



**FY 2015 PERFORMANCE PLAN**  
**Deputy Mayor for Planning and Economic Development, Office of the**

**MISSION**

The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing and executing the District's economic development vision.

**SUMMARY OF SERVICES**

DMPED assists the Mayor in the coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia. DMPED sets development priorities and policies, coordinates how the District markets itself to businesses and developers, and recommends and ensures implementation of financial packaging for District development, attraction, and retention efforts. DMPED also works to achieve its mission by focusing on outreach to the business community and neighborhood stakeholders, and by forging partnerships between government, business, and communities to foster economic growth for residents of the District of Columbia.

**AGENCY WORKLOAD MEASURES**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 YTD<sup>1</sup></b>
Total square footage of federal government agencies within the District (owned and leased)	59 million square feet	54 million square feet	54 million square feet
Active business relocation/expansion leads	191	217	168
Number of agencies providing oversight, coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia	N/A <sup>2</sup>	15 <sup>3</sup>	15 <sup>4</sup>

1 As of August 2014

2 Not tracked

3, 4The following agencies are counted in this workload measure: the Office of the Deputy Mayor for Planning and Economic Development, the Department of Employment Services, the Department of Housing and Community Development, the Department of Consumer and Regulatory Affairs, the Office of the Tenant Advocate, the Department of Insurance, Securities, and Banking, the Department of Small and Local Business Development, The Office of Motion Picture Development, the Office of Planning, the Commission on Arts and Humanities, Events DC, the District of Columbia Housing Finance Agency, the District of Columbia Housing Authority, and the Alcoholic Beverage Regulation Administration.



**OBJECTIVE 1: Manage and deliver the District's economic development programs and projects (One City Action Plan Actions 1.2.2, 1.3.1, 3.5.1, 3.5.2, and Indicator 3B).**

**INITIATIVE 1.1: Increase and diversify the existing portfolio of Industrial Revenue Bond transactions to serve varied economic development and housing needs.**

The District of Columbia Industrial Revenue Bond (IRB) Program provides below market interest rate loans to qualified private enterprises located in an Enterprise Zone, as well as non-profit and manufacturing organizations throughout the District of Columbia. The IRB program anticipates underwriting and closing seven to ten bond transactions in FY 15, while also executing four to nine conversions/modifications of prior bond deals. Additionally, the IRB Program will also look to intensify the usage of the Arbitrage Investment Management account with Public Financial Management; IRB looks to consistently market this option for program borrowers to invest their bond proceeds, thus generating an additional revenue stream at no cost or risk to the District. In order to continue growing the IRB portfolio, the IRB Program will provide outreach to universities across the country to seek interest in opening locations in the District that would qualify for Bond financing. Additionally, the IRB program will expand a recent bond transaction for the University of Georgia Foundation.

**Completion date: September 30, 2015**

**INITIATIVE 1.2: Expand the Great Streets Initiative.**

The Great Streets Initiative is the District's multi-year, multi-agency commercial revitalization initiative to transform emerging corridors into thriving and inviting neighborhood centers by using public actions and tools to leverage private investment. In FY 15, the Great Streets Initiative will continue to expand its geographic reach with the addition of the New York Avenue, NE corridor and the expansion of the Georgia Avenue, NW and the Martin Luther King Jr. Avenue/Good Hope Road, SE corridors to the program. The Great Streets initiative will expand its scope beyond grant administration to include gathering intelligence about the corridors (i.e. vacancy rates, age of buildings/businesses, condition of capital improvements) and develop at least two customized investment strategies tailored to the needs of the target corridor. **Completion date: September 30, 2015**

**INITIATIVE 1.3: Continue making progress on the New Communities Initiative.**

The goal of the New Communities Initiative (NCI) is to redevelop targeted neighborhoods (Barry Farm, Lincoln Heights/Richardson Dwellings, Northwest One, and Park Morton) that have a history of concentrated crime, poverty and distressed housing into healthy, vibrant communities for current and future residents. Progress is measured through: (1) identification of offsite housing, (2) site redevelopment, and (3) human capital outreach resulting in gains in health, education, jobs and public safety. Important milestones that will be met during FY 15 are as follows:

- *Park Morton*: Make progress on site redevelopment by selecting a development team (by **December 31, 2014**).
- *Lincoln Heights/Richardson Dwellings*: Make progress on site redevelopment by working with DC Housing Authority to select a planning consultant (by **December 31, 2014**).



- *Barry Farm*: Make progress on site redevelopment by working with the development team to secure appropriate rezoning (by **September 30, 2015**)

### **Human Capital:**

1. Head of Household Case Management – Increase resident linkages to the DC Department of Behavioral Health (DBH) and DC Department of Employment Services (DOES) across all four New Communities sites through the work of the case management provider and their efforts of making direct resident referrals to aforementioned agencies to enable more households to be prepared for change, including relocation. The case management provider will continue their existing (or re-establish) partnerships with the aforementioned agencies. DBH/DOES' Community Outreach Specialists will be invited to present information on their respective agency at regularly scheduled New Communities meetings and/or during the People Subcommittee meetings for CHOICE/NC neighborhoods. The NCI Director will meet with the Directors of DBH and DOES to discuss the need for partnership in the New Communities by way of leveraging resources in accordance with the goals of each respective agency to achieve this goal.

2. Education & Employment Opportunities – Grow the number of onsite training and/or education programs that have proven results and lead to employment. Programs that lead to a GED, high school diploma, certification/ licensure in construction, healthcare and food service continue to be highly sought by residents within the New Communities. Through the existing relationship with University of the District of Columbia Community College, the human capital providers will coordinate information sessions and expand their partnerships of current and future educational and training classes for New Communities residents. **Completion date: September 30, 2015**

### **INITIATIVE 1.4: Select partners on the real estate development projects solicited in FY 14.**

In FY 14, DMPED issued the following solicitations: 1909 Martin Luther King Jr Avenue SE, 625 T Street NW, 8th and O Streets, NW, Capitol Vista, Grimke School, Saint Elizabeths East Campus Redevelopment Redevelopment Phase 1 and Northwest One. During FY 15, DMPED will conclude its selection process and choose development partners for these projects, where appropriate. For each project where a development partner is selected, DMPED will negotiate to material completion the necessary disposition documents and endeavor to submit each to Council in order to gain surplus and disposition authority. During these negotiations, DMPED will work to ensure the policy goals set out in the initial solicitations and subsequent community meetings are reflected in the actual agreements.

**Completion date: September 30, 2015**

### **INITIATIVE 1.5: Continue to move forward on large-scale planning and development projects (One City Action Plan Action 1.2.2).**

DMPED is focused on two substantial and complex development projects that each require some level of federal government interaction, and have development timeframes that exceed a decade. The activities described below will be completed by **September 30, 2015**.



*Walter Reed Army Medical Center Redevelopment* - In FY 15, DMPED will create a financially feasible implementation strategy that meets community needs and complies with all Base Realignment and Closure (BRAC) laws and regulations. This will be accomplished through: (1) completion of a series of public community meetings, and (2) regular communication with partners such as Walter Reed BRAC Staff, U.S. Army, U.S. Department of Defense, and the U.S. Department of State among others. Additionally, the following tasks will also be completed in FY 15: • Negotiation of a Land Disposition Agreement with the selected master development team; • Negotiation of a final Economic Development Conveyance application with the U.S. Army, which will outline the terms of the proposed land transfer; and • Activation of the site through periodic temporary uses.

*St Elizabeths East Campus* – For over five years, the District has been crafting a redevelopment plan and complimentary economic development strategy to guide the revitalization of St Elizabeths East. Redevelopment offers the opportunity to provide amenities for local residents and current U.S. Department of Homeland Security (DHS) employees, while creating a new center for innovation that will further diversify the District’s economy. DMPED has completed the project planning phase, and is now working to implement these plans. In FY 15, the following milestones will be accomplished: • Continued operation and marketing of Gateway DC (the Gateway Pavilion), with a focus on building programmatic partners for the following signature programs: Gateway to Health, Gateway to Creative and Gateway to Success. • Marketing the R.I.S.E. Demonstration Center, designed as a technologically innovative, flexible meeting and demonstration space, with a focus on building programmatic partners for the following signature programs: STE(A)M on the RISE, Sustainability on the RISE and Experience on the RISE. • Work with the D.C. Commission on Arts and Humanities to complete the installation of the capital public art projects to activate both the Martin Luther King Jr., Ave., SE and Alabama Ave., SE sides of the campus. • Work to identify an appropriate location for the new United Medical Center, potential anchor for the Innovation Hub, on the St. Elizabeths East campus, and incorporate search for university anchor tenant in plans; and • Work with DDOT for the re-release of a Request for Proposals and selection of a design-build firm to construct the first of two stages of site-wide infrastructure.

**INITIATIVE 1.6: Continue to develop the One City Affordable Housing Data Project and Reporting System (One City Action Plan Actions 3.5.1, 3.5.2, and Indicator 3B).**

In FY 15, DMPED will continue to improve housing policy coordination by promoting the intent of the Affordable Housing Clearinghouse Directory Act of 2008, and to track the District’s progress to preserve or produce 10,000 affordable units by 2020. Specifically, DMPED will continue to work with interagency partners to improve the collection, validation, reporting and analysis of affordable housing information.

**Completion date: September 30, 2015**

**OBJECTIVE 2: Help businesses relocate to and expand within the District of Columbia, generating jobs for District residents (One City Action Plan Actions 1.1.1, 1.1.2, 1.1.4, and 1.2.1).**



**INITIATIVE 2.1: Expand technology investment in the District via the DC China Center in Shanghai and Beijing (One City Action Plan Action 1.1.2).**

The DC China Center provides assistance to District businesses interested in exporting goods and services to China, and encourages Chinese businesses and investors to play an active role in the District's economy. The Center represents the District's first attempt to catalyze economic growth through access to international markets. In FY 14, DMPED worked with Chinese investors and businesses to facilitate their entrance into the DC market, with particular attention paid to Chinese technology companies that have expressed interest in establishing a hub for their North American operations in the District. In FY 15, DMPED will continue to attract Chinese investors and tech companies to the District, with a particular focus on supporting an incubator program that will assist Chinese companies in opening their operations in the District. In addition, the District and the DC Center will work closely with 1776, a platform to connect tech startups with the resources they need to excel, and Zhongguancun Science Park, a technology hub, to host the Challenge Cup in Beijing in 2015. **Completion date: September 30, 2015**

**INITIATIVE 2.2: Expand the local technology sector (One City Action Plan Action 1.2.1).**

DMPED's continued efforts to grow the District's burgeoning technology sector is critical to diversifying the city's economy. In FY 14, DMPED successfully implemented Digital DC, a marketing and economic development campaign created to showcase the District as a national tech hub to attract talent. To continue the expansion of startups founded in the District, in FY 15, DMPED will continue to support events and organizations with a focus on tech venture investment and entrepreneurship, such as 1776's Challenge Cup, DC Innovates' Digital DC Tech Fund, and Foster.ly's Collaborate. In addition, technology business attraction, retention, and training programs will be improved and supported to better leverage DC tech incentives, market the District's assets, and target businesses that are ripe for growth. Specifically, the District will expand its presence at the SxSW Conference in 2015 by partnering with other District agencies to promote the District as a technology hub to attract talent. **Completion date: September 30, 2015**

**INITIATIVE 2.3: Continue the implementation of the 5-Year Economic Development Strategy (One City Action Plan Actions 1.1.1 and 1.1.4).**

The 5-Year Economic Development Strategy is the District's first push to create a comprehensive economic development plan with specific recommendations to grow seven targeted sectors. Written in partnership with the business schools at Georgetown, George Washington, Howard, and American Universities, the Strategy was released in Quarter 1 of FY 13. To date DMPED has completed 22 of the 52 initiatives in the 5-Year Strategy and launched the Creative Economy Strategy. In FY 15, DMPED will continue to focus on business incubation initiatives, with a particular focus on completing 20 of the launched initiatives and launching 5 of the 10 unlaunched initiatives. **Completion date: September 30, 2015**

**OBJECTIVE 3: Promote the development of an integrated workforce investment system, delivering high-quality services that help District residents gain skills that meet business needs (One City Action Plan Actions 2.3.2, 2.3.3, and 2.3.8).**



**INITIATIVE 3.1: Oversee implementation of new year-round youth development strategy.**

In FY 14, the Workforce Investment Council worked with the DOES to develop a range of youth monitoring and performance management tools to support accountability and programmatic improvements for District’s federally-funded youth programs. In FY 15, the Workforce Investment Council (WIC) will work with DOES and the Youth Employment Change Network to design and implement a new integrated youth workforce strategy for both out-of-school and in-school youth. The WIC will also explore opportunities to invest in technical assistance that will support youth service providers in meeting employment and educational outcomes for targeted youth populations. **Completion date: September 30, 2015**

**INITIATIVE 3.2: Increase scope and impact of Workforce Intermediary program.**

The WIC is responsible for administering the District’s Workforce Intermediary program, an initiative that has brought together multiple stakeholders connected to two target industries – hospitality and construction – to develop and implement training and placement strategies that help employers in these key sectors fill immediate and long-term skill needs. In FY 15, the WIC will work with current grantees to ensure that District residents are receiving the training and placement services necessary to obtain well-paying hospitality jobs, and will continue with an industry-led advisory committee to identify potential opportunities for improving workforce development capacity in that sector. The WIC will also begin implementation of the construction sector strategy in partnership with DOES, including investment in pre-apprenticeship and supportive services for District residents, and will develop recommendations for expanding the workforce intermediary model to at least one additional high-growth sector. **Completion date: September 30, 2015**

**INITIATIVE 3.3: Develop City-Wide “Career Pathways” Strategic Plan.**

Under the FY 15 Budget Support Act, the WIC was charged with convening a multi-stakeholder Adult Career Pathways Task Force. The work of the task force is part of the overall strategic vision to align employment, training, education, and supportive services needed to help individuals enter or advance within a specific occupation or occupational cluster. The WIC, in partnership with District agencies and community stakeholders will develop a city-wide plan for the implementation of policies and practices that will support career pathway strategies for adult learners. The WIC will convene the first meeting of the task force not later than November 2014, and will submit the city-wide strategic plan to the Mayor and the DC Council by **June 30, 2015**.

**INITIATIVE 3.4: Expand Access to Training and Employment Services**

In 2014, Congress passed the “Workforce Innovation and Opportunities Act,” which replaces the current Workforce Investment Act and provides federal funding to support a range of job training and adult education services, including services provided through the DC American Job Center network. In FY 2015, the WIC will lead efforts to expand access to employment services through the development of a new DCAJC memorandum of agreement, and will coordinate interagency planning to ensure the District is prepared to fully implement the requirements of WIOA. **Completion date: September 30, 2015**



**OBJECTIVE 4: Communicate DMPED projects and priorities to internal and external stakeholders.**

**INITIATIVE 4.1: Create a community engagement strategy that includes expanded modes of communicating with the public.**

In FY 15, DMPED will expand its community engagement strategy to include various development projects in order to strengthen our efforts for a more transparent government agency. Through these platforms, DMPED will improve its information sharing in order to effectively communicate priorities and updates that will impact the community. Specifically, for the NCI, DMPED will utilize Instagram and Twitter to keep external stakeholders abreast of public meetings, media events and community development processes. **Completion date: September 30, 2015**

**INITIATIVE 4.2: Enhance agency transparency and community participation.**

In FY 14, the Transparency, Open Government and Open Data Directive was established via Mayor's Order 2014-170. In compliance with this Mayoral Directive, DMPED updated its website and content to include the information required. In FY 15, DMPED will ensure compliance with the Directive by uploading and publishing budgetary, purchasing, procurement, organizational, policy and other similar information as it becomes available. In addition to social media, the agency will continue to upload minutes of its Public Surplus Meetings to its website. Additionally, the agency will explore other ways to engage the public via the internet. **Completion date: September 30, 2015**



**KEY PERFORMANCE INDICATORS – Deputy Mayor for Planning and Economic Development, Office of the**

<b>Measure</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 YTD<sup>2</sup></b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>
Number of RFPs issued	7	7	8	5	5	4
Number of project closings	13	5	14	7	19	15
Value of projects under construction	\$3.7 billion	\$1.8 billion	\$5.1 billion	\$561 million	\$3.1 million	\$2.0 billion
Number of affordable housing units for DMPED projects currently under construction	1,144	450	1460	913	2011	761
Number of site tours conducted to market District-wide projects	13	5	9	10	10	10
Number of community economic development meetings held	127	65	108	65	65	65
Number of new units of affordable housing developed (One City Action Plan Indicator 3B)	850	1,300	2,281	4,818	1,164	N/A

<sup>2</sup> Date not provided at the time of report