

Office of the Deputy Mayor for Planning and Economic Development FY2020

Agency Office of the Deputy Mayor for Planning and Economic Development **Agency Code** EBO **Fiscal Year** 2020

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.

Strategic Objectives

Objective Number	Strategic Objective
1	Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards.
2	Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8.
3	Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District.
4	Utilize tech innovation and open data to drive positive change and good government for DC residents.
5	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
1 - Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (2 Measures)					
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Neutral	24.8%	24%	37%	20%
Number of affordable housing units yielded	Up is Better	4104	4594	3255	2870
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Measures)					
Net number of jobs created in DC	Up is Better	18,700	8000	9400	7500
Percent of Great Streets grant funding expended	Up is Better	83%	92%	94%	75%
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	Up is Better	88,000	765,459	630,850	100,000
Unemployment rate in Wards 7 and 8	Down is Better	New in 2020	New in 2020	New in 2020	10%
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (3 Measures)					
Number of unique Economic Intelligence dashboard visitors	Up is Better	2679	4976	6402	2500
Number of unique visitors to online business development tools	Up is Better	836	2051	11,529	1000
Number of participants in Our RFP workshops	Up is Better	83.3	No Applicable Incidents	110	100
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (2 Measures)					
Number of economic indicators tracked regularly on an open dashboard	Neutral	18	18	27	18

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percentage of total events/meetings held with technology and innovation partners	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	100%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	95.2%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	80%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management - Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Deliver high-quality economic development and affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (5 Activities)			
DEVELOPMENT AND DISPOSITION	Real Estate Development and Disposition	Activities related to real estate development project management: document prep, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
DEVELOPMENT AND DISPOSITION	New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
DEVELOPMENT AND DISPOSITION	St. Elizabeths	Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus	Key Project
DEVELOPMENT AND DISPOSITION	Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project
INDUSTRIAL REVENUE BOND	Industrial Revenue Bond	Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.	Daily Service
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Activities)			
GREAT STREETS INITIATIVE	Great Streets Initiative	DMPED administers the Great Streets Retail Small Business Reimbursement Grants, which are competitive grants of up to \$50,000 for qualified small business owners who wish to improve their place of business. The purpose of the grant program is to support existing small businesses, attract new businesses, increase the District's tax base, create new job opportunities for District residents, and transform emerging commercial corridors into thriving and inviting neighborhood centers. The Great Streets team's portfolio of work includes program management, program evaluation, grant application, community outreach, database management, and award disbursement.	Key Project
BUSINESS DEVELOPMENT	International Business Development	Marketing and promotional outreach, business development. Another focus is to attract Chinese and other foreign direct investment to the District and facilitates District company entry into foreign markets.	Key Project
BUSINESS DEVELOPMENT	Business Partnerships	Support growth in the District and partner with organizations such as the Washington DC Economic Partnership (WDCEP) and DC Chamber of Commerce, which help businesses in the District.	Key Project
BUSINESS DEVELOPMENT	Business Development	Relationship building, partnership development, marketing and promoting key initiatives, program management; supporting businesses that would like to locate or grow in the District, through incentives and support in navigating District government.	Daily Service
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (2 Activities)			
COMMUNICATIONS	Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
COMMUNITY OUTREACH	Community Outreach	Create more opportunities for community participation and feedback.	Daily Service
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (1 Activity)			
POLICY	Policy Initiatives and Data	Lead development of DC's policy pertaining to economic development, affordable housing, jobs, and drivers of tax revenue. Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, and other communications, and manage DMPED's data.	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)			
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
CONTRACTING AND PROCUREMENT	Contracting and Procurement	Partner with vendors to purchase quality goods and services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	Daily Service

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
1 - DEVELOPMENT AND DISPOSITION (3 Measures)			
Number of projects under construction or in DMPED's pipeline	43	39	42
Number of RFPs Awarded	6	2	4
Number of financial closings for DMPED projects	4	11	8
1 - INDUSTRIAL REVENUE BOND (2 Measures)			
Number of IRB projects closed	14	22	16
Total bond financing issued	876,960,633	911,081,000	380,091,000
2 - BUSINESS DEVELOPMENT (4 Measures)			
Number of grants/contracts/agreements with partners	130	80	80
Number of international business development missions	2	1	1
Number of businesses engaged through meetings and events	New in 2020	New in 2020	New in 2020
Number of employers engaged through the Employer Engagement Program	New in 2020	New in 2020	New in 2020
2 - GREAT STREETS INITIATIVE (1 Measure)			
Number of GS Applications	98	87	93
3 - COMMUNITY OUTREACH (1 Measure)			
Number of Community Meetings held	211	171	119
4 - POLICY (1 Measure)			
Number of Economic Indicator dashboards produced	53	47	46

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Business Development (2 Strategic initiatives)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
ObviouslyDC	In FY20, the Business Development team will execute and implement an ObviouslyDC marketing campaign by: <ul style="list-style-type: none"> Contracting with a local CBE to brand and market ObviouslyDC in the District, throughout the US and in international markets; Sharing information on the ObviouslyDC website about DC agency resources, strategy reports, company testimonies, sector overviews, concierge service, and event information; and Authoring four case studies about businesses that have successfully relocated or opened in DC to publish to ObviouslyDC website. 	09-30-2020
Economic Strategy	In FY20, DMPED will produce a semi-annual progress report, "DC's Economic Strategy", and revise the strategy (previous report released in March 2017) to identify 10-15 new initiatives to support the growth of opportunity areas and advance initiatives that support progress towards the strategy's goals. DC's Economic Strategy includes information regarding the current state of the economy, vision, goals, metrics, various targeted economic sectors, action frameworks and initiatives.	09-30-2020
Community Outreach (1 Strategic Initiative)		
Community Engagement	In FY20, the DMPED Communications team will expand the community engagement strategy to support the DMPED cluster's efforts to create jobs and produce affordable housing in all eight wards by: <ul style="list-style-type: none"> Implementing targeted outreach by engaging with stakeholders in each ward. The strategy will include attending at least two community meetings in rotating wards per quarter. Expanding digital presence by identifying new opportunities to connect and engage with community residents and small businesses. DMPED will establish a community engagement pilot program with one agency within the DMPED cluster to increase awareness of programs available to small businesses. 	09-30-2020
Great Streets Initiative (1 Strategic Initiative)		
Great Streets and Neighborhood Prosperity Fund	In FY20, DMPED will support at least 50 new businesses, increase job creation and grow tax revenue through the Great Streets and Neighborhood Prosperity Fund. DMPED will provide \$5.5M in funding opportunities to support small businesses seeking to improve their place of business located on Great Streets corridor. DMPED will also provide up to \$3 million in gap funding for the commercial component of mixed-use, real estate, or retail development projects in targeted census tracts.	09-30-2020
Industrial Revenue Bond (1 Strategic Initiative)		
Industrial Revenue Bonds for Nonprofit Housing Developers	In FY20, The DC Revenue Bond Program will become an additional financing tool for 501(c)3 non-profit housing organizations to develop more units of low income, affordable and workforce housing. DMPED will pursue regulatory and legislative strategies that would allow qualified housing projects to move from initial review to closing and without individual resolution approvals by Council, allowing housing projects to move forward at the speed of the housing market. DMPED will also draft regulations to apply specific affordability and other requirements to the resulting projects, consistent with requirements imposed on projects that currently comply with the District's Inclusionary Zoning program.	09-30-2020
International Business Development (1 Strategic Initiative)		
International Engagements	In FY20, the Business Development team will expand and strengthen international engagements in new and existing foreign markets by: <ul style="list-style-type: none"> Building relationships with and attracting foreign direct investment from Taiwan and Singapore; and Expanding diplomatic and trade relations in South America, Europe and Africa, with a focus on Argentina, Germany, Ethiopia and possibly South Africa. 	09-30-2020
New Communities Initiative (1 Strategic Initiative)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Public Housing Repositioning	<p>The New Communities Initiative (NCI) is a District government program designed to revitalize severely distressed subsidized housing and redevelop communities plagued with concentrated poverty, high crime, and economic segregation. In FY20, DMPED will continue its work on NCI and expand its efforts to other public housing communities with similar redevelopment needs. The following will be completed:</p> <ul style="list-style-type: none"> • Close and begin construction on phase 1 of the remaining Northwest One site; • Complete remaining 50% of Barry Farm demolition, execute a Memorandum of Understanding with DC Housing Authority (DCHA) to support infrastructure on the site, and begin infrastructure work on Sumner Road; • Resolve legal issue on Bruce Monroe, close and begin construction on the site; • Complete a comprehensive study of DCHA's entire portfolio to determine how the District will participate in public housing redevelopment efforts outside of the four New Communities Initiative neighborhoods. 	09-30-2020
Real Estate Development and Disposition (4 Strategic initiatives)		
Capitol Crossing	<p>Capitol Crossing is a multi-phased, master planned development located in Washington's supply-constrained Central Business District – bordered by Massachusetts Avenue to the North, E Street to the South, Third Street to the West and Second Street to the East. The seven acre-site of Capitol Crossing is a state-of-the-art development that spans 3 city blocks and offers 2.2 million square feet of primarily commercial office and ground floor retail space.</p> <p>In FY20, the following will be completed with Capitol Crossing:</p> <ul style="list-style-type: none"> • Certificate of Occupancy on 250 Mass Avenue; • Continue to provide assistance on 200 Mass and 250 Mass retail tenancy; • Focus on Letters of Interest signed by end of the year; • Final acceptance of highway deck by District Department of Transportation (DDOT); • Jewish Historical Society ground breaking; and • Complete Center Block Stage 2 Planned Unit Development (PUD). 	09-30-2020
McMillan	<p>The District of Columbia purchased McMillan from the federal government in 1987 for \$9.3 million in order to develop the 25-acre property. More than 100 community meetings have occurred to determine the McMillan uses, designs and community benefits. Project Redevelopment Plans: McMillan is divided into seven distinct Parcels.</p> <p>In FY20, the following will be completed with McMillan:</p> <ul style="list-style-type: none"> • Demolish the necessary cells to allow for the infrastructure to start on both the public and private lands; • Return the historic fountain to the corner of the park; • Start work on the community center infrastructure; and • Close on the properties to the developers. 	09-30-2020
Skyland	<p>Skyland Town Center is a dynamic, mixed-use development that will deliver a grocery store, housing and retail to Ward 7. The project has been designed to promote neighborhood revitalization and economic growth on an 18-acre site at the intersection of Good Hope Road, Naylor Road, and Alabama Avenue SE. Approved plans for this Planned Unit Development (PUD) include more than 340,000 square feet of retail space and approximately 500 units of housing.</p> <p>In FY20, the following will be completed with Skyland:</p> <ul style="list-style-type: none"> • Finish the Phase I Block I 260 apartment units, 400 parking spaces and 80,000 square feet of retail; and • Amend the zoning for Block 3 and Block 2 to enable their new uses of Lidl and medical office. 	09-30-2020
Rhode Island Avenue Tax Increment Financing (TIF)	<p>Rhode Island Avenue is a redevelopment by Mid-City Financial Corporation of the Brookland Manor apartment complex and the former Brentwood Village Shopping Center along Rhode Island Avenue in Northeast. The development will include a mix of for-rent, for-sale and neighborhood serving retail. Most significantly, it will preserve 373 deeply affordable housing units integrated with market rate units. The developer is seeking TIF financing of \$32 million gross in bonds and a note of \$24 million.</p> <p>In FY20, DMPED will issue one or more TIF bonds to development partners for the former Brookland Manor redevelopment.</p>	09-30-2020
St. Elizabeths (1 Strategic Initiative)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
St. Elizabeth's East	<p>Rich in economic promise, historic resources, and federal access, St Elizabeth's East is one of the few remaining large redevelopment opportunities in the nation's capital – providing a chance to transform a 183-acre site into a mixed-use development that simultaneously serves nearby communities and federal office tenants, and provides local retail, residential, and office/educational uses.</p> <p>In FY20, the following will be completed with St. Elizabeth's East:</p> <ul style="list-style-type: none"> • Complete Council process for Parcel 15, final negotiate Land Disposition Agreement (LDA), execute and close on the property groundbreaking; • Complete Parcel 17 land swap, push developer to execute lease with tenant, break ground on Office Building and Townhomes from Phase I; and • Complete Continuous Treatment (CT) Campus apartments. 	09-30-2020
Walter Reed (1 Strategic Initiative)		
Walter Reed	<p>In FY20, the Walter Reed Local Redevelopment Authority will continue implementation of the Base Reuse and Small Area Plans in compliance with Base Realignment and Closure (BRAC) laws and regulations. This will be accomplished through: (1) completion of six public community meetings, and (2) regular communication with partners such as US Army BRAC Staff (monthly), the U.S. Department of State (quarterly), Children's Hospital (quarterly) and the development team, TPWR (weekly).</p> <p>Additionally, the following tasks will be accomplished in FY20:</p> <ul style="list-style-type: none"> • Activation of the site through periodic temporary uses and community events; • Groundbreaking and ribbon cutting events to commemorate the commencement and completion of new vertical phases of development; • Completion of demolition of the 2.5 million sf 1970's era hospital; and • Finalizing transfer of the remaining Army owned portions of the site to the District. 	09-30-2020