers	Office of the State Superintendent of Education	RQ967928	DAR-PARCC-GFE	Approved	12-12-2017	New Meridian is the sole distributor of these offerings, and ensures that any incorporated copyrighted materials of third parties under license allows for the integration of those materials into the New Meridian offerings.	Tamera Anderson			\$104,037.50
WR1235	12-12-2017	01-16-2018	35	Freguenet Demisse	Department of Health	TBD	Narcan Spray Kits	Approved	12-12-2017	The goods must be provided by the manufacturer itself or any one of its seven authorized distributors.	Dorothy Hale			\$262,500.00

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WR1234	12-12-2017	01-09-2018	28	Sophie Kamal	Department of Behavioral Health	RM-18-RFO-SUDO-020-XXX-BY4-JM	Substance Use Disorder - Outpatient Services	Approved	12-12-2017	<p>Market Research demonstrates, as it did for the past HCA Solicitation, there are no additional SBE/CBEs identified or available for subcontracting. This lack of Market Capacity demonstrates that a Waiver of the 35% Subcontracting Requirement of the CBE Act's §§2-218.46(a) (2) and (f) in accordance with §2-218.51 is both necessary and appropriate. The Office of Contracting and Procurement respectfully requests a Waiver for Base Year Human Care Agreements resulting from the Request for Qualifications Solicitation process.</p> <p>Additionally, the past imposed moratorium for certification was lifted in 2017 which allowed for interested CBE and other business to take steps to become eligible to provide Substance Use Disorder Services. Both OCP and DBH promoted new business participation however ultimately a prospect provide must demonstrate qualifications, capacity, facility etc. to meet the 22A DCMR chapter 63 requirements which reviews many phases of an organizations structure, environment, credentials, training, ability to bill Medicaid and compliance with DC Medicaid claims submission requirements.</p>	Margaret Desper			\$1,050,000.00
WR1236	12-14-2017	03-19-2018	95	Dian Herrman	Office of Zoning	Competition Exempt	District Of Columbia Office of Zoning IZIS Support	Approved	12-14-2017	CW57372 is a fixed price contract that was procured as an exempt from competitive bidding due to the nature of services performed. The District has contracted with OST, Inc. for the past 15 years employing 5 subject matter experts (SME) in support of the Interactive Zoning Information System (IZIS). The entire contract amount will be allocated to SME's and the insertion of subcontractors would lead to loss of SME's and transition related cost and risk.	Todd Allen	0%		\$97,550.25
WR1237	12-14-2017	01-08-2018	25	Genet Ambaye	Department of Public Works	Doc134078	On-Site Fleet Preventative Maintenance Services	Approved	12-14-2017	<p>Inspite of Fleetpro's good faith effort in continuously identifying CBEs who would meet the contract requirements, doing market research and seeking assistance from DSLBD, Fleetpro was not able to get CBE participation for the upcoming option year four because the labor component of the contract can only be provided by Fleetpro's certified and skilled inspectors and technicians who perform services in accordance with automotive repair industry standards. Fleetpro found limited heavy duty truck service providers in the District and none that provide trained technicians as required in Section C.3.1.5 of Contract No. CW26186. The remaining opportunities to use CBEs under this contract are suppliers for lubricants (including engine and components oils and grease) and filters. After Fleetpro's outreach, they determine that there's no bulk lubricant suppliers located in the District. The only CBE, Parts Authority Southern, LLC, which they used on the first two years of the contract to provide heavy duty filters was denied by DSLBD for re-certification.</p>	Courtney Lattimore	0%	\$0.00	\$420,000.00
WR1239	12-20-2017	01-23-2018	34	Noel Richey	Office of the Chief Technology Officer	Doc354646	Rapid 7 Nexpose and AppSpider Enterprise	Approved	12-20-2017	Due to the fact purchasing Software Licenses, unable to subcontract 35%. CBE vendors were 12% higher than lowest bid. See tabulation sheet attached	Chris Yi			\$107,151.34
WR1215	12-23-2017	01-29-2018	37	John Fanning	Child and Family Services Agency	DCRL-2018-R-0004	Pregnant and Parenting Youth	Approved	12-23-2017	The DSLBD CBE database listed 4 vendors that registered under NIGP Code 952-95-00, Youth Services. All vendors were called and emailed a copy of solicitation. However, the vendors were unable to satisfy the requirements of the RFP.	Tara Sigamoni			\$609,989.45
WR1240	12-23-2017	01-16-2018	24	Freguenet Demisse	Child and Family Services Agency	DCRL-2018-H-0010	Psychiatric Residential Treatment Services	Approved	12-23-2017	A search of the District's Certified Business Database (Attachment A) identified four (4) Certified Business Enterprises (CBEs) listed under commodity code 952-95-00 for Youth Care Services. On December 5, 2017, an email was sent and a follow up call was made to the Principal Owner of each CBE. However, none of the Contractors possess a Medicaid Provider Approval Letter issued by DC Healthcare Finance (DHCF) to provide Psychiatric Residential Treatment Services	Tara Sigamoni			\$595,000.00
WR1242	12-29-2017	01-19-2018	21	Genet Ambaye	Office of Unified Communications	N/A	2010 THOR Mobile Command and Communication Vehicle	Approved	12-29-2017	This is a used vehicle with a specific software platform that only the manufacturer develops and maintains. There are no CBEs that provide this type of specialized vehicle and there is no opportunity of any subcontracting as the vendor is the sole provider of its maintenance.	Courtney Lattimore	0%	\$0.00	\$189,000.00

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WR1243	01-04-2018	01-30-2018	26	Ricky Capers	Office of the Chief Financial Officer	CFOPD-R-18-R-018	Principle Residence Exemption Audit Services	Approved	01-04-2018	See attached Waiver Memo	Drakus Wiggins			\$140,000.00
WR1244	01-10-2018	01-26-2018	16	Genet Ambaye	Department of General Services	DCAM-18-NC-0001	ARCHIBUS 23.1 INSTALLTION, IMPLEMENTATION AND INTEGRATION	Approved	01-10-2018	Contract specialist requested a copy of the ARCHIBUS Business Partners Directory from the regional ARCHIBUS Business Development Manager to cross reference against DSLBD's CBE database. The results of the searches produced a number of CBE's; however, none are authorized ARCHIBUS business Partners. It was also concluded that currently, no CBE is an authorized ARCHIBUS Business Partners.	George Lewis	0%	\$0.00	\$112,304.06
WR1247	01-10-2018	02-06-2018	27	Noel Richey	Department on Disability Services	DCJM-2015-H-0006	Ocupancy Related Residential Expenses	Approved	01-10-2018	See attached	Marsha Robinson			\$498,902.44
WR1245	01-10-2018	02-01-2018	22	John Fanning	Department on Disability Services	DCJM-2017-H-0001	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Approved	01-10-2018	See attached Waiver Request	Marsha Robinson			\$419,409.81
WR1246	01-10-2018	02-12-2018	33	Noel Richey	Department on Disability Services	DCJM-2014-H-0006	Residential Habilitation, Supported Living, Host Home, and related Residential expenses for District of Columbia Persons with Intellectual and Developmental Disabilities	Approved	01-10-2018	see attached	Marsha Robinson			\$754,572.15
WR1248	01-10-2018	01-26-2018	16	Dian Herrman	Office of the State Superintendent of Education	N/A	Staffing Collaborative Survey	Approved	01-10-2018	The purpose of this memorandum is to inform you that "The New Teacher Project" is a contractor with Sole Source Contract with the Office of the State Superintendent of Education (OSSE). The Sole Source contract will require the contractor to partner with OSSE and local education agencies to develop a data collection strategy and conduct high quality analysis of staffing data by using the Insight Survey. The Insight Survey, which TNTP created in 2009 and whose design and item bank have remained proprietary and protected by federal copyright fully. TNTP has sole intellectual property rights to the Insight survey under Title 17, Chapter 1, §102(a) of the United State Code. Additionally, the code underlying the survey for its online administration, and the processes of analysis used are protected trade secrets of TNTP under the Uniform Trade Secrets Act. TNTP has granted no entity rights to administer the Insight survey or analyze data resulting from it. OSSE is requesting a waiver with the Department of Small and Local Business Development (DSLBD) because TNTP is unable to meet the 35% for subcontracting for the Base Year of the Sole Source contract. TNTP does not plan to subcontract any work out for the entire project. If TNTP were to subcontract they will first contact DSLBD for assistance. At this time no subcontract work is needed. Please see the attached waiver request from TNTP.	Tamera Anderson	0%		\$158,366.60
WR1249	01-11-2018	01-30-2018	19	Freguenet Demisse	Department on Disability Services	DCJM-2013-H-0007-06	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Approved	01-11-2018	see attached Waiver request	Marsha Robinson			\$486,888.67

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WR1253	01-23-2018	04-17-2018	84	Teaira Swain	Office of the Deputy Mayor for Planning and Economic Development	DMPED - CEI-018-401162	FY2018 Creative Economy Initiative	Approved	01-23-2018	Eligible applicants for this grant are multimedia businesses with a track record of creating media that is distributed nationally. The DSLBD CBE database was searched under NIGP code 715-55-00 and resulted in 0 CBE/SBE organizations.	Jacque McDonald			\$175,000.00
WR1255	01-23-2018	02-16-2018	24	Sophie Kamal	Department of Health	DOC245369	DOH HAHSTA Pharmacy Benefit Management System	Approved	01-23-2018	A search of DSLBD website for CBE Certified Contractors resulted in No records found for CBE participation	Dorothy Hale			\$875,000.00
WR1256	01-25-2018	02-09-2018	15	Genet Ambaye	Office of the State Superintendent of Education	RQ972668	SAT Test Administration Fees	Approved	01-25-2018	The College Board is the only entity that can provide the Scholastic Achievement Test (SAT) pre-test and test administration services and supporting materials as they are the proprietary owner and sole provider of the SAT and related support services. SAT test materials are not available for commercial license. There will be no other services provided other than the direct administration and support of the SAT.	Tamera Anderson	0%	\$0.00	\$103,437.25
WR1257	01-25-2018	02-06-2018	12	Freguenet Demisse	Child and Family Services Agency	DCRL-2018-C-0026	mENTAL hEALTH sERVICES	Approved	01-25-2018	JMD has enter into subcontracting agreements with three SBES: staffing personnel, supplies and security services.	Tara Sigamoni	29.5%	\$110,691.00	\$131,250.00
WR1258	01-25-2018	02-22-2018	28	Dian Herrman	Fire and Emergency Medical Services Department	CW58530	Fire Apparatus	Approved	01-25-2018	Prior to issuing Solicitation No.CW58530, a market research was conducted to identify potential suppliers. The market research included a search of the DSLBD CBE database. On January 24, 2018, there were no CBE's identified under NIGP Codes: 065-05-00	Courtney Lattimore	0%		\$1,417,126.20
WR1259	01-25-2018	03-01-2018	35	Noel Richey	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	01-25-2018	The organization is outside of the Washington Metropolitan area	Yvette Henry			\$264,876.85
WR1254	01-25-2018	02-22-2018	28	Sophie Kamal	Fire and Emergency Medical Services Department	DOC361952	FEMS 2018 Promotional Exam	Approved	01-25-2018	According to OCP Legal this case requires the use of the Exempt from Competition under the PPRA backed by the DC Official Code. If a CBE can be utilized the Vendor agrees to make every effort to do so. The impending requirements of Article 20 of the Firefighters union .	TYRANNY HUNTER			\$122,500.00
WR1260	01-25-2018	02-20-2018	26	Ricky Capers	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	01-25-2018	No CBE's are licensed by DYRS to provide the required services	Yvette Henry			\$266,251.44
WR1250	01-25-2018	02-20-2018	26	John Fanning	DC Public Schools	GAGA-2018-I-0005	DCPS STUDY ABROAD	Approved	01-25-2018	See waiver justification memo attached above.	Candace Butler			\$480,641.00
WR1262	01-29-2018	02-09-2018	11	Dian Herrman	Fire and Emergency Medical Services Department	CW57965	FEMS 2018 PPE	Approved	01-29-2018	CBE Commodity Code reveals o CBES	TYRANNY HUNTER	0%		\$280,000.00
WR1264	01-30-2018	03-05-2018	34	Genet Ambaye	Department of Public Works	Doc362028	Pick Up Trucks, Snow Ready	Approved	01-30-2018	DPW will be purchasing commercially available trucks from an authorized dealer or manufacturer. The vehicles ordered will be complete units. There are no subcontracting opportunities.	Gena Johnson	0%	\$0.00	\$218,750.00
WR1266	02-08-2018	02-26-2018	18	Freguenet Demisse	Child and Family Services Agency	DCRL-2017-R-0049	Unaccompanied Refugee Minor Program	Approved	02-08-2018	SUBJECT: Justification for Waiver Request for Unaccompanied Refugee Minor Program - DCRL-2017-R-0049. The District of Columbia Child and Family Services Agency (CFS) seeks a contractor with experience working with the U.S. Office of Refugee Resettlement (ORR) to provide residential foster care and social services to refugee, asylee, human trafficking and special immigrant juvenile (SIJ) youth who fall under the category of unaccompanied refugee minor (URM) and are placed in the custody of the District of Columbia. Lutheran Social Services of the National Capital was selected to provide these services to a maximum of forty (30), unaccompanied refugee minors at a cost of \$1,532,686.15. These services and activities include the provision of foster care and health care services, social adjustment programs, and the development of vocational programs for unaccompanied refugee minors. For the purposes of this contract, the term "unaccompanied refugee minor" shall be defined as refugee children resettled in the United States without parents or other close relatives. These children have either been separated from their parents in the process of fleeing their country or the parents have assisted their children to escape while they remained or the parents have been	Tara Sigamoni			\$536,440.15

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										<p>killed.</p> <p>The District of Columbia Child and Family Services Agency ("CFSA") intends to enter into an MOU with the District of Columbia's Department of Human Services ("DHS") for participation in the refugee minors program. CFSA and DHS have been working in partnership to create a viable system for wraparound services that will be able to meet the unique needs of children and families served by the refugee minors within the child welfare system and work collaboratively with DHS, and other providers to meet the needs of the children. Therefore, it is in the best interest of the District to procure, via sole source, the proposed services from Lutheran Social Services of the National Capital Area. The Child and Family Services Agency proposes awarding a sole source contract to the above-referenced vendor. Additionally, the Contractor referenced above is the only vendor who can meet the District's minimum need without disruption at this time.</p> <p>Second, this provider can ensure the placement of unaccompanied refugee minor youths identified and referred by the United States Citizenship and Immigration Services (USCIS) to CFSA, as well as those youths identified as unaccompanied by CFSA and approved placement by the Federal Office of Refugee Resettlement.</p> <p>Lutheran Social Services of the National Capital Area has a well-known success rate in providing unaccompanied refugee minor services to youths to maintain themselves independently in the community. Finally, the contractor has an extensive experience in servicing the target population, which consists of children in the child welfare system. There are no qualified CBE in the District capable of providing these services.</p> <p>Lutheran Social Services and Catholic Charities of the Archdiocese of Washington are the only two providers of these services nationally, however, we did not choose to move forward with Catholic Charities since they have not agreed to place youth/children in homes of same sex couples. This is considered to be a violation of the District's Anti-Discrimination Laws hence our decision.</p> <p>Lutheran Social Services of the National Capital is a private, nonprofit tax exempt corporation incorporated in the District of Columbia, in accordance with D.C. Code § 2-218.51. The have been deemed qualified and responsible to provide these services to the District. They are not able to meet the 35% required subcontracting requirements since they are using their own staff and resources to provide the required services. Salaries and fringe accounts for 34%, clients cost accounts for another 52% of the total budget. The remaining 14% is for indirect overhead cost such as utilities, liability insurance, audit and accounting financial services associated with delivering the provisions of the contract and are considered business expenses and therefore is exempt from being counted towards the subcontracting requirements.</p> <p>Failure to obtain this waiver would negatively impact the District's ability to protect and deliver critical government services to this population.</p>				
WR1268	02-08-2018	03-05-2018	25	Ricky Capers	Child and Family Services Agency	DCRL-2017-H-0045	Therapeutic Group Home	Approved	02-08-2018	Youth for Tomorrow program focuses on youth who have Intellectual Disability and Mental Health Disorders. A search using NIGP code 952-92-65, Residential Care and Treatment (Long Term) to be provided in a community care home, Residential Treatment Facility or nursing home, it resulted in one CBE vendor that only provide services for the D.C. Department of Disability for adults with disabilities. There are no CBE's in the District that provide intensive inpatient psychiatric residential treatment services.	Tara Sigamoni			\$169,008.00
WR1265	02-08-2018	03-14-2018	34	John Fanning	Department of Housing and Community Development	Doc120251	Option year 4 - Loan Services	Approved	02-08-2018	The contractor received prior waiver approvals from DSLBD.	Heather Reynolds			\$969,467.72
WR1271	02-12-2018	03-27-2018	43	Dian Herrman	Fire and Emergency Medical Services Department	CW53496	Horton Ambulance	Approved	02-12-2018	This will be a sole source procurement.	Courtney Lattimore	0%		\$1,587,574.80

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WR1269	02-12-2018	03-14-2018	30	Noel Richey	Department of Behavioral Health	RM-14-RFP-270-BY4-DJW	Pediatric Mental Health Consultant	Approved	02-12-2018	DBH request a subcontracting waiver in order to exercise the option period for the third year of the contract for pediatric mental health consultant services. This contract requires trained and experienced doctors and professional clinicians to serve this vulnerable population of consumers.	Margaret Desper			\$199,415.65
WR1273	02-12-2018	04-02-2018	49	Teairra Swain	Department on Disability Services	DCJM-2014-C-0019	DDA Quality Assurance Health Initiative	Approved	02-12-2018	All services included in the scope of work are performed by employees under the GU-UCEDD program. These services cannot be subcontracted, as the GU-UCEDD program uses its own employees and resources to carry out its mission. In addition, there are no subcontracting opportunities for which hiring a CBE would be possible since there are only three full-time positions dedicated to the contract, all of which are employees in GU-UCEDD program and have experience working in the DDA service delivery system. The positions under the contract are apportioned, ranging from 5% - 90%; meaning that the contract pays for a portion of the services while the rest is covered by the GU-UCEDD.	Marsha Robinson			\$442,035.65
WR1283	02-17-2018	03-16-2018	27	Dian Herrman	Office of the Chief Technology Officer	Doc366047	Zerto Licenses	Approved	02-17-2018	The District of Columbia Government requires: The Contractor shall provide only the most current models, components and accessories in new, fully operational, factory sealed condition, with all applicable licenses. The Contractor warrants and represents that the equipment is eligible for the manufacturer's normal and extended warranty and support within the United States to Authorized Users. Previously owned, damaged, refurbished, remanufactured, counterfeit, "gray market" or substitute third party items will not be accepted. The bidder shall provide evidence of its authorized reseller agreement or certification from the manufacturer with its bid. The Office of Contracting and Procurement (OCP) contacted the owner (manufacturer) Zerto for a list of authorized resellers. Zerto provided a list, and there were no certified business enterprises listed as authorized resellers. The District will not accept gray market, third party or substitute IT hardware and software. Unfortunately the CBE community lack the capability to provide the District Zerto software licenses, therefore a subcontracting waiver of the 35% requirement is requested.	Chris Yi	0%		\$117,170.05
WR1284	02-17-2018	03-05-2018	16	Freguenet Demisse	Office of the Chief Financial Officer	CFOPD-17-C-001	Parking Services	Approved	02-17-2018	Explanation is contained in the waiver request memo.	Carla Roane			\$203,732.42
WR1286	02-21-2018	03-26-2018	33	Noel Richey	Office of the State Superintendent of Education	CW58946	Annual Maintenance, Hosting & Modifications - Literacy Adult & Community Education System (LACES) and Data Vault (DV)	Approved	02-21-2018	LiteracyPro Systems, Inc is the sole developer and owner of LACS and Data Vault software and is the only entity authorized to support and maintain; has the right to modify, edit or create new LPS code. Only LPS' personnel with direct knowledge and expertise of the applications developed for OSSE's Management Information System since 2005 has the capacity to maintain the functionality of systems and their proper usage with all relevant federal regulations. The scope of services and the need for direct knowledge and expertise the proprietary nature and intellectual property rights of LPS' LACE and DV system are mission critical services that are not available through any other entity.	Tamera Anderson			\$92,944.25
WR1291	02-28-2018	04-09-2018	40	John Fanning	Department of Human Services	CFOPD-17-R-008	Indirect Cost Rate & Random Moment Time Study	Approved	02-28-2018	See attached waiver request	Drakus Wiggins			\$152,943.00
WR1295	03-05-2018	03-27-2018	22	Freguenet Demisse	DC Office of Risk Management	TBD - DCORM Pharmacy Benefits Manager	DCORM Pharmacy Benefits Manager	Approved	03-05-2018	Rational for request stated in the waiver memo.	Todd allen			\$227,500.00
WR1297	03-07-2018	03-29-2018	22	Noel Richey	DC Office of Risk Management	DCORM Performance Management Services	DCORM PMO	Approved	03-07-2018	See waiver memo	Todd Allen			\$192,500.00
WR1298	03-09-2018	03-27-2018	18	Dian Herrman	Child and Family Services Agency	DCRL-2015-H3-0093	Congregate Care/Human Care Agreement	Approved	03-09-2018	The Child and Family Agency (CFSA) hereby requests on a waiver of the 35% subcontracting requirements contained in D.C. Official Code § 2-218.46(a)(2) and 2-118-50(b)(1)(a), which requires that all non-construction contracts in excess of \$250,000.00 have at least 35% of the dollar	Tara Sigamoni			\$3,500,000.00

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									<p>volume subcontracted to Small Enterprises or to Certified Business Enterprises, if there is an insufficient number of qualified number of qualified Small Business Enterprises to completely fulfill the requirements.</p> <p>The District of Columbia Child and Family Services Agency (CFSA) is currently contracting with a group of contractors which provide Congregate Care Services. CFSA has awarded six Human Care Agreements (HCA) under this Agreement Number DCRL-2015-H-0093. This waiver request shall include the following contractors: BoysTown – DCRL-2015-H3-0093 – Traditional Group Home - Girls Elizabeth Ministries – DCRL-2015-H5-0093 – Teen Parent Programs Family Matters of Greater Washington – DCRL-2015-H7-0093 - Teen Parent Programs BoysTown – DCRL-2015-H8-0093 – Traditional Group Home - Boys Maximum Quest – DCRL-2015-H10-0093 - Traditional Group Home Gang – DCRL-2015-H2-0093 – Independent Living Program These contractors collectively are currently providing Teen Parent Services in a Main Facility Setting, Independent Living in a Main Facility Setting and Traditional Group Home services.</p> <p>Traditional Group Home: Shall serve those children and youth aged thirteen (13) to twenty-one (21) who may benefit from community based living, but require more structure than traditional foster family care. They do not present the need for therapeutic care, and are not developmentally appropriate for independent living programs. Providers must be able to serve lesbian, gay, bisexual, transgendered and questioning children and youth.</p> <p>Independent Living Main Facility: Shall serve youth aged sixteen (16) to twenty-one (21) that demonstrate the capacity to function adequately in a less supervised setting, and meet the developmental criteria for placement in this type of programming. Youth may enter a supervised, main facility independent living program at the age of sixteen (16). Teen Parent: Shall serve pregnant teens and teen parents and the placement setting may be a group home or a main facility independent living program. The placement setting will depend upon the functioning and supervision level needed by the teen parent, or expectant teen. CFSA also seeks Providers that can provide this type of care to serve those pregnant and parenting teens that are in need of a therapeutic environment. CFSA seeks Providers that can prepare the pregnant or parenting teen to assist their dependent children to achieve early childhood development milestones. Providers are also expected to support the pregnant or parenting teen to acquire the educational and vocational benchmarks necessary to care for themselves and their children after leaving foster care.</p> <p>Teen Parent: Shall serve pregnant teens and teen parents and the placement setting may be a group home or a main facility independent living program. The placement setting will depend upon the functioning and supervision level needed by the teen parent, or expectant teen. CFSA also seeks Providers that can provide this type of care to serve those pregnant and parenting teens that are in need of a therapeutic environment. CFSA seeks Providers that can prepare the pregnant or parenting teen to assist their dependent children to achieve early childhood development milestones. Providers are also expected to support the pregnant or parenting teen to acquire the educational and vocational benchmarks necessary to care for themselves and their children after leaving foster care.</p> <p>I am requesting a waiver of the 35% subcontracting requirements for the Traditional Group Home, Independent Living Program-Main Facility and Teen Parent programs with the proposed contractors, to provide placement in a structured environments in accordance with the Adoption and Safe Families Act of 1997 (Public Law 105-89), the LaShawn A. v Bowser</p>				

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										Implementation and Exit Plan, and the Fostering Connections to Success and Increasing Adaptation Act of 2008 (Public Law 110-351).				
										A significant portion of these services are provided by contractor staff. From past history, it has been CFSA's experience that for Human Service Procurements there is minimal opportunity for sub-contracting services required by the scope. Work required by the scope are the running of facilities and providing services which are all conducted by the contractor's staff. Also, the contractors are non-profit entities and therefore will not meet the requirements for CBE certification. Most recently, CFSA conducted a search of the DSLBD database of certified companies under NIGP Codes 968-47-00 (Health Care Services) and 918-67-00 (Human Care Consulting) to identify qualified contractors to provide these services. Of the 36 that were identified, only one contractor, Umbrella Therapeutic Services provides congregate care services for youth who are homeless, involved with the juvenile justice system and are a part of the abuse and neglect system. Umbrella is currently providing these services under DCRL-2015-H1-0093, Human Care Agreement for a Traditional Group Home. Umbrella's SBE status illustrates that there is some market capacity for CBE participation however, due to low number of SBEs during the solicitation phase, our current market research and the lack of subcontracting opportunities associated with the HCAs, CFSA has determined that there is an insufficient market capacity to achieve the 35% SBE subcontracting goal. CFSA has previously requested and been granted approval of the 35% waiver for this service in fiscal year 2017.				
WR1300	03-10-2018	03-30-2018	20	Sophie Kamal	Office of the Deputy Mayor for Planning and Economic Development	DOEE-2016-R-0002	DC Sustainable Energy Utility	Approved	03-10-2018	DOEE is seeking a partial waiver of the contract amount of \$20,000,000.00 from the Department of Small and Local Business Development's (DSLBD) Subcontracting requirement. The total amount of the contract does not benefit the contractor. Please see page 2 of the Attachment A for a detailed breakdown of the \$20,000,000.00 amount which outlines operating, non-labor and allocations costs. Based on the exclusions, the adjusted contract award budget is \$2,300,000.00. One hundred percent (100%) of the adjusted contract award budget of \$2,300,000.00 will be expended with CBE vendors.	Jacque McDonald	12%	\$2,382,009.00	\$7,000,000.00
WR1303	03-12-2018	03-30-2018	18	Freguenet Demisse	Department of Youth Rehabilitation Services	DOC223451	Supervisory Independent Living Program	Approved	03-12-2018	Providers need to be licensed by DYRS to provide the required services	Yvette Henry			\$344,005.20
WR1304	03-12-2018	03-29-2018	17	Dian Herrman	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	03-12-2018	Provider needz to be licensed by DYRS to provide the required services	Yvette Henry			\$272,107.50
WR1305	03-14-2018	03-29-2018	15	Noel Richey	Department of Youth Rehabilitation Services	DOC159067	Substance Abuse Services	Approved	03-14-2018	Contractor is located outside of Washington, D.C.	Yvette Henry			\$171,312.75
WR1309	03-14-2018	04-12-2018	29	Sophie Kamal	Department of Behavioral Health	None - Sole Source	Evidence Based Practice Initiative	Approved	03-14-2018	The OCP in collaboration with DBH conducted market research and a review of historical information for the specialty training services which support DBH Mental Health provider network and other direct care agencies such as CFSA in delivering an array of specialty evidenced based practice models to achieve successful outcomes in treatment and recovery services.	Margaret Desper			\$216,966.05
WR1311	03-14-2018	04-05-2018	22	Freguenet Demisse	Department of Youth Rehabilitation Services	DOC223871	Group Home Services	Approved	03-14-2018	Contractor needed to be licensed by DYRS to provide services.	Yvette Henry			\$552,968.43
WR1312	03-14-2018	04-03-2018	20	Dian Herrman	Child and Family Services Agency	DCRL-2016-R-0079	YOUTH AFTERCARE SERVICES	Approved	03-14-2018	In 2015, the Child and Family Services Agency (CFSA) embarked upon a District-wide initiative to evaluate and improve aftercare services in the District of Columbia based on self-assessment and input from stakeholders and young adults. These	TARA SIGAMONI	0%	\$0.00	\$252,286.26

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									<p>partners have conducted research, submitted reports, and provided public testimony regarding the need to improve efforts toward supporting young adults in foster care as they prepare for and transition to independent adulthood. In addition to recognizing the need for improved practice, the Agency has also undertaken this initiative to establish standard outcomes that directly reflect the input of the young adults as well as the collective expertise of CFSA and its valued community partners.</p> <p>On June 15, 2016, CFSA issued solicitation # DCRL-2016-R-0079, seeking a contractor that is located in the District or in close proximity to the District with demonstrated and established relationships and/or partnerships with a wide array of community based service providers and /or community based hubs. The successful contractor shall be capable of ensuring consistency in the delivery of the model proposed for all young adults in receipt of Aftercare services throughout the District. In addition, this solicitation was posted on the OCP website as well as copies sent to the DSLBD representatives; Leo Kendrietta, Vonetta Martin and Audrey Buchannan (see attachment 1), for distribution among the CBE community for the sole purpose of identifying qualified CBE entities that can provide these aftercare services. A search of the District's Certified Business Database did not reveal any CBEs that can provide youth aftercare services as specified in the Scope of Work, Section C of the solicitation.</p> <p>A pre-proposal conference was held on July 7, 2016. Representatives from DSLBD were invited and a representative attended and presented to the body of attendees on the various benefits of becoming a CBE, the new law and the requirements around the 35% subcontracting rule. It was well received. Unfortunately, there were no CBE's in attendance at this pre-proposal conference</p> <p>The Young Women's Project is private, nonprofit tax exempt corporation incorporated in the District of Columbia, in accordance with D.C. Code § 2-218.51. The have been deemed qualified and responsible to provide these services to the District. They were not able to meet the 35% required subcontracting requirements in the base year. However, in the base year of the contract, they attempted to subcontract 22% after deducting the cost of all direct services. Salaries and fringe accounts for 32%, clients cost accounts for another 23% of the total budget. The remaining 23% is for indirect overhead cost such as utilities, liability insurance, audit and accounting financial services associated with delivering the provisions of the contract and are considered business expenses and therefore is exempt from being counted towards the subcontracting requirements.</p> <p>Page 1 of 2</p> <p>CFSA is requesting a full waiver for the following reasons:</p> <p>The Young Women's Project (YWP) was deemed qualified and capable of meeting the requirement of the scope of work as outlined in the solicitation using their existing staff. In the base year of the contract, The Young Women's Project allocated \$164,198 or 22% of the base year amount to be spent with The Midtown Group. However, YWP was only able to spend \$7,500 on the sub-contract for the following reasons:</p> <p>The total number of youth adult staff hired with these funds during the contract base year was three. The original sub-contract for the planned program was for the hire of 22 young adult staff. Although The Young Women's program tried at several points to recruit and hire the young adult staff, they were just not successful as the youths were just not prepared to assume the full range of duties and responsibilities that goes with the positions and they had a high level of difficulty with basic functions. This part of the program was a total failure and so CFSA have decided not to continue these services. Instead, The YWP completely retooled to now focus their efforts in</p>				

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										<p>bridging the gap of these deficits for the kids in-house so they will be better prepared for the world of work. CFSA has subsequently re-negotiated their budget for the option year and removed that portion of the scope from the contract as well as lowered the contract amount.</p> <p>The contract itself is critical to the agency's ability to monitor young adults as they leave the foster care system and ensure that they are being given adequate supports as they navigate the early phase of adult independent living.</p> <p>It is being requested that the 10-day notice be posted immediately in order to expedite the waiver review process and that a full waiver of the 35% mandatory subcontracting goal be approved.</p> <p>cc: Ronnie Edwards, Dian Herrman</p>				
WR1316	03-16-2018	04-18-2018	33	Teairra Swain	Office of the Inspector General	No solicitation was published for this procurement. This procurement is exempt from competition IAW PPRA 413.	Cloud Data Storage and Monitoring	Approved	03-16-2018	Since the current proposed labor structure is shared between 15 other DataPipe Government Solutions (DGS) clients, outsourcing any portion of the OIG's cloud storage requirements is impossible.	Stephanie Morgan			\$140,000.00
										As stated in the attached justification document, there are only 96 vendors nationwide which provide the required services. A listing of the 96 vendors is attached below. DGS is listed on page 7 of the attached.				
WR1308	03-16-2018	04-06-2018	21	Genet Ambaye	Department of Human Services	DOC97003	Permanent Supportive Housing Program	Approved	03-16-2018	On March 14, 2013, The Office of Contracting and Procurement (OCP) conducted a vendor inquiry on the Office of Small & Local Business Development website to identify potential CBE's that could possible fulfill subcontracting opportunities in this contract. The inquiry included commodity services for emergency shelter, homeless prevention services, Case Management, support services, transitional domicile, and transitional living. The resulting vendor list identified consultant/professional service providers, information technology vendors, training firms, and temporary employee services providers. These vendors do not possess the ability to provide any of the limited subcontracting opportunities required under this procurement	Emily Busch	18%	\$3,243,441.60	\$6,618,956.40
WR1317	03-20-2018	04-02-2018	13	Noel Richey	Office of the Chief Technology Officer	Doc369251	Remedyforce Service Management Platform	Approved	03-20-2018	Software licenses are not a subcontracted service. Only one vendor can provide the software license to the District.	Chris Yi			\$240,100.00
WR1321	03-28-2018	04-09-2018	12	Sophie Kamal	Child and Family Services Agency	DCRL-2016-R-0004	Community-Based Child Welfare Services	Approved	03-28-2018	Pursuant to the LaShawn A. v. Dixon modified final order and the LaShawn A. v. Bowser Implementation and Exit Plan. CFSA is mandated through the court to provide community-based preventative and supportive welfare services to client in each of the District's respect wards.	Tara Sigamoni			\$6,300,000.00
WR1320	03-28-2018	04-18-2018	21	Genet Ambaye	Department on Disability Services	DCJM-2017-H-0001	Occupancy Related Residential Expenses	Approved	03-28-2018	See attached	Marsha Robinson	0%	\$0.00	\$99,050.00
WR1323	03-28-2018	05-02-2018	35	Teairra Swain	Child and Family Services Agency	DCRL-2016-H2-0034	Tee4n Bridge Program services	Approved	03-28-2018	The aforementioned provide is only one of three providers in the District capable of meeting requirement of the contract.	Tara Sigamoni			\$315,700.00
WR1325	03-28-2018	04-25-2018	28	John Fanning	Department of Public Works	Doc365023	Service and Parts for Chevrolet Vehicles	Approved	03-28-2018	CBE search made for service and parts for Chevrolet vehicles resulted to zero (0) results.	Tonia Nixon			\$140,000.00

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WR1327	04-02-2018	04-25-2018	23	Freguenet Demisse	Department of Behavioral Health	RM-15-RFP-100-SRR-XXX-BY4-SC	Supported Rehabilitative Residence	Approved	04-02-2018	Due to the licensure requirements which are administered by the Department of Behavioral Health, the contractor is limited in its options to subcontract. OCP market research combined with the agency concluded that there has been no change in the market place and the CBE vendor continues to support DBH with SRR services in option year three exceeding the 35% subcontracting requirement as one of the three vendors. OCP respectfully request a Waiver of the Subcontracting requirement for Community Connections, Inc. to allow for the continuation of services for consumers who have selected the provider to provide SRR services.	Margaret Desper			\$1,050,000.00
WR1296	04-02-2018	04-20-2018	18	Sophie Kamal	Department of Youth Rehabilitation Services	Doc256440	Doc256440 - DYRS-Extended Family Home	Approved	04-02-2018	<p>The Department of Youth Rehabilitation Services (DYRS) has a critical and continued need to provide Extended Family Home Services in accordance with court orders imposed by the D. C. Superior Court for youth involved in the District's juvenile justice system. The resulting contract will exceed \$250,000 and is therefore required to include subcontracting value at a minimum of 35% of the contract's value. Qualified Providers require families to provide foster care services out of their personal residence. Providers are required to provide services twenty-four (24) hour, seven (7) days a week (including holidays) housing exclusively for males and female youth between the ages of 14 and 21 who have been adjudicated in the District of Columbia's juvenile justice system and committed to DYRS's care and custody.</p> <p>The typical youth referred to the Extended Family Home Services are youths between the ages of 14 and 21 or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from out of District Residential Treatment Centers. The population will now include pregnant teens and teens with 1-2 children. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate and to provide services in the least restrictive setting consistent with public safety.</p> <p>Families will be operating Extended Family Home Services in their personal residences must meet the associated with the delivery of the services is for direct care personnel, therefore, subcontracting minimum licensing standards in accordance with Chapter 60 of Title 29 of the District of Columbia Municipal Regulations, entitled "Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home, pursuant to D.C. Official Code, § 16-2301 et seq.</p> <p>It is estimated that well over 80% of the cost these essential services would not be safe for youth under their care. The Provider's staff shall consist of licensed professional, paraprofessional and support personnel. Juvenile justice professionals must be highly skilled and experienced with the principles, goals, and the latest advancement of juvenile rehabilitation and treatment provision, including the principles of Positive Youth Development.</p> <p>These services are critical, highly specialized and sensitive in nature as the Youth of the District of Columbia will be housed and in the care specially trained individuals. As a result, the safety of DYRS youth is critical and it requires that Providers adhere to the following staff security requirements.</p> <p>In accordance with D.C. Official Code Section 4-1501.01 et seq., the Contractor shall conduct routine pre-employment criminal record background checks of the Contractor's applicable staff and future staff that will provide services pursuant to this Statement of Work. The Contractor shall not employ any staff in the fulfillment of the work pursuant to this Statement of Work unless said person provides the results of the undergone background check, to include FBI, a National Criminal Information Center Report and Child Protective Services Report (abuse and</p>	LaTalya Palmer			\$741,284.32

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										<p>neglect). Staff shall not have any convictions of child abuse, child neglect, spousal abuse, a crime against children, including child pornography or a crime involving violence, including but not limited to, rape, sexual assault, homicide and assault, and for any disqualifying offenses as enumerated in 29 DCMR 6228.</p> <p>Based on the unique nature of these services, the fact that service providers are typically community-based organizations, the fact that no subcontracting opportunities exist, it is requested that the 35% CBE subcontracting requirement be waived.</p> <p>Therefore, it is in the best interest of the District to waive the CBE subcontracting requirement.</p>				
WR1315	04-02-2018	04-23-2018	21	Genet Ambaye	Department of Youth Rehabilitation Services	Doc253859	Pre & Post Transitional Care Homes	Approved	04-02-2018	<p>The rationale and justification for the request follows: DYRS requires the Providers to provide twenty-four (24) hour, seven (7) days a week (including holidays) housing exclusively for males and female youth between the ages of 10 and 18 who have been adjudicated in the District of Columbia's juvenile justice system and committed to DYRS's care and custody. The providers will also provide specialized and educational services while the detained youth are in their care. These youth have been identified by the District of Columbia Family Court and deemed appropriate for residential alternatives to secure detention services. DYRS is seeking services for approximately (71) detained youth.</p> <p>It is estimated that well over 80% of the cost associated with the delivery of the services is for direct care personnel, therefore, subcontracting these essential services would not be safe for youth under their care. The Provider's staff shall consist of licensed professional, paraprofessional and support personnel. Juvenile justice professionals must be highly skilled and experienced with the principles, goals, and the latest advancement of juvenile rehabilitation and treatment provision, including the principles of Positive Youth Development.</p> <p>DYRS needs Pre/Post Transitional Care Homes home services that will include services designed to return detained children and/or youth in temporary out-of-home care or custody back to their families of origin. These services will also have the focus of reuniting children and/or youth with their families in a stable and supportive home environment while increasing parent-child relationships and community functional stabilization. These services shall be operated on an evidenced based model that provides short term goals for pre-adjudicated youth and more long term goals and supportive services to post adjudicated youth.</p> <p>These services are critical and sensitive in nature as the Youth of the District of Columbia will be housed and in the care specially trained individuals. As a result, the safety of DYRS youth is critical and it requires that Providers adhere to the following staff security requirements.</p> <p>In accordance with D.C. Official Code Section 4-1501.01 st seq., the Contractor shall conduct routine pre-employment criminal record background checks of the Contractor's applicable staff and future staff that will provide services pursuant to this Statement of Work. The Contractor shall not employ any staff in the fulfillment of the work pursuant to this Statement of Work unless said person provides the results of the undergone background check, to include FBI, a National Criminal Information Center Report and Child Protective Services Report (abuse and neglect). Staff shall not have any convictions of child abuse, child neglect, spousal abuse, a crime against children, including child pornography or a crime involving violence, including but not limited to, rape, sexual assault, homicide and assault, and for any disqualifying offenses as enumerated in 29 DCMR 6228.</p> <p>On May 25, 2016, The Office of Contracting and Procurement (OCP) conducted a vendor inquiry on the Office of Small & Local Business Development website to identify potential CBE's</p>	LaTalya Palmer	0%	\$0.00	\$796,424.16

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										<p>that could possibly fulfill subcontracting opportunities in this contract (see attached). The inquiry included commodity services for Pre and Post Transitional Services/Family Re-Unification Services. The inquiry returned (1) one CBE that could perform the required home care services. That provider is Umbrella Therapeutic Services. The provider was invited as a part of the solicitation. There were (3) three additional vendors under the Youth Services NIGP code but does not perform the required home care services.</p> <p>Those vendors are as follows:</p> <p>1. The Crider Group. Their primary services are: Change Management, Project Management, Technical Assistance, Research & Evaluation, Communications & Public Awareness</p> <p>2. Jewel's New Beginning Learning Center. Their primary services are: Academic Curriculum, Group Play, Free Play, Language, Dramatic Play, Outdoor Play, Special Days. These services are for children infant to three years old.</p> <p>3. Art & Soul. Their primary services are: Administrative Support Services, Career Readiness and Vocational Services, Health & Human Service Support, Technical Support and Workforce Planning and Training.</p> <p>In addition to the research above, OCP solicited for the subject services in April 2016 in which (42) forty-two vendors were invited and the solicitation was announced to the public via newspaper posting and OCP website. Of that, only (12) twelve vendors responded and (11) eleven of the (12) twelve were deemed Qualified.</p> <p>Based on the unique nature of these services, the fact that service providers are typically community-based organizations, the fact that no subcontracting opportunities exist, it is requested that the 35% CBE subcontracting requirement be waived.</p> <p>Therefore, it is in the best interest of the District to waive the CBE subcontracting requirement.</p>				
WR1328	04-02-2018	04-18-2018	16	Noel Richey	Office of the State Superintendent of Education	N/A	Advanced Placement (AP) Testing services	Approved	04-02-2018	The College Board is the only entity that can provide the Advanced Placement (AP) Test and test administration services and supporting materials as they are the sole source owner and copyright holder of certain programs, examinations, publications and software, which includes the Advanced Placement (AP) Program.	Tamera Anderson			\$104,343.75
WR1329	04-03-2018	05-11-2018	38	Teairra Swain	Department of Forensic Sciences	DOC373148	EvoFinder Automated Ballistic System	Approved	04-03-2018	EvoFinder Automated Ballistic Identification System only has one (1) approved distributor/re-seller in all of the continental U.S.	Kenneth Wallington			\$96,250.00
WR1330	04-09-2018	04-27-2018	18	Genet Ambaye	Office of the Chief Financial Officer	CFOPD-16-R-028	American Express Card Acceptance	Approved	04-09-2018	Please refer to the attachment.	Drakus Wiggins	0%	\$0.00	\$315,000.00
WR1332	04-11-2018	06-08-2018	58	Ricky Capers	Department on Disability Services	DCJM-2015-H-0035	Vocational Services	Approved	04-11-2018	See Attached	Marsha Robinson			\$210,000.00
WR1334	04-11-2018	05-08-2018	27	John Fanning	Department of Behavioral Health	CW60347	Integrated Care Applications Management System (iCAMS)	Approved	04-11-2018	There is no solicitation associated with this work. This will be a PPRA exempt 12 month contract with Credible Wireless, Inc. The current contract with Credible is set to expire on April 28, 2018 and DBH has a continued need for these proprietary services. Procurement Practices Reform Act (PPRA) Sec. 413 (8) "Maintenance and support of existing software and technology to the extent that the creator of the intellectual property is still protected and is the only source of the maintenance and support of the existing software and technology." Credible Wireless, Inc. developed iCAMS for DBH, which is a proprietary web-based Care Management System that performs specific functions, including capturing clinical data in a single care platform for authorizing tracking, reporting, and claiming for care provided to eligible residents of Washington, DC. iCAMS can only be updated and operated within Credible's closed system by highly trained and tested Credible personnel, all of whom receive in-depth training and are subject to strict oversight by Credible management.	Margaret Desper			\$134,400.00

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WR1338	04-18-2018	05-08-2018	20	Freguenet Demisse	Child and Family Services Agency	DCRL-2015-R-0100	SACWIS Maintenance, Operations and Enhancements	Approved	04-18-2018	After market research, the over seventy vendors solicited for the commencement of this contract in the Base Year, were not able to provide the necessary expertise required per the solicitation. Deloitte utilizes its own specialized engineers to perform SACWIS Maintenance and Operations with Enhancements. There are no CBEs which perform SACWIS Maintenance and Operations with Enhancements. Deloitte has been able to sub-contract the non-SACWIS DBA function in the Base Year and Option Year 1 at a rate of about 18-19% of contract value. For Option Year 2, commencing August 16, 2018 and ending August 15, 2019, since Deloitte is able to sub-contract the DBA function (non-SACWIS programming) of its services to a CBE – New Light, this is considered the maximum available to be sub-contracted under this contract option. Deloitte also has been performing these functions for over 18 years and the knowledge utilized cannot be changed in an Option Year for reasons of continuity and stability to the SACWIS system – FACES.NET. CFSA cannot allow any disruption in this system as CFSA depends on it for its services to the children and families of the District.	Tara Sigamoni	18.4%	\$190,310.00	\$370,988.73
WR1340	04-18-2018	05-02-2018	14	Amanda Wright	Child and Family Services Agency	DCRL-2017-R-0054	Short Term Chikd Care Services	Approved	04-18-2018	The contractor provides foster families with child care professionals who can provide quality child care services in the foster family's home within hours of request. The staff that provides care is expected to meet professional standards, background checks and/or early childhood accreditation.	Tara Sigamoni			\$108,850.00
WR1341	04-18-2018	05-10-2018	22	Sophie Kamal	Department of Forensic Sciences	Doc313172	Firearm amd Toolmark Examiner	Approved	04-18-2018	Waiver granted for Base Period for this contract. Requesting waiver for Option Period 1	Kenneth Wallington			\$201,250.00
WR1342	04-18-2018	05-16-2018	28	Teairra Swain	Department of Forensic Sciences	Doc313117	Latent Fingerprint Analysis	Approved	04-18-2018	Waiver Request granted for base period Waiver Request for Option Period being requested.	Kenneth Wallington			\$192,500.00
WR1344	04-18-2018	05-08-2018	20	Genet Ambaye	Department of Health	DOC245369	DOH HAHSTA Pharmacy Benefit Management System	Approved	04-18-2018	On May 21, 2016, a Waiver was approved for the Base Period of Solicitation Doc245369 and Waiver WR1255 for the Option Year One Period of Contract CW46185 was approved on February 15, 2018	Dorothy Hale	0%		\$673,661.45
WR1337	04-23-2018	05-25-2018	32	John Fanning	Department of Human Services	DOC315438 DHS - TANF - Education and Occupational Training (EOT)	DHS TANF Education and Occupational Training (EOT)	Approved	04-23-2018	This is a Temporary Assistance for Needy Families (TANF) Education and Occupational Training (EOT) new award for a base and four option periods receiving an Human Care Agreement	Shaivard Shamloo			\$745,508.05
WR1351	04-23-2018	05-24-2018	31	Dian Herrman	Department of Human Services	DOC315438 - DHS - TANF - Education and Occupational Training (EOT)	DHS TANF Education and Occupational Training (EOT)	Approved	04-23-2018	This is a Temporary Assistance for Needy Families (TANF) Education and Occupational Training (EOT) new award for the base and four option periods for issuance of a Human Care Agreement.	Shaivard Shamloo			\$1,309,088.20
WR1353	05-02-2018	05-21-2018	19	Amanda Wright	Department of Public Works	Doc320058	Onsite Fleet Maintenance, Inspection and Reporting Services	Approved	05-02-2018	The Office of Contracting and Procurement (OCP) on behalf of the Department of Public Works (DPW) and Department of Transportation (DOT) issued solicitation no. Doc320058 for Onsite Fleet Maintenance, Inspection and Reporting Services on January 23, 2018 which ended on April 25, 2018. Only one bidder, Fleetpro, Inc., submitted a bid along with a subcontracting plan and a request to modify the subcontracting goal to 2.5%. This percentage is a result of the anticipated \$40,000.00 value that will be performed by Murphy's Auto Body Service (Certification no. LSDZR2053072019) out of the estimated contract value for the base year of \$1,595,784.11. The \$40,000.00 portion for minor repairs will be provided by Murphy's Auto Body Service on an as needed basis only by the District and not a guaranteed requirement. This lower Certified Business Enterprise (CBE) subcontracting goal is a result of Fleetpro's good faith effort in continuously identifying CBEs who would meet the solicitation requirements. The labor component of the proposed contract shall be provided by Fleetpro's own certified and skilled inspectors and technicians who will perform services in accordance with automotive repair industry standards. Fleetpro found limited heavy duty truck service providers in the District and none that provide trained technicians as required in Section C.4.2.2 of the solicitation	Courtney Lattimore	2.5%	\$40,000.00	\$525,000.00

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									<p>which states:</p> <p>C.4.2.2 The Contractor shall provide technicians that are trained and able to perform the required preventive maintenance services. At the beginning of each contract year, the Contractor shall provide the CA a list of all technicians that will provide services under this contract including training and certifications as well as certification expiration dates. On a quarterly basis, the Contractor shall provide the CA any updates to the Contractor's personnel list. Annually, the Contractor shall provide its staff with, at minimum, the following refresher training:</p> <p>1) North American Commercial Vehicle Safety Alliance (CVSA), Out-of-Service Criteria</p> <p>2) Department of Transportation, Federal Highway Administration, Title 49 Code of Federal Regulation, Part 393 - Parts and Accessories Necessary for Safe Operations</p> <p>3) Department of Transportation, Federal Highway Administration, Title 49 Code of Federal Regulations, Part 396 -Inspection Repair and Maintenance</p> <p>4) Department of Transportation, Federal Highway Administration, Title 49 Code of Federal Regulations, Appendix G to Subchapter B - Minimum Periodic Inspection Standards.</p> <p>The remaining opportunities to use CBEs under the proposed contract are suppliers for lubricants (including engine and components oils and grease) and filters. After Fleetpro's outreach, they determined that there's no bulk lubricant suppliers located in the District. They did use one supplier, Parts Authority Southern, LLC, in the past District requirements for heavy duty filters however, due to failing to get their re-certification from DSLBD, Fleetpro can no longer work with Parts Authority Southern, LLC to meet the District's subcontracting goal. No other CBE for certified heavy duty filter suppliers has been identified.</p> <p>In order to meet the programs' need for Onsite Fleet Maintenance, Inspection and Reporting Services for the District's medium and heavy duty vehicles and off-road equipment fleet, it is in the best interest of the District to approve the lower subcontracting goal for the proposed new contract CW60786. Your approval to this request shall allow Office of Attorney General to proceed in issuing the Legal Sufficiency necessary for the DC Council to approve the proposed contract in the estimated amount of \$1,595,784.11 for the base year.</p>				
WR1354	05-05-2018	05-18-2018	13	Dian Herrman	Department on Disability Services	DCJM-2014-H-0006	Residential Habilitation, Supported Living, Host Home and Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities	Approved	05-05-2018	see attached memo	Marsha Robinson		\$339,383.18
WR1355	05-05-2018	06-08-2018	34	Noel Richey	Office of the State Superintendent of Education	N/A	eSchoolPlus Application software-Hosting, Maintenance & Technical Support	Approved	05-05-2018	PowerSchool Group LLC does not offer or have distributor agreements with any entities to sell their software application offerings. In addition, the development and implementation of these solutions involve proprietary and highly confidential information. PowerSchool permits access to this information to key authorized personnel only and limits the sharing of this information with external partners and third parties.	Tamera Anderson		\$233,721.25

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WR1357	05-10-2018	05-30-2018	20	Freguenet Demisse	Department of Health	DOC261728	DC Health HAHSTA ADAP Pharmaceuticals	Approved	05-10-2018	During the initial posting of the solicitation in 2016 in the Washington Times and on DSLBD's website, two (2) SBEs responded. The first SBE provided IT service which was not a requirement for this procurement action. The second SBE provided information on medical supplies but not capable of providing pharmaceutical drugs. DOH researched the Department of Small and Local Business Development CBE listing and determined that there were no contractors available to provide the complete requirements for the DC AIDS Drug Assistance Program (ADAP), STD and TB Health Wellness clinical programs.	Dorothy Hale			\$1,750,000.00
WR1358	05-10-2018	07-02-2018	53	Ricky Capers	Office of Contracting and Procurement	CW25388	OSSE Bus Fleet Maintenance and Repair	Approved	05-10-2018	The previous CBE supplier of filters re-certification was denied by BSLBD. There is no bulk lubricant supplier located in the District. Due to a limited amount of bus service providers in the District and none provides the required trained technicians as specified in the contract.	Rodney Aytch			\$315,000.00
WR1361	05-12-2018	06-19-2018	38	Teaira Swain	Department of Human Services	DOC315581	Doc315581 - Request For Qualification - DHS TANF - Job Placement (JP)	Approved	05-12-2018	Based on the unique nature of these services, the fact that services providers are typically community-based organizations, it is a request that the 35% CBE Sub-Contracting requirement be waived respectfully at this time.	LaTalya Palmer			\$643,753.25
WR1362	05-12-2018	05-30-2018	18	Sophie Kamal	Department on Disability Services	DCJM-2017-H-0005	Vocational Services	Approved	05-12-2018	SEE ATTACHED	Marsha Robinson	34%	\$221,000.00	\$227,500.00
WR1365	05-15-2018	05-30-2018	15	Noel Richey	Metropolitan Police Department	Doc198006	Ammunition Duty and Training	Approved	05-15-2018	The CBE market does not have the capacity for the goods or services to meet the project and lack of capacity leaves the contractor commercially incapable of achieving the subcontracting requirement at a project level. We are asking for a this waiver to be granted base on rules and regulations from ATF.	Tyrone Sweatt			\$233,860.69
WR1366	05-15-2018	05-30-2018	15	Amanda Wright	Department of Public Works	Doc376863	Service and Parts for Honda Vehicles	Approved	05-15-2018	The District will be purchasing goods and services to the authorized manufacturer dealers of Honda that will be able to provide both warranty and non-warranty service and OEM parts.	Tonia Nixon			\$140,000.00
WR1364	05-21-2018	06-21-2018	31	Freguenet Demisse	Washington Convention and Sports Authority	GS-06F-0035N	Escalator and Elevator Maintenance	Approved	05-21-2018	OCPS conducted a search of the Department of Small and Local Businesses Development CBE Certified Contractors website to identify certified SBEs and CBEs. OCPS used the NIGP Codes: 910-20-00 (Escalator and Moving Walkway, Installation, Maintenance and Repair) and 918-39-00 (Elevator/Escalator/Moving Walks Consulting Services) and found four (4) vendors on the date of inquiry, April 13, 2018. OCPS contacted the four (4) vendors and only one (1) responded; the sole responsive vendor did not meet the qualifications to work on Fujitec equipment as outlined by Fujitec.	Erin Oliver			\$514,294.77
WR1372	05-21-2018	06-07-2018	17	Ricky Capers	Child and Family Services Agency	dCRL-2018-H-0007	Case Management and Family Base Foster Care Services	Approved	05-21-2018	CFSA has not been able to find a licensed SBE vendor capable of providing the required services. Therefore, CFSA believes in good faith considering the critical nature of the services, there are no subcontracting opportunities available. Based on the aforementioned factors and DSLBD findings.	Tara Sigamoni			\$349,404.65
WR1368	05-21-2018	07-16-2018	56	John Fanning	Department of Public Works	Doc368018	24' Aluminum Hulled Air Boat with a Trailer	Approved	05-21-2018	No CBE's appeared for the NIGP codes associated with the Design and Build of a boat. Supporting documentation is attached.	Tonia Nixon			\$102,321.80
WR1376	05-29-2018	06-19-2018	19	Sophie Kamal	Office of Contracting and Procurement	CW25392	School bus maintenance services	Approved	05-31-2018	Waiver subcontract documents.	Rodney Aytch			\$315,000.00
WR1377	06-01-2018	06-19-2018	18	Amanda Wright	Department of Behavioral Health	RM-17-HCA-SATSR-075-XXX-BY4-JR	Substance Abuse Treatment Services (SATS) Residential	Approved	06-01-2018	Providers must be District certified through DBH and respond to a solicitation/RFQuals. The certification process and compensation is regulated via DBH in 22A DCMR chapters 63.	Margaret Desper			\$1,750,000.00

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WR1378	06-01-2018	06-19-2018	18	Teaira Swain	Washington Convention and Sports Authority	GS-07F-217CA	BUILDING AUTOMATION SYSTEM MAINTENANCE, REPAIRS AND UPGRADES	Approved	06-01-2018	On March 16, 2018, OCPS performed a search of the DSLBD database under NIGP codes 990-05-45 (Inspection of Fire Alarms), and 939-09-75 (Repair of Fire Alarms) and identified six vendors. OCPS sent a request for qualifications via email to the six CBE vendors with a deadline to respond by March 22, 2018. OCPS did not receive a response from any of the CBE vendors contacted. On May 30, 2018, OCPS performed a search of the DSLBD database under NIGP code 9101740 (Maintenance and Repair, Building Automation Systems) and no CBE/SBE vendors were identified.	ERIN OLIVER			\$170,800.00
WR1384	06-05-2018	06-28-2018	23	Sophie Kamal	Department of Behavioral Health	RM-17-SS-078-BY4-NB	In Patient Hospital Services: Substance Abuse Withdrawal Management for Adolescent and Adults	Approved	06-05-2018	<p>The proposed Contractor, Wisconsin Avenue Psychiatric Center operating as Psychiatric Institute of Washington (PIW), is a hospital that is under Universal Healthcare System which operates both George Washington University Hospital and PIW (specialty behavioral health hospital). PIW has the necessary District licensure certification, capacity, financial resources and expertise to provide In Patient Hospital Services: Substance Abuse Withdrawal Management for Adolescent and Adults. PIW was determined to be the best immediate source as a result of market research and data which was gathered from DBH verified.</p> <p>Findings revealed there is a very limited number of Hospitals that provide detoxification services in house as Medically Monitored Inpatient Withdrawal Management Treatment option. PIW possesses the unique combination of capability, bed capacity and access of services as a direct provider allowing the District to transport an authorized Consumer without the need to utilize the Hospital emergency room department. The Hospital is also the contracted Hospital for several District Hospitals for detox. George Washington University, Sibley and Georgetown all utilize PIW for their behavioral health/detox treatment services. In addition, the Office of Contracts and Procurement, OCP posted the sole source Determination and Findings for a period of ten (10) days to grant the vendor market an opportunity acknowledge and/or protest the sole source solicitation. The posting results yield no protests from the Substance Use Disorder vendor community.</p> <p>Market Research Findings</p> <p>There is no "Market Capacity" for in-patient substance abuse treatment for adults and adolescences'. Only one (1) Provider is qualified as a SBE - Psychiatric Center Chartered, Inc. (PCC). Therefore, it would be impossible for to subcontract within the general category of (i.e., the lack of capacity leaves the contractor commercially incapable).</p> <p>1). The number of certified business enterprise, if any qualified to perform the elements of work that comprise the project;</p> <p>There are no CBE's who are able to provide the services required under contract.</p> <p>2). A summary of the market research or outreach conducted to analyze the relevant market;</p> <p>A search was conducted, on the DSLBD website on June 5, 2018 for vendors with the following NIGP codes:</p> <p>1. 952-05-00: Alcohol and Drug Detoxification: One vendor Located.</p> <p>Result:</p> <p>952-05-00: Alcohol and Drug Detoxification: One Vendor- Psychiatric Center Chartered, Inc.(PCC), Contact D. Boykin (dboykin@psych-center.com); 3001 Bladensburg Road NE, Washington DC 20018; phone (202) - 635- 3577; (202) 635- 0906 fax.</p> <p>The vendor was contacted telephonically on June 5, 2018 and responded that do not provide in-patient substance abuse treatment for adults and adolescence. The phone call was followed up by</p>	Alaster Sampson			\$1,750,000.00

CBE Subcontracting Complian... - FY 2018 Waiver Requests - Submitted

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									<p>an email, on the same day requesting conformation that services were not available at PCC. There was no response when the POC was contacted.</p> <p>Our findings also uncovered there were no NIGP categories for Medically Monitored Inpatient Withdrawal Management Treatment Services.</p> <p>3). The consideration given to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by certified business enterprises.</p> <p>The current services provided by Psychiatric Institute of Washington (PIW) are not provided by CBE's in the District. Since the work includes in-patient substance abuse treatment for adults and adolescences', there are no alternate methods to make the services more amenable to being performed by CBE's.</p>				
WR1385	06-05-2018	07-24-2018	49	Teairra Swain	Department of Behavioral Health	RM-17-HCA-SATSR-XXX-XXX-BY4-CPS	Samaritan Inns Inc.- Substance Abuse Treatment Svcs (SATS) Residential	Approved	06-05-2018	OCP on behalf of Dept of Behavioral Health seeks a waiver of subcontracting requirements for OY1 for Samaritan Inns Inc., a District certified level 3 substance use disorder provider. This is one of seven providers who treat level 3.1 - 3.5 substance use disorders for District consumers.		Margaret Desper	\$875,000.00
WR1386	06-05-2018	06-19-2018	14	Amanda Wright	Department of Behavioral Health	RM-17-HCA-SATSR-XXX-XXX-BY4-CPS	Holy Comforter St Cyprian (CAG).- Substance Abuse Treatment Svcs (SATS) Residential	Approved	06-05-2018	OCP on behalf of Dept of Behavioral Health is requesting waiver of 35% subcontracting requirements for Holy Comforter St Cyprian (CAG), a District certified SUD treatment provider with level three designation to treat substance use disorders. Provider will be compensated at fixed unit prices in accordance with 22A DCMR Chapter 64.		Margaret Desper	\$875,000.00

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WR1387	06-10-2018	06-27-2018	17	Noel Richey	Office of the State Superintendent of Education	CW58716	New Meridian (PARCC State Summative Assessment Program)	Approved	06-10-2018	<p>New Meridian provides states and districts with a standard license for access to the PARCC summative assessment and associated materials. Being an off the shelf licensed product, the standardized PARCC summative assessment is strictly licensed-based with no development services, providing the user with experience and a valid comparable test scores across licensing states.</p> <p>New Meridian has sole proprietary rights to the PARCC summative assessment program:</p> <ul style="list-style-type: none"> CCSSO, LLC is the intellectual property owner of the PARCC assessment content and associated materials. As such, CCSSO, LLC has entered into an agreement with New Meridian Corporation, making New Meridian Corporation the exclusive, authorized agent of CCSSO, LLC, for purposes of licensing its PARCC summative assessment items, test forms, and ancillary materials on CCSSO, LLC's behalf. New Meridian Corporation is the only organization with the rights to negotiate and enter into formal license agreements for states or organizations who wish to utilize PARCC assessment content and/or materials. New Meridian was selected to provide summative assessment services via competitive bid by the State of Rhode Island (Solicitation #: 7551209), on behalf of a group of interested states, including the District of Columbia. New Meridian's subscription licensing model provides unique multistate benefits to subscribing states, including cross-state collaboration in the governance of the assessment program and in the design and development of the assessment content. The New Meridian summative assessment program supports cross-state comparability, whereby the District of Columbia will be able to benchmark its students' performance and growth against that of other subscribing states. New Meridian is the sole distributor of these offerings, and ensures that any incorporated copyrighted materials of third parties under license allows for the integration of those materials into the New Meridian offerings. <p>OSSE is requesting a waiver with Department of Small and Local Business Development (DSLBD) because New Meridian Corp. is unable to meet the 35% for subcontracting for the contract's option period.</p>	Tamera Anderson			\$100,163.00
WR1388	06-10-2018	07-03-2018	23	John Fanning	Department of Behavioral Health	RM-17-IFB-050-BY4-MTD	Anchor Mental Health Assn Inc- Mobile Response Child/Youth Crisis Services	Approved	06-10-2018	<p>OCP and DBH completed due diligence activities and there has not been any change in the market place for the delivery of mobile response child/youth crisis services.</p> <p>The contractor has complied with District requirements and performed satisfactorily with delivering the critical services and maintaining satisfactory performance with other District contractual obligations.</p>	Margaret Desper			\$789,599.65
WR1389	06-10-2018	06-21-2018	11	Dian Herrman	Department of Public Works	Doc380124	Service and Parts for Dodge Vehicles	Approved	06-10-2018	The Office of Contracting and Procurement will be purchasing goods and services from authorized manufacturer dealer of Dodge Vehicles that will be able to provide both warranty and non-warranty service and OEM parts.	Tonia Nixon	0%		\$140,000.00

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WR1390	06-10-2018	07-31-2018	47	Freguenet Demisse	Department of Health Care Finance	CW61706	MMIS Medicaid Management Information System	Approved	06-14-2018	(1) The number of certified business enterprises, if any, qualified to perform the elements of work that comprise the project; Four. There are currently four companies on the subcontracting plan with Conduent, being paid 25% since 2007, when the contract was signed. The current law is 35%, can we get a waiver for 13.5%. (2) A summary of the market research or outreach conducted to analyze the relevant market; and Datenet Systems Corp Kovak Global Healthcare Services LLC MDT Rush Business Promotion Consultant (3) The consideration given to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by certified business enterprises. We have four subcontractors that are performing on contract CW26966, POTO-2006-C-0077. The new contract will be CW61706.	Helena Barbour Barbour			\$8,068,281.55
WR1391	06-11-2018	07-09-2018	28	Ricky Capers	DC Public Schools	GAGA-2018-R-0018	Hot Food Equipment Maintenance and Repair	Approved	06-11-2018	This requirement was solicited first on June 2017 using IFB. Three firms attended the pre-bid conference. None CBE.	Candace Butler	10%	\$31,464.00	\$110,061.00
WR1348	06-19-2018	08-03-2018	45	Sophie Kamal	DC Health Benefit Exchange Agency	Doc366486	AWS-Cloud Computing Environment Infrastructure as a Service (IaaS)	Approved	06-19-2018	In accordance with the solicitation Section C.6 requirement, all AWS IaaS services with no provision for labor pricing or participation must be performed by an AWS-authorized reseller and service provider, including AWS monthly bill processing, payment, and submission of a consolidated invoice to the DC HBX.	Annie White			\$192,500.00
WR1399	06-19-2018	07-24-2018	35	Teairra Swain	Child and Family Services Agency	DCRL-2016-H1-0034	Teen Bridge Program Services	Approved	06-19-2018	DSLBD has granted waiver for the previous requests because no CBE/SBE was capable or is currently capable of providing services that match the qualification for this Human Care Agreement.	Tara Sigamoni			\$490,000.00
WR1400	06-21-2018	07-31-2018	40	Freguenet Demisse	Office of the Chief Financial Officer	CFOPD-16-C-042A	Unclaimed Property Auditing Services	Approved	06-21-2018	Explanation provided in memo	Anthony Stover			\$179,375.00
WR1401	06-21-2018	07-17-2018	26	Dian Herrman	Department on Disability Services	DCJM-2018-H-0007	Specialized Residential Services (Out of State Residential)	Approved	06-21-2018	See Justification Memo	Marsha Robinson	0%		\$870,822.54
WR1402	06-21-2018	07-10-2018	19	John Fanning	Office of the Chief Technology Officer	DOC312402	Quickbase	Approved	06-21-2018	QuickBase, Inc. is the creator of all QuickBase operated systems utilized in the District, and thus owns the intellectual property of QuickBase and is the only source of the maintenance and support for all existing QuickBase software and technology. Therefore, there are zero (0) qualified small business enterprises that can fulfill the subcontracting requirement of Option Year Two (2) of contract CW52586 for the amount of \$1,360,852.00.	Chris Yi			\$476,298.20
WR1405	06-27-2018	07-24-2018	27	Amanda Wright	District Department of the Environment	DOC260139	DOEE Carter Barron Stormwater Retrofit Project	Approved	06-27-2018	The Carter Barron Stormwater Retrofit Project under contract number CW4953 is funded by a Grant Agreement between National Fish and Wildlife Foundation (NFWF) and the District Department of Energy and Environment (DOEE) includes specific requirements with regard to recipient's compliance with EPA Participation by Disadvantage Business Enterprises in Procurement rule.	Marie Niestrath			\$635,615.66
WR1406	06-27-2018	07-16-2018	19	Noel Richey	DC Public Schools	GAGA-2018-C-0045	STEMscopes K-12 Digital Science Curriculum	Approved	06-27-2018	Vendor is the publisher and owner of the respective copyrights for the items. Please see attached justification above and sole source documentation below.	Candace Butler			\$104,844.60
WR1407	06-27-2018	07-24-2018	27	Sophie Kamal	District Department of the Environment	DOC312859	Biological Analysis Monitoring	Approved	06-27-2018	It is based on the justification outlined above that there are no qualified SBE/CBE Contractor available in the District that can provide the specialized services in providing taxonomic identification services on phytoplankton, zooplankton and benthic macro invertebrates collected from District of Columbia waters (please see waiver justification for more information).	Marie Niestrath			\$714,574.00
WR1408	07-02-2018	08-03-2018	32	Ricky Capers	Office of the Chief Financial Officer	CFOPD-18-R-025	Modernized Real Property Tax System (MRPTS)	Approved	07-02-2018	Provided in the waiver memo.	Anthony Stover	8.5%	\$1,020,000.00	\$4,200,000.00

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WR1410	07-02-2018	08-06-2018	35	Teairra Swain	Child and Family Services Agency	DCRL-2018-R-0003	Project Connect	Approved	07-02-2018	Project Connect is an evidence-based program that was developed in 1992 by Children's Friend, Inc., a private, non-profit social service agency located in Rhode Island. PLC is one of the two District based practitioners certified by the Children's Friend to utilize the Project Connect model.	Tara Sigamoni			\$257,898.90
WR1411	07-05-2018	07-23-2018	18	Freguenet Demisse	Department of Behavioral Health	RM-17-HCA-MHRS-XXX-BY4-RDS	Mental Health Rehabilitation Services	Approved	07-05-2018	(a) The subcontracting requirements of § 2-218.46 may be waived only if there is insufficient market capacity for the goods or services that comprise the project and such lack of capacity leaves the contractor commercially incapable of achieving the subcontracting requirements at a project level. 1) There is no "market capacity" for Mental Health Rehabilitation Services other than DBH-Certified Providers. Additionally, DBH certifies providers for specialty services within the broader category of MHRS. Market research was completed which indicated the majority of the Providers are nonprofit corporations or other charitable organizations and ineligible for CBE certification. There were no SBE/CBEs in a DSLBD website search for the phrase "Mental Health Rehabilitation Services". There are two CBEs within the broader context of potential applicable NIGP codes but these two are not certified for every possible service which comprises the full range of Mental Health Rehabilitation Services. Service delivery for Consumers is driven by the treatment plan and the Consumer's Choice for DBH certified MHRS Provider. (2) A summary of the market research or outreach conducted to analyze the relevant market; The market research conducted to analyze the relevant market for DBH-certified MHRS providers indicates that in a search of six (6) NIGP codes possibly related to Mental Health Rehabilitation Services, there is only one (1) DBH-certified provider which is also CBEs, as detailed above. The moratorium was lifted for MHRS certification on June 16, 2017 and extended through October 31, 2017 to allow prospect Providers to complete the certification process for an opportunity to respond during the request for qualification process. As a result of the solicitation process, MBI Health Services, LLC met the DBH certification qualifications, was award a Human Care Agreement and has its CBE certification. The DBH certification process for prime and subcontractors combined with a Consumer's need for a specific array of services make it impractical to determine the level of CBE participation that can be applied to this procurement but is highly encouraged by the DBH agency and procurement professionals. and (b) The consideration given to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by certified business enterprises. MHRS can only be delivered by DBH-certified providers with there being no alternate methods. However, the Contracting Officer holds open discussions, attend District events, respond to written/phone inquiries and connect prospect Providers with DBH's Network Development team. As a practical matter, many providers in this mental health rehabilitation services market are nonprofits which are not permitted by law to become DSLBD certified.	Alaster Sampson		\$1,750,000.00	
WR1415	07-10-2018	07-25-2018	15	Noel Richey	DC Public Schools	GAGA-2018-T-0057	Teachers Purchase Card (P-Card)	Approved	07-10-2018	This Task Order required an office supplies company with the national level capability to be able to satisfy this large volume of orders from DCPS teachers and administrator with the on-line ordering, tracking, plat form and software, next day delivery, and all the auxiliary supports.	Candace Butler			\$268,128.00
WR1413	07-10-2018	07-16-2018	6	John Fanning	Office of the State Superintendent of Education	N/A	FY19 Scholastic Assessment Test (SAT) & Advanced Placement (AP) Testing services	Approved	07-10-2018	The College Board, a non-profit organization is the only entity that can provide the SAT and AP tests, test administration services and supporting materials as they are the proprietary owner and sole provider of the SAT and AP exams and related support services.	Tamera Anderson			\$247,390.85
WR1419	07-19-2018	08-01-2018	13	Amanda Wright	DC Public Library Trust	DCPL-2017-R-0034	Books, Materials and Selected Services	Approved	07-19-2018	See the waiver request letter.	Diane Wooden			\$455,000.00

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WR1414	07-12-2018	07-24-2018	12	Sophie Kamal	Office of the State Superintendent of Education	N/A	LACES & DV Annual hosting, maintenance and support - option year 1	Approved	07-12-2018	LPS is the sole developer and owner of LACES and Data Vault software and is the only entity, authorized to support and maintain; has the right to modify, edit or create new LPS code. Only LPS' personnel with direct knowledge and expertise of the applications developed for OSSE's Management Information System since 2005 has the capacity to maintain the functionality of systems and their proper usage with all relevant federal regulations. The scope of services and the need for direct knowledge and expertise, the proprietary nature and intellectual property rights of LPS' LACES and DV system are mission critical services that are not available through any other entity.	Tamera Anderson			\$129,217.20
WR1421	07-13-2018	08-03-2018	21	Ricky Capers	Department of Transportation	DCKA-2018-B-0011	Tree Removal Services	Approved	07-13-2018	Tree Removal Service do not have enough CBE to perform services.	Steven Wishod			\$350,000.00
WR1422	07-16-2018	08-08-2018	23	Dian Herrman	Office of the Chief Financial Officer	CFOPD-17-R-035	OCIO Application Architect and Project Manager	Approved	07-16-2018	The contract defines the type of work by one individual. It is attached to the waiver request	Anthony Stover			\$91,000.00
WR1423	07-16-2018	07-31-2018	15	Freguenet Demisse	Office of the Attorney General for the District of Columbia	OAG-FY18-R-0008	Environmental Outside Legal Counsel	Approved	07-16-2018	Per discussion with DSLBD on a previous waiver request for similar RFP, it has been determined a sub-contracting plan as written is not applicable.	Sanaz Etminan			\$8,750,000.00
WR1425	07-24-2018	08-03-2018	10	Genet Ambaye	Office of the Chief Financial Officer	CFOPD-14-I-040	Stored Value Gift Cards	Approved	07-24-2018	See attached waiver request.	Drakus Wiggins	0%	\$0.00	\$111,798.28
WR1426	07-24-2018	08-06-2018	13	John Fanning	DC Public Library Trust	DCPL-2018-R-0034A	Books, Materials and Selected Services	Approved	07-24-2018	See the DCPL waiver request memo.	Diane Wooden			\$455,000.00
WR1427		08-08-2018	12	Dian Herrman	DC Public Library Trust	DCPL-2018-R-0034J	Books, Materials and Selected Services	Approved	07-27-2018	See the attached waiver request.	Diane Wooden			\$332,500.00
WR1429	07-27-2018	08-17-2018	21	Noel Richey	Office of the Chief Financial Officer	CFOPD-18-R-025	Modernized Real Property Tax System (MRPTS)	Approved	07-27-2018	See memo attached.	Anthony Stover			\$4,200,000.00
WR1431	08-01-2018	08-22-2018	21	Teaira Swain	DC Public Schools	N/A	DropOut Prevention Services for Students	Approved	08-01-2018	This waiver request is a follow on contract to the previously awarded (which expires this FY) - I have attached the memorandum which was approved for the last contract year, which has been previously used to substantiate a waiver request for the continuation of services.	Candace Butler			\$575,750.00
WR1424	08-01-2018	08-24-2018	23	Sophie Kamal	Office of the Chief Financial Officer	CFOPD-18-R-034	Fraud Detection Services	Approved	08-01-2018	Open market research resulted in the finding that: <ul style="list-style-type: none"> Providers have developed proprietary and secure software to perform this type of fraud detection services; The services are provided as part of an annual subscriptions available only by the provider; No additional third-party data, hardware, software or services may be required as some may be provided by FAST Enterprises as part of MITS or resides with the provider; and Providers maintains a stringent data privacy and information security program, including physical, technical, administrative, and organizational safeguards, that are designed to comply with restrictive regulatory guidelines. For local market research, the OCFO searched the DSLBD database under the NIGP code 9180400, Accounting/Auditing/Budget Consulting; 60 CBEs resulted. To obtain information from the CBEs regarding capacity and qualification, a request for market research information was sent to each CBE. (Exhibit C) One CBE responded to the OCFO's request for information, however, when the OCFO contacted the client reference provided by the CBE, the reference stated that they "did not know" the CBE, that the CBE "has not worked on the two projects listed" in the reference, and that the two projects listed were actually performed by another company. In conclusion, the OCFO's market research efforts demonstrate that there is no CBE qualified to perform elements of work that comprise the project. As such, having no CBE identified or qualified to provide the fraud detection services precludes alternate methods for acquiring the work in order to make the work more amenable to being performed by CBEs.	Drakus Wiggins			\$227,500.00

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WR1433	08-03-2018	08-16-2018	13	Amanda Wright	Department of Behavioral Health	Doc391675	Support Residence (SR) Service Community Residential Facility (CRF)	Approved	08-03-2018	Findings Summary: <ul style="list-style-type: none"> Limited number of SBE/CBEs who qualify and can meet the requirements of delivering SR services. SR operators must meet and maintain the licensure requirements which covers an array of activities: mental health service supports, housing, assistance with consumer daily living activities, monitoring consumer behavior, consulting with consumer's mental health providers, and compliance with the District's DOH and DCRA facility operational codes. This specialty mental health housing program compensates operators a fixed per diem daily rate as published in DCMR for providing the services of the HCA. The operator receives other compensation under federal programs who will fund the consumers' room and board needs. The Contracting Officer hereby requests a waiver of the District's subcontracting requirement as a result of the findings which conclude that the market place is incapable of providing an adequate supply of CBE/SBE certified operators who can meet the licensure and unique service delivery model required for the of SR services for the District's adult mental health consumers. 	Margaret Desper	26%		\$2,450,000.00
WR1434	08-03-2018	08-22-2018	19	Ricky Capers	DC Public Library Trust	DCPL-2018-R-0034E	Books, Materials and Selected Services	Approved	08-03-2018	See the attached waiver request.	Diane Wooden			\$332,500.00
WR1438	08-09-2018	08-30-2018	21	Dian Herrman	Department of Health Care Finance	DOC357723	Vendor Fiscal Employer Agent Financial Management Services	Approved	08-09-2018	In conducting a Department of Small and Local Business Development (DSLBD) website search of the NIGP Codes database (9583900), it yielded zero (0) vendors for "Support Broker", and four (4) records under "Financial Management Services" Karim & Associates Financial Services LLC Provides accounting services and small business advising, not fiscal and support services for individuals seeking participant directed care. ProCovery Assets LLC Is a debt collection agency. Prominent Global Solutions Offers cyber security, financial and acquisition management, not fiscal and support services for individuals seeking participant directed care. SportsMarkit LLC Is a software development and business management company, not a fiscal and support services for individuals seeking participant directed care.	Helena Barbour	15%	\$213,300.00	\$647,262.00
WR1439	08-09-2018	08-27-2018	18	John Fanning	Department of Transportation	Doc392938	Seven (7) 4X4 Pick-up Trucks	Approved	08-09-2018	There is no Certified Business Enterprise (CBE) found under NIGP commodity code 072-00-00. There are no subcontracting opportunities as well for this requirement. The inclusion of the mandatory subcontracting requirements hampers competition and the ability to make an award. Therefore, it is in the best interest of the District to waive the requirement.	Courtney Lattimore			\$91,000.00

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WR1443	08-09-2018	08-30-2018	21	Noel Richey	Department of Behavioral Health	Doc385084	FY18 Request For Qualification- DBH Representative Payee Program	Approved	08-09-2018	Limited number of SBE/CBEs with the comprehensive technical and facility resources to support a minimum of 100 persons to administer a Representative Payee Program for DBH-enrolled consumers. The consumers to be served have unique educational and training support requirements which traditional training methodologies do not address. The contractor must have experience with educating, training and supporting mental health consumers. The contractor must meet the Social Security Administration and the Districts requirements for delivery of the array of services (training, financial support, banking services, delivery of an appropriate training model for adults with mental illness). District based Mental Health service providers were identified per market research who provide banking/financial management services however, the District was unable to identify contractors with the necessary qualifications/resources to comprehensively	Margaret Desper			\$346,500.00
WR1442	08-11-2018	08-24-2018	13	Monica McCall-Matey	Fire and Emergency Medical Services Department	Doc392817	Structural & Proximity Firefighting Equipment	Approved	08-11-2018	See Waiver Request	Tyranny Hunter			\$263,962.72
WR1441	08-15-2018	08-29-2018	14	Amanda Wright	Fire and Emergency Medical Services Department	Doc250475	Third Party Ambulance Services	Approved	08-15-2018	On September 16, 2015, the CO conducted a search of the Department of Small and Local Business Development (DSLBD) database to determine the availability of any qualified Certified Business Enterprises (CBE) capable of performing the requirements. There were no Ambulance Transport CBEs listed in DSLBD's database. To revalidate the assessment made in 2015, a Waiver Request (WR1065/Doc250475) based on NIGP Codes 948-12-00 ("Non-Emergency Ambulance Services") and 990-37-00 ("Emergency Medical Services") was posted to the DSLBD website for the period June 15 - June 25, 2017. At the end of the posting period there were no responses/comments received from the CBE community.	Tyranny Hunter			\$4,711,794.14
WR1444	08-13-2018	10-01-2018	49	Sophie Kamal	Department of Health Care Finance	DCHT-2018-R-0079	Managed Care Organization (MCO)	Approved	08-13-2018	There is only one (1) CBE (Trusted Health Plan District of Columbia, Inc.) listed on the DSLBD website with the description of "Managed Care Organization".	Helena Barbour	18%	\$181,892,532.42	\$353,679,924.15

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WR1445	08-14-2018	09-25-2018	42	Teairra Swain	Office of the State Superintendent of Education	CW62027	Sole Source Tembo Inc.	Approved	08-14-2018	<p>The purpose of this memorandum is to request that TEMBO, Inc ("Tembo") be waived from meeting the thirty-five percent (35%) subcontracting requirement for the Base Year (12 months) of a sole source contract with the Office of the State Superintendent of Education (OSSE) for the Next Generation Assessment (NGA) and Reporting Forensic Tool software hosting and enhancement services.</p> <p>OSSE uses the assessment reporting & forensic tool which is proprietary software owned and developed by Tembo, which includes the following features/functionality:</p> <ul style="list-style-type: none"> EXPLORE, FIND, and COMPARE product platform: OSSE's school-level accountability reporting platform designed for school finders and report cards; Assessment reporting: OSSE utilizes this platform to report its NGA assessment results, which includes the individual student reports, online public reports, and secure public reports; Accountability forensic tool: OSSE utilizes this forensic tool to monitor their accountability development program and accountability results. Evidence Statement and other assessment reporting tools: the Forensic Analysis Tool suite utilized by OSSE analyzes multiple years of student assessment data at multiple levels of aggregation. It is the only tool that contains the District's student results on common core standards and constructed response items and allows users to compare student subgroup performance on specific common core standards or strands; Equity Reports: Tembo has produced the DC Equity Reports since 2013, and owns the production code and reporting templates required to reproduce these reports; Accountability metric calculations: Calculates metric-level results and validates scoring methodologies; Growth model calculations: Calculates student and medial growth percentiles. <p>Tembo requests a waiver with the Department of Small and Local Business Development (DSLBD) because they are unable to meet the 35% subcontracting goal for the base year of the sole source contract. The code for the reporting products and calculation methods outlined above are proprietary and owned by Tembo who is the only organization with the ability to enhance, maintain, and support the tools.</p>	Tamera Anderson			\$280,437.50
WR1446	08-14-2018	08-30-2018	16	Amanda Wright	Child and Family Services Agency	DCRL-2019-C-0001	Court Monitor	Approved	08-14-2018	The Center for the Study of Social Policy was appointed by the U.S. District Court as the monitor of the LaShawn A. v. Bowser Implementation and Exit Plan to report directly to the judge.	Tara Sigamani			\$227,500.00
WR1448	08-15-2018	09-05-2018	21	Ricky Capers	Office of the State Superintendent of Education	DOC126573	BUS MAINTENANCE SERVICES	Approved	08-15-2018	The contractor has made a good faith effort to increase CBE participation in this contract. Please see the attached waiver request from contractor.	RODNEY D. AYTCH	9.4%	\$85,000.00	\$315,000.00

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WR1449	08-15-2018	08-30-2018	15	Dian Herrman	Office of Contracting and Procurement	Doc325470	Comprehensive Animal Control and Animal Disease Prevention Service	Approved	08-15-2018	<p>Market Research Findings:</p> <p>Research revealed that the animal control service providers authorized by the state or other municipality is primarily comprised of nonprofits who would not be eligible to be a CBE. The providers are also often territorial and restrict services to a specific region or market but often collaborate and participate under a network to meet the overall mission for humane animal control service delivery.</p> <ul style="list-style-type: none"> The Animal Disease Control Program, in the DOH Health Regulation and Licensing Administration (HRLA) is to protect the public health and safety of the residents and visitors of the District by reducing the risks of diseases and by preventing the spread of rabies, a fatal virus and other zoonosis, diseases that are transmitted from animals to humans, by providing field services throughout the District. The contractor will provide the District the necessary logistical and operational support by being able to demonstrate technical, financial, operational and accounting expertise to be able to deliver the variety of services necessary. The contractor services will assist the public with animal related routine and complex services year round, twenty-hours a day to include rabies suspect control, stray animals, exotic animals, dangerous animals, euthanasia and sterilizations. Training is highly specialized for the field of comprehensive animal control which includes training and conferences. OCP's research did not indicate there were CBE's who could provide training services that would meet the requirements of the animal control industry, established by the Humane Society of the United States, which is the governing body. The services will also include technical and specialized animal medical services to be coordinated and completed by contractor such as spay/neutering. Contractor would also provide non routine surgery and follow up care. OCP's research did not result in any findings of CBEs. <p>Based on the above and historical market research conducted, there is a lack of market capacity for subcontracting opportunities for Comprehensive Animal Control and Prevention Disease Services therefore OCP seeks a waiver for the 35% subcontracting requirements for Option Year One and subsequent Option Years Two (OY2), Three (OY3) and Four (OY4) respectively.</p>	Dorothy Hale			\$1,750,000.00
WR1450	08-15-2018	08-30-2018	15	Genet Ambaye	Child and Family Services Agency	DCRL-2018-R-0002	In-Patient Psychiatric Residential Treatment Services	Approved	08-15-2018	The Contractor shall provide residential treatment services and intensive residential treatment services to children and youth, that have a DSM-IV diagnosis as specified in an appropriate psychiatric evaluation-recommending placement in a residential treatment facility. Some of the children and youth may also be medically fragile with developmental disabilities, multiple physical handicaps, cognitive impairments and behavioral problems that range from mild to profound in severity.	Tara Sigamoni	0%		\$226,046.71
WR1451	08-16-2018	12-11-2018	117	John Fanning	Child and Family Services Agency	DCRL-2015-R-0078	Pre/Post Permanency Services	Approved	08-16-2018	Specifically, the Contractor shall maintain a referral and intake process for children, youth and families seeking services; who are in the process of having their adoptions/guardianships finalized; whose adoptions or guardianship have been finalized in the District of Columbia; as well as for children awaiting adoptive and or guardianship placements, and those adults who are conducting an Adoption Search (see definition).	Tara Sigamoni			\$252,788.37
WR1453	08-19-2018	09-25-2018	37	Sophie Kamal	Child and Family Services Agency	DCRL-2016-R-0006	Organizational Infrastructure Improvement Project	Approved	08-19-2018	A search of DBLBD home site reveal no CBEs business in the search criteria.	Tara Sigamoni	25%	\$102,443.00	\$143,420.20

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WR1452	08-19-2018	08-30-2018	11	Noel Richey	Office of the State Superintendent of Education	N/A	GPS-BASED AUTOMATED VEHICLE LOCATOR SYSTEM	Approved	08-19-2018	Due to the nature of this procurement, there is no market qualified small business enterprises to fulfill the subcontracting requirement of at least 35% of the proposed contract award amount, \$346,880.04. Teletrac Navman is the manufacturer of the current GPS system, owner of the intellectual property, and is the only source of the maintenance and support for the existing software and technology. The requirement covered under this option period is the most advantageous method of fulfilling the District's need, when price and other factors are considered. Since the system is already installed, it would not be cost efficient to re-solicit the requirement, uninstall the current GPS system, and install a new GPS system for a fleet of 636 buses. This contract is exempt from competition in accordance with PPRA § 2-354.13, Competition exemptions (subsection 8), Maintenance and Support of existing software and technology.	RODNEY D. AYTCH			\$121,408.01
WR1455	08-19-2018	09-28-2018	40	Teaira Swain	Child and Family Services Agency	CFSA-2017-R-0004	Therapeutic Group Home Services	Approved	08-19-2018	This is a sole source contract. The Children's Guild is located in Baltimore. they provide services for children that exhibit emotional and/or behavioral conditions requiring a higher level of structure, supervision, behavior management/modification, and clinical intervention. Behaviors may include, but not be limited to, poor impulse control, substance abuse, sexual deviance, mental illness, abscondence, aggression, and affective disorders such as "Post Stress disorder" and depression.	Tara Sigamoni			\$262,449.60
WR1457	08-23-2018	09-12-2018	20	Monica McCall-Matey	Child and Family Services Agency	DCRL-2016-R-0081	Psychiatric Residential Treatment Services	Approved	08-23-2018	This sole source contract was posted on OCP's website for a period of 10 days without any other contractors or CBE requiring to submit a bid for Psychiatric Residential Treatment Services.	Tara Sigamoni			\$288,996.33
WR1459	08-23-2018	09-12-2018	20	Genet Ambaye	DC Health Benefit Exchange Agency	DCHBX-2019-C-0001	Premium Billing Services	Approved	08-23-2018	Based on the uniqueness and specialized skill set under the Affordable Care Act (ACA) for state-based and federal exchange/ healthcare insurance carriers and brokers knowledge. There are no SBE/CBE vendors that can perform as a subcontractor for any service under this contract.	Annie White	0%	\$0.00	\$260,043.00
WR1460	08-23-2018	09-17-2018	25	Freguenet Demisse	Department of Health	CW29654	HAHSTA Academic Partnership	Approved	08-23-2018	The District of Columbia "the District" Office of Contracting and Procurement (OCP) on behalf of the District Department of Health (DOH), HIV/AIDS, Hepatitis, STD and TB Administration (HAHSTA), has a requirement for ongoing epidemiological and surveillance support under the current HAHSTA Academic Research Partnership contract. DOH/HAHSTA has maintained an academic research partnership for over ten years to receive core surveillance and comprehensive epidemiologic support. The Partnership has benefited the District in enhancing its disease monitoring and tracking, improved the quality of the data collected and enabled HAHSTA to utilize data effectively to develop policies and programs to respond to the epidemics.	Dorothy Hale			\$339,350.55
WR1461	08-27-2018	09-12-2018	16	Dian Herrman	Metropolitan Police Department	CW62733	FY18-Intelligence Branch Technical Service Unit Equipment	Approved	08-27-2018	The compact direction finding system is based on widely deployed THORACIC direction finder and is a product of KeyW Corporation solely. KeyW will not resale there equipment due to the confidential nature of state and local law enforcement responsibility.	Joseph Stewart			\$207,431.00
WR1456	08-27-2018	09-14-2018	18	Ricky Capers	Department on Disability Services	DCJM-2017-H-0001	Residential Expenses: Integrated Community Services, Inc., Project Redirect, Inc., Metro Homes, Inc.	Approved	08-27-2018	See Attached	Marsha Robinson			\$905,340.81

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WR1463	08-31-2018	09-21-2018	21	Sophie Kamal	Child and Family Services Agency	DCRL-2016-C-0066	Psychiatric Residential Treatment & Diagnostic and Emergency	Approved	08-31-2018	<p>KidsPeace National Centers, Inc., ("the Contractor") is used to provide residential treatment services twenty-four (24) hours per day, seven (7) days a week to emotionally disturbed wards of Child and Family Services Agency (CFSA). The cost of these services is \$996,102.25. They provide intensive residential therapeutic treatment services to CFSA clients. Residential therapeutic treatment is part of a continuum of care, which provides services at varying levels of intensity from the most to least restrictive. This continuum of care is dynamic; treatment services provided to the clients under this contract are geared towards the progression to a less restrictive and appropriate setting and to increase levels of functioning. There are no qualified vendors in the city to provide these services. In addition, they provide residential therapeutic treatment, education, assessment/diagnostic, stabilization and evaluation services to CFSA clients, ages 6 to 18, with moderate to severe social and emotional concerns, developmental delays; dysfunctional behavior patterns who warrant admissions into the diagnostic and short-term assessment services program. Some of the CFSA clients may also have medical needs, learning disabilities and behavioral problems that range from moderate to severe. The provision of diagnostic and short-term treatment services are geared towards obtaining comprehensive assessments, evaluations and recommendations so that clients under this contract can progress to the most appropriate setting, receive the appropriate services and increase levels of functioning.</p> <p>This waiver is being requested due to a continued need to provide these services to this special needs population and for the continued psychiatric services. The contract has very strident requirements due to the nature of the services being requested for our most needy population. KidsPeace is currently providing these services to this population. They are located in Schnecksville, PA. and there is no cost in the budget for subcontracting services. Of course, there is no certified DC CBE in this location as well hence the need to obtain this waiver for these services being delivered to our clients.</p>	TARA SIGAMONI			\$348,635.79

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WR1464	08-29-2018	09-20-2018	22	John Fanning	Child and Family Services Agency	DCRL-2016-R-0012	Maryland Home Studies and Regulatory Reviews	Approved	08-29-2018	<p>The Government of the District of Columbia, Child and Family Services Agency (CFSA or Agency) is seeking to a contractor to work in tandem with CFSA by providing Foster/adoption/kinship Home Studies and regulatory reviews for Foster/adoption/kinship families in the State of Maryland as specified in Section C of the solicitation.</p> <p>CFSA is seeking a MD licensed contractor to complete all work under this solicitation according to the regulatory requirements of the foster/adoptive/ kinship applicant's local jurisdiction, applicable requirement(s) of Title 29 District of Columbia Municipal Regulation (DCMR) Chapter 60 and as CFSA shall specifically notify in writing. The Contractor shall submit foster/adoption/kinship approval/denial/closure recommendation packets and supporting documentation to the attention of the CFSA Family Licensing Division (FLD) within the time frames outlined in this Contract and not more than one hundred ten (110) calendar days of accepting a foster/ adoptive/ kinship Referral Assignment Packet (RAP) under this Contract. This contract encompasses a 30-mile radius relative to the location of CFSA. Any referrals outside of the 40 mile radius shall be considered for approval by CFSA on a case by case basis.</p> <p>There are no qualified certified business enterprises vendors that perform Foster Home and Adoption Services in the District of Columbia per NIGP code 952-47-00.</p> <p>A search for a CBE vendor that provides Foster/ Home Adoption services turned up with zero results. There are no CBE vendors that can provide this particular service.</p> <p>Consideration was not given to find alternate methods for procuring these services. This contract requires a contractor to be licensed by the State of Maryland as a Child Placing Agency to conduct home visits and obtain all required clearances such as FBI, CPR, Fire, etc., to license a home as a foster, kinship or adoptive home. The contractor is also required to conduct home visits to check on the progress of a child in the home. The social workers providing this service must be licensed by the State of Maryland. The homes have to be re-licensed yearly. The current contract holder has licensed homes where CFSA clients reside. However our clients will be transferred on a temporary basis until a new Maryland licensed provider is targeted and awarded the contract to provide the needed services on CFSA's behalf. Companies that purely provide staffing services are not qualified to provide home licensing services.</p> <p>For the above reasons, CFSA is requesting a waiver for the solicitation referred to as the Maryland Home Studies and Regulatory Reviews for FY 19.</p>	Tara Sigamoni		\$91,000.00	
WR1465	09-04-2018	10-25-2018	51	Teairra Swain	Department of Transportation	DCKA-2018-B-0092	Emergency Tree Removal	Approved	09-04-2018	The tree removal services for which DSLBD approved the subcontracting waiver consist of less stringent requirements than those of the emergency tree removal solicitation for which this separate waiver request is submitted. The emergency tree removal services solicitation contemplates multiple awards, given that the District's emergency tree removal requirements at any given time are likely to exceed the capacity of any one contractor. Based on market research and past solicitation and award experience, DDOT believes insufficient market capacity exists for commercial contractors to achieve the 35% subcontracting requirement.	Ana Rangel		\$332,500.00	
WR1466	09-06-2018	09-25-2018	19	Kendrietta Leo	Office of the Chief Technology Officer	Doc320295	PowerPlan AMP Maintenance and Support	Approved	09-06-2018	The software, training, maintenance and support is proprietary and protected by the sole owners PowerPlan ULC	Reginald Whitley		\$135,275.00	
WR1469	09-07-2018	09-25-2018	18	John Fanning	Department on Disability Services	Exempt from Competition	DDD Case Managemenet Software Solutions	Approved	09-07-2018	This procurement is exempt from competition	Marsha Robinson		\$105,000.00	

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WR1471	09-07-2018	09-21-2018	14	Noel Richey	Board of Elections and Ethics	D&F for Award Sole Source Posted on OCP Website	New Voting Equipment Purchase – FY18	Approved	09-07-2018	Elections Systems and Software, (ES&S) is the only vendor that owns and distributes the ExpressVote, Universal Voting System which is currently being used by the District of Columbia Board of Elections. Purchasing and installing a new (different) voting system and the inability to provide adequate and sufficient training to the Board of Election's staff and poll workers will cause a disruption to the citizens of the District of Columbia's ability to cast their vote in the November 6, 2018 General election and thereby will violate their right to vote.	Alvin Stith			\$145,250.00
WR1472	09-07-2018	09-20-2018	13	Monica McCall-Matey	Board of Elections and Ethics	Intent to Award Sole Source Advertised	Existing Voting Equipment Purchase – FY19	Approved	09-07-2018	Elections Systems and Software, (ES&S) is the only vendor that owns and distributes the ExpressVote, Universal Voting System which is currently being used by the District of Columbia Board of Elections. Purchasing and installing a new (different) voting system and the inability to provide adequate and sufficient training to the Board of Election's staff and poll workers will cause a disruption to the citizens of the District of Columbia's ability to cast their vote in the November 6, 2018 General election and thereby will violate their right to vote.	Alvin Stith			\$348,250.00
WR1473	09-10-2018	09-26-2018	16	Ricky Capers	Department of Human Services	DOC195010	Emergency Accommodations for Families During Hypothermia Season	Approved	09-10-2018	There are no hotels on the CBE portal available to offer this service.	LaTalya Palmer			\$4,004,527.80
WR1475	09-11-2018	09-25-2018	14	Dian Herrman	Office of Unified Communications	N/A	N/A	Approved	09-11-2018	This contract was procured through the Federal Supply Schedule.	Jeffrey Tisdale			\$175,000.00
WR1478	09-11-2018	09-28-2018	17	Freguenet Demisse	Office of Unified Communications	N/A	FY19 - OUC - CAD Maintenance	Approved	09-11-2018	Due to the scope of services and the type of technology being procured under this procurement, OUC is seeking to obtain, proprietary technology that can only be purchased directly from the owner of the copyright or patent.	Jeffrey Tisdale			\$694,436.65
WR1487	09-11-2018	10-12-2018	31	Teaira Swain	Office of Unified Communications	N/A	FY19 - OUC - LiveMUM & ADAM 2.0	Approved	09-11-2018	Due to the scope of services and the type of technology services support being procured under this procurement. This proprietary solution dynamically assesses the allocation of public safety resources across the city to ensure resources are properly distributed.	Jeffrey Tisdale			\$152,412.05
WR1477	09-11-2018	09-27-2018	16	John Fanning	Office of Unified Communications	N/A	FY19 - OUC - Motorola Agreement, Yr 2	Approved	09-11-2018	Due to the scope of services and the type of technology being procured under this procurement, OUC is seeking to maintain, proprietary technology that can only be purchased directly from the owner of the copyright or patent.	Jeffrey Tisdale			\$1,014,675.60
WR1484	09-11-2018	09-26-2018	15	Noel Richey	Office of Unified Communications	N/A	FY19 - OUC - NG911 AII and LNG Services	Approved	09-11-2018	Due to the scope of services and the type of maintenance services support being procured under this procurement, OUC is seeking to obtain services through a Cooperative Agreement. The Cooperative Agreement does not adhere to District Jurisdictional regulations. The proprietary software also connects with the National Capitol Area network.	Jeffrey Tisdale			\$429,428.21
WR1490	09-13-2018	09-27-2018	14	Noel Richey	Metropolitan Police Department	CW53705	eAgent eMessage Switch Application Support	Approved	09-13-2018	This requirement is a purchase of software and not manpower or service that would present an opportunity to subcontract. Although the value is above \$250,000. threshold, MPD will be ordering the product directly from the vendor.	Wendell Atkinson			\$212,779.35
WR1482	09-13-2018	10-01-2018	18	Freguenet Demisse	Office of Unified Communications	N/A	FY18 - OUC - Viper Maintenance	Approved	09-13-2018	Due to the scope of services and the type of maintenance services support being procured under this procurement, OUC is seeking to obtain services through a Cooperative Agreement. The Cooperative Agreement does not adhere to District Jurisdiction regulations. The proprietary software also connects with the National Capitol Area network.	Jeffrey Tisdale			\$124,275.90
WR1481	09-13-2018	09-26-2018	13	Dian Herrman	Office of Unified Communications	N/A	Fy19 - OUC - Smart911 Maintenance & RAVE Panic Button License Renewal	Approved	09-13-2018	Due to the scope of services and the proprietary maintenance services support that is being procured under this procurement, OUC is seeking to renew licenses and maintenance for Smart911.	Jeffrey Tisdale			\$125,125.35

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WR1474	09-13-2018	10-02-2018	19	Ricky Capers	Office of Unified Communications	N/A	FY19 - OUC - UCC 911 and 311 Dispatch Consoles	Approved	09-13-2018	Due to the scope of services and the type of equipment being procured under this procurement, OUC is using a cooperative agreement such as National Cooperative Purchasing Alliance for this purchase. This will streamline and benefit the District through economies of scale. In this case the District regulations do not apply under the Cooperative Agreement terms.	Jeffrey Tisdale			\$1,400,000.00
WR1491	09-13-2018	10-19-2018	36	Teaira Swain	Department on Disability Services	DCJM-2019-H-0001	Residential Expenses FY19 Solicitation (Base Year)	Approved	09-13-2018	see Waiver Justification Memo	Marsha Robinson			\$9,800,000.00
WR1492	09-16-2018	01-15-2019	121	John Fanning	Office of the Deputy Mayor for Planning and Economic Development	DOEE-2016-R-0002	DC Sustainable Energy Utility	Approved	09-16-2018	DOEE is seeking a partial waiver of the contract amount of \$33,351,666.00 from the Department of Small and Local Business Development's (DSLBD) Subcontracting requirement. The total amount of the contract does not benefit the Contractor. Please see page 2 of Attachment 1 for a detailed breakdown of the \$33,351,666.00 amount which outlines operating, non-labor, and allocations costs. Based on the exclusions, the adjusted contract award budget is \$17,468,193.00. Thirty nine percent (39%) of the adjusted contract award budget in the amount of \$6,845,900.00 will be expended with CBE vendors.	Jacque McDonald			\$11,673,083.10
WR1493	09-16-2018	10-01-2018	15	Freguenet Demisse	Office of the Deputy Mayor for Planning and Economic Development	ODMPED - NCCCMS - FY016-GD6101-HFH	New Communities Comprehensive Case Management Services	Approved	09-16-2018	The requirement of the grant, required grant applicants to be a community-based or faith-based organization with 501(c)(3) status in hand at time of application, private or public entity, organization or program that serves District's residents or business owners and the organization is headquartered or program is conducted in the District of Columbia.	Jacque McDonald			\$157,500.00
WR1494	09-16-2018	10-01-2018	15	Dian Herrman	Office of the Deputy Mayor for Planning and Economic Development		New Communities Comprehensive Case Management Services	Approved	09-16-2018	The requirement of the grant, required grant applicants to be a community-based or faith-based organization with 501(c)(3) status in hand at time of application, private or public entity, organization or program that serves District's residents or business owners and the organization is headquartered or program is conducted in the District of Columbia.	Jacque McDonald			\$197,750.00
WR1495	09-16-2018	10-02-2018	16	Sophie Kamal	Office of the Deputy Mayor for Planning and Economic Development		New Communities Comprehensive Case Management Services	Approved	09-16-2018	The requirement of the grant, required grant applicants to be a community-based or faith-based organization with 501(c)(3) status in hand at time of application, private or public entity, organization or program that serves District's residents or business owners and the organization is headquartered or program is conducted in the District of Columbia.	Jacque McDonald			\$113,750.00
WR1496	09-16-2018	10-01-2018	15	Amanda Wright	Department on Disability Services	DCJM-2018-H-0005	Residential Expenses: St. John's	Approved	09-16-2018	see Waiver Justification Memo	Marsha Robinson			\$888,626.81
WR1500	09-18-2018	10-11-2018	23	Noel Richey	Office on Aging	DOC302336	Community Dining and Home Delivered Meals	Approved	09-18-2018	One Solicitation (DOC302336) on March 15, 2017 a base year with four one year options. This is Option Year One with the base year previously being approved by DSLBD. As part of this procurement, awarding a contract to Great American Corporation aka Dutch Mill, a CBE, in the amount of \$5,424,258.31, is more than the 35% SBE requirement of \$3,189,092.00 of the total \$9,111,691.51 procurement.	Hakima Muhammad			\$3,189,092.03
WR1501	09-18-2018	10-01-2018	13	Monica McCall-Matey	DC Public Schools	GAGA-2018-C-0046	Multi-tiered Phonics Curriculum and System of Interventions	Approved	09-18-2018	A waiver is being requested pursuant the attached above and below.	Candace Butler			\$121,998.54
WR1502	09-20-2018	10-01-2018	11	Amanda Wright	Office of the Chief Technology Officer	Doc337385	IFB-Doc337385 - Exempt From Competition for Ariba PASS Support and Maintenance	Approved	09-20-2018	This waiver has been requested by the District of Columbia Office of Contracting and Procurement, on behalf of the Office of the Chief Technology Officer for Option Year 1 of contract CW55066. The contract was awarded in accordance with the D.C. Official Code § 2-354.13 (8). Due to the nature of this procurement, as of today there are zero (0) qualified small business enterprises that can fulfill the subcontracting requirement of at least 35% of the proposed Option Year 1 amount of \$469,415.95. Ariba is the creator of the current PASS system and thus owes the intellectual property and the only source of the maintenance and support for the existing software and technology.	Chris Yi			\$129,295.58

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WR1483	09-20-2018	10-24-2018	34	Teairra Swain	DC Public Schools	GAGA-2018-C-0070	Formative Assessment Online Platform	Approved	09-20-2018	A waiver request in accordance with the documents attached above and below	Candace Butler			\$168,000.00
WR1506	09-20-2018	10-02-2018	12	Monica McCall-Matey	Office of the Chief Technology Officer	Doc268982	Invitation For Bids-Doc268982 Acquia Drupal Platform	Approved	09-20-2018	This waiver has been requested by the District of Columbia Office of Contracting and Procurement, on behalf of the Office of the Chief Technology Officer for Option Year 3 of contract CW46176. The contract was awarded as a result of an Invitation for Bid (IFB). The form of services being procured does not allow for subcontracting opportunities as these are IT services and thus are electronically delivered to the District via a weblink and passcode. Furthermore, Acquia, Inc., the manufacture, prohibits re-sellers to subcontract any of their products or services, thus, prohibiting Carahsoft Technology Corporation from fulfilling the subcontracting requirement of at least 35% of the proposed Option Year 3 amount of \$271,040.83.	Chris Yi			\$94,864.29
WR1504	09-20-2018	10-02-2018	12	Dian Herrman	Office of the State Superintendent of Education	CW54057	Electronic Health Care Claim File and Tracking System	Approved	09-20-2018	<p>Pursuant to D.C. Code 2-218.51, I am requesting a waiver of subcontracting plan requirement (D.C. Code 2-218.46), for maintenance and support of existing software and technology.</p> <p>The Office of Contracting and Procurement, on behalf of the Office of the State Superintendent of Education (OSSE) Division of Elementary, Secondary, and Specialized Education (ESSE), intends to exercise the option period one (1) on contract no. CW54057 with Accellify, LLC. A waiver for this contract was approved for the Base Period.</p> <p>Accellify's AcceliROUTE and AcceliCLAIM software systems store and manage all special education service and transportation data required for Electronic Health Care Claim Filing, and serves the needs of the Office of the State Superintendent of Education (OSSE), each of the Local Education Agencies (LEAs) in the District of Columbia, including District of Columbia Charter Schools and Non-public Agencies.</p> <p>Accellify Solutions is the sole owner of the intellectual property rights and is the sole distributor and service provider for its software, including AcceliROUTE and AcceliCLAIM. Due to the scope of services and the expertise required to provide them, including a deep technical knowledge in the underlying proprietary technology contained in AcceliROUTE and AcceliCLAIM, as well as the proprietary nature and intellectual property rights of Accellify's software systems, maintenance and support is not available through any other entity. Only Accellify personnel with direct knowledge and expertise of the systems developed for OSSE are able to administer, maintain and consult on the functionality of these systems and their proper usage and implementation in order to maintain compliance with all relevant regulations.</p> <p>The purpose of contracting these services is to assist OSSE in the successful submission of Medicaid claims for eligible services provided to students in the DC EIP, in DCPS, and in nonpublic schools.</p> <p>Due to the scope of services and the protected intellectual proprietary property rights, the maintenance and support is not available through any other entity. Thereby, I request a waiver of the 35% CBE-subcontracting requirement for the subject contract.</p>	Tamera Anderson	0.02%	\$14,000.00	\$249,851.00
WR1507	09-25-2018	10-11-2018	16	Amanda Wright	Department of Human Services	DOC308166-FY17 Rapid Rehousing For Individuals	Rapid Rehousing for Individuals	Approved	09-25-2018	The attached document provides the need for a waiver for RRH-1	Shaivard Shamloo			\$343,000.00
WR1509	09-25-2018	10-11-2018	16	Amanda Wright	Office of the Deputy Mayor for Planning and Economic Development	ODMPED - NCCCMS - FY016-GD6101-FAR SE	New Communities Comprehensive Case Management Services	Approved	09-25-2018	The funds will be used to provide support to offset the cost of program operations such as staff salaries, training programs and flex funds which are distributed to DC residents.	Jacque McDonald			\$180,250.00

CBE Subcontracting Compliance - FY 2018 Waiver Requests - Submitted

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WR1510	09-25-2018	10-11-2018	16	Noel Richey	Child and Family Services Agency	DCRL-2019-B-0012	Emergency Shelter Services	Approved	09-25-2018	(1) The number of certified business enterprises, if any, qualified to perform the elements of work that comprise the project; They're no qualified certified business enterprises vendors that perform Foster Home and Adoption Services in the District of Columbia per NIGP code 952-47-00 nor Emergency Shelter services per NIGP code 952-37-00 . (2) A summary of the market research or outreach conducted to analyze the relevant market; and A search for a CBE vendor that provides Foster/ Home Adoption services and Emergency Shelter services turned up with zero results. There are no CBE vendors that can provide this particular service. (3) The consideration given to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by certified business enterprises. Consideration was not given to find alternate methods for procuring these services. Multiple CFSA youth are being placed in emergency shelter through Sasha Bruce Youthwork networks due to multiple factors. The main reasoning is that traditional foster homes being unwilling to house the youth due to age and behavior of the youths. Sasha Bruce has a lengthy history of dealing with cases such as this when they arise. This includes shelter, meals, therapy (individual, group, family).	Tara Sigamoni			\$146,912.50	
WR1513	09-26-2018	10-11-2018	15	Dian Herrman	Child and Family Services Agency	DCRL-2019-B-0011	Mobile Crisis Stabilization Services	Approved	09-26-2018	An approval for the same services has been approved by DSLBD for Anchor Mental Health Association, Inc. for the Department of Behavioral Health.	Tara Sigamoni			\$297,107.29	
WR1516	10-01-2018	10-22-2018	21	John Fanning	Office of the Chief Financial Officer	CFOPD-18-R-043	Treasury Management Services	Approved	10-01-2018	Please refer to the attached documents.	Drakus Wiggins			\$245,000.00	
TOT			5477										257.12%	\$192,240,385.22	\$536,396,765.72
Denied (19 Records)															
WR1196	10-30-2017	11-17-2017	18	Freguenet Demisse	Department of General Services	DCAM-17-CS-0099	Wilson Building Structural Flooring	Denied	10-30-2017	This contract was awarded using the Sole Source procurement method. The V-Wrap system that is being used to repair the cracks in the flooring at the Wilson building is proprietary to SPS, LLC and therefore there are no CBE's that can perform the renovations.	Franklin Austin	10%	\$308,583.00	\$1,080,043.54	
WR1200	11-10-2017	02-12-2018	94	Freguenet Demisse	DC Public Schools	GAGA-2018-C-0009	Duke Ellington School of the Arts	Denied	11-10-2017	Please see justification memo above and agreement attached below	Candace Butler	3.5%	\$1,690,483.25	\$16,904,823.25	
WR1238	12-18-2017	01-18-2018	31	Sophie Kamal	Department of Housing and Community Development	RFP-2015	Hedin House	Denied	12-18-2017	See attachment	Steven Brannum			\$4,923,114.24	
WR1299	03-09-2018	04-05-2018	27	Noel Richey	Commission on Arts and Humanities	N/A	Marion Barry Bronze Project	Denied	03-09-2018	N/A	Hakima Muhammad			\$92,750.00	
WR1301	03-10-2018	03-30-2018	20	Freguenet Demisse	Department of Public Works	CW32709	Fuel Rings	Denied	03-10-2018	CBE search made for Fuel Rings resulted to zero (0) results.	Courtney Lattimore			\$110,994.63	

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WR1313	03-16-2018	05-21-2018	66	John Fanning	Office of the State Superintendent of Education	Doc345275 - Request For Proposals - DC Science Assessment, Test Development, Administration and Project Management	Request For Proposals - DC Science Assessment, Test Development, Administration and Project Management	Denied	03-16-2018	<p>The purpose of this memorandum is to request that NCS Pearson be granted a partial waiver from meeting the mandatory subcontracting requirement of 35% of the contract amount for the Science 2.0 Assessment, Test Development, Administration and Project Management Request for Proposals solicited by the Office of Contracting and Procurement on behalf of the Office of the State Superintendent of Education (OSSE). Rather, for the base period, NCS Pearson can meet 11.52% of the subcontracting requirement and is requesting a waiver for the remaining 23.48%.</p> <p>The District of Columbia's Office of Contracting and Procurement issued solicitation Doc345275 on October 20, 2017 for the development and administration of the Science Assessment given to District students. The solicitation was advertised in the Washington Post and a Pre-Proposal Conference was conducted before the closing date of November 17, 2017.</p> <p>In the initial proposal submission, NCS Pearson planned to meet the 35% subcontracting requirement to DSLBD certified SBEs for the following services: (1) Scoring Services (2) Psychometric and Applied Mathematic Lead positions (3) Spanish translation services.</p> <p>The initial proposal actually exceeded the required 35% SBE subcontract goal by 8.52%.</p> <p>In response to clarification discussions, NCS Pearson submitted a revised proposal, and found that they are now unable to include the vendor for psychometrician services as the CBE was not able to secure the services of the experienced Psychometric Lead they pursued. The psychometric services work must now be performed internally by NCS Pearson, since the planned CBE vendor was unable to identify a replacement expert to staff the position due to the aggressive RFP timeline and the critical role the position plays in the quality and validity of the assessment program. Further, the initial RFP stated that the period of performance would be for 12 months, but OSSE has since shortened the base period to align the services with the student assessment schedule.</p> <p>If awarded the contract, NCS Pearson will subcontract with one District CBE vendor for the scoring services needed in the base period (date of award through November 2018), which will amount to \$182,823.00. (11.52% of the base period amount).</p> <p>The subsequent option years will be for 12 month periods and will offer more subcontracting opportunities, and NCS Pearson will work to meet the 35% requirement during these periods if awarded the contract.</p>	Tamera Anderson		\$555,691.85	

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WR1331	04-09-2018	04-25-2018	16	Noel Richey	Office of the State Superintendent of Education	Doc355640 - Request For Proposals - PARCC Assessment Administration	Doc355640 - Request For Proposals - PARCC Assessment Administration	Denied	04-09-2018	<p>The purpose of this memorandum is to request that NCS Pearson ("Pearson") be granted a partial waiver from meeting the mandatory subcontracting requirement of 35% of the contract amount for the PARCC Assessment Administration, Request for Proposals solicited by the Office of Contracting and Procurement on behalf of the Office of the State Superintendent of Education (OSSE), should a contract award be offered to them. Rather, for the base period, NCS Pearson can meet 2.1% of the subcontracting requirement and is requesting a waiver for the remaining 32.9%.</p> <p>The District of Columbia's Office of Contracting and Procurement issued solicitation Doc355640 on December 7, 2017 for the PARCC Assessment Administration services, which consists of test administration, delivery, scoring, and reporting of educational assessments (content areas are ELA/Literacy and Mathematics). The solicitation was advertised in the Washington Times and a Pre-Proposal Conference was conducted before the closing date of January 25, 2018.</p> <p>Pearson performed a comprehensive search of District CBE vendors to provide sub-contracting services for the PARCC Assessment Administration services. The services are highly technical in nature and require sub-contractors that can deliver reliable assessment information that will have a major impact on the student of the District of Columbia without unnecessary risks being added.</p> <p>Pearson provided documentation outlining their efforts to comply with the 35% sub-contracting goal set by the Department of Local, Small and Disadvantaged Business by reaching out to CBE vendors that they strongly felt could perform services in line with the requirements of the scope of work. Pearson identified 4 (four) areas where CBE vendors could perform services within the scope of services:</p> <p>A. 508 Compliance Audit Services B. ASL video production services (which was later removed by the OSSE) C. Meeting coordination and logistical support D. Customer Support and Help Desk Services</p> <p>Pearson contacted a total of 19 CBE/SBE vendors that could provide the above requested services, 3 (three) for 508 compliance audit services, 7 (seven) for ASL video production services, 6 (six) for meeting coordination and 3 (three) for customer support and help desk services. Pearson held meetings/calls to discuss their experience and qualifications to which only one CBE vendor was qualified to meet the 508 Compliance Audit Services, all other vendors interviewed were not qualified to meet the remaining scope requirements requested. Pearson provided documentation showing the effort and responses received.</p> <p>If awarded the contract, Pearson will subcontract with one District CBE vendor for the 508 Compliance Audit Services needed in the base year (12 months), which will amount to \$31,316.00. (2.1% of the Base Year's total dollar amount of \$1,491,070.00). Further, Pearson will pursue opportunities to meet the 35% requirement during the subsequent option years should they be awarded the contract.</p>	Tamera Anderson			\$521,874.50
WR1336	04-23-2018	05-11-2018	18	Sophie Kamal	Department of Human Services	DOC315438 DHS - TANF - Education and Occupational Training (EOT)	DHS - TANF - Education and Occupational Training (EOT)	Denied	04-23-2018	This is a Temporary Assistance for Needy Families (TANF) new award for the base and four option periods.	Shaivard Shamloo			\$745,508.05

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WR1379	06-01-2018	07-06-2018	35	Noel Richey	Department of Transportation	DCKA-2016-C-0029	Cellular Phone Payment Method for Digital Parking Meters	Denied	06-01-2018	The Contractor's contractual services are conducted completely and are conducted in-house. However, the Contractor has made a concerted effort to incorporate the District's subcontracting requirements and determine viable, local subcontracting partners could participate in the contract. There is only one contractual service area which offers opportunities for subcontracting: signage and decal manufacture, installation and maintenance for the current parking infrastructure. The amount of this work is estimated to be significantly less (approximately \$45,000.00/year) than the required thirty-five (35%) percent.	P.Thomas Gard			\$1,260,000.00
WR1383	06-05-2018	06-27-2018	22	Ricky Capers	Office of Contracting and Procurement	Doc337366	Close Circuit TV (CCTV) Security Cameras	Denied	06-05-2018	There are no existing agency inventories that could fulfil the District's need: There are no excess services available from other District agencies; The District has no existing requirement contracts for these services The District has no existing indefinite quantity contracts for these services; The services are available under a federal supply schedule, as specified in Subsection 2100.1(f) of 27 DCMR. Other sources such as cooperative purchases, open and sheltered market commercial sources and not-profit institutions were not considered.	HAKIMA MUHAMMAD			\$316,295.00
WR1404	06-27-2018	07-09-2018	12	Genet Ambaye	Office of the Deputy Mayor for Planning and Economic Development	BD-015-6987	Sole Source Grant amendment-WDCEP	Denied	06-27-2018	DMPED requires the grantee to (1) provide business attraction and retention activities in the District, other parts of the US and abroad. Some of the services under the grant will be performed by Certified Business Enterprises. However, the majority of the grant funds will be utilized for conferences, tradeshows, travel, and WDCEP staff salaries and related expenses.	Jacque McDonald	5.3%	\$53,000.00	\$350,000.00
WR1416	07-10-2018	07-24-2018	14	Genet Ambaye	DC Department of Human Resources	Doc222731	Criminal Background Checks	Denied	07-10-2018	The Outsourcing Standard or FBI approved channeler responsibilities come under the auspices of the Criminal Justice Information System Security Policy. The Outsourcing Standard identifies the duties and responsibilities with respect to adequate internal controls within the contractual relationship so that the security and integrity of the Interstate Identification Index and Criminal History Record Information are not compromised. Only a FBI approved channeler can be in receipt of the Criminal History Record Information. The provision of the Outsourcing Standard are established be the National Crime Prevention and Privacy Compact Council pursuant to 28 CFR Part 906.2; Such contractors, agencies, or organizations shall not be permitted to have direct access to the III System by computer terminal or other automated means which would enable them to initiate record requests, provided however, the foregoing restriction shall not apply with respect to: (1) Persons, agencies, or organizations that may enter into contracts with the FBI or State criminal history record repositories for the performance of authorized functions requiring direct access to criminal history record information; and (2) any direct access to records covered by 42 U.S.C. 14614(b).	Nicole Smith-McDermott	0%	\$0.00	\$210,000.00
WR1430	07-27-2018	08-14-2018	18	Freguenet Demisse	Office of the Attorney General for the District of Columbia	OAG-FY18-H-0007	Training and Community Outreach Services for Violence Reduction	Denied	07-27-2018	This project is set-aside for nonprofit community based organization only	sanaz etminan	13.76%	\$46,450.00	\$112,232.75
WR1435	08-03-2018	08-15-2018	12	Genet Ambaye	Office of the Deputy Mayor for Planning and Economic Development	DMPED - 017 – IIF- 23712	FY2018 Inclusive Innovation Fund (IIF)	Denied	08-03-2018	The District is in need of CBE venture capital expertise. A search of the DSLBD website using NIGP Code 94630, yielded 12 companies. Of the 12, there were no capital venture CBEs. Most of the yielded companies provide consultant type services, including IT, business, legal, actuarial, and accounting related services. The search did not yield any venture capital or VC experts.	Jacque McDonald			\$525,000.00
WR1437	08-09-2018	09-12-2018	34	Freguenet Demisse	Department of Health Care Finance	DCHT-2018-C-0087-A03; DCHT-2018-C-0087-A02; DCHT-2018-C-0087-A01	Managed Care Organization	Denied	08-09-2018	The market research conducted to analyze the relevant market for Managed Care Organizations indicates that there were no CBEs qualified to perform the required services. Although, a NIGP code for "Managed Care Organization" was not listed, Trusted Health Plan District of Columbia, Inc. (Trusted), a CBE, profile list their description as "Managed Care Organization". Trusted is currently performing MCO services for DHCF.	Helena Barbour			\$96,757,317.65

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WR1462	08-27-2018	09-20-2018	24	Amanda Wright	Department of Human Services	DOC308166 - FY17 Rapid Rehousing For Individuals	Rapid Rehousing for Individuals	Denied	08-27-2018	Exercise of Option Period One for a continuation of services	Shaivard Shamloo			\$1,662,500.00	
WR1488	09-11-2018	10-02-2018	21	Amanda Wright	Department on Disability Services	DCJM-2014-H-0006	Residential Expenses: Associated Community Svcs, MT&G, Multi-Therapeutic Svcs	Denied	09-11-2018	See attached Waiver Justification memo	Marsha Robinson			\$747,660.95	
WR1503	09-20-2018	10-16-2018	26	Ricky Capers	Office of the State Superintendent of Education	CW54700	Business Project Development, Management and Maintenance Support	Denied	09-20-2018	The purpose of this memorandum is to request that Public Consulting Group (PCG) be waived from meeting the thirty-five percent (35%) subcontracting requirement for Option Year Two (2) of the contract with the Office of the State Superintendent of Education (OSSE) for the Special Education Data Systems (SEDS) software maintenance services. OSSE seeks to continue usage of the Special Education Data System (SEDS) to which PCG is the sole owner of the intellectual property rights. PCG provides a standard license for access to the SEDS system as an off the shelf licensed product. They provide all the processes and system enhancements, implementation and maintenance of the Special Education Data Systems (SEDS). The SEDS is the student tracker and reporting tool for all records for the special education student population in the District of Columbia. They are the exclusive owner of the SEDS.	Tamera Anderson			\$180,766.95	
WR1505	09-20-2018	10-01-2018	11	Freguenet Demisse	DC Public Schools	GAGA-2017-C-0029	Service Platform and software Subscription	Denied	09-20-2018	See justification memo attached above and evidence document below.	Candace Butler			\$161,000.00	
TOT			519										32.56%	\$2,098,516.25	\$127,217,573.35
Adjusted Requirement (2 Records)															
WR783	05-15-2018	05-23-2018	8	Dian Herrman	Department of Corrections	Doc115729	Comprehensive Medical, Mental Health, Pharmacy and Dental Services for Department of Corrections Inmates	Adjusted Requirement	05-15-2018	Please see the attached waiver request	Deborah White	12%	\$785,742.00	\$9,496,858.70	
WR1395	06-14-2018	01-18-2019	218	Noel Richey	Office of the Chief Financial Officer	CFOPD-13-C-011	Universal Tax Collection Services (Secondary)	Adjusted Requirement	06-14-2018	Explanation is provided in the waiver memo.	Anthony Stover	1.87%		\$332,500.00	
TOT			226										13.87%	\$785,742.00	\$9,829,358.70
Closed (27 Records)															
WR1174	10-10-2017	10-30-2017	20	Ricky Capers	Deputy Mayor for Education	DCAM-13-AE-0157G	DC Master Facilities Plan	Closed	10-10-2017	The proposed task order is a result of competitive process amongst pre-qualified holder of the DC Office of Planning/ DC Department of General Services master ordering IDIQ, and was not solicited full and open.	Todd Allen			\$245,000.00	
WR1179	11-06-2017	11-15-2017	9	Sophie Kamal	Housing Authority Subsidy	POLP RFP 0002-2017	General Contracting Services for the Parkway Overlook Project	Closed	11-06-2017	Parkway Overlook II LP is seeking a waiver to exclude certain costs such as acquisition, DC Agency Fees, and financing fees from the basis for the 35% SBE contracting requirement.	Cheryl Moore Moore			\$0.00	
WR1206	11-07-2017	11-14-2017	7	Sophie Kamal	Department of Housing and Community Development	2017-24	Manna, Inc.	Closed	11-07-2017	Developer is requesting a waiver of expenses in the budget that cannot be performed by either a SBE or CBE	Laverne Scott			\$178,132.50	
WR1213	11-20-2017	11-21-2017	1	Kendrietta Leo	Department on Disability Services	DCJM-2018-H-0005	Residential Expenses	Closed	11-20-2017	Market research has been conducted and shows that most of the Providers providing Residential Expenses are non-profit organizations and are presently not eligible for participation in the CBE program. Currently DDA has 32 out of 74 non-profit organizations providing the services. OCP posts the solicitation notices on the OCP website. The solicitation is also sent to DSLBD in order to reach out to the CBE community. OCP did not give consideration to alternate methods for acquiring the work to be subcontracted in order to make the work more amenable to being performed by Certified Business Enterprises because 100% of the approved Providers must be Medicaid Waiver approved Providers. Four of the Medicaid waiver recipients currently providing the services are CBE certified providers.	Marsha Robinson			\$10,050,537.16	

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WR1255	01-23-2018	01-23-2018	0	Kendrietta Leo	Department of Health	DOC245369	DOH HAHSTA Pharmacy Benefit Management System	Closed	01-23-2018	Please see attached previously approved Waiver dated March 21, 2016	Dorothy Hale			\$875,000.00
WR1255	01-23-2018	01-23-2018	0	Kendrietta Leo	Department of Health	DOC245369	DOH HAHSTA Pharmacy Benefit Management System	Closed	01-23-2018	A search of DSLBD site for CBE Certified Contractors resulted in No records found for the services required	Dorothy Hale			\$8,750,000.00
WR1261	01-29-2018	03-13-2018	43	Teairra Swain	Department of Human Services	2018-01	MANNA, Inc. - 2200-2214 Hunter Place SE Project	Closed	01-29-2018	See letter from Director Polly Donaldson with attached budget on behalf of Manna, Inc.				\$1,891,407.35
WR1270	02-12-2018	03-23-2018	39	Genet Ambaye	Department of General Services	DCAM-17-CS-0049	Construction Services for The John A. Wilson Building Exterior Restoration - Phase 2	Closed	02-12-2018	We are requesting a waiver due to the specialized nature of the scope of work. The project consist of repairing and repointing the exterior stone facade, steps and planters of the Wilson Building; replacing and reattachment of spalled stone carving; cleaning of metallic and bird excrement stained stonework; and resealing all windows, doors, skylights, and curtainwalls. The awardee is CBE and they are performing a portion of the work and subcontracting a portion. They are currently subcontracting to two CBE's/SBE's and right now they have only managed to subcontract 19% of the 35% goal.	Franklin Austin			\$2,753,278.15
WR1272	02-12-2018	03-23-2018	39	Sophie Kamal	Office of the State Superintendent of Education	CW58771	Professional Development for low performing schools	Closed	02-12-2018	CBE, Measured Performance is seeking SBE/CBE status for Measured Performance (application submitted end of January). Unfortunately, while we don't expect any problems, approval might not occur for 45 days, well after the date that OSSE would like to start the in order to finish the needs assessments and root cause analyses of the 10 schools per the scope of work.	Rodney Aytch			\$346,561.25
WR1287	02-21-2018	04-02-2018	40	Genet Ambaye	Office of Contracting and Procurement	DOC365294	LPR License Plate Reader	Closed	02-21-2018	OCP researched the Department of Small and Local Business Development CBE listing for services under the required NIGP code 9677400 - Safety and Security Equipment Manufacturing Services; no DSLBD contractors were identified as having the ability to provide the comprehensive requirements for the ELSAG License Plate Readers.	Joseph Stewart			\$101,896.20
WR1298	03-09-2018	03-30-2018	21	Teairra Swain	Child and Family Services Agency	DCRL-2015-H3-0093	Congregate Care/Human Care Agreement	Closed	03-09-2018	The Child and Family Agency (CFSA) hereby requests on a waiver of the 35% subcontracting requirements contained in D.C. Official Code §2-218.46(a)(2) and 2-118-50(b)(1)(a), which requires that all non-construction contracts in excess of \$250,000.00 have at least 35% of the dollar volume subcontracted to Small Enterprises or to Certified Business Enterprises, if there is an insufficient number of qualified number of qualified Small Business Enterprises to completely fulfill the requirements. The District of Columbia Child and Family Services Agency (CFSA) is currently contracting with a group of contractors which provide Congregate Care Services. CFSA has awarded six Human Care Agreements (HCA) under this Agreement Number DCRL-2015-H-0093. This waiver request shall include the following contractors: BoysTown - DCRL-2015-H3-0093 - Traditional Group Home - Girls Elizabeth Ministries - DCRL-2015-H5-0093 - Teen Parent Programs Family Matters of Greater Washington - DCRL-2015-H7-0093 - Teen Parent Programs BoysTown - DCRL-2015-H8-0093 - Traditional Group Home - Boys Maximum Quest - DCRL-2015-H10-0093 - Traditional Group Home Gang - DCRL-2015-H2-0093 - Independent Living Program These contractors collectively are currently providing Teen Parent Services in a Main Facility Setting, Independent Living in a Main Facility Setting and Traditional Group Home services. Traditional Group Home: Shall serve those children and youth aged thirteen (13) to twenty-one (21) who may benefit from community based living, but require more structure than traditional foster family care. They do not present the need for therapeutic care, and are not developmentally appropriate for independent living programs. Providers must be able to serve lesbian, gay, bisexual, transgendered and questioning children and youth. Independent Living Main Facility: Shall serve	Tara Sigamoni			\$3,500,000.00

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									<p>youth aged sixteen (16) to twenty-one (21) that demonstrate the capacity to function adequately in a less supervised setting, and meet the developmental criteria for placement in this type of programming. Youth may enter a supervised, main facility independent living program at the age of sixteen (16). Teen Parent: Shall serve pregnant teens and teen parents and the placement setting may be a group home or a main facility independent living program. The placement setting will depend upon the functioning and supervision level needed by the teen parent, or expectant teen. CFSA also seeks Providers that can provide this type of care to serve those pregnant and parenting teens that are in need of a therapeutic environment. CFSA seeks Providers that can prepare the pregnant or parenting teen to assist their dependent children to achieve early childhood development milestones. Providers are also expected to support the pregnant or parenting teen to acquire the educational and vocational benchmarks necessary to care for themselves and their children after leaving foster care.</p> <p>Teen Parent: Shall serve pregnant teens and teen parents and the placement setting may be a group home or a main facility independent living program. The placement setting will depend upon the functioning and supervision level needed by the teen parent, or expectant teen. CFSA also seeks Providers that can provide this type of care to serve those pregnant and parenting teens that are in need of a therapeutic environment. CFSA seeks Providers that can prepare the pregnant or parenting teen to assist their dependent children to achieve early childhood development milestones. Providers are also expected to support the pregnant or parenting teen to acquire the educational and vocational benchmarks necessary to care for themselves and their children after leaving foster care.</p> <p>I am requesting a waiver of the 35% subcontracting requirements for the Traditional Group Home, Independent Living Program-Main Facility and Teen Parent programs with the proposed contractors, to provide placement in a structured environments in accordance with the Adoption and Safe Families Act of 1997 (Public Law 105-89), the LaShawn A. v Bowser Implementation and Exit Plan, and the Fostering Connections to Success and Increasing Adaptation Act of 2008 (Public Law 110-351).</p> <p>A significant portion of these services are provided by contractor staff. From past history, it has been CFSA's experience that for Human Service Procurements there is minimal opportunity for sub-contracting services required by the scope. Work required by the scope are the running of facilities and providing services which are all conducted by the contractor's staff. Also, the contractors are non-profit entities and therefore will not meet the requirements for CBE certification.</p> <p>Most recently, CFSA conducted a search of the DSLBD database of certified companies under NIGP Codes 968-47-00 (Health Care Services) and 918-67-00 (Human Care Consulting) to identify qualified contractors to provide these services. Of the 36 that were identified, only one contractor, Umbrella Therapeutic Services provides congregate care services for youth who are homeless, involved with the juvenile justice system and are a part of the abuse and neglect system. Umbrella is currently providing these services under DCRL-2015-H1-0093, Human Care Agreement for a Traditional Group Home.</p> <p>Umbrella's SBE status illustrates that there is some market capacity for CBE participation however, due to low number of SBEs during the solicitation phase, our current market research and the lack of subcontracting opportunities associated with the HCAs, CFSA has determined that there is an insufficient market capacity to achieve the 35% SBE subcontracting goal. CFSA has previously</p>				

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										requested and been granted approval of the 35% waiver for this service in fiscal year 2017.				
WR1302	03-12-2018	03-28-2018	16	Ricky Capers	Office of the Deputy Mayor for Planning and Economic Development	N/A	FY2016 New Communities Initiative Comprehensive Case Management Services	Closed	03-12-2018	The purpose of this memorandum is to request a waiver on behalf of Far Southeast Family Strengthening Collaborative, Inc. for proposed grant number GS-017-43773. The Office of the Deputy Mayor for Planning and Economic Development (DMPED) is charged with executing the Mayor's economic development strategy. The strategy includes bringing federal, nonprofit and private partners together to expand the District's tax base, attract and retain businesses of all sizes, in an effort to stimulate fair wage paying jobs to residents and strengthen the business climate. To advance this effort, the District saw a need to enter into a partnership with a non-profit entity that could provide case management services to residents located in close proximity to the Collaborative.	Jacque McDonald			\$180,250.00
WR1307	03-14-2018	03-28-2018	14	Kendrietta Leo	Department of Behavioral Health	RM-15-RFP-100-SRR-XXX-BY4-SC	Supported Rehabilitative Residence	Closed	03-14-2018	CBE Life Stride exceeds the 35% requirement on this multiward.	Margaret Desper			\$1,050,000.00
WR1050	03-23-2018	04-11-2018	19	Ricky Capers	Department on Disability Services	DCJM-2014-C-0019	DDA Quality Assurance Health Initiative	Closed	03-23-2018	All services included in the scope of work are performed by employees under the GUCEDD program. These services cannot be subcontracted, as the GU-UCEDD program uses its own employees and resources to carry out their mission. In addition, there are no subcontracting opportunities for which hiring a CBE would be possible because there are only three full-time positions dedicated to the contract, all of which are employees in GU-UCEDD program and have experience working in the DDA service delivery system. The positions under the contract are apportioned, ranging from 5% -90%; meaning that the contract pays for a portion of the services while the rest is covered by the GU-UCEDD.	Marsha Robinson			\$467,643.75
WR1326	03-28-2018	04-11-2018	14	Kendrietta Leo	Department of Transportation	DCKA-2018-B-0011	Tree Removal Services	Closed	03-28-2018	Tree Services has increased in the District. There are many landscape companies not many that specialized in tree removal or tree pruning. These services require certain type of equipment and manpower and certification. There are a few CBEs that can landscape but only a few vendors that can actually do tree service removal.	Alaster Sampson			\$2,949,581.25
WR1314	04-02-2018	04-21-2018	19	Ricky Capers	Department of Youth Rehabilitation Services	Doc253859	Pre & Post Transitional Care Homes	Closed	04-02-2018	DYRS requires the Providers to provide twenty-four (24) hour, seven (7) days a week (including holidays) housing exclusively for males and female youth between the ages of 10 and 18 who have been adjudicated in the District of Columbia's juvenile justice system and committed to DYRS's care and custody. The providers will also provide specialized and educational services while the detained youth are in their care. These youth have been identified by the District of Columbia Family Court and deemed appropriate for residential alternatives to secure detention services. DYRS is seeking services for approximately (71) detained youth. It is estimated that well over 80% of the cost associated with the delivery of the services is for direct care personnel, therefore, subcontracting these essential services would not be safe for youth under their care. The Provider's staff shall consist of licensed professional, paraprofessional and support personnel. Juvenile justice professionals must be highly skilled and experienced with the principles, goals, and the latest advancement of juvenile rehabilitation and treatment provision, including the principles of Positive Youth Development. DYRS needs Pre/Post Transitional Care Homes home services that will include services designed to return detained children and/or youth in temporary out-of-home care or custody back to their families of origin. These services will also have the focus of reunifying children and/or youth with their families in a stable and supportive home environment while increasing parent-child relationships and community functional stabilization. These services shall be operated on an evidenced based model that provides short term goals for pre-adjudicated youth and more long term goals and supportive services to post adjudicated youth.	LaTalya Palmer			\$581,262.50

CBE Subcontracting Compliance - FY 2018 Waiver Requests - Submitted

Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
									<p>These services are critical and sensitive in nature as the Youth of the District of Columbia will be housed and in the care specially trained individuals. As a result, the safety of DYRS youth is critical and it requires that Providers adhere to the following staff security requirements.</p> <p>In accordance with D.C. Official Code Section 4-1501.01 st seq., the Contractor shall conduct routine pre-employment criminal record background checks of the Contractor's applicable staff and future staff that will provide services pursuant to this Statement of Work. The Contractor shall not employ any staff in the fulfillment of the work pursuant to this Statement of Work unless said person provides the results of the undergone background check, to include FBI, a National Criminal Information Center Report and Child Protective Services Report (abuse and neglect). Staff shall not have any convictions of child abuse, child neglect, spousal abuse, a crime against children, including child pornography or a crime involving violence, including but not limited to, rape, sexual assault, homicide and assault, and for any disqualifying offenses as enumerated in 29 DCMR 6228.</p> <p>On May 25, 2016, The Office of Contracting and Procurement (OCP) conducted a vendor inquiry on the Office of Small & Local Business Development website to identify potential CBE's that could possibly fulfill subcontracting opportunities in this contract (see attached). The inquiry included commodity services for Pre and Post Transitional Services/Family Re-Unification Services. The inquiry returned (1) one CBE that could perform the required home care services. That provider is Umbrella Therapeutic Services. The provider was invited as a part of the solicitation. There were (3) three additional vendors under the Youth Services NIGP code but does not perform the required home care services.</p> <p>Those vendors are as follows: 1. The Crider Group. Their primary services are: Change Management, Project Management, Technical Assistance, Research & Evaluation, Communications & Public Awareness 2. Jewel's New Beginning Learning Center. Their primary services are: Academic Curriculum, Group Play, Free Play, Language, Dramatic Play, Outdoor Play, Special Days. These services are for children infant to three years old. 3. Art & Soul. Their primary services are: Administrative Support Services, Career Readiness and Vocational Services, Health & Human Service Support, Technical Support and Workforce Planning and Training.</p> <p>In addition to the research above, OCP solicited for the subject services in April 2016 in which (42) forty-two vendors were invited and the solicitation was announced to the public via newspaper posting and OCP website. Of that, only (12) twelve vendors responded and (11) eleven of the (12) twelve were deemed Qualified.</p> <p>Based on the unique nature of these services, the fact that service providers are typically community-based organizations, the fact that no subcontracting opportunities exist, it is requested that the 35% CBE subcontracting requirement be waived.</p> <p>Therefore, it is in the best interest of the District to waive the CBE subcontracting requirement.</p>				
WR1346	04-21-2018	05-15-2018	24	Ricky Capers	Department on Disability Services	DCJM-2014-H-0006	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Closed	04-21-2018	see attached justification memo	Marsha Robinson		\$302,050.00

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CBE Subcontracting Complain... - FY 2018 Waiver Requests - Submitted

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value		
WR1347	04-24-2018	05-15-2018	21	Freguenet Demisse	Department on Disability Services	DCJM-2017-H-0001	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Closed	04-24-2018	see attached Justification Memo	Marsha Robinson			\$177,593.87		
WR1349	04-24-2018	05-09-2018	15	Genet Ambaye	Department on Disability Services	DCJM-2014-H-0006	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Closed	04-24-2018	see attached Justification Memo	Marsha Robinson			\$110,002.54		
WR1350	04-24-2018	05-18-2018	24	Teairra Swain	Department on Disability Services	DCJM-2013-H-0007	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Closed	04-24-2018	see attached Justification Memo	Marsha Robinson			\$515,251.37		
WR1359	05-10-2018	06-07-2018	28	John Fanning	DC Public Schools	GAGA-2018-C-0026	Personalized Learning System Services & PD	Closed	05-10-2018	OCA was unable to post because funding was not approved (RQ) was held up but not required prior to posting on the DCPS website.	Candace Butler			\$78,925.00		
WR1381	06-04-2018	06-14-2018	10	Dian Herrman	Department of Behavioral Health	RM-17-HCA-SATS	Substance Abuse Treatment Services (SATS) Residential	Closed	06-04-2018	Clean & Sober Streets, Inc. waiver request to continue to provide services under option year one to service existing consumers and consumers who would select this provider for their level three treatment needs.	Margaret Desper	0%		\$875,000.00		
WR1382	06-04-2018	06-15-2018	11	Freguenet Demisse	Department of Behavioral Health	RM-17-HCA-SATS-XXX-BY4-JR	RAP Inc-Substance Abuse Treatment Services (SATS) Residential	Closed	06-04-2018	RAP Inc. is a DBH certified provider for level 3 services to provide substance use disorder assessment and treatment in a residential program for authorized consumers. DBH has a continued need to maintain an adequate supply of providers to meet consumers current and ongoing need for treatment. Consumers under the Drug Choice in Treatment Act select the provider who can treat their condition based on the level of care and ASAM criteria.	Margaret Desper			\$875,000.00		
WR1380	06-10-2018	07-10-2018	30	Amanda Wright	Department of Housing and Community Development	DHCD Contract No. 2017-22	Acquisition and rehabilitation of real property.	Closed	06-10-2018	The borrower has indicated that there is insufficient market capacity for the goods and services that comprise the project and such lack of capacity leaves the contractor commercially incapable of achieving the subcontracting requirements at a project level.	Guyton Harvey			\$3,088,750.00		
WR1417	07-12-2018	08-07-2018	26	Teairra Swain	Department of Health	DOC337373	RFQ for Home Delivered Meals/Food Bag	Closed	07-12-2018	Please see attached justification.	dorothy hale			\$875,000.00		
WR1476	09-11-2018	10-15-2018	34	Sophie Kamal	Office of Unified Communications	N/A	FY19 - OUC - IT Software Upgrade	Closed	09-11-2018	Due to the scope of services and the type of software being procured under this procurement, OUC is seeking a CAD upgrade, which is a proprietary application that can only be purchased directly from the owner of the copyright or patent.	Jeffrey Tisdale			\$262,500.00		
WR1489	09-11-2018	09-17-2018	6	Kendrietta Leo	Department of Corrections	CW18948	Department of Corrections Inmate Food Service	Closed	09-11-2018	Contractor has 2 subs and can meet 10.62% MOTIR LSDZX53460082021 Calvin Price LSDZR67442122019	Deborah White			\$420,000.00		
TOT			530											0%	\$0.00	\$41,500,622.89
Withdrawn (19 Records)																

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Director Determination	Under Review Start Date	Provide Explanation	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1166	10-13-2017	10-19-2017	6	Ricky Capers	Special Education Transportation	CW47272	GPS Fleet Services	Withdrawn	10-13-2017	This request is to waive the CBE subcontracting requirement for the maintenance of the existing GPS systems currently installed on the OSSE school buses. We are exercising the option on this contract.	ALVIN STITH			\$121,408.01
WR1208	11-13-2017	12-14-2017	31	Noel Richey	Department of Health	DOC320324	Third Party Administrator	Withdrawn	11-13-2017	This is a new projected funded by the federal grant under the Ryan White programs. Knowledge of the program complexity is a must and the capability to meet the requirements with adequate knowledge of applicability.	wil giles			\$5,600,000.00
WR1227	12-04-2017	12-04-2017	0	Kendrietta Leo	Office of the Chief Financial Officer	CFOPD-17-R-035	OCIO Application Architect and Project Manager	Withdrawn	12-04-2017	Waiver of mandatory set-asides \$250,000 or less.	Anthony Stover			\$87,360.00
WR1229	12-04-2017	12-04-2017	0	Kendrietta Leo	Office of the Chief Financial Officer	CFOPD-17-R-024	Lockbox Services Consultant	Withdrawn	12-04-2017	Waiver for set -asides of contracts under \$250,000	Drakus Wiggins			\$100,310.00
WR1263	01-30-2018	02-08-2018	9	Freguenet Demisse	Metropolitan Police Department	Doc241247	MPD Photo Enforcement Managment Contract	Withdrawn	01-30-2018	The Office of Contracting and Procurement, on behalf of the Metropolitan Police Department (MPD) is requesting a waiver of the subcontracting requirement for the renewal of an existing contract CW47738 for the Photo Enforcement Management Contract program. The justification for a waiver is based on the nature of the services to be provided. In 2017 when the Photo Enforcement Management Contract program was first solicited, OCP conducted an in-depth review of prospective vendors in the CBE market to meet the requirements of the services. As a result four CBE vendors were identified and invited to participate in the solicitation. None of the CBE's invited participated in the solicitation. It was determined that no BCEs were capable of fulfilling the requirements of the services. The unique proprietary nature of the software being used for the Photo Enforcement Management Contract program, encompassing full service support, operation, installation, and maintenance for the MPD Automated Traffic Safety Enforcement (ATSE) hardware and systems. The software for the requested services was developed and is owned by American Traffic Solutions. There are no CBE's or other vendors that can provide the existing solutions for a continuation of the services.	Joseph Stewart			\$1,234,541.57
WR1294	03-05-2018	03-09-2018	4	Dian Herrman	Department of Behavioral Health	N/A	Evidence Based Assessment Tool for Youths	Withdrawn	03-05-2018	Sole Source	Margaret Desper	0%		\$216,616.11
WR1324	03-28-2018	03-28-2018	0	Kendrietta Leo	Department on Disability Services	DCJM-2017-H-0005	Vocational Services	Withdrawn	03-28-2018	See attached	Marsha Robinson			\$227,500.00
WR1345	04-21-2018	05-09-2018	18	Noel Richey	Department on Disability Services	DCJM-2015-H-0006	Residential Habilitation, Supported Living, and Host Home Occupancy-Related Residential Expenses for District of Columbia Persons with Intellectual and Developmental Disabilities served by DDA	Withdrawn	04-21-2018	see attached Waiver Justification	Marsha Robinson			\$138,097.31
WR1335	04-21-2018	04-21-2018	0	Kendrietta Leo	Department of Human Services	DOC315438 - DHS - TANF - Education and Occupational Training (EOT)	DHS TANF Education and Occupational Training (EOT)	Withdrawn	04-21-2018	This is a Temporary Assistance for Needy Families (TANF) Education and Occupational Training (EOT) new award for the base and four option periods.	Shaivard Shamloo			\$2,800,104.30
WR1352	05-25-2018	05-25-2018	0	Kendrietta Leo	Department of Human Services	DOC315581	Job Placement- DHS Temporary Assistance for Needy Families (TANF) program	Withdrawn	05-25-2018	14 certify companies were invited to the solicitation and only one submitted.	LaTalya Palmer			\$1,750,000.00
WR1392	06-14-2018	06-14-2018	0	Kendrietta Leo	Department of General Services	Not Applicable	FEMS Apparatus Maintenance Facility	Withdrawn	06-14-2018	No Comment				\$26,250.00

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WR1397	06-27-2018	06-27-2018	0	Kendrietta Leo	DC Department of Human Resources	DOC222731	Criminal Background Checks	Withdrawn	06-27-2018	The Outsourcing Standard or FBI approved channelers such as FieldPrint responsibilities are within the Criminal Justice Information System Security Policy. The Outsourcing Standard identifies the duties and responsibilities with respect to adequate internal controls within the contractual relationship so that the security and integrity of the Interstate Identification Index and Criminal History Record Information are not compromised. Only on the FBI approved channeler can be in receipt of the Criminal History Record Information. The provision of the Outsourcing Standard are established by the Compact Council pursuant to 28 CFR Part 906.2.- Such contractors, agencies, or organizations shall not be permitted to have direct access to the IIS System by computer terminal or other automated means which would enable them to initiate record requests, provided however, the foregoing restriction shall not apply with respect to: (1) Persons, agencies, or organizations that may enter into contracts with the FBI or State criminal history record repositories for the performance of authorized functions requiring direct access to criminal history record information; and (2) any direct access to records covered by 42 U.S.C. 14614(b).	Nicole Smith-McDermott			\$117,250.00
WR1397	07-10-2018	07-10-2018	0	Kendrietta Leo	DC Department of Human Resources	DOC222731	Criminal Background Checks	Withdrawn	07-10-2018	The Outsourcing Standard or FBI approved channelers such as FieldPrint responsibilities are within the Criminal Justice Information System Security Policy. The Outsourcing Standard identifies the duties and responsibilities with respect to adequate internal controls within the contractual relationship so that the security and integrity of the Interstate Identification Index and Criminal History Record Information are not compromised. Only on the FBI approved channeler can be in receipt of the Criminal History Record Information. The provision of the Outsourcing Standard are established by the Compact Council pursuant to 28 CFR Part 906.2.- Such contractors, agencies, or organizations shall not be permitted to have direct access to the IIS System by computer terminal or other automated means which would enable them to initiate record requests, provided however, the foregoing restriction shall not apply with respect to: (1) Persons, agencies, or organizations that may enter into contracts with the FBI or State criminal history record repositories for the performance of authorized functions requiring direct access to criminal history record information; and (2) any direct access to records covered by 42 U.S.C. 14614(b).	Nicole Smith-McDermott			\$117,250.00
WR1412	07-05-2018	07-13-2018	8	Amanda Wright	Child and Family Services Agency	DCRL-2016-H1-0034	Teen Bridge Program	Withdrawn	07-05-2018	The aforementioned provider is only one of three providers in the District capable of meeting the requirements of the HCA.	Tara Sigamani			\$490,000.00
WR1471	09-07-2018	09-07-2018	0	Kendrietta Leo	Board of Elections and Ethics	D&F for Award Sole Source Posted on OCP Website	New Voting Equipment Purchase – FY18	Withdrawn	09-07-2018	D. A market research was performed of certified voting systems and was determined that Elections Systems and Software, (ES&S) is the only vendor that owns and distributes the ExpressVote, Universal Voting System which is currently being used by the District of Columbia Board of Elections. Purchasing and installing a new (different) voting system and the inability to provide adequate and sufficient training to the Board of Election's staff and poll workers will cause a disruption to the citizens of the District of Columbia's ability to cast their vote in the November 6, 2018 General election and thereby will violate their right to vote.	Alvin Stith			\$145,250.00
WR1485	09-11-2018	09-20-2018	9	Monica McCall-Matey	Office of Unified Communications	N/A	FY19 - OUC - DVRS Maintenance	Withdrawn	09-11-2018	Due to the scope of services and the type of maintenance services support being procured under this procurement. A CBE and SBE search was performed and less than two vendors were listed on the CBE search.	Jeffrey Tisdale			\$17,500.00
WR1479	09-13-2018	09-20-2018	7	Monica McCall-Matey	Office of Unified Communications	N/A	FY19 - OUC - NG911 Telecommunications Infrastructure Support Services	Withdrawn	09-13-2018	Due to the scope of services and the type of infrastructure support being procured under this procurement, OUC is seeking to maintain an NG911 Telecommunications Infrastructure Support. The procurement was competitively competed. The consulting is necessary to connect with the National Capitol Area network.	Jeffrey Tisdale			\$35,000.00

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WR1480	09-13-2018	09-20-2018	7	Amanda Wright	Office of Unified Communications	N/A	FY19 - OUC - NICE Maintenance Services	Withdrawn	09-13-2018	Due to the scope of services and the type of maintenance services support being procured under this procurement, OUC is seeking to maintain ability for the DC OUC 911 and 311 call takers, dispatchers, and supervisors can instantly play back recent or archived events and interactions from any desktop 911 Call handling and or Dispatch workstation as needed for investigation and evaluation purpose. The proprietary software is used to execute the recording system.	Jeffrey Tisdale			\$60,049.85
WR1501	09-18-2018	09-18-2018	0	Kendrietta Leo	DC Public Schools	GAGA-2018-C-0046	Multi-tiered Phonics Curriculum and System of Interventions	Withdrawn	09-18-2018	A waiver is being requested pursuant the attached information above and below.	Candace Butler			\$121,998.54
TOT			99									0%	\$0.00	\$13,406,485.69
TOT			6851									303.55%	\$195,124,643.47	\$728,350,806.34

TOTALS

Director Determination	Number of Records	Processing Time (Number of Days)	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
Approved	215	5477	257.12%	\$192,240,385.22	\$536,396,765.72
Denied	19	519	32.56%	\$2,098,516.25	\$127,217,573.35
Adjusted Requirement	2	226	13.87%	\$785,742.00	\$9,829,358.70
Closed	27	530	0%	\$0.00	\$41,500,622.89
Withdrawn	19	99	0%	\$0.00	\$13,406,485.69
Totals (5 groups)	282	6851	303.55%	\$195,124,643.47	\$728,350,806.34

CBE Subcontracting Compliance Tool *Beta* : Waiver Requests | FY 2019 Waiver Requests - Submitted

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Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
Approved (51 Records)															
WR1519	10-04-2018	10-17-2018	13	Monica McCall-Matey	Department of Behavioral Health	None - Sole Source	Level 3.5 - Substance Use Disorder trmt - CMMI	Non-Construction	Approved	The Office of Contracting and Procurement on the behalf of the Department of Behavioral Health is seeking a waiver of the 35% subcontracting requirements for Plant the Seed Treatment Services for level 3.5 Medically Managed Medium Intensive Residential Trmt for youth who require this level of care for a substance use disorder(s).	10-04-2018	Margaret Desper			\$346,500.00
WR1517	10-04-2018	11-05-2018	32	Teaira Swain	Department on Disability Services	DCJM-2019-H-0001	Residential Expenses: My Own Place Inc.	Non-Construction	Approved	see attached Waiver Justification Memo	10-04-2018	Marsha Robinson			\$510,040.20
WR1520	10-04-2018	10-17-2018	13	Dian Herrman	Department on Disability Services	DCJM-2019-H-0001	Residential Expenses: Individual Advocacy Group, Inc.	Non-Construction	Approved	see attached Waiver Justification Memo	10-04-2018	Marsha Robinson			\$319,456.11
WR1523	10-04-2018	10-18-2018	14	Freguenet Demisse	Office of the Chief Technology Officer	CW31268	Software AG Maintenance Support	Non-Construction	Approved	Please see attached justification letter.	10-04-2018	Chris Yi			\$97,948.42
WR1525	10-10-2018	10-19-2018	9	Noel Richey	Department of General Services	DCAM-18-NC-0043	Vehicle Exhaust Maintenance and Repair Services (FEMS)	Non-Construction	Approved	Waiver Request contains backup documentation.	10-10-2018	George Lewis			\$251,449.45

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WR1526	10-10-2018	10-26-2018	16	Amanda Wright	Department of Behavioral Health	RM-15-RFP-100-SRR-XXX-BY4-SC	Supported Rehabilitative Residence	Non-Construction	Approved	Due to the licensure requirements which are administered by the Department of Behavioral Health, the contractor is limited in its options to subcontract. OCP market research combined with the agency concluded that there has been no change in the market place and the CBE vendor continues to support DBH with SRR services in option year three exceeding the 35% subcontracting requirement as one of the three vendors. OCP respectfully request a Waiver of the Subcontracting requirement for Community Connections, Inc. to allow for the continuation of services for consumers who have selected the provider to provide SRR services.	10-10-2018	Alaster Sampson			\$1,050,000.00

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WR1497	10-10-2018	10-29-2018	19	Monica McCall-Matey	Metropolitan Police Department	Exempt	TACIS Time and Attendance core maintenance and support	Non-Construction	Approved	In April 2018, the District of Columbia, Office of Contracting and Procurement, on behalf of the Metropolitan Police Department (MPD) awarded a GSA Task Order to Software AG to provide TACIS core maintenance and support. MPD has a continued need for the TACIS core maintenance and support services. This procurement is exempt from competition in accordance with Procurement Practice Reform Act (PPRA) of 2010, Section 413(8). § 2-354.13. Competition exemptions. (8) Maintenance and support of existing software and technology to the extent that the creator of the intellectual property is still protected and is the only source of the maintenance and support of the existing software and technology. Software AG owns all rights, intellectual property rights, title, and interest in and to service the current TACIS platform; which includes maintenance, modifications, improvements and upgrades. Therefore the opportunity to subcontract to the CBE community is made impossible due to the intellectual property rights.	10-10-2018	Wendell Atkinson			\$146,371.40

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WR1527	10-10-2018	11-01-2018	22	John Fanning	Metropolitan Police Department	DOC157157	Body Worn Cameras	Non-Construction	Approved	In 2013, MPD began researching the use, purchase and deployment of body-worn cameras for its police officers. After eighteen (18) months of research, MPD launched a six (6) month pilot program on October 1, 2014 in two (2) of the District's seven (7) MPD districts, to determine the camera model that would best suit the needs of the Department and the District. After evaluating five (5) different models, MPD selected two models offered by Taser that would allow MPD officers to annotate video in the field, without taking officers off the street. Currently, approximately 480 MPD officers are equipped with body-worn cameras. In an effort to further promote the public trust and enhance its services to the community, MPD now intends to expand its Body-Worn Camera Program by purchasing and deploying at least an additional 2,800 body-worn cameras so that all patrol officers in each of MPD's seven (7) districts can be outfitted with body-worn cameras. Additional information about MPD's Body-Worn Camera Program may be found on MPD's website: http://mpdc.dc.gov .	10-10-2018	Joseph Stewart		\$1,219,974.00	
WR1528	10-10-2018	12-11-2018	62	Freguenet Demisse	Office of the Chief Financial Officer	CFOPD-17-C-008A	Indirect Cost Rate & Random Moment Time Study	Non-Construction	Approved	Requesting a waiver, please see attached waiver request.	10-10-2018	Darkus Wiggins			\$98,000.00
WR1518	10-10-2018	10-31-2018	21	Ricky Capers	Child and Family Services Agency	DCRL-2018-R-0024	Pregnant and Parenting Youth - Teen Parent Independent Living Program	Non-Construction	Approved	A search of the District's Certified Business Database (Attachment 1) does not reveal any CBEs that can provide services for this type of services as specified in the Scope of Work Section C of the RFP for Pregnant and Parenting Youth, Teen Parent Independent Living Program. Therefore, CFSA is seeking a waiver to the 35% sub-contracting rule for this RFP for a period of three (3)	10-10-2018	Tara Sigamoni			\$665,000.00

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									years. In addition, these services have been approved for exclusion as part of the Agency's FY2017/2018. A significant portion of these services are provided by contractor staff. The selected contractor will provide congregate living facilities, along with wrap around support and live skills training to teen parents who are in foster care. From past history, it has been CFSA's experience that for these services, there is minimal opportunity for sub-contracting services required by the scope. Also, the contractors are non-profit entities and therefore will not meet the requirements for CBE certification. CFSA has applied for and DSLBD has granted waivers for these services for the in the last fiscal year as part of Human Care Agreement DCRL-2015-H5-0093 and DCRL-2015-H7-0093 (latest waiver granted on 03/08/2018) Most recently, CFSA conducted a search of the DSLBD database of certified companies under NIGP Codes 952-29-500 (Youth Care Services) qualified contractors to provide these services. Of the four that were identified none provided congregate care services for youth who are pregnant and or parenting youth in the foster care system and are a part of the abuse and neglect system. The intensive services that the Contractor will provide are specialized and offered by its in-house team of professionals who specialize in serving underserved youth, low-income teen parents, complex family issues. Over the past three years during the existing contract, the number of providers have been reduced and there are no known purveyors of the services under this proposed contract within the District,					

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										nor are there specific NIGP codes that meet the criteria for this service.					
WR1532	10-19-2018	11-08-2018	20	Dian Herrman	Department of Health	N/A	Behavioral Risk Factor Surveillance System (BRFSS) Surveys	Non-Construction	Approved	<ul style="list-style-type: none">OCP and DC Health conducted market research and determined that there were no CBE's with experience in conducting the BRFSS survey. Also, in 2017, DC Health issued a solicitation (Doc:342662) for the BRFSS survey in the open market. Of the invites, 23 were CBE's and six were Non-CBE's. No CBE's responded to the solicitation. (CBE's were provided by DSLBD)	10-19-2018	Dorothy Hale			\$110,126.80
WR1533	10-24-2018	11-08-2018	15	Freguenet Demisse	Child and Family Services Agency	DCRL-2019-C-0007	Family Coaching and Support Services	Non-Construction	Approved	There are peer coaching vendors, evidence based model offered by other peer coaching in the District. The family peer coaches is the only local provider of the Strengthening Families Coping Services model which is promising practice and , Community Connections is the only provider that offers this model.	10-24-2018	Tara Sigamoni			\$105,000.00
WR1534	10-26-2018	11-13-2018	18	John Fanning	Child and Family Services Agency	DCRL-2016-R-0079	YOUTH AFTERCARE SERVICES	Non-Construction	Approved	In 2015, the Child and Family Services Agency (CFSA) embarked upon a District-wide initiative to evaluate and improve aftercare services in the District of Columbia based on self-assessment and input from stakeholders and young adults. These partners have conducted research, submitted reports, and provided public testimony regarding the need to improve efforts toward supporting young adults in foster care as they prepare for and transition to independent adulthood. In addition to recognizing the need for improved practice, the Agency has also undertaken this initiative to establish standard outcomes that directly reflect the input of the young adults as well as the collective expertise of CFSA and its valued community partners.	10-26-2018	Tara Sigamoni			\$252,286.26

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									<p>On June 15, 2016, CFSA issued solicitation # DCRL-2016-R-0079, seeking a contractor that is located in the District or in close proximity to the District with demonstrated and established relationships and/or partnerships with a wide array of community based service providers and /or community based hubs. The successful contractor shall be capable of ensuring consistency in the delivery of the model proposed for all young adults in receipt of Aftercare services throughout the District. In addition, this solicitation was posted on the OCP website as well as copies sent to the DSLBD representatives; Leo Kendrietta , Vonetta Martin and Audrey Buchanan (see attachment 1), for distribution among the CBE community for the sole purpose of identifying qualified CBE entities that can provide these aftercare services. A search of the District's Certified Business Database did not reveal any CBEs that can provide youth aftercare services as specified in the Scope of Work, Section C of the solicitation.</p> <p>A pre-proposal conference was held on July 7, 2016. Representatives from DSLBD were invited and a representative attended and presented to the body of attendees on the various benefits of becoming a CBE, the new law and the requirements around the 35% subcontracting rule. It was well received. Unfortunately, there were no CBE's in attendance at this pre-proposal conference</p> <p>The Young Women's Project is private, nonprofit tax exempt corporation incorporated in the District of Columbia, in accordance with D.C. Code § 2-</p>					

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									<p>218.51. The have been deemed qualified and responsible to provide these services to the District. They were not able to meet the 35% required subcontracting requirements in the base year. However, in the base year of the contract, they attempted to sub-contract 22% after deducting the cost of all direct services. Salaries and fringe accounts for 32%, clients cost accounts for another 23% of the total budget. The remaining 23% is for indirect overhead cost such as utilities, liability insurance, audit and accounting financial services associated with delivering the provisions of the contract and are considered business expenses and therefore is exempt from being counted towards the sub-contracting requirements.</p> <p>CFSA is requesting a full waiver for Option Year 2 for the following reasons:</p> <p>The Young Women's Project (YWP) was deemed qualified and capable of meeting the requirement of the scope of work as outlined in the solicitation using their existing staff. In the base year of the contract, The Young Women's Project allocated \$164,198 or 22% of the base year amount to be spent with The Midtown Group. However, YWP was only able to spend \$7,500 on the sub-contract for the following reasons:</p> <p>The total number of youth adult staff hired with these funds during the contract base year was three. The original sub-contract for the planned program was for the hire of 22 young adult staff. Although The Young Women's program tried at several points to recruit and hire the young adult staff, they were just not successful as the</p>					

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										<p>youths were just not prepared to assume the full range of duties and responsibilities that goes with the positions and they had a high level of difficulty with basic functions. This part of the program was a total failure and so CFSA have decided not to continue these services. Instead, The YWP completely retooled to now focus their efforts in bridging the gap of these deficits for the kids in-house so they will be better prepared for the world of work. CFSA has subsequently re-negotiated their budget for the option year 2 and removed that portion of the scope from the contract as well as lowered the contract amount.</p> <p>The contract itself is critical to the agency's ability to monitor young adults as they leave the foster care system and ensure that they are being given adequate supports as they navigate the early phase of adult independent living.</p> <p>It is being requested that the 10-day notice be posted immediately in order to expedite the waiver review process and that a full waiver of the 35% mandatory subcontracting goal be approved.</p>					
WR1540	11-01-2018	11-30-2018	29	Sophie Kamal	Department of Public Works	Doc405743	Automotive Services and Parts for Medium and Heavy-duty Equipment	Non-Construction	Approved	CBE search under commodity code 928-87-60 (Maintenance and Repair, Heavy Trucks) resulted to zero (0) vendors. DPW provided the list of heavy-duty, specialized trucks in the solicitation that requires specific repairs and maintenance services to be provided by experienced and qualified technicians.	11-01-2018	Courtney Lattimore			\$87,500.00
WR1541	11-06-2018	11-27-2018	21	Teaira Swain	Department on Disability Services	DCJM-2017-H-0001	Residential Expenses - Capital Care	Non-Construction	Approved	See attached Waiver Justification Memo	11-06-2018	Marsha Robinson			\$593,696.48

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WR1542	11-06-2018	11-27-2018	21	Amanda Wright	Office of the Chief Technology Officer	Doc288408	Internet Service Provider	Non-Construction	Approved	Please note this is an Option Renewal. The price changed for this period which is reflected in M002. Due to the change in price, a waiver must be submitted.	11-06-2018	Monica Hariri			\$111,300.00
WR1544	11-06-2018	11-26-2018	20	Freguenet Demisse	Office of the State Superintendent of Education	N/A	OSSE_Maintenance & Support of Existing Software_PCG	Non-Construction	Approved	The purpose of this memorandum is to request that Public Consulting Group (PCG) be waived from meeting the thirty-five percent (35%) subcontracting requirement for Option Year One (1) of the contract with the Office of the State Superintendent of Education (OSSE) for the Special Education Data Systems (SEDS) software maintenance services in the amount of \$516,477.00. The 35% subcontracting requirement equals \$154,943.10 of the contractual services for Option Year One (1). OSSE seeks to continue usage of the Special Education Data System (SEDS) which is the student tracker and reporting tool for all records for the special education student population in the District of Columbia. PCG is the sole owner of the intellectual property rights and provides a standard license for access to the SEDS system as an "off the shelf" licensed product. They provide all the processes and system enhancements, implementation and maintenance of the Special Education Data Systems (SEDS). They are the exclusive owner of the SEDS and it not offered through any other entities.	11-06-2018	Tamera Anderson			\$180,766.95
WR1545	11-06-2018	11-20-2018	14	Genet Ambaye	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014	Instant Ticket Manufacturing Services	Non-Construction	Approved	See attached Memo request.	11-06-2018	Anthony Stover	0%	\$0.00	\$343,000.00
WR1547	11-07-2018	11-30-2018	23	Monica McCall-Matey	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014	Instant Ticket Manufacturing Services	Non-Construction	Approved	See attached Memo Request	11-07-2018	Anthony Stover			\$343,000.00
WR1548	11-07-2018	11-20-2018	13	John Fanning	DC Lottery & Charitable Games Control Board	CFOPD-15-C-014A	Instant Ticket Manufacturing Services	Non-Construction	Approved	See attached Memo Request	11-07-2018	Anthony Stover			\$343,000.00

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WR1549	11-09-2018	12-03-2018	24	Sophie Kamal	Office of Contracting and Procurement	DOCXXX	Child and Adolescent Psychiatric Services	Non-Construction	Approved	The services to be provided require the psychiatrist to have extensive experience in providing services to youth committed to the Juvenile Justice System. The Contractor has to be licensed, board certified, board eligible child and adolescent psychiatrist.	11-09-2018	HAKIMA MUHAMMAD			\$87,500.00
WR1550	11-09-2018	11-30-2018	21	Ricky Capers	District Department of the Environment	CW65673	Continuation of Anacostia River Sediment	Non-Construction	Approved	This is a Sole Source contract CW65673 in the interim until D.C. Council approves a contract for Solicitation DOC385856. The current contract CW32705 has a full waiver and will end Dec. 7, 2018.	11-09-2018	Marie Niestrath			\$349,562.50
WR1554	11-27-2018	12-10-2018	13	Amanda Wright	Department of Behavioral Health	DOC	PSYCHIATRIC RESIDENTIAL CRISIS STABILIZATION BEDS	Non-Construction	Approved	Previous solicitation 35% subcontracting plan was waived. Vendors state that it is extremely hard cost to show how 35% of our total budget could be contracted out being that solicitation is specialized.	11-27-2018	Alaster Sampson			\$286,415.50
WR1559	11-19-2018	12-04-2018	15	Dian Herrman	Department of Behavioral Health	None Sole Source	Evidence Based Initiative Practice	Non-Construction	Approved	DSLBD granted approval of a previous waiver request on April 10, 2018. There is insufficient market capacity for the services.	11-19-2018	Margaret Desper			\$216,650.00
WR1562	11-26-2018	12-11-2018	15	Monica McCall-Matey	Child and Family Services Agency	DCRL-2017-D-0021	Psychiatric Residential Treatment Facility	Non-Construction	Approved	ILIFF program has a dual diagnoses center. The program focuses on youth who have Intellectual Disabilities and Mental Health Disorders. The youth's treatment team consists of not only therapist that specializes in Cognitive Behavioral Therapy but a Behavioral Specialist that focuses on the youth's behavior and designs a behavioral plan that entails interventions specific to the child's in-patient needs in this Psychiatric Treatments Facility which is DC Medicaid funded.	11-26-2018	Tara Sigamoni			\$78,079.52

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WR1563	11-26-2018	12-11-2018	15	John Fanning	Child and Family Services Agency	DCRL-2017-D-0024	Psychiatric Residential Treatment Facility	Non-Construction	Approved	There are no CBE's in the District that provide intensive psychiatric residential treatment services. This contractor provides intensive residential treatment services to CFSA clients. Residential treatment is part of a continuum of care, which provides services at varying levels of intensity from the most to least restrictive. This continuum of care is dynamic; treatment services provided to the clients under this contract. The total not-to-exceed amount will be billed to and paid by DC Medicaid.	11-26-2018	Tara Sigamoni			\$179,902.24
WR1561	11-26-2018	01-03-2019	38	Genet Ambaye	Child and Family Services Agency	DCRL-2015-R-0134A	Evidence Based Volunteer Mentoring Program	Non-Construction	Approved	Due to the nature of the services provided in this proposal and the costs associated with them, we are requesting a SBE/CBE Waiver to negate our requirement to submit a subcontracting plan along with our proposal. Our proposal pricing is well above the \$250,000 limit and therefore we are required by the contract to submit a subcontracting plan of at least 35% of the dollar volume of the contract. For us this would mean that nearly \$300,000 of our contract would need to be subcontracted. After reviewing the Listing of Certified CBE companies, we have determined that we will be unable to meet this requirement simply due to the nature of the services we provide and the types of costs associated to providing them. It is our determination that less than \$10,000 (1%) of the total amount of our contract would be able to be subcontracted out to CBEs. We read through the entire list of CBEs in order to ensure that more expenses were not able to be subcontracted out. We were able to determine that some of our current costs	11-26-2018	Tara Sigamoni	0%	\$0.00	\$176,809.50

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										are already being covered by CBEs, however, these total amounts in our proposal are very small. A large majority of our costs are payroll and associated taxes and costs, occupancy costs, and costs specific to the delivery of our volunteer mentoring program that aren't services any CBE's provide. We urge you to consider the services delivered in the proposed program and to realistically evaluate our ability to meet the subcontracting requirement. We ask that you grant us a waiver for this requirement.					
WR1565	11-27-2018	12-20-2018	23	Ricky Capers	Department of Health	DOC30455	Prescription Drug Monitoring	Non-Construction	Approved	The current PDMP System requires APPRIS updates, upgrades and patches in order to become fully operational for the agency. Market research conducted by OCP, shows that APPRIS is the only vendor that can develop, deliver and maintain an information technology solution, that allows dispensers to report covered substances dispensed to patients. APPRIS also allows credentialed prescribers and dispensers to query covered substance dispensation history for treatment of patients.	11-27-2018	Dorothy Hale			\$59,500.00
WR1566	11-27-2018	12-18-2018	21	Noel Richey	District Department of the Environment	DOC385856	FY19 Anacostia River Sediment	Non-Construction	Approved	The wining Offeror did market research and found SBE/CBE to subcontract to, but with dependent on the type of work DOE requires it not guarantee Tetra Tech can even meet 1% of the NTE \$15M. On the current contract CW32705 Tetra Tech did not even met 1%. History shows this type of work cannot be fully met and will require a 35% waiver.	11-27-2018	Marie Niestrath			\$5,250,000.00
WR1551	11-29-2018	12-12-2018	13	Dian Herrman	Department on Disability Services	DCJM-2015-H-0006	Residential Expenses: Volunteers of America Chesapeake, Inc.	Non-Construction	Approved	see attached waiver justification memo	11-29-2018	Marsha Robinson			\$137,091.48

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WR1553	11-29-2018	01-04-2019	36	Teaira Swain	Department on Disability Services	DCJM-2017-H-0001	Residential Expenses: Finsby Care, Inc. & Innovative Life Solutions, Inc.	Non-Construction	Approved	see attached waiver justification memo	11-29-2018	Marsha Robinson			\$92,542.45
WR1567	11-29-2018	12-13-2018	14	Sophie Kamal	Department of Health Care Finance	DoC221807	Actuarial Consulting Services	Non-Construction	Approved	See evidence document below.	11-29-2018	Barbour Helena			\$551,782.35
WR1564	11-29-2018	12-11-2018	12	John Fanning	Department of Youth Rehabilitation Services	CW48957	Special Arbitrator Service	Non-Construction	Approved	The services provided by Ms. Lopes cannot be subcontracted out with a local entity because the Court has specifically ordered that the District contract with Ms. Lopes for these services and failure to do so could result in a contempt finding against the District. The District does not have the flexibility to contract with any other entity than Ms. Lopes for these services in light of the Court's mandates.	11-29-2018	Hakima Muhammad			\$259,673.75
WR1568	11-29-2018	12-20-2018	21	Genet Ambaye	DC Department of Human Resources	DOC225702	Drug and Alcohol Testing Services	Non-Construction	Approved	During the base and past option periods the prime contractor, National Drug Screening, has been unable to identify District SBEs or CBEs that are qualified to perform any portions of the contract per Determination and Findings for Not Awarding to Certified Business Enterprise dated December 7, 2016. National Drug Screening engaged DSLBD to identify qualified District's SBEs and CBEs per instructions provided in the District's Preliminary Notice of the District's Intent to Exercise Option Period 3 - Drug and Alcohol Testing Services_Contract #CW40670 dated November 12, 2018. DSLBD was unable to identify qualified SBEs and CBEs for National Drug Screening to subcontract with. National Drug Screening has attempted to satisfy the District's 35% subcontracting goal in good faith without success. A subcontracting waiver request is therefore requested for the entire IDIQ contract not to exceed amount of \$662,000.00.	11-29-2018	Nicole Smith-McDermott			\$231,700.00

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WR1570	12-10-2018	01-04-2019	25	Sophie Kamal	Office of Contracting and Procurement	Doc411652	Telecommunication Legal Services	Non-Construction	Approved	1. Legal Services are competition exempt according to District Government laws and regulations 2. three CBEs were contacted to gather information regarding capability to perform Telecommunication Legal Services. Not one of the legal firms/attorney's specialize, nor currently maintained the required services mandatory for OCTO ongoing litigations.	12-10-2018	Reginald Whitley			\$105,000.00
WR1571	12-11-2018	01-08-2019	28	Amanda Wright	Department of Forensic Sciences	N/A	Gerstel Liquid Handlers with Agilent GC/MS	Non-Construction	Approved	This action is being procured as exempt from competition in accordance with PPRA 413(8)	12-11-2018	Kenneth Wallington			\$206,500.00
WR1575	12-14-2018	01-04-2019	21	Monica McCall-Matey	Department of General Services	DCAM-18-NC-0001	ARCHIBUS 23.1 installation, implementation and integration	Non-Construction	Approved	Please review the attached waiver request for approval. There are no CBEs or SBE qualified to provide the services required.	12-14-2018	George Lewis			\$183,982.54
WR1578	12-19-2018	01-11-2019	23	Noel Richey	Department of Youth Rehabilitation Services	DOC25389	Pre and PostTransitional CarHomes	Non-Construction	Approved	Based on the unique nature of these services, the fact that service providers are typically community-based organizations, the fact that no subcontracting opportunities exist, it is requested that the 35% CBE subcontracting requirement be waived. Therefore, it is in the best interest of the District to waive the CBE subcontracting requirement.	12-19-2018	Hakima Muhammad			\$292,621.06
WR1579	12-19-2018	01-10-2019	22	Ricky Capers	Department of Health	Doc413884	HRLA FY19 Pest Control (ContraPest)	Non-Construction	Approved	SenesTech, Inc. develops and are commercializes a proprietary technology for managing animal pest populations, primarily rat populations, through fertility control. Its first fertility control product candidate is ContraPest, which will be marketed for use initially in controlling rat infestations. ContraPest can only be purchased through a limited number of national and regional distribution partners. Based on the distribution list provided by SenesTech, none of them were CBE's.	12-19-2018	Dorothy Hale			\$107,929.15

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WR1580	12-19-2018	01-08-2019	20	Sophie Kamal	Child and Family Services Agency	DCRL-2018-H-0010	Psychiatric Residential Treatment Services	Non-Construction	Approved	To date, none of the five (5) CBEs possess a Medicaid Provider Approval Letter issued by DC Healthcare Finance (DHCF) to provide Psychiatric Residential Treatment Services.	12-19-2018	Tara Sigamoni			\$209,556.38
WR1581	12-19-2018			Teairra Swain	Child and Family Services Agency	DCRL-2018-H-0010	Psychiatric Residential Treatment Services	Non-Construction	Approved	To date, none of the five (5) CBEs possess a Medicaid Provider Approval Letter issued by DC Healthcare Finance (DHCF) to provide Psychiatric Residential Treatment Services.	12-19-2018	Tara Sigamoni			\$247,949.10
WR1582	12-27-2018	01-09-2019	13	Dian Herrman	Office of the Chief Financial Officer	CFOPD-15-C-008	Tax Refund Investigative Solution	Non-Construction	Approved	Explanation is contained in the memo	12-27-2018	Anthony Stover			\$334,250.00
WR1584	01-02-2019	01-18-2019	16	Amanda Wright	Office of the Chief Financial Officer	CFOPD-R-009	WIC EBT Processing Services	Non-Construction	Approved	See attached waiver request	01-02-2019	Drakus Wiggins			\$131,699.75
WR1585	01-03-2019	01-25-2019	22	Monica McCall-Matey	Department on Disability Services	DCJM-2017-H-0001	Residential Expenses: Wholistic Home & Community	Non-Construction	Approved	see attached justification memo	01-03-2019	Marsha Robinson			\$414,896.47
WR1586	01-07-2019	01-24-2019	17	Ricky Capers	Office of the State Superintendent of Education	Notice of Intent to Award Sole Source Contracts - TNTP Inc.	Notice of Intent to Award Sole Source Contracts - TNTP Inc.	Non-Construction	Approved	<p>The purpose of this memorandum is to inform you that the Office of the State Superintendent of Education (OSSE) is seeking a Sole Source contract with TNTP to administer the "Instructional Culture Insight Survey"® ("Insight Survey"), the online survey which collects, analyzes, and reports data related to the recruitment, distribution and retention of District teachers.</p> <p>TNTP has provided the Insight Survey to OSSE for the past three (3) years to collect, analyze and report staffing data collected in the survey, which was initially contracted by way of a sole source contract. The District needs to continue the collection and analysis of historical and current data to support/implement improved outcomes for educators and students.</p> <p>TNTP is the sole owner of the Insight Survey, ICI Item Bank and all the related intellectual property rights associated with administering the Insight Survey. The ICI Item Bank is</p>	01-07-2019	Tamera Anderson			\$199,575.25

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									<p>fully copyright as of 2009 under the Uniform Trade Secret Act. TNTP does not share any of its suite services or data collected that is housed within the ICI Item bank to outside parties. The ICI Item bank is critical to reporting requirements as it contains all historical data captured from previous years that the Insight Survey was administered. TNTP does not share the ICI Item bank data collected with third parties; therefore, there are no subcontracting opportunities for the CBE community.</p> <p>TNTP is requesting a waiver with the Department of Small and Local Business Development (DSLBD) because they are unable to meet the required 35% subcontracting requirement.</p>					

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1588	01-08-2019	01-30-2019	22	Amanda Wright	Department of Behavioral Health	WS277840	Software Licensing, Support and Maintenance Services	Non-Construction	Approved	<p>The work shall be performed by Netsmart Technologies, Inc. which consists of maintenance, project management, implementation, user licenses, hosting, professional IT services for the support for the Netsmart IT solution. The system created for DBH is proprietary and the services are delivered remotely with no physical presence necessary in the District for any lengthy period of time. Maintenance, Project Management, Implementation and Professional Services.</p> <p>The District has invested well over \$10 million in the deployment; customization; integration of medical system modules; system maintenance services and training for the Hospital's utilization of the product, My Avatar. The product captures, analyzes, transmits, and collect data for District in patient consumers as transmitted by medical/nursing staff, related medical equipment and pharmacists.</p> <p>The manufacturer restricts management of the proprietary system to technicians and staff who are trained by the firm. The manufacturer is the only dealer/seller of the licenses associated with the District's custom product.</p>	01-08-2019	Margaret Desper		\$189,000.00	

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WR1589	01-09-2019	01-24-2019	15	Dian Herrman	Special Education Transportation	Doc417015	OSSE/DOT School Bus Replacement	Non-Construction	Approved	The Office of Contracting and Procurement will be purchasing school buses on behalf of the Office of the State Superintendent of Education. The estimated amount of the procurement is over \$250,000.00. This request to waive the 35% mandatory CBE subcontracting is hereby submitted because the District will be purchasing a commercially available item and there are no opportunities for subcontracting. The vehicles will be purchased directly from an authorized dealer or the manufacturer. No qualified CBEs were identified as a result of our search of firms on the DSLBD website. Waivers have been received for previous purchases of this commodity.	01-09-2019	RODNEY D. AYTCH		\$3,290,000.00		
WR1591	01-14-2019	01-25-2019	11	Monica McCall-Matey	Office of the Chief Financial Officer	CFOPD-19-R-002	Check Writer Software	Non-Construction	Approved	See Waiver Memo	01-14-2019	Darkus Wiggins		\$73,150.00		
WR1592	01-14-2019	02-04-2019	21	John Fanning	Office of the Chief Financial Officer	CFOPD-17-C-008A	Indirect Cost Rate & Random Moment Time Study	Non-Construction	Approved	See Waiver memo	01-14-2019	Darkus Wiggins		\$153,286.00		
WR1598	01-17-2019	02-04-2019	18	Dian Herrman	DC Public Schools	GAGA-2019R-0003	DCPS Study Abroad	Non-Construction	Approved	Please see memo attached above and below. DCPS requested DSLBD post notice of the solicitation that was issued on 11/27/18 and was also posted on the DCPS website. DCPS did not receive any response from the CBE community.	01-17-2019	Candace Butler		\$307,562.50		
WR1599	01-17-2019	01-30-2019	13	Amanda Wright	Office of the Chief Financial Officer	CFOPD-17-C-001	Parking Services	Non-Construction	Approved	See waiver memo.	01-17-2019	Anthony Stover		\$211,283.02		
TOT			1003											0%	\$0.00	\$21,789,866.56
Denied (3 Records)																
WR1508	10-10-2018	10-29-2018	19	Dian Herrman	Department of Health Care Finance	DCHT-2017-C-0052	Individualized Technical Assistance	Non-Construction	Denied	There is only one SBE/CBE market capacity for ITA services, approval of a Subcontracting Waiver is appropriate. Please see the attached Waiver Justification Memo for further clarity.	10-10-2018	Helena Barbour		\$348,460.00		

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%- Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value	
WR1543	11-07-2018	11-23-2018	16	Dian Herrman	DC Department of Human Resources	DOC332301	2018 Dental Insurance Benefits for D.C. Government Employees	Non-Construction	Denied	CIGNA HEALTH AND LIFE INSURANCE COMPANY submitted a 2019 Subcontracting Plan that is compliant and meets the District's 35% subcontracting goal however CIGNA will be invited to participate in the District Matchmaking Workshop scheduled for November 27, 2018. To remedy the deficits in proposed subcontracting plans, OCP and DSLBD met on October 18, 2018 to discuss OCP's proposal for OCP, DSLBD and DCHR to co-host a workshop designed to assist the District's Dental and Healthcare Benefits providers with identifying qualified SBEs and CBEs to subcontract with. Prior to the meeting, DSLBD analyzed the awarded contracts and identified requirements believed to be suitable for sub-contracting. The requirements identified by DSLBD were sent to the DCHR by OCP for input and concurrence. The requirements were subsequently agreed to by DCHR with minor stipulations on October 23, 2018. DSLBD has performed market research, identified and pre-screened 10+ District SBEs and CBEs that have the potential to perform elements of the respective contracts. The providers will be provided the requirements that have been identified as suitable for subcontracting. The District will schedule sessions for each provider to attend capability briefs given by SBEs and CBEs in order to review qualifications, credentials, past performance and sample work products.	11-07-2018	Nicole Smith-McDermott	0.08%	\$98,695.00	\$4,342,772.00	
WR1522	11-29-2018	12-13-2018	14	Freguenet Demisse	Department on Disability Services	DCJM-2017-H-0005	Vocational Services-SEEC	Non-Construction	Denied	see attached waiver justification memo	11-29-2018	Marsha Robinson			\$116,145.34	
TOT			49											0.08%	\$98,695.00	\$4,807,377.34
Adjusted Requirement (6 Records)																

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1524	10-04-2018	11-16-2018	43	Ricky Capers	Department of Health Care Finance	DCHT-2018-C-0101	Managed Care Organization (MCO)	Non-Construction	Adjusted Requirement	There is no SBE/CBE market capacity for MCO services, approval of a Subcontracting Waiver is appropriate. Please see the attached waiver request justification for further clarity.	10-04-2018	Helena Barbour	20.2%	\$55,842,794.76	\$96,757,317.65
WR1531	10-17-2018	11-06-2018	20	Amanda Wright	DC Department of Human Resources	Doc259495	Life and Disability Insurance	Non-Construction	Adjusted Requirement	The District is requesting a partial waiver for Option Period 3 of the existing contract which is currently in Option Period 2. The Contractor has identified CBE in the attached sub contracting plan document.	10-17-2018	Nicole Smith-McDermott	8%		\$6,567,780.10
WR1536	11-01-2018	12-07-2018	36	Noel Richey	District Department of the Environment	DOC386057	FY19 TMDL Implementation	Non-Construction	Adjusted Requirement	There is not enough qualified SBE/CBE companies that can do the work required in the scope.	11-01-2018	Marie Niestrath			\$317,394.00
WR1537	11-01-2018	11-26-2018	25	Monica McCall-Matey	DC Department of Human Resources	DOC203479	Health Care Insurance Provider Benefits	Non-Construction	Adjusted Requirement	<p>Prior to the contract being executed search of DSLBD's CBE online database was conducted by DCHR and revealed four CBEs that were associated with the healthcare industry. At the time DCHR found that none of the CBEs had at least five (5) years' experience in administering insured health benefit plans of similar size and complexity or were licensed health care insurance provider granted a COA to provide health benefits from the D.C. Department of Insurance, Securities and Banking (DISB).</p> <p>The total estimated contract price is based on the maximum enrollment numbers however the amount expended under the contract will depend on employees' enrollment in each plan. There are two categories associated with the District's Healthcare costs; those costs are: (1) Claims and Taxes and (2) Retention (e.g. overhead, administrative, marketing, etc.)." The contracts are funded primarily by District employee premium contributions. The District's share of the costs is 75% and the</p>	11-01-2018	Nicole Smith-McDermott			\$1,400,000.00

Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
									<p>employees' contribution is 25%. Less than 10% of the total contract value will be maintained by the providers for operational expenses.</p> <p>During past years, enforcing the 35% subcontracting requirement would have had adverse effects on services to the District including an increase in premiums. Efforts to engage potential subcontractors have been a challenge because resources, quality controls, data elements and systems, implementations, and account management support were established at the beginning of the respective contracts. During the Base Period and subsequent Option Periods DSLBD as waived 29.3% of the CBE subcontracting requirement for the Base Period and three subsequent option periods and the providers have been able to subcontract 5.7% collectively. Review of the provider's (i.e. Aetna, Kaiser and UHC) proposed contracting plans (Exhibit A) for the 2019 District of Columbia Health Benefits season, it was determined that the providers still anticipate 29.3% of the allowable requirement being waived and did not engage DSLBD in order to develop a suitable sub-contracting plan as directed in the District's Preliminary Notice of Intent to Exercise Option Period Four sent to the providers by OCP on June 2, 2018.</p> <p>To remedy the deficits in the providers' proposed subcontracting plans, OCP and DSLBD met on October 18, 2018 to discuss OCP's proposal for OCP, DSLBD and DCHR to host a workshop to assist the providers with identifying qualified SBEs and CBEs to subcontract with. Prior to the</p>					

CBE Subcontracting Complan... - FY 2019 Waiver Requests - Submitted

Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value		
									meeting DSLBD analyzed the awarded contracts and identified requirements believed to be suitable for subcontracting (Exhibit B). The requirements identified by DSLBD were provided to the DCHR for input and concurrence and were subsequently agreed to by DCHR with minor stipulations on October 23, 2018. OCP, DSLBD, and DCHR have agreed that Option Period Four subcontracting plan waivers will be contingent upon the providers participating in a District Matchmaking Workshop. The purpose of the Matchmaking Workshop is to facilitate and drive the identification and partnering of providers with qualified SBEs and CBEs. The providers will be provided the requirements that have been identified as suitable for subcontracting. The District will schedule and require sessions for each provider to attend capability briefs given by SBEs and CBEs in order to review qualifications, credentials, past performance and sample work products. Providers will be required to actively engage the prequalified SBEs and CBEs and subsequently subcontract a targeted 30% of the allowable requirement or an alternate percentage agreed to by the District.							
WR1546	11-07-2018	12-06-2018	29	Noel Richey	Office of the Deputy Mayor for Planning and Economic Development	BD-015-6987-FY19-WDCEP	Grant to WDCEP	Non-Construction	Adjusted Requirement	This is a sole source grant to the WDCEP to provide supportive services mainly focused on international travel and business attraction.	11-07-2018	Jacque McDonald	13.33%	\$400,000.00	\$1,050,000.00	
WR1560	11-19-2018	12-13-2018	24	Freguenet Demisse	District Department of the Environment	DOC412126	MS4 Microbial Source Tracking	Non-Construction	Adjusted Requirement	No available CBE/SBE in the DSLBD Certified Contractors	11-19-2018	Marie Niestrath	15%	\$45,000.00	\$105,000.00	
TOT		177												56.53%	\$56,287,794.76	\$106,197,491.75
Closed (3 Records)																

CBE Subcontracting Compliance - FY 2019 Waiver Requests - Submitted

WR1529	10-15-2018 Date Assigned to C&E Specialist	10-15-2018 Final Determination Date	Processing Time (Number of Days)	0	Teaira Swain DSLBD C&E Rep Assigned	Office of the State Independent of Education	N/A Solicitation No.	DC Science Assessment 2.0 Administration	Non- Contract	Closed Director Determination	Provide Explanation	10-15-2018 Under Review Start Date	Tamera Anderson Contracting Officer	%- Age Rqd	\$-Amt Towards CBE Subcont	\$614,115.60 Potential Subcontracting Value
											<p>The purpose of this memorandum is to request that NCS Pearson ("Pearson") be granted a partial waiver from meeting the mandatory subcontracting requirement of 35% for the Option Year One of the Science 2.0 Assessment, Test Development, Administration and Project Management contract. The total amount of Option Year One is \$1,754,616.00. Pearson can meet 24% (totaling \$424,970.10) of the subcontracting requirement for Option Year One and requests a waiver for the remaining \$189,145.50 or 11%.</p> <p>In response to the District's Request for Proposals, Pearson was awarded contract number CW59792 on July 12, 2018 to provide the large-scale state science assessments to District students as required by the Every Student Succeeds Act (ESSA) of 2015 and DC Rule A2301. Pearson will continue to provide these services in Option Year One of the Contract, which consists of Item Development, Test Development, Test Administration, Scoring, and Psychometric Services. Pearson has identified two SBE's to subcontract with to provide Spanish translation services and handscoring services. Due to the required qualifications and the technical nature of the contracted services, there are limited areas that can be subcontracted. Further, Pearson owns the proprietary rights to the assessment system. Pearson has identified the most viable opportunities to subcontract with SBE companies without putting the required services at risk.</p> <p>Pearson continues to seek opportunities to subcontract. Pearson's Option Year One spending with District Small Business Enterprises</p>					

	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
										(SBEs) has increased by 10.18% from the base period of the contract. Pearson will continue to seek opportunities to subcontract with the District's SBE community.					
WR1552	11-29-2018	12-10-2018	11	Amanda Wright	Department on Disability Services	DCJM-2018-H-0008	Vocational Services-MBI Health Services, LLC	Non-Construction	Closed	see attached waiver justification memo	11-29-2018	Marsha Robinson			\$101,500.00
WR1569	12-04-2018	01-04-2019	31	Noel Richey	Metropolitan Police Department	DOC241247	Photo Enforcement Management	Non-Construction	Closed	In 2017 when the Photo Enforcement Management Contract program was first solicited, OCP conducted an in-depth review of prospective vendors in the CBE market to meet the requirements of the services. As a result four CBE vendors were identified and invited to participate in the solicitation. None of the CBE's invited participated in the solicitation. It was determined that no CBEs were capable of fulfilling the requirements of the services. The unique proprietary nature of the software being used for the Photo Enforcement Management Contract program, encompassing full-service support, operation, installation, and maintenance for the MPD Automated Traffic Safety Enforcement (ATSE) hardware and systems. The software for the requested services was developed and is owned by American Traffic Solutions. There are no CBE's or other vendors that can provide the existing solutions for a continuation of the services.	12-04-2018	Joseph Stewart			\$1,234,541.57
TOT			42										0%	\$0.00	\$1,950,157.17
Withdrawn (7 Records)															
WR1535	11-01-2018	11-06-2018	5	Ricky Capers	Metropolitan Police Department	Doc324596	MPD Fleet Maintenance	Non-Construction	Withdrawn	This is a partial waiver request as the Contractor has committed to subcontract 12% of the total contract value for various services and equipment in support of the contract.	11-01-2018	Courtney Lattimore			\$7,605,131.45
WR1538	11-01-2018	11-01-2018	0	Kendrietta	DC Department	DOC293479	Health Care	Non-	Withdrawn	Prior to the contract	11-01-2018	Nicole Smith-			\$1,400,000.00

CBE Subcontracting Compliance - FY 2019 Waiver Requests - Submitted

Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	Leg. DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Insurance Provider Description	Construction Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	McDermott Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
									<p>being executed search of DSLBD's CBE online database was conducted by DCHR and revealed four CBEs that were associated with the healthcare industry. At the time DCHR found that none of the CBEs had at least five (5) years' experience in administering insured health benefit plans of similar size and complexity or were licensed health care insurance provider granted a COA to provide health benefits from the D.C. Department of Insurance, Securities and Banking (DISB).</p> <p>The total estimated contract price is based on the maximum enrollment numbers however the amount expended under the contract will depend on employees' enrollment in each plan. There are two categories associated with the District's Healthcare costs; those costs are: (1) Claims and Taxes and (2) Retention (e.g. overhead, administrative, marketing, etc.)." The contracts are funded primarily by District employee premium contributions. The District's share of the costs is 75% and the employees' contribution is 25%. Less than 10% of the total contract value will be maintained by the providers for operational expenses.</p> <p>During past years, enforcing the 35% subcontracting requirement would have had adverse effects on services to the District including an increase in premiums. Efforts to engage potential subcontractors have been a challenge because resources, quality controls, data elements and systems, implementations, and account management support were established at the beginning of the respective contracts. During the Base</p>					

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									<p>Period and subsequent Option Periods DSLBD as waived 29.3% of the CBE subcontracting requirement for the Base Period and three subsequent option periods and the providers have been able to subcontract 5.7% collectively. Review of the provider's (i.e. Aetna, Kaiser and UHC) proposed contracting plans (Exhibit A) for the 2019 District of Columbia Health Benefits season, it was determined that the providers still anticipate 29.3% of the allowable requirement being waived and did not engage DSLBD in order to develop a suitable sub-contracting plan as directed in the District's Preliminary Notice of Intent to Exercise Option Period Four sent to the providers by OCP on June 2, 2018.</p> <p>To remedy the deficits in the providers' proposed subcontracting plans, OCP and DSLBD met on October 18, 2018 to discuss OCP's proposal for OCP, DSLBD and DCHR to host a workshop to assist the providers with identifying qualified SBEs and CBEs to subcontract with. Prior to the meeting DSLBD analyzed the awarded contracts and identified requirements believed to be suitable for subcontracting (Exhibit B). The requirements identified by DSLBD were provided to the DCHR for input and concurrence and were subsequently agreed to by DCHR with minor stipulations on October 23, 2018.</p> <p>OCP, DSLBD, and DCHR have agreed that Option Period Four subcontracting plan waivers will be contingent upon the providers participating in a District Matchmaking Workshop. The purpose of the Matchmaking Workshop is to</p>					

CBE Subcontracting Compliance - FY 2019 Waiver Requests - Submitted

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										facilitate and drive the identification and partnering of providers with qualified SBEs and CBEs. The providers will be provided the requirements that have been identified as suitable for subcontracting. The District will schedule and require sessions for each provider to attend capability briefs given by SBEs and CBEs in order to review qualifications, credentials, past performance and sample work products. Providers will be required to actively engage the pre-qualified SBEs and CBEs and subsequently subcontract a targeted 30% of the allowable requirement or an alternate percentage agreed to by the District.					
WR1539	11-01-2018	11-01-2018	0	Kendrietta Leo	DC Department of Human Resources	DOC20379	Health Care Insurance Provider Benefits	Non-Construction	Withdrawn	Prior to the contract being executed search of DSLBD's CBE online database was conducted by DCHR and revealed four CBEs that were associated with the healthcare industry. At the time DCHR found that none of the CBEs had at least five (5) years' experience in administering insured health benefit plans of similar size and complexity or were licensed health care insurance provider granted a COA to provide health benefits from the D.C. Department of Insurance, Securities and Banking (DISB). The total estimated contract price is based on the maximum enrollment numbers however the amount expended under the contract will depend on employees' enrollment in each plan. There are two categories associated with the District's Healthcare costs; those costs are: (1) Claims and Taxes and (2) Retention (e.g. overhead, administrative, marketing, etc.).” The contracts are funded primarily by District employee	11-01-2018	Nicole Smith-McDermott		\$1,400,000.00	

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									<p>premium contributions. The District's share of the costs is 75% and the employees' contribution is 25%. Less than 10% of the total contract value will be maintained by the providers for operational expenses.</p> <p>During past years, enforcing the 35% subcontracting requirement would have had adverse effects on services to the District including an increase in premiums. Efforts to engage potential subcontractors have been a challenge because resources, quality controls, data elements and systems, implementations, and account management support were established at the beginning of the respective contracts. During the Base Period and subsequent Option Periods DSLBD as waived 29.3% of the CBE subcontracting requirement for the Base Period and three subsequent option periods and the providers have been able to subcontract 5.7% collectively. Review of the provider's (i.e. Aetna, Kaiser and UHC) proposed contracting plans (Exhibit A) for the 2019 District of Columbia Health Benefits season, it was determined that the providers still anticipate 29.3% of the allowable requirement being waived and did not engage DSLBD in order to develop a suitable sub-contracting plan as directed in the District's Preliminary Notice of Intent to Exercise Option Period Four sent to the providers by OCP on June 2, 2018.</p> <p>To remedy the deficits in the providers' proposed subcontracting plans, OCP and DSLBD met on October 18, 2018 to discuss OCP's proposal for OCP, DSLBD and DCHR to host a workshop to assist the providers</p>					

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									<p>with identifying qualified SBEs and CBEs to subcontract with. Prior to the meeting DSLBD analyzed the awarded contracts and identified requirements believed to be suitable for subcontracting (Exhibit B). The requirements identified by DSLBD were provided to the DCHR for input and concurrence and were subsequently agreed to by DCHR with minor stipulations on October 23, 2018.</p> <p>OCP, DSLBD, and DCHR have agreed that Option Period Four subcontracting plan waivers will be contingent upon the providers participating in a District Matchmaking Workshop. The purpose of the Matchmaking Workshop is to facilitate and drive the identification and partnering of providers with qualified SBEs and CBEs. The providers will be provided the requirements that have been identified as suitable for subcontracting. The District will schedule and require sessions for each provider to attend capability briefs given by SBEs and CBEs in order to review qualifications, credentials, past performance and sample work products. Providers will be required to actively engage the pre-qualified SBEs and CBEs and subsequently subcontract a targeted 30% of the allowable requirement or an alternate percentage agreed to by the District.</p>					

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1557	11-16-2018	11-26-2018	10	Teaira Swain	Office of the State Superintendent of Education	CW65695	Staffing Collaborative Survey	Non-Construction	Withdrawn	The purpose of this memorandum is to inform you that "The New Teacher Project" is a contractor seeking an Exempt from Competition contract with the Office of the State Superintendent of Education (OSSE). The contract will require the contractor to partner with OSSE and local education agencies to develop a data collection strategy and conduct high quality analysis of staffing data by using the Insight Survey. The Insight Survey, which TNTP created in 2009 and whose design and item bank have remained proprietary and protected by federal copyright fully. TNTP has sole intellectual property rights to the Insight survey under Title 17, Chapter 1, §102(a) of the United State Code. Additionally, the code underlying the survey for its online administration, and the processes of analysis used are protected trade secrets of TNTP under the Uniform Trade Secrets Act. TNTP has granted no entity rights to administer the Insight survey or analyze data resulting from it. OSSE is requesting a waiver with the Department of Small and Local Business Development (DSLBD) because TNTP is unable to meet the required 35% subcontracting goal for the contract year.	11-16-2018	Tamera Anderson			\$199,575.25

Waiver Request ID#	Date Assigned to C&E Specialist	Final Determination Date	Processing Time (Number of Days)	DSLBD C&E Rep Assigned	Agency Name	Solicitation No.	Description	Type of Contract	Director Determination	Provide Explanation	Under Review Start Date	Contracting Officer	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
WR1563	11-26-2018	11-26-2018	0	Kendrietta Leo	Child and Family Services Agency	DCRL-2017-D-0024	Psychiatric Residential Treatment Facility	Non-Construction	Withdrawn	This contractor provides intensive in-patient residential treatment services to CFSA clients. Residential treatment is part of a continuum of care, which provides services at varying levels of intensity from the most too least restrictive. This continuum of care is dynamic; treatment services provided to the clients under this contract are geared toward improving the level of functioning so those clients progress too less restrictive setting and increased levels of functioning.	11-26-2018	Tara Sigamoni			\$179,902.24
WR1600	01-23-2019	01-23-2019	0	Kendrietta Leo	DC Department of Human Resources	DOC257275	Permanet Supportive Housing Program-Case Management II	Non-Construction	Withdrawn	These Providers require licenses and certifications in order to be in compliance with the HIPPA Law and Regulations.	01-23-2019	LaTalya Palmer			\$560,000.00
WR1609	02-04-2019	02-06-2019	2	Kendrietta Leo	DC Health Benefit Exchange Agency	Doc300071	GSA- Request for Task Order Proposal- Actuarial	Non-Construction	Withdrawn	Mercer is in option year 1. We are planning to exercise option year two. Waiver was approved for option year one.	02-04-2019	Annie R. White			\$87,500.00
TOT			17										0%	\$0.00	\$11,432,108.94
TOT			1288										56.61%	\$56,386,489.76	\$146,177,001.76

TOTALS

Director Determination	Number of Records	Processing Time (Number of Days)	%-Age Rqd	\$-Amt Towards CBE Subcont	Potential Subcontracting Value
Approved	51	1003	0%	\$0.00	\$21,789,866.56
Denied	3	49	0.08%	\$98,695.00	\$4,807,377.34
Adjusted Requirement	6	177	56.53%	\$56,287,794.76	\$106,197,491.75
Closed	3	42	0%	\$0.00	\$1,950,157.17
Withdrawn	7	17	0%	\$0.00	\$11,432,108.94
Totals (5 groups)	70	1288	56.61%	\$56,386,489.76	\$146,177,001.76

Fines Assessed BY DSLBD

Fiscal Year	Company/Beneficiary	Reason for Fine	Fines Assessed	Settlement Amount	Amount Paid	Comments
2017	Conduent State Health Care	CBE/SBE Shortfall and Non-Reporting	\$244,115.83			Fine is being appealed. In Negotiation w/Government
2018	Muni Services	CBE/SBE Shortfall	\$44,500.00	\$44,500.00	\$44,500.00	Paid - 2019
2018	Amerigroup DC	CBE/SBE Shortfall	\$467,800.00	\$232,000.00	\$232,000.00	Paid - 2019
2019	Unity	CBE/SBE Shortfall	\$15,000.00	\$15,000.00	\$15,000.00	Paid - 2019
2019	Aramark	CBE/SBE Shortfall	\$75,706.00			Fine has been assessed, awaiting to hear back
2019	Gemalto	CBE/SBE Shortfall	\$51,634.00			Fine has been assessed, awaiting to hear back
2019	Amerihealth	CBE/SBE Shortfall	\$1,101,313.14			Fine has been assessed, awaiting to hear back
		Totals	\$2,000,068.97	\$291,500.00	\$291,500.00	

DSLBD CBE Online Reporting : Visits | FY 2017 Compliance and Enforcement - Spot Checks and Site Visits - POH

JAN-25-2019 5:37 AM

FY 2017 Compliance and Enforcement - Spot Checks and Site Visits - POH

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
1 (2 Visits)										
02-16-2017	A Surface, LLC	500 Irving Street Northwest, Washington, District of Columbia 20010	1	UA	Yes	Kristin Mikulski Ortiz	Owner	Yes	Confirm Business Location	No
01-12-2017	Sky, LLC	500 Irving Street Northwest, Washington, District of Columbia 20018	1	UA	Yes	Yelake Meseretu	Owner		Confirm Business Location	
2 (3 Visits)										
01-31-2017	Midtown Personnel, Inc	1130 Connecticut Avenue Northwest, Washington, District of Columbia 20036	2	UA			Chief Administrative Officer		CBE Compliance Review	
01-31-2017	Incapsulate, LLC	1620 L Street Northwest, Washington, District of Columbia 20036	2	UA		Sonali Bharadwaj	Partner to Owner		Recovered Payment	
10-14-2016	Razavi Application Developers, Inc.	1050 17th Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Matthew Gilmore	Staff	No	CBE Compliance Review	No
5 (2 Visits)										
08-30-2017	PTS	1232 Mount Olivet Rd NE, Washington, District of Columbia 20002	5	UA	No	Mr. Phinuon Lim,	Owner		CBE Compliance Review	
01-12-2017	Great American Corp, T/A Dutch Mill Catering	2335 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Daniel Amare	President	No	CBE Compliance Review	Yes
6 (1 Visit)										
11-14-2016	Peer Consultants, P.C.	409 12th Street Southwest, Washington, District of Columbia 20024	6	UA	Yes	Janet Mosby	Office Manager	Yes	CBE Compliance Review	No
8 (2 Visits)										
03-02-2017	Aureum Solutions	3009 5th Street, SE, Washington, District of Columbia 20003	8	UA		Joyce Doyle	Partner to Owner		Confirm Business Location	
02-16-2017	Moxy Miscellaneous	3322 10th Place Southeast, Washington, District of Columbia 20032	8	UA					CBE Compliance Review	

DSLBD CBE Online Reporting : Visits | FY 2018 Compliance and Enforcement - Spot Checks and Site Visits

JAN-25-2019 5:36 AM

FY 2018 Compliance and Enforcement - Spot Checks and Site Visits

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
1 (64 Visits)										
09-21-2018	Cielo	1390 Kenyon Street, NW, Washington,, District of Columbia 2010	1	UA	No			No	Confirm Business Location	Yes
09-21-2018	Just Economics	1669 Columbia Road, NW, Washington,, District of Columbia 20009	1	UA	No			NA	Confirm Business Location	Yes
09-21-2018	Davey Street Partners, LLC	3121 Adams Mill Road, NW, Washington, District of Columbia 20010	1	UA	No			No	Confirm Business Location	Yes
09-21-2018	Smith & Sons, LLC	1801 Clydesdale Place, NW, Washington,, District of Columbia 20009	1	UA	No			NA	Confirm Business Location	Yes
09-18-2018	MTB Enterprises	3636 16th Street, NW, Washington,, District of Columbia 20010	1	UA	No			No	Confirm Business Location	Yes
09-18-2018	Stover & Associates	3426 16th Street NW, Washington,, District of Columbia 20010	1	UA	No			Yes	Confirm Business Location	Yes
09-07-2018	Insight Staffing, Inc.	766 Rock Creek Church Road, NW, Washington, 20010	1	UA	Yes			Yes	Confirm Business Location	No
09-07-2018	Maitek	1811 Newton Street, NW, District of Columbia 20010	1	UA	No			NA	Confirm Business Location	Yes
09-05-2018	Knowledge Evolution, Inc	1748 Seaton Street, NW, Washington,, District of Columbia 20009	1	UA	No			NA	Confirm Business Location	Yes
09-05-2018	Livable City Group	1512 Monroe Street, NW, Washington,, District of Columbia 20010	1	UA	No			NA	Confirm Business Location	Yes
09-05-2018	Pacific Services, Inc	1615 Kenyon Street, NW, Washington,, District of Columbia 20010	1	UA	Yes			NA	Confirm Business Location	Yes
08-20-2018	Mount Pleasant & Columbia Heights	3712 14th Street Northwest, Washington, District of Columbia 20011	1	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-20-2018	Jubilee Housing	2525 Ontario Road Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
08-20-2018	Jubilee Housing	2448 Ontario Road Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	1919 Calvert Street, NW	1919 Calvert Street Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	Sports Collaborative	2300 14th Street Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
08-20-2018	Barcelona	1431 Chapin Street Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	NSV - Miriam's House LLC	1300 Florida Avenue Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	Glenn Arms Apartments	2524 & 2518 17th Street, NW, Washington, District of Columbia	1	UA	Yes				PPD	
08-20-2018	Howard University	2244 10th Street Northwest, Washington, District of Columbia 20001	1	UA	Yes				PPD	
08-20-2018	Siyamak Sadeghi	917 T Street Northwest, Washington, District of Columbia 20001	1	UA	No				PPD	
08-20-2018	Latino Economic Development Corporation	641 S Street Northwest, Washington, District of Columbia 20001	1	UA	No				PPD	
08-20-2018	SeVerna LLC	1015 Northwest 1st Street, Washington, Indiana 47501	1	UA	Yes				PPD	
08-20-2018	Tivoli Partners	14th and Monroe Street, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	
08-20-2018	1319 Harvard Street	1319 Harvard Street Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	Quest Cooperative Inc.	1428 Euclid Street Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	
08-20-2018	3004 13th Street, LLC	3004 13th Street Northwest, Washington, District of Columbia 20009	1	UA	No				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-20-2018	54th Street Corporation	1301 Belmont Street Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
08-14-2018	Avanti Real Estate Services	3421 14th Street, NW, Washington, District of Columbia 20010	1	UA	Yes	Shelia Cross Reid	Owner	Yes	Confirm Business Location	
08-14-2018	Simpro Development & Construction Services, LLC	3419 14th Street Northwest	1	UA	Yes	Jim Simpson	Co-Managing Member	Yes	Confirm Business Location	
08-14-2018	Continental Construction	3419 14th Street Northwest, Washington, District of Columbia 20010	1	UA	Yes	America King	Administrative Assistant	Yes	Confirm Business Location	No
08-14-2018	Premium Title & Escrow	3407 14th Street Northwest, Washington, District of Columbia 20010	1	UA	Yes	Lucy Borroto	Front Desk Assistant	Yes	Confirm Business Location	No
08-14-2018	Reingold Link LLC dba Link Strategic Partners	2901 14th Street Northwest, Washington, District of Columbia 20009	1	UA	Yes		Other	Yes	Confirm Business Location	
08-14-2018	The Aquiline Group, LLC	1801 Columbia Road Northwest, Washington, District of Columbia 20009	1	UA	Yes				Confirm Business Location	
08-02-2018	Howard University	2400 6th Street, NW, Washington, District of Columbia 20059	1	UA	Yes				PPD	
07-31-2018	Washington Area Bicyclist Association	2599 Ontario Road Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
07-27-2018	Adams Morgan Church Hotel, LLC	1780 Columbia Road Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
07-18-2018	PPD	1630 Irving Street Northwest, Washington, District of Columbia 20010	1		Yes				PPD	
07-16-2018	Alliance MEP Engineers, Inc	1400 Irving Street Northwest, Washington, District of Columbia 20010	1	UA	Yes			No	CBE Compliance Review	Yes
07-09-2018	National Housing Trust Enterprise Preservation Corporation	3145 Mount Pleasant, NW, Washington, District of Columbia 20001	1						PPD	No
07-09-2018	Georgia and Lamont Limited Partnership	3232 Georgia Avenue, NW, Washington, District of Columbia 20001	1	UA	Yes				PPD	No
07-09-2018	Ellis Development Group, LLC	1805 7th Street, NW, Washington, District of Columbia 20001	1	UA	Yes				PPD	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
07-09-2018	Howard Theatre	620 T Street, NW, Washington, District of Columbia 20001	1	UA	Yes				PPD	No
07-09-2018	Latin American Youth Center	3045 15th Street, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	No
07-09-2018	Cesar Chavez Public Charter School	770 Kenyon Street, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	No
07-09-2018	Consys, Inc.	756 Park Road, NW, Washington, District of Columbia 20010	1	UA	No				PPD	No
07-09-2018	Euclid Community Partners, LLC	1421 Euclid Street, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	No
07-09-2018	Barbara Chambers Children's Center	1470 Irving Street, NW, Washington, District of Columbia 20010	1	UA	Yes				PPD	No
07-09-2018	Euphemia L. Haynes Public Charter School, Inc.	3600 Georgia Avenue, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	No
07-09-2018	Dance Institute of Washington	3400 14th Street, NW, Washington, District of Columbia 20010	1	UA	Yes				PPD	No
07-09-2018	Unity Health Care, Inc.	3020 14th Street, NW, Washington, District of Columbia 20009	1	UA	Yes				PPD	No
07-09-2018	Iconic Plumbing	1919 11th Street NW, Washington, District of Columbia 20009	1						Recovered Payment	No
05-24-2018	Howard University Hospital	2041 Georgia Avenue Northwest, Washington, District of Columbia 20060	1	UA	Yes				PPD	
05-23-2018	Verona Parc	1348 Euclid Street Northwest, Washington, District of Columbia 20009	1	UA	Yes				PPD	
05-23-2018	Victory Housing Inc., Victory Heights	1369 Irving Street Northwest, Washington, District of Columbia 20010	1	UA	Yes				PPD	
04-18-2018	Cureate	990 Florida Ave. NW, Washington, DC, District of Columbia 20009	1	UA	No	NA		NA	CBE Compliance Review	Yes
04-10-2018	WFB cleaning Solutions	2572 University Place, NW, District of Columbia 20009	1	UA	No	NA	Other		CBE Compliance Review	Yes

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
04-10-2018	Maitek	1811 Newton Street NW, Washington, DC 20011	1	UA	No	NA	Owner	NA	CBE Compliance Review	Yes
03-28-2018	Metro Lab LLC	3422 Georgia Avenue Northwest, Washington, District of Columbia 20010	1	UA	Yes	Kassahun Tefera	Owner	Yes	CBE Compliance Review	No
03-28-2018	R & R Janitorial, Painting & Building	2849 Georgia Avenue Northwest, Washington, District of Columbia 20001	1	UA	Yes	Natalia Manjarres	Office Manager	Yes	CBE Compliance Review	No
03-15-2018	Trillian Technologies, LLC	739 Girard Street Northwest, Washington, District of Columbia 20001	1	UA	No			NA	CBE Compliance Review	Yes
03-12-2018	Simpro Development & Construction Services, LLC	3419 14th Street Northwest, Washington, District of Columbia 20010	1	UA	Yes	America King	Other	NA	CBE Compliance Review	Yes
03-12-2018	HRUCKUS	2363 Champlain Street Northwest, Washington, District of Columbia 20009	1	UA	No	Stephan Hrutka	Principal	Yes	CBE Compliance Review	No
02-13-2018	Factory Cooperative	2301 Georgia Avenue, NW, District of Columbia 20001	1	UA		Marissa Jennings	Manager	Yes	CBE Compliance Review	No
2 (114 Visits)										
09-20-2018	Atelier MjK	1133 13th Street, NW , Washington, 20005	2	UA	No			No	Confirm Business Location	Yes
09-20-2018	Nspiregreen, LLC	1012 14th Street, NW, Washington,, District of Columbia 20005	2	UA	Yes			Yes	Confirm Business Location	No
09-20-2018	Millennium	1155 15th Street, NW, Washington,, District of Columbia 20005	2	UA	Yes			No	Confirm Business Location	Yes
09-20-2018	Stratacom	1156 15th Street, NW, Washington,, District of Columbia 20005	2	UA	Yes			Yes	Confirm Business Location	No
09-20-2018	Pillar Development, LLC	1111 14th Street, NW, Washington,, District of Columbia 20005	2	UA	No			No	Confirm Business Location	Yes
09-20-2018	Darrel Downing Rippeteau Archetects	1530 14th Street, NW, Washington,, District of Columbia 20005	2	UA	Yes			Yes	Confirm Business Location	No
09-18-2018	dp+partners, llc	400 7th Street Northwest, Washington, District of Columbia 20004	2	UA	Yes	Danny Williams`	Managing Partner	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
09-18-2018	Tandem Conglomerate, LLC	717 D Street Northwest, Washington, District of Columbia 20004	2	UA	Yes			No	Confirm Business Location	Yes
09-18-2018	Code IT, Inc.	717 D Street Northwest, Washington, District of Columbia 20004	2	A	Yes	Ram Vaishnapu	President	Yes	Confirm Business Location	
09-18-2018	Maurice Walters Architects	400 7th Street Northwest Suite , Washington, District of Columbia 20004	2	UA	Yes	Maurice Walters	Principal	Yes	Confirm Business Location	No
09-18-2018	Diversified Enterprises	717 D Street Northwest, Washington, District of Columbia 20004	2	UA	Yes	Nobody		No	Confirm Business Location	Yes
09-18-2018	Capital Sustainability	1212 12th Street, NW, Washington,, District of Columbia 20005	2	UA	No			No	Confirm Business Location	Yes
09-18-2018	District Building Supply, LLC	1300 I Street, NW, Washington,, District of Columbia 20005	2	UA	No			No	Confirm Business Location	Yes
09-18-2018	Dramatic Solutions	1300 I Street, NW, Washington,, District of Columbia 20005	2	UA	Yes	Jacquelyn Proctor	Building Manager	Yes	Confirm Business Location	No
09-18-2018	Soltész DC, LLC	1325 G Street, NW, Washington,	2	UA	Yes			Yes	Confirm Business Location	No
09-12-2018	FELA, Inc.	400 Massachusetts Avenue Northwest, Washington, District of Columbia 20001	2	UA	No	Young Lady at Front Desk	Administrative Assistant	Yes	Confirm Business Location	No
09-12-2018	EHT Traceries, Inc.	440 Massachusetts Avenue Northwest, Washington, District of Columbia 20001	2	UA	Yes	Carleigh Hessian	Project Assistant	Yes	Confirm Business Location	No
09-12-2018	GCS, Inc.	1800 M Street Northwest, Washington, District of Columbia 20036	2	UA	No	Security Guards	Other	No	Confirm Business Location	Yes
09-12-2018	Raffa, PC	1899 L Street Northwest Suite 850, Washington, District of Columbia 20036	2	UA	Yes	John-Anthony C. Meza	HR Manager	Yes	Confirm Business Location	No
09-12-2018	One Kare Enterprise, LLC	10 G Street Northwest, Washington, District of Columbia 20001	2	UA	No	Elssa Soloman and Selamawit Tewaolde	CEO	Yes	Confirm Business Location	No
09-12-2018	Cox Graae & Spack Architects, P.C.	2909 M Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Patrick Masterson	Office Manager	Yes	Confirm Business Location	No
09-12-2018	Courage, LLC	2101 L Street Northwest, Washington, District of Columbia 20037	2	UA	Yes	Office Receptionist	Receptionist	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
09-12-2018	Help Unlimited	1900 L Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Wendy Zanarotti	CEO	Yes	Confirm Business Location	No
09-12-2018	Washingtonian Media	1828 L Street Northwest, Washington, District of Columbia 20006	2	UA	Yes	Vanessa McDonald	Communication Director	Yes	Confirm Business Location	No
09-12-2018	Promedisy, Inc	2155 H Street Northwest, Washington, District of Columbia 20037	2	UA	No	Sanna Taskinen	Other	No	Confirm Business Location	Yes
09-11-2018	Diversified Enterprises Group, LLC	717 D Street Northwest, Washington, District of Columbia 20004	2	UA	Yes			No	Confirm Business Location	Yes
09-11-2018	Cube Root Corporation	1100 H Street Northwest, Washington, District of Columbia 20001	2	UA	Yes	Malaika Z. Bartrum	Staff Accountant	Yes	Confirm Business Location	No
09-11-2018	Code IT Inc.	717 D Street Northwest, Washington, District of Columbia 20004	2	UA	Yes	Gentleman	Building Manager	No	Confirm Business Location	Yes
09-11-2018	Madwolf Technologies, LLC	818 Connecticut Avenue Northwest 9th Floor, Washington, District of Columbia 20006	2	UA	Yes	Douglas Wolfire	President	No	Confirm Business Location	Yes
09-10-2018	EastBanc, Inc.	3307 M Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Jessie Rios	Exec. Assist.	Yes	Confirm Business Location	No
09-10-2018	TK World Wide Group, Inc. T/A The AD Store	3325 M Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Tina Bagapor-O'Harrow	President	Yes	Confirm Business Location	No
09-10-2018	BrandLink, DC	3109 M Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Betsy Tucker	Business Manager	Yes	Confirm Business Location	No
09-10-2018	Vanguard Communications of Falls Church, Inc.	2121 K Street Northwest, Washington, District of Columbia 20037	2	UA	Yes	Tracy Packard Ferrell	Chief Administrative Officer	Yes	Confirm Business Location	No
09-10-2018	City Interests	2900 K Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Jonathan Noval	Partner	Yes	Confirm Business Location	No
09-10-2018	Yun Associates, LLC	1775 K Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Bill Yun	Principal	Yes	Confirm Business Location	No
09-10-2018	Tiber Hudson, LLC (Formerly Graves, Horton, Askew & Jenkins, LLC)	1750 K Street Northwest, Washington, District of Columbia 20006	2	UA	No	Annette Peterson	Other	No	Confirm Business Location	Yes
09-07-2018	Winmar Construction, Inc.	1010 Wisconsin Avenue Northwest, Washington, District of Columbia 20007	2	UA	Yes	Jason Wilt	Principal	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
09-07-2018	Colonial Parking, Inc.	1050 Thomas Jefferson Street NW, Washington, District of Columbia 20007	2	UA	Yes	Refused to give name	Administrative Assistant	Yes	Confirm Business Location	No
09-07-2018	Lynch Development Advisors	1508 U Street Northwest, Washington, District of Columbia 20009	2	UA	Yes	New Owner		No	Confirm Business Location	Yes
09-07-2018	One Kare Enterprise, LLC	1761 S Street Northwest, Washington, District of Columbia 20009	2	UA	Yes	Spoke to receptionist by telephone		No	Confirm Business Location	Yes
09-07-2018	Star Office Products, Inc.	1000 Potomac Street Northwest, Washington, District of Columbia 20007	2	UA	No	Regus Receptionist	Other	No	Confirm Business Location	Yes
09-07-2018	Georgetown Floorcoverings	3233 K Street Northwest, Washington, District of Columbia 20007	2	UA	Yes			Yes	Confirm Business Location	No
09-07-2018	Hartman-Cox Architects	1074 Thomas Jefferson Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Mary Carter	Receptionist	Yes	Confirm Business Location	No
09-07-2018	Cube Root	1761 S Street Northwest, Washington, District of Columbia 20009	2	UA	Yes			No	Confirm Business Location	Yes
09-07-2018	Dupont Computers, Inc.	1071 S Street Northwest, Washington, District of Columbia 20001	2	UA	Yes			No	Confirm Business Location	Yes
08-28-2018	Bert Smith & Co	1090 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes	Marion Mickens	Director of Administration	Yes	Confirm Business Location	
08-28-2018	Neal R. Gross & Co., Inc.	1323 Rhode Island Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes	Grace Athanas-Linden	Court Reporter	Yes	Confirm Business Location	
08-28-2018	Collaborative Communications	1029 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes	Kris Kurtenbach	Partner to Owner	Yes	Confirm Business Location	No
08-28-2018	Hi-Tech Electric LLC	1010 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes				Confirm Business Location	Yes
08-28-2018	Gary's Lighting Party, Inc.	1010 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes				Confirm Business Location	
08-28-2018	Wingate Hughes Architects, PLLC	1010 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes			Yes	Confirm Business Location	No
08-28-2018	TCT Cost Consultants, LLC	1090 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes	Nick Maiorana	Sr. Cost Estimator	Yes	Confirm Business Location	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-28-2018	DP Consultants, Inc.	1313 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	No				Confirm Business Location	
08-28-2018	PUSH studio, LLC	1405 Rhode Island Avenue Northwest, Washington, District of Columbia 20005	2	UA	No			No	Confirm Business Location	Yes
08-24-2018	T & 8th Streets, LLC	Corner of 8th and T Street, NW, Washington, District of Columbia 20001	2	UA	No	Tim Nolan	Site Supervisor		PPD	Yes
08-24-2018	Franklin Parking, LLC	463 I Street, NW/ 33 K Street, NW/ 2 Patterson Street, NE, Washington, District of Columbia Multiple	2	UA	Yes				PPD	
08-24-2018	Cultural Tourism DC	Logan Circle , Washington, District of Columbia 20009	2	UA	Yes				PPD	
08-22-2018		1120 15th Street Northwest, Washington, District of Columbia 20005	2		Yes				PPD	
08-21-2018	1700 K Street Associates, LLC	1700 K Street Northwest, Washington, District of Columbia 20006	2	UA	No				PPD	
08-21-2018	National Community Reinvestment Coalition	727 15th Street Northwest, Washington, District of Columbia 20005	2	UA	No				PPD	
08-21-2018	Center for Global Development	2055 L Street Northwest Unit 500, Washington, District of Columbia 20036	2	UA	Yes				PPD	
08-20-2018	Phyllis Wheatley YWCA	901 Rhode Island Avenue Northwest, Washington, District of Columbia 20001	2	UA	Yes				PPD	
08-20-2018	Association of Community College Trustees	1233 20th Street Northwest, Washington, District of Columbia 20036	2	UA					PPD	
08-20-2018	WestEnd 25	25th Street Northwest, Washington, District of Columbia 20037	2	UA	Yes				PPD	
08-20-2018	Hogar Hispano & National Council of La Raza, Inc.	1136 16th Street Northwest, Washington, District of Columbia 20012	2	UA	No				PPD	
08-20-2018	Society for Neuroscience	1121 14th Street Northwest, Washington, District of Columbia 20005	2	UA	Yes				PPD	
08-20-2018	Planned Parenthood Federation of America, Inc.	1110 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	No				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-20-2018	Charter Schools Development Corporation	1090 Vermont Avenue Northwest, Washington, District of Columbia 20005	2	UA	No				PPD	
08-20-2018	IMF-International Monetary Fund	1900 Pennsylvania Avenue Northwest, Washington, District of Columbia 20006	2	UA	Yes				PPD	
08-20-2018	N Street Cooperative	1417 N Street Northwest, Washington, District of Columbia 20005	2	UA	No				PPD	
08-20-2018	N Street Village	1301 14th Street Northwest, Washington, District of Columbia 20005	2	UA	Yes				PPD	
08-20-2018	American National Red Cross	2025 E Street Northwest, Washington, District of Columbia 20006	2	UA	No				PPD	
08-20-2018	Manulife Financial Project	555 12th St NW, Washington, District of Columbia 20004	2	UA	No				PPD	
08-20-2018	National Osteoporosis Foundation	1232 22nd Street Northwest, Washington, District of Columbia 20037	2	UA	No				PPD	
08-20-2018	Carnegie Endowment for International Peace	2400 N Street Northwest, Washington, District of Columbia 20037	2	UA	No				PPD	
08-20-2018	German Marshall Fund	1744 R Street Northwest, Washington, District of Columbia 20009	2	UA	Yes				PPD	
08-20-2018	American Library Association	1615 New Hampshire Avenue Northwest, Washington, District of Columbia 20009	2	UA	Yes				PPD	
08-20-2018	Center for Community Change	1000 Wisconsin Avenue Northwest, Washington, District of Columbia 20007	2	UA	No				PPD	
08-20-2018	National Association for Education of Young Children	1313 L Street Northwest, Washington, District of Columbia 20005	2	UA	Yes				PPD	
08-20-2018	Henry J. Kaiser Family Foundation	1450 G Street Northeast, Washington, District of Columbia 20002	2	UA	No				PPD	
08-14-2018	The Temple Group	1120 Connecticut Avenue Northwest, Washington, District of Columbia 20036	2	UA	Yes	Roland A. Barnes	Senior VP		Confirm Business Location	
08-14-2018	Analytica	1705 De Sales Street NW, Washington, District of Columbia 20036	2	UA	Yes	Madelyn McGovern	Office Manager		No SBEs	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
07-16-2018	Think Make Build	3283 M Street Northwest, Washington, District of Columbia 20007	2	UA	Yes			No	CBE Compliance Review	Yes
07-11-2018	Promesa Consulting Group, Inc	1717 N Street Northwest 4th Floor, Washington, District of Columbia 20036	2	UA	Yes			NA	CBE Compliance Review	Yes
07-11-2018	Promedysis, Inc	1875 I Street Northwest Suite 550, Washington, District of Columbia 20006	2	UA	No			No	CBE Compliance Review	Yes
07-11-2018	Baumann Consulting	1424 K Street, NW, Washington, District of Columbia 20005	2	UA	Yes	Jochen Schaefer	Senior VP	Yes	CBE Compliance Review	Yes
07-05-2018	HQ Hotel, LLC	1001 G Street Northwest 700W, Washington, District of Columbia 20001	2	Desk Review	Yes				PPD	No
07-05-2018	PerStar M Street Partners, LLC	2201 M Street, NW, Washington, District of Columbia	2	UA	Yes				PPD	
07-05-2018	American Immigration Lawyers Assoc	1331 G Street Northwest, Washington, District of Columbia 20005	2	UA	Yes				PPD	
07-05-2018	John F. Kennedy Center for the Performing Arts	2700 F Street Northwest, Washington, District of Columbia 20566	2	UA	Yes				PPD	
07-05-2018	1335 R Street, LLC	1335 R Street Northwest, Washington, District of Columbia 20009	2	UA	No			Yes	PPD	
07-05-2018	DC Arena L.P. - Verizon Center	601 F Street, NW, Washington, District of Columbia 20001	2	UA	Yes				PPD	
07-05-2018	Argos Group, LLC	631 D Street Northwest, Washington, District of Columbia 20004	2	UA	No				PPD	
07-05-2018	Verizon Washington, DC Inc.	2055 I Street Northwest, Washington, District of Columbia 20036	2	UA	No				PPD	
07-05-2018	American Association for the Advancement of Science	1200 New York Avenue Northwest, Washington, District of Columbia 20005	2	UA	Yes				PPD	
05-30-2018	American Geophysical Union	2000 Florida Avenue Northwest, Washington, District of Columbia 20009	2	UA	No				PPD	
05-24-2018	American College of Cardiology	2400 N St NW, Washington, District of Columbia 20037	2	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
05-24-2018	American Psychological Association - APA	750 I Street Northwest, Washington, District of Columbia 20001	2	UA	Yes				PPD	
05-24-2018	American Society for Microbiology	1752 N Street Northwest, Washington, District of Columbia 20036	2	UA	Yes				PPD	
05-24-2018	Columbia Hospital for Women	2425 L Street Northwest, Washington, District of Columbia 20037	2	UA	Yes				PPD	
05-23-2018	AARP Foundation	601 E Street Northwest, Washington, District of Columbia 20004	2	UA	Yes				PPD	
05-23-2018	International Spy Museum	800 F Street Northwest, Washington, District of Columbia 20004	2	UA	Yes				PPD	
05-23-2018	National Museum of Crime & Punishment	575 7th Street Northwest, Washington, District of Columbia 20011	2	UA	Yes				PPD	
05-23-2018	Shaw Dog Park	1673 11th Street Northwest, Washington, District of Columbia 20009	2	UA	Yes				PPD	
05-01-2018	DMV IT Consulting	1300 Pennsylvania Avenue Northwest, Washington, District of Columbia 20004	2	UA	Yes			Yes	CBE Compliance Review	
05-01-2018	Razavi Application Developers Inc.	1300 Pennsylvania Avenue Northwest, Washington, District of Columbia 20004	2	UA	No	Matthew Gilmore	Other	No	CBE Compliance Review	No
03-30-2018	FWG Solutions	1725 I Street Northwest, Washington, District of Columbia 20006	2	UA	Yes	Nshokand Katabana	CEO	Yes	CBE Compliance Review	No
03-30-2018	Simple Technology Solutions, Inc.	1775 I Street Northwest, Washington, District of Columbia 20006	2	UA	No	Receptionist	Other	NA	CBE Compliance Review	Yes
03-30-2018	Advance Employee Intelligence, LLC	1725 I Street Northwest, Washington, District of Columbia 20006	2	A	No	Rodney Chambers	CEO	Yes	CBE Compliance Review	No
03-30-2018	ATEL Consulting Group, LLC	1420 N Street Northwest, Washington, District of Columbia 20005	2	A	No	Ayicheluhim Legesse	Owner	Yes	CBE Compliance Review	No
03-12-2018	Core To Coeur LLC	1820 S Street Northwest, Washington, District of Columbia 20009	2	UA				NA	CBE Compliance Review	Yes
03-05-2018	A Books LLC	1300 I Street Northwest, Washington, District of Columbia 20005	2	UA	No	Ann Friedman	Owner	Yes	CBE Compliance Review	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
03-05-2018	Moody-Nolan DC, LLC	1225 I Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Samson Kebede	Other	No	CBE Compliance Review	Yes
02-21-2018	Peak Technology Solutions, Inc	1627 K Street, N.W., Washington, District of Columbia 20006	2	UA	Yes	Mohammed Tariq	President	Yes	CBE Compliance Review	No
3 (37 Visits)										
08-30-2018	CRP, Inc.	4301 Connecticut Ave. NW, Washington, District of Columbia 20008	3	UA	Yes			Yes	Confirm Business Location	No
08-30-2018	Satao Project	4528 Van Ness street, NW, Washington, 20016	3	UA	No			NA	Confirm Business Location	Yes
08-30-2018	Rivendell International, inc	3711 Morrison Street, NW, Washington, 20015	3	UA	No			NA	Confirm Business Location	Yes
08-30-2018	Rapid Feet	4400 MacArthur Blvd. NW, Washington,, District of Columbia 20007	3	UA	No			No	Confirm Business Location	Yes
08-30-2018	HS Solutions, LLC	4201 Connecticut Ave. NW, Washington,, District of Columbia 20008	3	UA	No			No	Confirm Business Location	Yes
08-30-2018	Jaydot, LLC	4916 43rd Place, NW, Washington, 20016	3	UA	No			No	Confirm Business Location	Yes
08-30-2018	McCullough Construction, LLC	5513 Connecticut, Ave. NW, Washington,, District of Columbia 20015	3	UA	Yes			Yes	Confirm Business Location	No
08-30-2018	Asmar, Schor & McKenna, PLLC	5335 Wisconsin Ave. NW, Washington,, District of Columbia 20015	3	UA	Yes			Yes	Confirm Business Location	No
08-30-2018	Somerest Development Company, LLC	5101 Wisconsin Ave. NW, Washington,, District of Columbia 20016	3	UA	Yes			Yes	Confirm Business Location	No
08-22-2018	woodley house	711 Connecticut Avenue Northwest, Washington, District of Columbia 20036	3		Yes				PPD	
08-22-2018	leadingAge	2519 Connecticut Avenue Northwest, Washington, District of Columbia 20008	3		Yes				PPD	
08-22-2018	Protestant Episcopal Cathedral Foundation	3500 Woodley Road Northwest, Washington, District of Columbia 20016	3		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-22-2018	Sibley Memorial Hospital	5255 Loughboro Road Northwest, Washington, District of Columbia 20016	3		Yes				PPD	
08-22-2018	Edmund Burke School	2955 Upton Street, NW, District of Columbia 20008	3	UA	Yes			Yes	PPD	
08-20-2018	american university	4400 Massachusetts Avenue Northwest, Washington, District of Columbia 20016	3		Yes				PPD	
08-17-2018	Kumi Construction Management Corporation	4530 Wisconsin Avenue Northwest, Washington, District of Columbia 20016	3	UA	Yes	No one available			Confirm Business Location	Yes
08-16-2018	Global Engineering Solutions of Washington, DC	5225 Wisconsin Avenue, NW, Washington, District of Columbia 20015	3	UA	Yes	Finona Blackette	Other	Yes	Confirm Business Location	No
08-16-2018	Smoot Construction Company of Washington, DC	5335 Wisconsin Avenue Northwest, Washington, District of Columbia 20015	3	UA	Yes	Omar McIntosh	Senior VP	Yes	Confirm Business Location	No
08-16-2018	Business Promotion Consultants, Inc.	5028 Wisconsin Avenue, Washington, District of Columbia 20016	3	UA	Yes	Bill Byrd	President	Yes	Confirm Business Location	
08-16-2018	Pembroke West Associates, Inc.	4435 Wisconsin Avenue Northwest, Washington, District of Columbia 20016	3	UA	Yes			No	Confirm Business Location	Yes
08-16-2018	Agility Construction, LLC	5335 Wisconsin Avenue Northwest, Washington, District of Columbia 20015	3	UA	Yes	Chris Breedlove	CEO	Yes	Confirm Business Location	No
08-16-2018	Shinberg Levinas Architectural Design Inc	5105 Wisconsin Avenue Northwest, Washington, District of Columbia 20016	3	UA	Yes	Carol Schreitmuller	Marketing Executive	Yes	Confirm Business Location	
08-16-2018	Agile Incorporation	5100 Tilden Street Northwest, Washington, District of Columbia 20016	3					NA	Confirm Business Location	
08-16-2018	KLSL Consultin, LLC	5335 Wisconsin Avenue Northwest, Washington, District of Columbia 20015	3	UA	No	Athena Russo	Other	No	Confirm Business Location	Yes
08-16-2018	Briar Patch Shredding & Recycling, LLC	5335 Wisconsin Avenue Northwest, Washington, District of Columbia 20015	3	UA	No	Athena Russo	Other	No	Confirm Business Location	Yes
08-13-2018	Martone Construction Management, Inc.	5165 Macarthur Boulevard Northwest, Washington, District of Columbia 20016	3	UA	Yes	David Eason	Sr. Project Manager	Yes	Confirm Business Location	
08-13-2018	The Current Newspaper, Inc.	5185 Macarthur Boulevard Northwest, Washington, District of Columbia 20016	3	UA	Yes	Robert L. Jenkins	Sr. Account Executive	Yes	Confirm Business Location	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-13-2018	Lourenco Consultants Inspection Scheduling & Coordination	5171 Macarthur Boulevard Northwest, Washington, District of Columbia 20016	3	UA	Yes			Yes	Confirm Business Location	
08-13-2018	Core Engineers Consulting	5171 Macarthur Boulevard Northwest, Washington, District of Columbia 20016	3	UA	Yes	Eric Mayl	Principal		Confirm Business Location	
08-13-2018	LED Partners & Associates, LLC	5125 Macarthur Boulevard Northwest, Washington, District of Columbia 20016	3	UA	Yes	Administrative/Front Desk Associate	Office Manager	Yes	Confirm Business Location	
08-13-2018	Blue Skye Construction	5125 MacArthur Blvd NW, Washington, District of Columbia 20016	3	UA	Yes	George Mavrikes	Managing Principal		Confirm Business Location	
08-13-2018	VIKA Capitol, LLC	4910 Massachusetts Avenue Northwest, Washington, District of Columbia 20016	3	UA	Yes	Rosa Fuentes	Office Manager		Confirm Business Location	
08-13-2018	Setty and Associates, PLLC	1415 Elliot Place Northwest, Washington, District of Columbia 20007	3	UA	Yes	Alan Auslaender	Sr. Construction Manager	Yes	Confirm Business Location	
08-13-2018	Setty & Associates International PLLC	5185 Macarthur Boulevard Northwest Suite 220, Washington, District of Columbia 20016	3	UA	Yes	Woman Unknown-From Zero Communications employee			Confirm Business Location	
07-16-2018	National Child Research Center	3209 Highland Place, NW, Washington, District of Columbia 20008	3	UA	Yes				PPD	
02-26-2018	Universal Floors Inc.	4625 41st Street Northwest, Washington, District of Columbia 20016	3	UA	Yes	Guy Hunter	Manager	Yes	CBE Compliance Review	No
02-26-2018	LC Systems	3100 Connecticut Avenue Northwest, Washington, District of Columbia 20008	3	UA	No	Laurie Collins	President	Yes	PPD	No
4 (58 Visits)										
09-28-2018		6120 Georgia Avenue Northwest, Washington, District of Columbia 20011	4		Yes			Yes	PPD	
09-21-2018	Holder Enterprises, Inc.	7306 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	A	No	Selwyn Holder	President	Yes	Confirm Business Location	No
09-20-2018	Holder Enterprises	7306 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	UA	No	No One		No	Confirm Business Location	Yes
09-20-2018	Quality Administrators	7824 Eastern Avenue Northwest, Washington, Maryland 20012	4	UA	Yes	Betty Scott	Office Manager	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
09-20-2018	DC Shirt and Print	6925 Willow Street Northwest, Washington, District of Columbia 20012	4	UA	Yes	Dave Miller	Sales Manager	Yes	Confirm Business Location	No
09-20-2018	Kalos Construction Company, Inc	325 Vine Street Northwest, Washington, District of Columbia 20012	4	UA	Yes	Taylor Branson	Vice President	Yes	Confirm Business Location	No
09-20-2018	Reflections Cleaning Service, LLC	812 Crittenden Street Northwest, Washington, District of Columbia 20011	4	UA	No	No One		NA	Confirm Business Location	
09-20-2018	Total Office Products	843 Upshur Street Northwest, Washington, District of Columbia 20011	4	UA	No	No One		No	Confirm Business Location	Yes
09-20-2018	W. L. Gary Co. Inc.	225 Vine Street Northwest, Washington, District of Columbia 20012	4	UA	Yes	Michael R. Sardo	Comptroller	Yes	Confirm Business Location	No
09-10-2018	Solar Solutions	4700 14th Street, NW, Washington,, District of Columbia 20011	4	UA	Yes			Yes	Confirm Business Location	No
09-10-2018	Washington Door & Hardware	5764 2nd Street, NE, Washington,, District of Columbia 20011	4	UA	Yes			Yes	Confirm Business Location	No
09-10-2018	AF Development	5405 7th Street, NW, Washington,, District of Columbia 20011	4	UA	No			NA	Confirm Business Location	Yes
09-10-2018	Health SolvIT, LLC	4922 First Street, NW, Washington,, District of Columbia 20011	4	UA	No			No	Confirm Business Location	Yes
09-10-2018	All Pro Glass, LLC	5650 3rd Street, NE, District of Columbia 20011	4	UA	No			Yes	Confirm Business Location	No
09-10-2018	Buena Vista Associates, Inc	4618 4th Street, NW, Washington,, District of Columbia 20011	4	UA	No			No	Confirm Business Location	Yes
08-31-2018	petworth metro ventures	850 Quincy Street Northwest, Washington, District of Columbia 20010	4		Yes				PPD	
08-30-2018	Army Distaff Foundation	6200 Oregon Avenue Northwest, Washington, District of Columbia 20008	4		Yes				PPD	
08-22-2018	7611 georgia ave	7611 Georgia Avenue Northwest, Washington, District of Columbia 20012	4		Yes				PPD	
08-22-2018	Kentucky Scott, LLC (Kennedy Street Apartments)	911 Kennedy Street, NW, Washington,, District of Columbia 20012	4						PPD	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-22-2018	5741 Colorado ave cooperative	5741 Colorado Avenue Northwest, Washington, District of Columbia 20011	4		Yes				PPD	
08-22-2018	veterans center annex project	1250 Taylor Street Northwest, Washington, District of Columbia 20011	4		Yes				PPD	
08-22-2018	Corner Stone Community	4800 Arkansas Ave. NW, Washington, 20011	4	UA				Yes	PPD	No
08-22-2018	Community Academy Public Charter School	1300 Allison Street Northwest, Washington, District of Columbia 20011	4	UA	Yes			Yes	PPD	No
08-22-2018	Fort Stevens Thirteenth Street Limited	5101 16th Street, NW, Washington,, District of Columbia 20011	4	UA	Yes			Yes	PPD	No
08-22-2018	Ingelside at rock Creek	3050 Military road, NW, Washington,, District of Columbia 20015	4	UA	Yes			Yes	PPD	No
08-16-2018	DC Staffing, LLC	1439 Kennedy Street, NW, Washington,, District of Columbia 20011	4	UA	No			No	Confirm Business Location	Yes
08-16-2018	True Turtle Real Estate	808 Aspen Street, NW, Washington,, District of Columbia 20012	4	UA	No			No	Confirm Business Location	Yes
08-16-2018	Nai Xander	5724 Blair Road, NW, Washington,, District of Columbia 20011	4	UA	No				Confirm Business Location	Yes
08-16-2018	Koydol, Inc.	7059 Blair Road, NW, Washington,, District of Columbia 20012	4	UA	No			No	Confirm Business Location	Yes
08-16-2018	Docsav Industries, Inc.	1112 Buchanan street, NW, Washington,, District of Columbia 20011	4	UA	No				Confirm Business Location	Yes
08-16-2018	Busy Bee Enviromental services, Inc.	7826 Eastern Avenue. NW, Washington, 20012	4	UA	Yes			Yes	Confirm Business Location	No
08-16-2018	Speedy Tax & Accounting Services	7704 Georgia Ave. NW, Washington,, District of Columbia 20012	4	UA	No			No	Confirm Business Location	Yes
08-16-2018	Imperial Contractor Associates	723 Kennedy Street, NW, Washington,, District of Columbia	4	UA	No			No	Confirm Business Location	Yes
08-10-2018	P&D Contractors	6115 CHILLUM PLACE NE, Washington, District of Columbia 20011	4	UA	Yes	Michael Osazuwa	Comptroller	Yes	CBE Compliance Review	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-09-2018	Mi Casa's Ivy City Phase II	6230 3rd Street Northwest, Washington, District of Columbia 20011	4	UA	Yes				PPD	
08-02-2018	Paul Public Charter School	5800 8th Street, NW, Washington, District of Columbia 20011	4	UA	Yes				PPD	
08-02-2018	Lowell School, Inc.	160 Kalmia Road, NW, Washington, District of Columbia 20012	4	UA	Yes				PPD	
08-02-2018	Euphemia L. Haynes Public Charter School, Inc.	4501 Kansas Avenue, NW, Washington, District of Columbia 20011	4	UA	Yes				PPD	
08-02-2018	The Kingsbury Center, Inc.	5000 14th Street, NW, Washington, District of Columbia 20011	4	UA	Yes				PPD	
07-31-2018	Consys, Inc.	2801 Sherman Avenue, NW, Washington, District of Columbia 20011	4	UA	No				PPD	
07-25-2018	Building 25 Unity Cooperative Association, Inc.	25 Kennedy Street, NW, Washington, District of Columbia 20011	4	UA	No				PPD	
07-23-2018	Council on Foreign Relations	1777 F Street, NW, Washington, District of Columbia 20006	4	UA	No				PPD	
07-23-2018	The Methodist Home of DC	2701 Military Road, NW, Washington, District of Columbia 20018	4	UA	Yes				PPD	
07-17-2018	VIDA Brightwood Associates Limited Partnership	1330 Missouri Avenue Northwest, Washington, District of Columbia 20011	4	UA	Yes				PPD	
07-17-2018	Creation Iron, LLC	6400 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	UA	No			No	CBE Compliance Review	No
07-16-2018	4100 Georgia Avenue, LP	4100 Georgia Avenue Northwest, Washington, District of Columbia 20011	4	UA	Yes				PPD	
07-16-2018	Creation Iron, LLC	7358 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	UA	No			No	CBE Compliance Review	Yes
07-16-2018	WorkingBoots Home Improvement, LLC	143 Kennedy Street Northwest, Washington, District of Columbia 20011	4	UA	No			No	CBE Compliance Review	
07-10-2018	National Law Enforcement Officer's Memorial	400 7th Street, NW, Washington, District of Columbia 20004	4	UA	Yes				PPD	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
04-23-2018	Hines Development	6900 Georgia Ave , Washington , District of Columbia 20012	4	UA		Emily Lama	Exec. Assist.	NA	CBE Compliance Review	Yes
04-10-2018	Engage Strategies	1736 Shepherd Street NW, District of Columbia 20011	4	UA	No	NA		NA	CBE Compliance Review	Yes
04-03-2018	Uptown Auto Parts	6239 Georgia Avenue Northwest, Washington, District of Columbia 20011	4	UA	Yes	NA		NA	CBE Compliance Review	Yes
04-03-2018	Taylor Adams Associates	3715 Kansas Avenue Northwest, Washington, District of Columbia 20010	4	UA	No			NA	CBE Compliance Review	Yes
04-03-2018	Diversified Environmental, Inc,	7600 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	UA	Yes	N/A		No	CBE Compliance Review	
02-26-2018	FCG Incorporated, dba, Veteran Compost DC	5618 9th Street Northwest, Washington, District of Columbia 20011	4	UA	No			NA	CBE Compliance Review	Yes
02-26-2018	Imperial Contractor Associates, LLC	723 Kennedy Street Northwest, Washington, District of Columbia 20011	4	UA				NA	CBE Compliance Review	Yes
02-26-2018	WorkingBootsHome Improvement LLC	143 Kennedy Street Northwest, Washington, District of Columbia 20011	4	UA	No			No	CBE Compliance Review	No
01-29-2018	Washington Door & Hardware	5764 2ND STREET N.E., Washington, District of Columbia	4					NA	Recovered Payment	No
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09-21-2018	GCS/Sigal	3020 Yost Place Northeast, Washington, District of Columbia 20018	5	UA	Yes			Yes	Confirm Business Location	No
08-24-2018	Peaceoholics, Inc.	1271 Meigs Place, NE, 1424 L Street, and 1636 Lyman Place, NE, Washington, District of Columbia 20002	5	UA	No				PPD	
08-22-2018	Bates Street Townhomes Cooperative, Inc.	52 Bates Street Northwest, Washington, District of Columbia 20001	5	UA	No				PPD	
08-22-2018	Open Arms Housing Inc.	57 O Street Northwest, Washington, District of Columbia 20001	5	UA	Yes				PPD	
08-22-2018	Capital Area Food Bank	645 Taylor Street Northeast, Washington, District of Columbia 20017	5	UA	Yes	Melissa Schulz Goldbeck	Financial Director/Manager		PPD	

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08-22-2018	Washington Jesuit Academy	900 Varum Street Northeast, Washington, District of Columbia 20017	5	UA	Yes				PPD	
08-22-2018	Reza Fathi	100 Bryant Street Northeast, Washington, District of Columbia 20002	5	UA	No				PPD	
08-22-2018	Reyes LLC	2305 1st Street Northwest, Washington, District of Columbia 20001	5	UA	No				PPD	
08-21-2018	Owen House Project	1256 Owen Place Northeast, Washington, District of Columbia 20002	5	UA	No				PPD	
08-21-2018	Sanctuary Plus - My Sister's Place, Inc.	2357 Rhode Island Street Northeast, Albuquerque, New Mexico 87110	5	UA	No				PPD	
08-21-2018	Trinity University	125 Michigan Avenue Northeast, Washington, District of Columbia 20017	5	UA	Yes				PPD	
08-21-2018	Catholic University of America	620 Michigan Avenue Northeast, Washington, District of Columbia 20064	5	UA	Yes				PPD	
08-21-2018	St. Martin's Apartments, LP	116 T Street Northeast, Washington, District of Columbia 20002	5	UA	Yes				PPD	
08-21-2018	Sierra Cooperative, Inc.	307 S Street Northeast, Washington, District of Columbia 20002	5	UA	No				PPD	
08-21-2018	Shaed Incubator Redevelopment	200 Douglas Street Northeast, Washington, District of Columbia 20002	5	UA	Yes				PPD	
08-21-2018	H Street Community Development Cooperation	2321 4th Street Northeast, Washington, District of Columbia 20002	5	UA	No				PPD	
08-21-2018	MI Casa - Ivy City - Home Again	1302 Gallaudet Street Northeast, Washington, District of Columbia 20002	5	UA	No				PPD	
08-21-2018	North Capitol at Plymouth Senior Building	5233 North Capitol Street NE, Washington, District of Columbia 20011	5	UA	Yes				PPD	
08-21-2018	Ideal Academy Public Charter School	6130 North Capitol Street Northeast, Washington, District of Columbia 20011	5	UA	Yes				PPD	
08-21-2018	Girard Street	1545 Girard Street Northeast, Washington, District of Columbia 20018	5	UA	Yes				PPD	

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08-21-2018	Noma West	Eckington Place Northeast, Washington, District of Columbia 20002	5	UA	Yes				PPD	
08-20-2018	KIPP DC Hamilton	1401 Brentwood Parkway Northeast, Washington, District of Columbia 20002	5	UA	Yes				PPD	
08-15-2018	Psychiatric Center Chartered, Inc	3001 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Glendora Harrison	Financial Director/Manager	Yes	Confirm Business Location	No
08-15-2018	Life Stride, Inc.	3005 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Leonard A. Lucas III	COO	Yes	Confirm Business Location	No
08-15-2018	Lucky Dog Industries	1101 BRENTWOOD ROAD NE, Washington 20018	5	UA	Yes			No	Confirm Business Location	Yes
08-15-2018	R&R Mechanical Inc.	2902 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Rachel Jones	Chief Administrative Officer		Confirm Business Location	
08-15-2018	Capital Services & Supplies Incorporated	2804 Douglas Street Northeast, Washington, District of Columbia 20018	5	UA	Yes	Tartee Piangbe		Yes	Confirm Business Location	Yes
08-15-2018	Medical Supply Systems	3182 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Nikki Littlejohn	Business Development Manager	Yes	Confirm Business Location	
08-15-2018	Blueboy BluePrinting	214 L Street Northeast, Washington, District of Columbia 20002	5	UA	Yes			Yes	Confirm Business Location	Yes
08-15-2018	E-Logic	840 3rd Street Northeast, Washington, District of Columbia 20002	5	UA	No	Frances DeLeon	Operations Manager	No	Confirm Business Location	Yes
08-15-2018	Columbia Woodworking, Inc.	935 Brentwood Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Bradford K. Long	Chief Financial Officer	Yes	Confirm Business Location	No
08-13-2018	Rodgers Brothers Custodial Services, Inc.	2230 Lawrence Ave. NE, Washington,, District of Columbia 20018	5	UA	Yes			Yes	Confirm Business Location	No
08-10-2018	Ark Construction Group	1550 Okie Street Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-10-2018	Flash Glass & Mirror Co. Inc.	1232 4th Street Northeast, Washington, District of Columbia 20002	5	UA	Yes	Paige	Office Manager		Confirm Business Location	
08-10-2018	Swann's Construction, Inc.	2828 10th Street NE, Washington, 20017	5	UA	Yes			Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-10-2018	AMC - Absolute Solutions Associates	2636 12th Street NE, Washington,, District of Columbia 20018	5	UA	Yes	Darnell Speight	Program Manager	Yes	Confirm Business Location	No
08-10-2018	Healing Health Physical Therapy	3200 12th Street, NE, Washington,, District of Columbia 20017	5	UA	No	Marva Marsh	Owner	Yes	Confirm Business Location	No
08-10-2018	Capital Construction Group	3321 12th Street, NE, Washington,, District of Columbia 20017	5	UA	Yes			Yes	Confirm Business Location	No
08-10-2018	Capitol Entertainment Group	3629 18th Street, NE, Washington,, District of Columbia 20018	5	UA	Yes			Yes	Confirm Business Location	No
08-10-2018	Anchor Construction Corporation	2254 25th Place, NE, Washington,, District of Columbia 20018	5	UA	Yes			Yes	Confirm Business Location	No
08-10-2018	I & B Associates, Inc.	2625 Evarts Street, NE, Washington,, District of Columbia 20018	5	UA	No			Yes	Confirm Business Location	No
08-10-2018	Bhargava International, Inc.	2625 Evarts Street, NE, Washington,, District of Columbia 20018	5	UA	Yes	Jarrel Nelson	Chief Financial Officer	Yes	Confirm Business Location	No
08-10-2018	Green Energy Team Techs	1509 Newton Street, NE, Washington,, District of Columbia 20017	5	UA	No			No	Confirm Business Location	Yes
08-09-2018	Precision Truck Repair	1075 Kenilworth Avenue Northeast, Washington, District of Columbia 20019	5	UA	Yes	Maximino Max Gutierrez	Manager	Yes	Confirm Business Location	
08-09-2018	Ad Box Agency Group	2011 Gallaudet Street Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-08-2018	Eastern Plumbing Supply, Inc.	1121 Florida Ave. NE, Washington,, District of Columbia 20002	5	UA	Yes		Owner		Confirm Business Location	Yes
08-07-2018	NVS	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	A	Yes	Natarajan V. Satish	Principal		Confirm Business Location	No
08-06-2018	First Choice Masonry	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes	Receptionist	Other		Confirm Business Location	
08-02-2018	30th Street Crescent LLC	2168 Half Moon Place, NE, Washington, District of Columbia 20018	5	UA	No				PPD	
08-02-2018	FEI Construction Company (Forney Enterprises, Inc.)	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-02-2018	OSSI Omega Supply Services, Inc.	1818 New York Avenue Northeast Suite 227, Washington, District of Columbia 20002	5	UA	Yes	Lenward Hood	President		Confirm Business Location	
08-02-2018	Gibbs Contracting, Inc.	1818 New York Avenue Northeast Suite 206, Washington, District of Columbia 20002	5	UA	Yes	Chermaine Josey	President		Confirm Business Location	
08-02-2018	SalUT (Soil and Land Use Technology, Inc.)	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes	Any McAllister	Managing Principal		Confirm Business Location	
08-02-2018	P.O.S.T. LLC	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes	Receptionist	Other		Confirm Business Location	
08-02-2018	DLL Scaffolding, LLC	1818 New York Avenue Northeast 226C, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	Unique Construction	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	Crown Construction	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	NVS Construction Company	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	Green Plus Energy	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	S & K Security Consultants	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	Van Tech Industries	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
08-02-2018	Green Plus Energy Company, LLC	1818 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes				Confirm Business Location	
07-31-2018	Israel Manor Inc.	2401 Washington Place NE, Washington, District of Columbia 20018	5	UA	No				PPD	
07-31-2018	Isarel Manor Life Learning Center	1251 Saratoga Avenue Northeast, Washington, District of Columbia 20018	5	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
07-31-2018	Manna Inc.	1029 Perry Street, NE, Washington, District of Columbia 20017	5	UA	No				PPD	
07-31-2018	Morgans Inc.	903 Franklin Street, NE, Washington, District of Columbia 20017	5	UA	No				PPD	
07-31-2018	Providence Construction and Contracting Services, LLC	206 P Street, NW, Washington, District of Columbia 20001	5	UA	No				PPD	
07-25-2018	NC Firehouse LLC	1626 North Capitol Street, NW, Washington, District of Columbia 20002	5	UA	Yes				PPD	
07-23-2018	Hyde Leadership Public Charter School	3825 18th Street, NE, Washington, District of Columbia 20018	5	UA	Yes				PPD	
07-23-2018	Sandra McDonald Spence and Kayla McDonald	1800 M Street, NE, Washington, District of Columbia 20002	5	UA	No				PPD	
07-23-2018	The Hospital for Sick Children	1731 Bunker Hill Road, NE, Washington, District of Columbia 20017	5	UA	Yes				PPD	
07-23-2018	Washington Mathematics Science & Technology Public Charter High School, Inc.	1920 Bladensburg Road, NE, Washington, District of Columbia 20002	5	UA	Yes				PPD	
07-23-2018	MissionFirst Ivy City LLC	1840 and 1848 Central Place, NE, Washington, District of Columbia 20002	5	UA	No				PPD	
07-16-2018	Children's National Medical Center	111 Michigan Avenue Northwest, Washington, District of Columbia 20010	5	UA	Yes				PPD	
07-16-2018	Washington Hospital Center	110 Irving Street, NW, Washington, District of Columbia 20010	5	UA	Yes				PPD	
07-09-2018	Gallaudet University	800 Florida Avenue, NE, Washington, District of Columbia 20002	5	UA	Yes				PPD	No
06-25-2018	Paramount Development Co	501 Rhode Island Avenue Northeast, Washington, District of Columbia 20002	5	UA					PPD	
06-25-2018	Progressive Life Center Inc.	1704 17th Street, Washington, District of Columbia 20002	5		Yes				PPD	
04-03-2018	Capitol Paving of DC	2211 Channing Street NE, Washington, District of Columbia 20018	5	UA	Yes	Tami Leonard	HR Manager		CBE Compliance Review	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
03-19-2018	Planned Power System	3623 South Dakota Avenue Northeast, Washington, District of Columbia 20018	5	UA	No	Omar L. Biagas	President	Yes	CBE Compliance Review	No
03-15-2018	DC General Construction	50 Rhode Island Avenue Northeast, Washington, District of Columbia 20002	5	UA	No	Henok Tesfaye	President	Yes	CBE Compliance Review	No
03-06-2018	BIG Inc.	2800 Bladensburg Road Northeast, Washington, District of Columbia 20018	5	UA	Yes	Robert Smith, Sr.	Owner	Yes	CBE Compliance Review	No
03-06-2018	Laser Art Inc	2209 Channing Street NE, Washington, District of Columbia 20018	5	UA	Yes	Kyra Edeatmon	Marketing Executive	Yes	CBE Compliance Review	No
03-06-2018	Northeast Iron Works, Inc	2632 Douglas Street Northeast, Washington, District of Columbia 20018	5	UA	Yes			Yes	CBE Compliance Review	No
03-06-2018	Jenks, Inc.	910 Bladensburg Road Northeast, Washington, District of Columbia 20002	5	UA	Yes	Jerry Siegel	President	Yes	CBE Compliance Review	No
03-06-2018	Top Team Professional Consulting LLC	2700 New York Avenue, N.E., District of Columbia 20002	5	UA		May Last Name Unknown (LNU)	Other	No	CBE Compliance Review	Yes
02-21-2018	Diversified Environmental Inc, (Formerly LLC)	2800 10th Street Northeast, Washington, District of Columbia 20017	5	UA	No	NA		No	CBE Compliance Review	Yes
6 (96 Visits)										
09-11-2018	MTEC Services of D.C.	100 M Street Southeast Suite 616, Washington, District of Columbia 20003	6	A	No	Vanessa Cacho	President	Yes	Confirm Business Location	No
09-07-2018	Northern Real Estate Urban Ventures	641 S Street, NW, Washington,, District of Columbia 20001	6	UA	No			Yes	Confirm Business Location	No
08-24-2018	DC Central Kitchen	425 2nd Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-24-2018	Kelsey Garden Property Company, LLC	P Street and Q Street on 7th Street, Washington, District of Columbia 20001	6	UA	No				PPD	
08-24-2018	Eagle Organic - Solutions, LLC	611 L Street, NW, Washington, 20001	6	UA	Yes			Yes	Confirm Business Location	No
08-24-2018	Roadside Development	1336 8th Street Northwest, Washington, District of Columbia 20001	6	UA	No				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-24-2018	Miracle Cleaning and Maintenance Corp	439 10th Street, NW, Washington, 20002	6	UA	No			NA	Confirm Business Location	Yes
08-24-2018	Unity Business Solutions	1220 12th Street, SE Suite 120, Washington,, District of Columbia 20003	6	UA	No			No	Confirm Business Location	Yes
08-24-2018	Cheryl R. Williams, PLLC	314 19th Street, NE, Washington,, District of Columbia 20002	6	UA	No			NA	Confirm Business Location	Yes
08-24-2018	Lock 7 Development	1501 11th Street, NW, Washington, 20001	6	UA	Yes			Yes	Confirm Business Location	No
08-24-2018	CSG Urban Partners, LLC	1105 5th Street, NW, Washington,, District of Columbia 20001	6	UA	Yes	Charles King	Principal	Yes	Confirm Business Location	No
08-22-2018	National Association of Realtors	500 New Jersey Avenue Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-22-2018	Shaw 42 Developers, LLC	700 Rhode Island Avenue Northwest, Washington, District of Columbia 20001	6	UA	No				PPD	
08-22-2018	251 Mass Ave, LLC - Mount Vernon Place	251 Massachusetts Avenue Northwest, Washington, District of Columbia 20001	6	UA	No				PPD	
08-22-2018	Central Union Mission - GaleSchool	65 Massachusetts Avenue Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	
08-22-2018	DC CY Owner, LLC - Marriott Courtyard US Capitol	1325 2nd Street Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	
08-22-2018	East Capital Steet NE	Washington, District of Columbia	6	UA	No				PPD	
08-22-2018	Mount Lebanon Community Service Center - Oakmont	225 Morgan Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-22-2018	L5K, LLC	1000 5th St NW, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-22-2018	HILLEL	1640 Rhode Island Avenue Northwest, Washington, District of Columbia 20036	6	UA	Yes				PPD	
08-22-2018	Barracks Row MainStreet	8th Street Southeast, Washington, District of Columbia 20003	6		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-21-2018	J. Michael Hager	627 14th Place Northeast, Washington, District of Columbia 20002	6	UA	No				PPD	
08-21-2018	Georgetown University	600 New Jersey Avenue Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-21-2018	460 Ridge Street, LLC	460 Ridge Street Northwest, Washington, District of Columbia 20001	6	UA	No				PPD	
08-21-2018	910 S Street, LLC	910 S Street Northwest, Washington, District of Columbia 20001	6	UA	No				PPD	
08-21-2018	Apple Tree Early Learning PCS	138 12th Street Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	
08-20-2018	Channel Square Apartments	325 P Street Southwest, Washington, District of Columbia 20024	6	UA	Yes	Salecia Hines	Other	Yes	PPD	No
08-20-2018	BRMS Store Front Improvements	731 8th Street Southeast, Washington, District of Columbia 20003	6	UA	No			Yes	PPD	No
08-20-2018	Landmark Loft	800 3rd Street Northeast, Washington, District of Columbia 20002	6	UA	Yes	John Cavanaugh	Property Manager		PPD	
08-20-2018	Bryan Square Townhouse	1325 Independence Avenue Southeast, Washington, District of Columbia 20003	6	UA	No				PPD	
08-20-2018	US Department of Transportation	1200 New Jersey Avenue Southeast, Washington, District of Columbia 20003	6	UA	Yes				PPD	
08-20-2018	Community Connections	801 Pennsylvania Avenue Southeast, Washington, District of Columbia 20003	6	UA	Yes				PPD	
08-20-2018	The Estates at Mt Vernon	1234 4th Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-20-2018	1031 4th Street, NW	1031 4th Street Northeast, Washington, District of Columbia 20002	6	UA	No				PPD	
08-20-2018	Gonzaga College High School	19 I Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
08-20-2018	Congressional Hispanic Caucus Institute, Inc	911 2nd Street Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-20-2018	The Loree Grand at Union Place	250 K Street Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	
08-20-2018	Urban Institute	1100 First Street Northeast, Washington, District of Columbia 20002	6	UA	Yes				PPD	
08-20-2018	Capitol Quarter Project	1100 2nd Street SE, Washington, District of Columbia 20019	6	UA	No				PPD	
08-20-2018	SW Waterfront, LLC	Washington, District of Columbia	6	UA	No				PPD	
08-10-2018	Accurate Conceptions, LLC	19 O Street Southwest, Washington, District of Columbia 20024	6	UA	No				Residential Property	
08-10-2018	PTS, Inc	20 F Street Northwest, Washington, District of Columbia 20001	6	UA	No				Shared Office Space	
08-10-2018	Walter Ray Associates LLC dba Capitol Permits	490 M Street Southwest, Washington, District of Columbia 20024	6	UA	No				Confirm Business Location	
08-10-2018	LAW OFFICE OF MELODY WEBB, PLLC (THE)	612 G Street Southwest, Washington, District of Columbia 20024	6	UA	No				Confirm Business Location	
08-09-2018	Capital Pixel	638 New Orleans Place, NE, Washington,, District of Columbia 20002	6	UA	No			No	Confirm Business Location	Yes
08-09-2018	The Decca Development Corporation	1225 Pennsylvania Ave. SE, Washington,	6	UA					Confirm Business Location	Yes
08-09-2018	Coast2Coast Global Services, Inc.	1317 Pennsylvania Ave. SE, Washington,, District of Columbia 20003	6	UA	Yes			Yes	Confirm Business Location	No
08-09-2018	MED Developers	1443 Pennsylvania Ave. SE, Washington,, District of Columbia 20003	6	UA	Yes			Yes	Confirm Business Location	No
08-09-2018	Landscape Architecture Bureau	714 7th Street, SE, Washington,, District of Columbia 20003	6	UA	Yes	Lyn Wenzel	CEO		Confirm Business Location	
08-09-2018	Accurate Mailing Services, inc.	719 7th Street, NE, Washington,	6	UA	No	Philip Edwards	Owner	Yes	Confirm Business Location	No
08-09-2018	Columbia Enterprises, Inc.	1018 7th Street, SE, Washington,, District of Columbia 20003	6	UA	No	Bruce Mitchell	CEO	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-08-2018	Torti Gallas Urban, Inc.	1326 H Street, NE, Washington,, District of Columbia 20002	6	UA	Yes		Owner	Yes	Confirm Business Location	No
08-08-2018	Global Maintenance Services, Inc.	1341 H Street, NE, Washington,, District of Columbia 20002	6	UA					Confirm Business Location	Yes
08-08-2018	Elocen	1326 H Street, NE, Washington,, District of Columbia 20002	6	UA					Confirm Business Location	
08-08-2018	Estime Management Corporation	1425 H Street, NE, Washington,, District of Columbia 20002	6	UA					Confirm Business Location	Yes
08-08-2018	Moody PLLC	1318 H Street, NE, Washington,, District of Columbia 20002	6	UA	Yes				Confirm Business Location	No
08-08-2018	Hulk Movers and Junk Haulers	1411 H Street, NE, Washington,, District of Columbia 20002	6	UA	Yes				Confirm Business Location	
08-08-2018	ARJ Group, Inc.	412 H Street, NE, Washington,, District of Columbia 20002	6	UA	No				Confirm Business Location	
08-07-2018	Sons & Daughters of Lowes Island	311 K Street NW, Washington, , District of Columbia 20001	6	UA			Co-Owner		Confirm Business Location	
07-31-2018	Broadway Capitol, LLC	900 2nd Street, NE, Washington, District of Columbia 20002	6	UA	Yes				PPD	
07-31-2018	FB Strategic Partners DC LLC	701 Second Street, NE, Washington, District of Columbia 20002	6	UA	Yes				PPD	
07-31-2018	The Decca Development Corporation	445 S Street, NW, Washington, District of Columbia 20001	6	UA	No				PPD	
07-25-2018	Comstock East Capitol Street, SE	1705 East Capitol Street, SE, Washington, District of Columbia 20003	6	UA	Yes				PPD	
07-25-2018	Holy Comforter - St Cyprian	124 15th Street, SE, Washington, District of Columbia 20003	6	UA	Yes	Janice Dessaso Gordon	Director of Operations		PPD	
07-25-2018	Old Naval Hospital Foundation	921 Pennsylvania Avenue, SE, Washington, District of Columbia 20003	6	UA	Yes				PPD	
07-25-2018	The Washington Drama Society, Inc DBA The Arena Stage	1101 6th Street, SW, Washington, District of Columbia 20024	6	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
07-25-2018	Association of American Medical Colloeges	655 K Street, NW, Washington, District of Columbia 20001	6	UA	Yes				PPD	
07-23-2018	Argos CH, LLC	1341 Maryland Avenue, NE, Washington, District of Columbia 20002	6	UA	No				PPD	
07-23-2018	National Association of Student Personnel Administrators	111 K Street, NE, Washington, District of Columbia 20002	6	UA	No				PPD	
07-23-2018	Morgan Kelleher	333 K Street, NE, Washington, District of Columbia 20002	6	UA	No				PPD	
07-23-2018	United General Contractors	646 I Street, NE, Washington, District of Columbia 20002	6	UA	No				PPD	
07-18-2018	Toucan Printing & Promotional Products, Inc.	220 I Street Northeast, Washington, District of Columbia 20002	6	UA	Yes	Debra Hydell	Other	No	Confirm Business Location	
07-09-2018	Mission First Housing Development Corporation	43 K Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	No
07-05-2018	United General Contractors	1504 6th Street Northwest, Washington, District of Columbia 20001	6	UA					PPD	
07-05-2018	KIPP, DC	421 P Street Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
07-05-2018	Parcel 42 Partners	1707 7th Street, NW 639 Rhode Island Ave, Washington, District of Columbia 20011	6	UA					PPD	
05-24-2018	Republic Square Project	25 Massachusetts Avenue Northwest, Washington, District of Columbia 20001	6	UA	Yes				PPD	
04-19-2018	Toucan Business Forms	1910 Forest Drive, Annapolis, Maryland 21401	6	UA	Yes	Jim Inglesby	Co-Owner	No	CBE Compliance Review	Yes
04-18-2018	A Digital Solutions	1503 9th Street NW, Washington, DC, District of Columbia 20001	6	UA	No	NA		No	CBE Compliance Review	Yes
04-13-2018	Toucan Printing & Promotional Products, Inc.	220 I Street Northeast Suite 120, Washington, District of Columbia 20002	6	UA	No	Unidentified Female	Other	No	CBE Compliance Review	Yes
03-15-2018	FMC & Associates	515 M Street Southeast, Washington, District of Columbia 20003	6	UA	Yes	Pranil Acharya	HR Manager	Yes	CBE Compliance Review	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
03-15-2018	EKM Law, PLLC	641 S Street Northwest, Washington, District of Columbia 20001	6	UA	No	Alecia Thompson	Other	No	CBE Compliance Review	Yes
03-12-2018	U.S.A. Motors Inc	45 Q Street Southwest, Washington, District of Columbia 20003	6	UA			Other	Yes	CBE Compliance Review	No
03-08-2018	AMT, LLC	10 G Street Northeast, Washington, District of Columbia 20002	6	UA	Yes	Jennifer Rosalsky	Other	Yes	CBE Compliance Review	No
03-08-2018	Hillis-Carnes Capitol Services, PLLC	100 M Street Southeast, Washington, District of Columbia 20003	6	UA	No			No	CBE Compliance Review	Yes
03-08-2018	SOGA, Inc	1708 E Street Southeast, Washington, District of Columbia 20003	6	UA				NA	CBE Compliance Review	Yes
02-28-2018	MTEC Services Inc.	100 M Street Southwest, Washington, District of Columbia 20024	6	UA	No			No	CBE Compliance Review	Yes
02-22-2018	Concrete Mixes, Inc	100 M Street SE, Washington, DC, District of Columbia 20003	6	UA	No	NA	Owner	No	CBE Compliance Review	Yes
02-22-2018	C. Jones Nutrition Consulting Services	100 M Street SE, Washington, DC, District of Columbia 20003	6	UA	No	Ms. Victoria Tinsley (Regus)	Other	Yes	CBE Compliance Review	Yes
02-22-2018	WC Smith Companies	1100 New Jersey Ave. SE, Washington, DC, District of Columbia 20003	6	UA	Yes	NA	Operations Manager	Yes	CBE Compliance Review	No
02-22-2018	Magnificus Corp. Government Services	125 L Street, SE, Washington, DC, District of Columbia 20003	6	UA	Yes	NA	Other	Yes	CBE Compliance Review	Yes
02-22-2018	Oehme Van Sweeden Associates	800 G Street, SE, Washington, DC, District of Columbia 20003	6	UA	Yes	NA	Other	Yes	CBE Compliance Review	No
02-22-2018	Potomac Chase LLC	909 New Jersey Ave. SE, Washington, DC, District of Columbia 20003	6	UA	No	Mr. Pavi Silva	Property Manager	No	CBE Compliance Review	Yes
02-22-2018	Delta Decisions	20 F Street, NW, Washington, DC, District of Columbia 20001	6	UA	Yes	Ms. Lakisha Pierson	Community Manager	Yes	CBE Compliance Review	No
02-22-2018	Resources Plus	101 Constitution Ave. NW, Washington, DC, District of Columbia 20001	6	UA	No	NA	Other	No	CBE Compliance Review	Yes
10-17-2017	MTEC Services, LLC	100 M St SE, Washington, District of Columbia 20003	6	UA	No	Vanessa Cacho	Owner	No	CBE Compliance Review	Yes

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
7 (31 Visits)										
08-31-2018	the grove at parkside	600 Kenilworth Terrace Northeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-24-2018	4000 Benning Road LLC	4000 Benning Road Northeast, Washington, District of Columbia 20019	7	UA	Yes				PPD	
08-22-2018	home again	5019 Benning Road Southeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	2300 pennsylvania Ave	2300 Pennsylvania Avenue Southeast, Washington, District of Columbia 20020	7		Yes				PPD	
08-22-2018	DC Prep Benning Road	100 41st Street Northeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	pleasant park	221 63rd Street Northeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	513 nannie helen burroughs	Nannie Helen Burroughs Avenue Northeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	A street Manor	4920 a Street Southeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	Conway Center	4430 Benning Road, NE, Washington,, District of Columbia 20019	7	UA	Yes			Yes	PPD	No
08-22-2018	The Harry & Jeanette Weinberg Project	5066 Benning Road, NE, Washington, 20019	7	UA	Yes			Yes	PPD	No
08-22-2018	Marshall Heights Community Development	3939 Benning Road, NE, District of Columbia 20019	7	UA	Yes			Yes	PPD	No
08-22-2018	4427 Hayes Street, NE	4427 Hayes, Street, NE, Washington,, District of Columbia 20019	7	UA	Yes			Yes	PPD	No
08-22-2018	Carver Senior Apartments	4800 East Capitol Street Northeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	Home Again II	5005 Benning Road Southeast, Washington, District of Columbia 20019	7		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-22-2018	JW King Senior Center	4638 H Street Southeast, Washington, District of Columbia 20019	7		Yes				PPD	
08-22-2018	DC scholar shadd	601 East Capitol Street Southeast, Washington, District of Columbia 20003	7		Yes				PPD	
08-22-2018	The Nannie Helen at 4800	48th Street Northwest, Washington, District of Columbia 20016	7		Yes				PPD	
08-15-2018	All "N" 1 Medical Supplies & Treasurer, LLC	5119 Nannie Helen Burroughs, Ave. NE, Washington,, District of Columbia 20019	7	UA	Yes			No	Confirm Business Location	Yes
08-15-2018	East Washington, LLC	4645 Nannie Helen Burroughs Avenue Northeast, Washington, District of Columbia 20019	7	UA	No	Deborah Jones	Exec. Assist.	Yes	Confirm Business Location	No
08-09-2018	Watkins Security Agency of DC, Inc.	3939 Benning Road Northeast, Washington, District of Columbia 20019	7	UA	Yes	Erica (Administrative Assistant)	Office Manager	Yes	Confirm Business Location	
08-09-2018	Broughton Construction Company. LLC	4832 Nannie Helen Burroughs Avenue Northeast, Washington, District of Columbia 20019	7	UA	Yes			Yes	Confirm Business Location	
08-07-2018	Hakim, LLC	56 55th Street Southeast, Washington, District of Columbia 20019	7	UA	No				Confirm Business Location	
08-07-2018	Tamah, LLC	2811 Pennsylvania Avenue Southeast, Washington, District of Columbia 20020	7	UA	No				Confirm Business Location	
08-02-2018	Stanton View Development, LLC	1406 22nd Street, SE, Washington, District of Columbia 20020	7	UA	No				PPD	
07-31-2018	MM Property, LLC	3744 Hayes Street Northeast, Washington, District of Columbia 20019	7	UA	Yes				PPD	
07-31-2018	Habitat of Humanity of Washington DC, Inc.	4609 & 4613 Gault Place NE, Washington, District of Columbia 20019	7	UA	No				PPD	
07-31-2018	4924 Nash Street, LLC	4924 Nash Street Northeast, Washington, District of Columbia 20019	7	UA	No				PPD	
07-25-2018	Providence Construction and Contracting Services LLC	5019 H Street, SE, Washington, District of Columbia 20019	7	UA	No				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
03-16-2018	TCG Property Care	60 53rd Place Southeast,, Washington, District of Columbia 20019	7	A	Yes	Wade Cassamajor	President	Yes	CBE Compliance Review	No
10-03-2017	Bolana Capital Enterprises	4645 Nannie Helen Burroughs Ave NE, Washington, District of Columbia 20019	7	UA	Yes	Valarie Dock	Owner	Yes	CBE Compliance Review	
10-01-2017	Cleaning Trails, LLC	4402 Dubois Place Southeast, Washington, District of Columbia 20019	7						Recovered Payment	
8 (44 Visits)										
08-29-2018	friendship technology	2705 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-28-2018	Land Matters, LLC	4115 First Street, SE, Washington,, District of Columbia 20032	8	UA	No			Yes	Confirm Business Location	No
08-28-2018	Hard Light Consulting Group	3127 MLK Ave. SE, Washington, 20032	8	UA	Yes			Yes	Confirm Business Location	No
08-28-2018	Fairness Enviromental Services, Inc.	3109 MLK Ave. SE, Washington, 20032	8	UA	Yes			No	Confirm Business Location	Yes
08-28-2018	DMV Cleaning Services	3127 MLK Ave. SE, Washington, 20032	8	UA	Yes			Yes	Confirm Business Location	No
08-28-2018	Earth worth, LLC	1500 Eaton Road, SE, Washington,, District of Columbia 20020	8	UA	No			No	Confirm Business Location	Yes
08-28-2018	AkU	1905 23rd street, SE, Washington, 20020	8	UA				Yes	Confirm Business Location	No
08-22-2018	The Eagle Center	3400 Wheeler Road Southeast, Washington, District of Columbia 20032	8	UA	Yes				PPD	
08-20-2018	Saint Elizabeth Entertainment and Sport Arena (ESA)	1100 Alabama Avenue Southeast, Washington, District of Columbia 20032	8	A	No	Daniel Blaise, Project Manager and Chrystal Stowe, Direct of Community Relations	Sr. Project Manager	NA	PPD	
08-20-2018	Brownstein Commons Condo	10TH STREET & Mississippi, Washington, District of Columbia	8	UA	Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-20-2018	Arch Development	1901 Mississippi Avenue Southeast, Washington, District of Columbia 20020	8		Yes				PPD	
08-20-2018	Howard Rd Academy	701 Howard Road Southeast, Washington, District of Columbia 20020	8						PPD	
08-20-2018	Anacostia Gateway	2021 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20020	8		Yes				PPD	
08-20-2018	East of Te River Community	3029 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018		1500 Mississippi Avenue Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	Asheford Court	1526 Mississippi Avenue Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	Matthew Memorial Terrace	2620 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20020	8		No				PPD	
08-20-2018	St. Paul Community Development	114 Wayne Place Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	Centex Homes	Danbury Street Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	MINI Highlands	Valley Avenue Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	Renaissance Place Project	Barnaby Road Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	SOME Scattered Site II	523 Mellon Street Southeast, Washington, District of Columbia 20032	8		Yes				PPD	
08-20-2018	5TH & I Affordable Housing	2100 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20020	8						PPD	
08-20-2018	Shops at Park Village	Alabama Avenue Southeast, Washington, District of Columbia 20020	8		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
08-15-2018	IIU Consulting Services	3715 Martin Luther King Ave. SE, Washington,, District of Columbia 20032	8	UA	No	Tri Dang Nguyen	Civil Engineer	No	Confirm Business Location	Yes
08-15-2018	CHW Solutions, Inc.	3215 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8	UA	Yes			Yes	Confirm Business Location	No
08-02-2018	FP/MLK LLC	2122, 2200, and 2204 Martin Luther King, Jr. Avenue , Washington, District of Columbia 20020	8	UA	No				PPD	
07-25-2018	Designed Services, Inc.	105 Galveston Place SW, Washington, District of Columbia 20032	8	UA	No				PPD	
07-25-2018	W Street SE 38-42-43, LLC	1749 -1759 W Street, SE, Washington, District of Columbia 20020	8	UA	No				PPD	
07-25-2018	Zagami House, LLC	1701 19th Street, SE, Washington, District of Columbia 20020	8	UA	No				PPD	
07-25-2018	Supportive Housing Opportunities LLC	1667 Good Hope Road, SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	
07-25-2018	East of the River Community Development Corporation	3029 Martin Luther King Jr. Avenue, SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	
07-25-2018	Sigma Investments, LLC	1108 Good Hope Road, SE, Washington, District of Columbia 20020	8	UA	Yes	Judy Sholes			PPD	
07-25-2018	Vision of Victory Community Development Corporation	2515 Alabama Avenue, SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	
07-25-2018	The Covenant Full Potential Development Center	3845 South Capitol Street, SW, Washington, District of Columbia 20032	8	UA	Yes				PPD	
07-25-2018	Jones Electric Company, Inc.	35 Forrester Street, SW, Washington, District of Columbia 20032	8	UA	No				PPD	
07-18-2018	Kipp DC - Douglas School	2600 Douglass Road SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	No
07-18-2018	Brandywine community empowerment center	713 Brandywine Street Southeast, Washington, District of Columbia 20032	8		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
06-20-2018	neighborhood development company	2620 Bowen Road Southeast, Washington, District of Columbia 20020	8		Yes				PPD	No
05-30-2018	Langston Lane Apartments	2726 Langston Place Southeast, Washington, District of Columbia 20020	8	UA	Yes				PPD	
05-30-2018	Shipley Park Apartments	2540 Southern Avenue, SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	
05-30-2018	Unified Communications Center - UCC	2720 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8	UA	Yes				PPD	
04-03-2018	Copy Center Plus	1220 Trenton Place Southeast, Washington, District of Columbia 20032	8	UA	No	Owner's Son	Other	No	CBE Compliance Review	No
10-17-2017	SAXON COLLABORATIVE CONSTRUCTION	1115 Good Hope Road SE, Washington, District of Columbia 20020	8	UA	No	Adams Sachs	Owner	NA	CBE Compliance Review	Yes

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FY 2019 Compliance and Enforcement - Spot Checks and Site Visits

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
1 (4 Visits)										
11-27-2018	DGC Cleaning Services	6400 Georgia Avenue Northwest Suite 8, Washington, District of Columbia 20012	1	UA	Yes		Office Manager	Yes	CBE Compliance Review	No
11-16-2018	Manna	812 T Street, NW, Washington, District of Columbia 20001	1	UA	No	No one			PPD	No
10-18-2018	Lynch Development Advisors	1400 16th Street Northwest Suite 430, Washington, District of Columbia 20036	1	UA	Yes	Tanesha Bailey	Administrative Assistant		Confirm Business Location	
10-18-2018	MORIARTY	965 Florida Avenue NW, Washington, District of Columbia 20001	1		Yes	ANDRES ALVERZ	Program Manager	Yes	PPD	
2 (55 Visits)										
01-17-2019	SZ PM Consultants	1730 Rhode Island Avenue Northeast, Washington, District of Columbia 20018	2	UA	Yes	No One		NA	Confirm Business Location	Yes
01-17-2019	L&M Policy Research	1743 Connecticut Avenue Northwest, Washington, District of Columbia 20009	2	UA	Yes	Laura P. Faas	Research Assistant	Yes	Confirm Business Location	No
01-17-2019	BizSolutions 360	1725 Desales Street Northwest, Washington, District of Columbia 20036	2	A	Yes	Solomy Lubega	Program Manager	Yes	Confirm Business Location	No
01-09-2019	DES-DC, Inc.	1228 31st Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Mike Moller	Project Manager	Yes	Confirm Business Location	No
01-09-2019	Robert Silman Associates PLLC	1053 31st Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Mary Jane Klingelhofer	Office Manager	Yes	Confirm Business Location	No
01-09-2019	Bennett Group	1230 31st Street Northwest, Washington, District of Columbia 20007	2	UA	Yes	Kolar Bowen	Vice President	Yes	Confirm Business Location	No
01-09-2019	Software Information Resource Corp	730 24th Street Northwest, Washington, District of Columbia 20037	2	UA	Yes	Sheryll Smith	Office Manager	Yes	Confirm Business Location	No
01-09-2019	Brailsford & Dunlavey, Inc.	1140 Connecticut Avenue Northwest, Washington, District of Columbia 20036	2	UA	Yes	Kevin P. Keegan	Vice President	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
01-09-2019	Prospectus Enterprises, Inc.	910 17th St NW, Washington, District of Columbia 20006	2	UA	No	Receptionist		No	Confirm Business Location	Yes
01-08-2019	A+F Engineers	1112 16th Street Northwest, Washington, District of Columbia 20036	2	UA	Yes			Yes	Confirm Business Location	No
01-07-2019	Williams, Adler & Company-DC, LLP	1030 15th Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Rochelle Williams	Office Manager	Yes	Confirm Business Location	No
01-07-2019	ECS Capitol Services, PLC	655 15th Street Northwest, Washington, District of Columbia 20005	2	UA	No	Monique Edens	Administrative Assistant	Yes	Confirm Business Location	No
01-07-2019	The Triage Group	700 12th Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Stephan Papadopoulos	Managing Partner	Yes	Confirm Business Location	
01-07-2019	Borger Management Inc.	1111 14th Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Maria Lea	Accountant	NA	Confirm Business Location	Yes
01-07-2019	CPN-Network, LLC	805 15th Street Northwest, Washington, District of Columbia 20005	2	UA	No			NA	Confirm Business Location	Yes
01-07-2019	Brown, Naff, Pitts Omnimedia, Inc.	1712 14th Street Northwest, Washington, District of Columbia 20009	2	UA	Yes	Lynne Brown	Publisher	Yes	Confirm Business Location	No
01-03-2019	Mindfinders	1200 18th Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Kelli Gilmore	Sr. Director of Operations	Yes	Confirm Business Location	No
01-03-2019	The MECCA Group, LLC	1112 16th Street Northwest, Washington, District of Columbia 20036	2	UA	No	Dr. Mercedes Ebanks	Partner	Yes	Confirm Business Location	No
12-20-2018	Waldon Studio Architects	1250 I Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Morina Peterson	Receptionist	Yes	Confirm Business Location	No
12-20-2018	Lee and Associates, Inc.	638 I Street Northwest, Washington, District of Columbia 20001	2	UA	Yes	Jeff Lee	Principal	Yes	Confirm Business Location	No
12-20-2018	Synergetic Information Systems, Inc.	1200 G Street Northwest, Washington, District of Columbia 20005	2	UA	No	Gopinathan Nair	Business Development Manager	Yes	Confirm Business Location	No
12-20-2018	Tecknomic, LLC	1725 Eye Street, Northwest, Washington, District of Columbia 20005	2	UA	No	Carl Overby	Center Coordinator	No	Confirm Business Location	Yes
12-20-2018	McKissack & McKissack	901 K Street Northwest, Washington, District of Columbia 20001	2	UA	Yes	Rose	Exec. Assist.	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
12-20-2018	ABC Technical Solutions, Inc.	1200 G Street Northwest, Washington, District of Columbia 20005	2	UA	No	No One		No	Confirm Business Location	Yes
12-20-2018	North Arrow, Inc.	1200 G Street Northwest, Washington, District of Columbia 20005	2	UA	No	Regus Receptionist		No	Confirm Business Location	Yes
12-20-2018	All-U-Need Personnel, Inc.	1712 I Street Northwest, Washington, District of Columbia 20006	2	UA					Confirm Business Location	Yes
12-20-2018	Tricore Systems, LLC	1325 G Street Northwest, Washington, District of Columbia 20005	2	UA					Confirm Business Location	
12-20-2018	Artisys Corporation	1325 G Street Northwest, Washington, District of Columbia 20005	2	UA					Confirm Business Location	
12-19-2018	Kramer Consulting Services, PC	2000 M Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Claire O' Connor	Marketing Executive	Yes	Confirm Business Location	No
12-19-2018	Studio 27 Architecture	1600 K Street Northwest, Washington, District of Columbia 20006	2	UA	Yes	Osama Iqab	Architect	Yes	Confirm Business Location	No
12-19-2018	Arent Fox LLP	1717 K Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Carolina Benitez	Receptionist	Yes	Confirm Business Location	
12-19-2018	D.H. Lloyd & Associates, Inc.	1625 K Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Kai Lloyd	Receptionist	Yes	Confirm Business Location	
12-19-2018	CoStar Group	1331 L Street Northwest, Washington, District of Columbia 20005	2	UA	Yes	Todd Jasnow	Corporate Counsel	NA	Confirm Business Location	No
12-19-2018	Artifex Terra	1330 New Hampshire Avenue Northwest, Washington, District of Columbia 20036	2	UA	No	Bryan Hudzina	Front Desk Assistant	No	Confirm Business Location	Yes
12-19-2018	Prime Sources Technologies, LLC	1825 K Street Northwest, Washington, District of Columbia 20006	2	UA	Yes	Peng Yap	President	Yes	Confirm Business Location	No
12-19-2018	Titan Verde	1500 Massachusetts Avenue Northwest, Washington, District of Columbia 20005	2	UA	No	No One		Yes	Confirm Business Location	No
12-19-2018	Avid Systems	1420 N Street Northwest, Washington, District of Columbia 20005	2	UA	No	No One		NA	Confirm Business Location	Yes
12-19-2018	Compass Solutions, LLC	1401 K Street Northwest, Washington, District of Columbia 20005	2						Confirm Business Location	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
12-19-2018	Cradle Systems, LLC	1875 K St NW, Washington, District of Columbia 20006	2	UA	No	Kiel Chesley	Director of Business Development	Yes	Confirm Business Location	No
12-19-2018	Infinity Solutions, Inc.	1629 K Street Northwest, Washington, District of Columbia 20036	2						Confirm Business Location	
12-12-2018	Transformative Solutions, Inc.	5335 Wisconsin Avenue Northwest, Washington, District of Columbia 20015	2	A	No	Eva Telemaque	President	Yes	Confirm Business Location	No
12-12-2018	G-Land Uniforms, Inc.	1516 Wisconsin Avenue Northwest, Washington, District of Columbia 20007	2	UA	Yes	Bok Hwang	Owner	Yes	Confirm Business Location	No
12-12-2018	Jordan Honeyman Landscape Architecture, LLC	711 Florida Avenue Northwest, Washington, District of Columbia 20001	2	UA	Yes	Keeta Jones	Office Manager	Yes	Confirm Business Location	No
11-19-2018	Zane Networks	1133 21st Street Northwest Suite M200, Washington, District of Columbia 20036	2	UA	No	Alexandria Jellerette	President	Yes	Confirm Business Location	No
11-19-2018	Feldesman Tucker Leifer Fidell	1129 20th Street Northwest, Washington, District of Columbia 20036	2	UA	Yes	Ashley O' Neil	Administrative Assistant	Yes	Confirm Business Location	No
11-16-2018	United General Contractors	1504 6th Street, NW, Washington, District of Columbia 20001	2	UA	No	No One			PPD	No
10-25-2018	Zane Networks, LLC	506 9th Street Northwest, Washington, District of Columbia 20002	2	UA	No	No One		No	Confirm Business Location	No
10-25-2018	Bell Architects, PC	1228 9th Street Northeast, Washington, District of Columbia 20002	2	UA	Yes	No One		Yes	Confirm Business Location	Yes
10-19-2018	Networking for the Future (NFF)	1331 Pennsylvania Avenue Northwest, Washington, District of Columbia 20045	2	UA	Yes	Steve	Vice President	Yes	Confirm Business Location	No
10-19-2018	American Business Supplies, LLC	2200 Pennsylvania Avenue Northwest, Washington, District of Columbia 20037	2	UA	No	Zack Rahimi	Regus Staff (Virtual Office Staff)	No	Confirm Business Location	Yes
10-17-2018	Blue Sky Housing, LLC	1750 K Street, NW, Washington, District of Columbia 20006	2	UA	No		Co-Owner	No	Confirm Business Location	Yes
10-17-2018	MJM Contracting, LLC	1050 17th Street, NW, Washington, District of Columbia 20036	2	UA	Yes		Co-Owner	Yes	Confirm Business Location	No
10-17-2018	Ivantis Group, Inc.	1629 K Street, NW, Washington, District of Columbia 20006	2	UA	Yes		CEO	Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
10-17-2018	Corporate Social Responsibility Advisors	1629 K Street, NW, Washington, District of Columbia 20006	2	UA	Yes		Owner	Yes	Confirm Business Location	No
10-17-2018	D.H. Llyod & Associates, Inc.	1625 K Street, NW, Washington, District of Columbia 20006	2	UA	Yes		Owner	Yes	Confirm Business Location	No
3 (5 Visits)										
01-11-2019	Andean Consulting Solutions International	1200 18th Street Northwest, Washington, District of Columbia 20036	3	A	Yes	Andres Echeverri	CEO	Yes	Confirm Business Location	No
01-10-2019	DCTechzone, Inc.	2829 Connecticut Avenue Northwest, Washington, District of Columbia 20008	3	UA	No	No One		Yes	Confirm Business Location	
01-09-2019	AAA Complete Building Services	5151 Wisconsin Avenue Northwest, Washington, District of Columbia 20016	3	UA	Yes	Tracey Ogburn	Office Manager	Yes	Confirm Business Location	No
10-18-2018	Strittmatter Metro	5630 Connecticut Avenue Northwest, Washington, District of Columbia 20015	3	UA	Yes	Mekka Bolling	Other	Yes	Confirm Business Location	No
10-18-2018	Jerome L. Taylor Trucking	2001 L Street Northwest, Washington, District of Columbia 20036	3	UA	No	Officer Jackson	Building Security/Lobby	No	Confirm Business Location	Yes
4 (7 Visits)										
01-09-2019	Crew Solutions, Inc.	3013 Military Road Northwest, Washington, District of Columbia 20015	4	UA	No	No One		Yes	CBE Compliance Review	No
11-28-2018	Standard Business Furniture	35 Sheridan Street Northwest, Washington, District of Columbia 20011	4	UA	Yes	Milton D. Morris	President		Confirm Business Location	
11-28-2018	William P. Gelberg/Gelberg Signs	6511 Chillum Place Northwest, Washington, District of Columbia 20012	4	UA	Yes	Neil Bami	Principal	Yes	Confirm Business Location	No
11-28-2018	Love and Care Child Development Center	330 Kennedy Street Northwest, Washington, District of Columbia 20011	4	UA	Yes	Marti	Director	Yes	Confirm Business Location	No
11-28-2018	J-Dos Internationale, Inc.	4506 14th Street Northwest, Washington, District of Columbia 20011	4	UA	No	No One		NA	Confirm Business Location	Yes
11-27-2018	AAA Termite & Pest Control	6406 Georgia Avenue Northwest, Washington, District of Columbia 20012	4	UA	Yes	Sandra L. Tucker	Building Manager	No	Confirm Business Location	Yes
10-18-2018		1125 Spring Road Northwest, Washington, District of Columbia 20010	4		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
5 (34 Visits)										
01-22-2019	B & B Floor Service, LLC	2505 28th Street, NE, Washington, District of Columbia 20018	5	UA	Yes	Lee Bellamy	Co-Owner	Yes	Confirm Business Location	No
01-11-2019	Professional 50 States Protection of DC, LLC	1725 I St NW, Washington, District of Columbia 20006	5	UA		Regus Receptionist		No	Confirm Business Location	Yes
01-11-2019	District Veterans Contracting, Inc.	5772 2nd Street Northeast, Washington, District of Columbia 20011	5	UA	Yes	Steven Gross	Owner	Yes	Confirm Business Location	No
01-11-2019	ARLO Solutions, LLC	3041 Hawthorne Dr NE, Washington, District of Columbia 20017	5	UA	No	Security Guard		Yes	Confirm Business Location	No
01-11-2019	Leone Tech, LLC	2001 Bunker Hill Road Northeast, Washington, District of Columbia 20018	5	UA	No	No One		No	Confirm Business Location	Yes
01-11-2019	DIT, Inc.	1411 H Street Northeast, Washington, District of Columbia 20002	5	UA	No	No One		No	Confirm Business Location	Yes
01-11-2019	MITACC	1420 North Capitol Street Northwest, Washington, District of Columbia 20001	5	UA	No	No One		No	Confirm Business Location	
01-11-2019	BizSolutions 360	1402 North Capitol Street Northwest, Washington, District of Columbia 20001	5	UA	No	No One		No	Confirm Business Location	Yes
01-08-2019	Shepherd Electric Supply of Washington, LLC	2920 V Street Northeast, Washington, District of Columbia 20018	5	UA	Yes	Tonia Isaccs	Director of Operations	Yes	Confirm Business Location	No
01-08-2019	Goldin & Stafford, Inc.	2851 v Street Northeast, Washington, District of Columbia 20018	5	UA	Yes	Anika	Administrative Assistant	Yes	Confirm Business Location	No
01-08-2019	FastSigns	2859 v Street Northeast, Washington, District of Columbia 20018	5	UA	Yes	Howard James, Jr.	CEO	Yes	Confirm Business Location	No
01-08-2019	Insurance Solutions Associates	1818 New York Avenue Northeast Suite 224/230 (Conference Room), Washington, District of Columbia 20002	5	UA	Yes	Tasha Poulson	COO	Yes	Confirm Business Location	No
01-07-2019	A.H. Plumbing	1818 New York Ave. NE, Washington, District of Columbia 20002	5	UA	Yes			Yes	Confirm Business Location	No
01-07-2019	Vision Secury Solutions	1818 New York Ave. NE, Washington, District of Columbia 20002	5	UA	Yes			NA	Confirm Business Location	Yes

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
01-07-2019	Insurance Solutions Associates	1818 New York Ave. NE, Washington, District of Columbia 20002	5	UA	Yes			Yes	Confirm Business Location	No
01-07-2019	A Digital Solutions	1818 New York Ave. NE, Washington, District of Columbia 20002	5	UA	Yes			Yes	Confirm Business Location	No
12-19-2018	1736 Rhode Island Ave, LLC	1736 Rhode Island Avenue Northeast, Washington, District of Columbia 20018	5	UA	Yes	No One			PPD	
12-12-2018	Service Properties, LLC T/A Mac' Tire Service	423 Florida Avenue Northeast, Washington, District of Columbia 20002	5	UA	Yes	Pam Konde	Operations Manager	Yes	Confirm Business Location	No
12-12-2018	Swann's Construction Co.	2828 10th Street NE, Washington, District of Columbia 20017	5	UA	Yes	Jesse Swann	Owner	Yes	Confirm Business Location	No
12-12-2018	Untied Elevavtor Co.	2828 10th Street NE, Washington, District of Columbia 20017	5	UA	No			NA	Confirm Business Location	Yes
12-12-2018	Sky, LLC Office Solutions	2614 28th Street, NE, Washington, District of Columbia 20018	5	UA	Yes	Yelake Meseretu	Owner	Yes	Confirm Business Location	No
12-12-2018	Anchor Construction	2254 25th Place, NE, Washington 20018	5	UA	Yes			Yes	Confirm Business Location	No
12-04-2018	Lucky Dog, LLC	1101 Brentwood Road, NE, Washington, District of Columbia 20018	5	UA	Yes				Confirm Business Location	
11-29-2018	Ideal Electrical Corporation	3515 v Street Northeast, Washington, District of Columbia 20018	5	UA	Yes	Receptionist		Yes	Confirm Business Location	No
11-28-2018	Collin s Elevator Service, Inc.	800 Hamlin Street Northeast, Washington, District of Columbia 20017	5	UA	Yes	Sebastian Henriquez	Comptroller	Yes	Confirm Business Location	No
11-28-2018	PFC Associates, LLC	920 Varnum Street Northeast, Washington, District of Columbia 20017	5	UA	Yes	Dr. Taisha Williams	Associate Medical Director	Yes	CBE Compliance Review	No
11-28-2018	General Merchandise/Supplies Unlimited	2221 Adams Place Northeast, Washington, District of Columbia 20018	5	UA	Yes	Don McWhirter Sr.	Owner	Yes	Confirm Business Location	No
11-28-2018	Ideal Electrical Supply Corporation	2230 Adams Place Northeast, Washington, District of Columbia 20018	5			No One		No	CBE Compliance Review	Yes
11-27-2018	Conspec Contracting, LLC	748 19th Street Northeast, Washington, District of Columbia 20002	5	UA	No	No One		Yes	Confirm Business Location	No

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
11-27-2018	DC Fire Protection, LLC	1919 5th Street NE, Washington, District of Columbia 20002	5	UA	Yes	No One		Yes	Confirm Business Location	No
11-19-2018	Muscattello's	900 Rhode Island Avenue Northeast, Washington, District of Columbia 20018	5	UA	Yes	Quenten Raines	Branch Manager	Yes	Confirm Business Location	No
11-16-2018	1164 Bladensburg LLC	1164 Bladensburg Avenue, NE, Washington, District of Columbia 20002	5	UA	Yes	Jeff Koenig	Sr. Construction Manager		PPD	No
10-19-2018	Jerome L. Taylor, Trucking, Inc.	1401 New York Avenue Northeast, Washington, District of Columbia 20002	5	UA	No	Jerome L. Taylor	President	Yes	Confirm Business Location	No
10-05-2018	Lucky Dog, LLC	1101 Brentwood Road, NE, Washington,, District of Columbia 20018	5	A	Yes				Confirm Business Location	
6 (15 Visits)										
01-11-2019	ARJ Group, Inc.	412 I Street Northeast, Washington, District of Columbia 20002	6	UA	No	Receptionist		No	Confirm Business Location	Yes
01-11-2019	R. Rea Corp	331 I Street Northeast, Washington, District of Columbia 20002	6	UA	No	No One		No	Confirm Business Location	
01-08-2019	North Arrow, Inc	820 1st Street Northeast, Washington, District of Columbia 20002	6	UA	Yes	Galen Reifsnider	Electrical Engineer	Yes	Confirm Business Location	No
01-07-2019	Frame of Mine	545 8th Street, SE, Washington, District of Columbia 20003	6	UA	Yes			Yes	Confirm Business Location	No
01-02-2019	n2grate Government Services Solutions, LLC	1345 South Capitol Street Southwest, Washington, District of Columbia 20024	6	UA	No	Cathy	Receptionist	No	Confirm Business Location	Yes
01-02-2019	Waterfront Associates LLC	1001 4th Street, SW, Washington, District of Columbia 20024	6	UA	No	No One			PPD	Yes
01-02-2019	ICT Mondial. Inc.	1011 1st Street Southeast, Washington, District of Columbia 20003	6	UA	No	Gerald	Concierge	No	Confirm Business Location	Yes
01-02-2019	Jewel's New Beginning Learning Center	4309 3rd Street Southeast, Washington, District of Columbia 20032	6	UA	Yes	Jewel Parker	Director	Yes	Confirm Business Location	No
12-19-2018	E Street Cooperative Association	1431 E Street Northeast, Washington, District of Columbia 20002	6	UA	No	Allen Gutierrez	Site Supervisor		PPD	
12-07-2018		1100 2nd Place Southeast, Washington, District of Columbia 20003	6		Yes				PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
12-04-2018	Toucan Printing & Promotional Products, inc.	220 I Street NE, Washington, District of Columbia 20002	6	UA	Yes			NA	Confirm Business Location	
11-27-2018	Concor Construction, Inc.	323 15th Street Northeast, Washington, District of Columbia 20002	6	UA	No	No One		Yes	Confirm Business Location	No
11-16-2018	Stanton-EastBanc, LLC	750 Pennsylvania Avenue, SE, Washington, District of Columbia 20003	6	UA	No	Doorman	Building Security/Lobby		PPD	No
11-16-2018	TMG Enterprises, LLC	80 M St SE WeWork 1st Floor, Washington, District of Columbia 20003	6	A	Yes	Brian Carter	President	Yes	CBE Compliance Review	No
10-26-2018	Hillis-Carnis	1414 North Capitol Street Northwest, Washington, District of Columbia 20001	6	UA	No	Clive Diaz	Director	Yes	Confirm Business Location	No
7 (11 Visits)										
01-22-2019	JJ Prime Services, LLC	1421 Kenilworth Ave. NE, Washington, District of Columbia 20019	7	UA	Yes	Emanuel Tereri	Owner	Yes	Confirm Business Location	No
01-17-2019	Leone Tech dba Leone Construction	810 Potomac Avenue Southeast, Washington, District of Columbia 20003	7	UA	Yes	Henerisha Williams	Office Manager	Yes	Confirm Business Location	No
01-17-2019	Hill Technologies	700 Pennsylvania Avenue Southeast, Washington, District of Columbia 20003	7	UA	Yes	John Capozzi	Director	Yes	Confirm Business Location	Yes
01-03-2019	Amber Overlook LLC	304 St Louis St Southeast, Washington, District of Columbia 20019	7	A	Yes	Josh Dworken	Developer		PPD	No
12-19-2018	Amber Overlook, LLC	304 St Louis St Southeast, Washington, District of Columbia 20019	7	UA	No	Chuck Bowley	Project Manager		PPD	No
12-19-2018	3534 East Cap Venture LLC	3534 East Capitol Street Northeast, Washington, District of Columbia 20019	7	UA	No	No One			PPD	
11-22-2018	Interface Fire Alarm & Electrical Services, LLC	1736 Massachusetts Ave. SE, Washington,, District of Columbia 20003	7					NA	Recovered Payment	
11-16-2018	Crescent Construction dba Crescent Homes	4314 H Street Southeast, Washington, District of Columbia 20019	7	UA	No	No One		No	Confirm Business Location	No
11-16-2018	DC Habitat for Humanity	1713-1725 28th Place, SE, Washington, District of Columbia 20020	7	UA	Yes	Eddie Cervantes	Sr. Construction Manager		PPD	No
11-01-2018	MidAtlantic Realty Partners	3050 K Street, NW, Washington, District of Columbia 20007	7	A	No	Bridget McCarthy, Alex Grega, Ken Wimbush	Program Manager		PPD	No
11-01-2018	Benning Heights Investor, LLC	1090 Vermont Avenue, NW Suite 400, Washington, District of Columbia 20005	7	UA	No	Christopher Welch	Assistant Superintendent		PPD	

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
8 (30 Visits)										
01-22-2019	Saxon Collaborative Construction, LLC	1115 Good Hope Road SE, Washington, District of Columbia 20020	8	UA	Yes	No one available		NA	Confirm Business Location	Yes
01-02-2019	The Michaels Organization	4001 South Capitol Street SW, Washington, District of Columbia 20032	8	UA	No	Chris Lincoln	Project Manager		PPD	No
11-29-2018	Gotta Go Now	1425 Bangor Street, SE, Washington, District of Columbia 20020	8						Recovered Payment	
11-01-2018	Prince Construction Company, Inc.	1111 Good Hope Road SE, Washington, District of Columbia 20020	8	UA	Yes	Dheeraj Mangu	Civil Engineer	Yes	Confirm Business Location	No
11-01-2018	Hayat Brown LLC	3715 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8	UA	Yes	Hayat Kelil-Brown	CEO	Yes	Confirm Business Location	No
11-01-2018	Environmental Design & Construction, LLC	1108 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	Elanore Holcomb	Office Manager	Yes	Confirm Business Location	No
11-01-2018	Stockbridge Consulting	Washington, District of Columbia	8	UA	No	No One			Confirm Business Location	
11-01-2018	The Crider Group	501 Trenton Street Southeast, Washington, District of Columbia 20032	8	UA	No	No One			Confirm Business Location	
11-01-2018	Manstal Services, Inc.	3715 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20032	8	UA	No	No One		No	Confirm Business Location	Yes
11-01-2018	Saxon Collaborative Construction, LLC	1115 Good Hope Road SE, Washington, District of Columbia 20020	8	UA	Yes	No One		No	Confirm Business Location	
10-30-2018	Trusted Solutions Group	1231 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	Ray Douaire	CEO	Yes	Confirm Business Location	No
10-30-2018	Katco Associates Incorporated	1227 South Good Hope Road, Elizabeth, Illinois 61028	8	UA	Yes			No	Confirm Business Location	Yes
10-30-2018	TreKnot Organization	1227 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	No One		NA	Confirm Business Location	Yes
10-30-2018	Capitol Services Management	3109 Martin Luther King Drive, Washington, District of Columbia 20032	8	UA	Yes	No One		No	Confirm Business Location	Yes
10-30-2018	MMP	1300 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	No One		No	Confirm Business Location	Yes

Date Visited	Company	Address	Ward	Announced (A) or Unannounced (UA)	ID Signage Visibility	Specialist met with	Role	Passed	Reason for Visit	Required Followup
10-25-2018	WCS Construction, LLC	3303 Stanton Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	Cindi Brown	Office Manager	Yes	Confirm Business Location	Yes
10-25-2018	Capitol City Associates, Inc.	2307 Skyland Place Southeast, Washington, District of Columbia 20020	8	UA	Yes	Julian Swain	Administrative Assistant	Yes	Confirm Business Location	No
10-25-2018	DH Kim Enterprises, Inc.	3303 Stanton Road Southeast Suite C, Washington, District of Columbia 20020	8	UA	Yes	Boe Lee	Property Manager	Yes	Confirm Business Location	No
10-25-2018	Milani Construction, LLC	2001 Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20020	8	UA	Yes	Latisha Hester	Receptionist	Yes	Confirm Business Location	No
10-25-2018	NCS National Service Contractors, Inc.	2007 B Martin Luther King Junior Avenue Southeast, Washington, District of Columbia 20020	8	UA	Yes	Terry M. Wood	HR Manager		Confirm Business Location	
10-25-2018	HRGM Corporation	2021 Shannon Place Southeast, Washington, District of Columbia 20020	8	UA	Yes	Rachna Butani Bhatt	Director of Operations	Yes	Confirm Business Location	Yes
10-25-2018	ZC Solutions LLC	1227 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	No One		No	Confirm Business Location	Yes
10-25-2018	Katco Associates Incorporated	1227 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	No One		No	Confirm Business Location	Yes
10-25-2018	Savanah Park Housing Limited	1443 Savannah Street, SE, Washington, District of Columbia 20032	8	UA	Yes	Michelle Jones	Property Manager		PPD	No
10-25-2018	District Floor Depot	1308 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	Yes	No One			Confirm Business Location	Yes
10-25-2018	ForMost Advance Creations	1300 Good Hope Road Southeast, Washington, District of Columbia 20020	8	UA	No	No One		No	Confirm Business Location	Yes
10-25-2018	Skyland Holdings LLC	1100 New Jersey Avenue, SE, Washington, District of Columbia 20003	8	UA	Yes				PPD	No
10-25-2018	22 Atlantic Cooperative Association, Inc.	22 Atlantic Street, SE, Washington, District of Columbia 20032	8	UA	No				PPD	No
10-25-2018	Woodmont Crossing Investor, LLC	2327 Good Hope Court, SE, Washington, District of Columbia 20020	8	UA	Yes				PPD	No
10-25-2018	Habitat for Humanity of Washington	2115 Ward Court, NW Suite 100, Washington, District of Columbia 20037	8	UA	No				PPD	Yes