

FY 2015 PERFORMANCE PLAN Office of Planning

MISSION

The mission of the Office of Planning (OP) is to guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality development outcomes, and engaging all communities.

SUMMARY OF SERVICES

OP performs planning for neighborhoods, corridors, districts, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation reviews. OP also conducts historic resources research and community visioning, and manages, analyzes, maps, and disseminates spatial and US Census data.

PERFORMANCE PLAN DIVISIONS

- Citywide Planning
- Revitalization/Design & Neighborhood Planning
- Development Review & Historic Preservation
- Office of the Director

AGENCY WORKLOAD MEASURES

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual
# requests for information (maps and demographics) received	730	1,148	1,082
# of permit applications submitted to Historic Preservation staff for approval	4,479	4,908	5,270
# of zoning cases referred to OP	348	341	368



Citywide Planning

SUMMARY OF SERVICES

The Citywide Planning division develops and monitors the District Elements of the Comprehensive Plan, as well as works with regional and other city agencies to create strategies for emerging employment sectors, meeting retail needs and coordinating the city's land use and transportation. The Division provides data analysis, information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other District and federal agencies, and other decision makers of the District so that they can have information needed to plan, develop, and preserve the city.

OBJECTIVE 1: Use data to inform planning.

INITIATIVE 1.1: Link comprehensive planning, capital budgeting and investment, and master facilities planning (Quality Education, Fiscal Stability) (Age-Friendly DC Goal: Domain # 6).

The 2010 Census demonstrated the first solid decade of growth in the District since World War II, with a growth rate of 5.2% (29,600). This pace has continued since the 2010 Census. Between July 2012 and July 2013, the District's population grew by 13,022 residents, keeping the city among the fastest-growing areas in the country. The District's population now stands at 646,449—a figure not seen since the 1970s. The city has grown on average by 1,146 new residents per month since April 1, 2010 (when the 2010 Census count closed) and July 1, 2013. This continued trend of growth moves the District closer to its Sustainable DC goal of increasing the city's population by 250,000 residents within the next twenty years. With the steady increase in the District's population, OP's planning initiatives will help the District continue its upward movement toward greater fiscal health and economic vitality. In FY 2015, OP will continue its partnership with the Department of General Services and will initiate the West Virginia Avenue Public Works Campus Master Plan by December 2014, if sufficient funds become available. This campus master planning effort is a key recommendation of "Ward 5 Works," the study completed by the Ward 5 Industrial Land Use Transformation Task Force and chaired by the OP Director. The purpose of this master plan is to guide the redevelopment and re-use of the Department of Public Works (DPW) campus at West Virginia Avenue, NE, transforming it into world-class model of sustainable development for co-located municipal uses and reducing any adverse impact it may have on its neighboring properties. Additionally, the plan will complement other OP and Department of Parks and Recreation (DPR) planning work to evaluate opportunities to improve the network of park space Downtown and in revitalization areas throughout the city.

OP will launch the next Comprehensive Plan amendment cycle by September 2015, which will include extensive public engagement throughout the update process. An amendment cycle is required every four years, and by March 2015, OP will open the amendment proposal process to the public and District agencies. New policies and actions for consideration include sustainability, resilience, mobility, the "new" workforce, and retaining our population, both new and long-term residents—particularly families. Following up on our participation in the Age-Friendly Task Force, we will also



be looking at policies and actions to prepare for the enormous increase in the percentage of our residents who will be turning 70 and older by September 2015 and beyond. **Completion date: September/beyond 2015.**

OBJECTIVE 2: Better inform public and private investment decisions by leveraging the District's planned growth and competitive strengths (Fiscal Stability, Job Creation, Sustainability) to enhance livability, fiscal stability, and urban sustainability (One City Action Plan Actions 3.4.1, 3.5.3 and Indicator 3A).

INITIATIVE 2.1: Help strengthen the District's retail environment by providing technical assistance through the implementation of the Vibrant Retail Streets Toolkit and assess the District's retail demand.

In FY15, OP will continue implementation of the Vibrant Retail Streets Toolkit and by March 2015 will select four to six new neighborhoods to participate in Vibrant Retail Streets Toolkit workshops. The project is intended to support commercial revitalization and promote vibrant retail streets through improved management of retail corridors, development of retail appropriate spaces, and fostering retail corridors that have a mix of retail to meet the needs of their nearby residents, and are safe, championed, anchored, and walkable. **Completion date: March 2015.**

INITIATIVE 2.2: Encourage urban farms and community gardens by launching a pilot composting program (One City Action Plan Action 3.4.1(3) and Sustainable DC Action FD1.2).

In FY14, OP made numerous attempts to move this project forward (including conducting joint research with UDC on a potential anaerobic digestion pilot) after last year's OCFO determination that this project does not qualify for capital funding. OP also reached out to public, non-profit, and private sector stakeholders, and found little consensus around what means, method, and scale of composting would be best tested in the District. DPW launched its waste life cycle study that examines composting as a waste stream component, and DGS examined anaerobic digestion at DC public buildings. By January 2015, OP will convene a meeting with DDOE, DGS, and DPW to develop a joint recommendation on the appropriate scope, scale, and direction for a pilot composting project. Completion date: April 2015.



KEY PERFORMANCE INDICATORS – Citywide Planning

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ¹	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Measure 1: Develop facility plans, identify public-private partnerships or co- location opportunities, and conduct demographic analyses for targeted agencies.	2	2	2	2	2	2
Measure 2: % of OP- responsible Comp Plan implementation items from the current plan and future amendments that are newly achieved during the fiscal year	16%	27%	17%	20%	22%	22%
Measure 3: Change in retail indicators relative to the baseline, as measured by change in Gross Sales and Use Tax.	+2.62%	+1.00%	Will report EOY	+1.00%	+1.00%	+1.00%
Measure 4: Change in retail indicators relative to the baseline, as measured by change in Retail Trade Employment.	+2.73%	+1.00%	Will report EOY	+1.00%	+1.00%	+1.00%
Measure 5: Maintain DC's level of walkability compared to other US cities (as measured byWalkscore)	#7	Remain in Top 10	#7	Remain in Top	Remain in Top 10	Remain in Top 10
Measure 6: Positive change in District population [One City Action Plan Indicator 3A]	+2.32%	+2.50%	Will report EOY	+2.75%	+2.75%	+3.00%

¹ As of the third quarter (6/30/2014).



Measure	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Target	Actual	Projection	Projection	Projection
Measure 7: % of customers ² who indicate that they are satisfied with the data and analysis they have received from OP staff, and that it will enable them to fulfill their role in planning the city & influencing quality neighborhood outcomes	96.95%	90%	95.66%	90%	92%	92%

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² Includes District residents and other individuals, private organizations, and government agencies who have requested data and analysis, data provided in response to a survey question when information is delivered.



Revitalization/Design & Neighborhood Planning

SUMMARY OF SERVICES

The Revitalization/Design & Neighborhood Planning division provides a broad range of plan development, implementation, and project coordination services for District neighborhoods, central Washington and the waterfront area. Neighborhood Planning's main areas of responsibility include developing small area plans and planning studies; and coordinating and tracking plan implementation. Revitalization and Design's main areas of responsibility include developing plans and projects for districts and development areas predominantly within center city and along the waterfront, with a focus on design strategies and guidelines; coordinating and tracking plan implementation; managing the public space and urban sustainability programs; and incorporating environmentally-sound action into the ongoing development of the District.

OBJECTIVE 3: Catalyze improvements in neighborhoods and central Washington to enhance economic competitiveness, livability, and environmental harmony.

INITIATIVE 3.1: Complete three plans (Fiscal Stability, Job Creation).

Working with community stakeholders, by July 2015, OP will complete Vision Framework documents for the Adams Morgan and Van Ness neighborhoods. By September 2015, in partnership with the Downtown BID, NoMa BID, Mount Vernon Triangle CID, and multiple District and federal government agencies, OP will complete a preliminary draft report for the Downtown East Re-Urbanization Strategy and continue work on a Soccer Stadium/Buzzard Point Public Space and Urban Design Implementation Guide. By September 2015, OP will complete preliminary assessments of the need and availability of resources to undertake planning for Tenleytown, lower Georgia Avenue and the Minnesota/Benning area. **Completion date: July 2015.**

INITIATIVE 3.2: Lead planning and implementation efforts for Center City, coordinating with District and Federal Partners, business and resident groups (Sustainable DC Plan Built Environment Action 2.6 and Nature Action 1.1) (Age-Friendly Goal: Domain # 1).

OP, in partnership with other District and Federal agencies, will participate in planning and development projects to improve the livability of Center City.

- Coordinate with DPR, the Downtown BID, and the National Park Service (NPS) to advance the Franklin Square Park Vision and Transformation Plan. By June 2015, OP will work with NPS to formalize the concept design with a *Finding Of No Significant Impact* (FONSI).
- Continue partnership with the DCCAH, DPR, and local stakeholders on Playable Art DC, a play and place-making initiative to bring innovative art-based play spaces to neighborhoods with underserved park space. By December, 2014, OP will select one additional neighborhood for the program. By April 2015, OP will launch an international competition to create a design for innovative and art-based play structures for park-starved DC neighborhoods. OP was awarded a grant in 2013 from ArtPlace America to fund the competition and has contracted with a nationally recognized expert in play environments to advise us on the design and launch of the competition. OP, along with DPR, will also look for partner



organizations and community groups to build and install the play spaces. Throughout FY2015, continue to participate in the Pennsylvania Avenue Initiative, in partnership with the National Capital Planning Commission, General Services Administration, DDOT, the Downtown BID and NPS. The Initiative will study the near- and long-term needs of the Avenue and surrounding neighborhoods, identify a governance framework, and develop a vision for how the Avenue can be transformed to meet local and national needs and achieve greater vitality and real estate value.

• By December 31, 2014, initiate coordination with the National Capital Planning Commission and the District Department of the Environment in the ongoing implementation of the SW EcoDistrict initiative through participation in the EcoDistricts Target Cities Program. OP will also be collaborating throughout the process with the proposed EcoDistricts in the Downtown area, as well as leading the St. Elizabeths EcoDistrict initiative.

Completion Dates: December 2014/February 2015

OBJECTIVE 4: Increase the transparency and predictability of the planning process to better engage stakeholders and to increase the dialogue around key planning tools and topics.

INITIATIVE 4.1: Increase District residents' understanding of ways they can improve their own neighborhoods by continuing outreach and public education programs that focus on neighborhood livability, including quality design, walkability and amenities (Sustainability)(Sustainable DC Plan Equity and Diversity Action 2.1).

OP will work with District agencies and local partners to:

- By July 2015, establish a partnership with planning and architectural firms, non-profit organizations, and neighborhood partners to develop a year-long series of engagement activities, including meet-ups, tours, community games, listening sessions, lectures, and community-building exercises that will foster residents' effectiveness in using planning tools to solve neighborhood issues
- By December 2014, OP will complete the migration of its website to a new platform, and institute a program to assure more up to date postings of information to enhance the usefulness of the site to the public.

Completion Dates: December 2014/February 2015

INITIATIVE 4.2: Building on the *Sustainable DC Plan* that created a comprehensive sustainability strategy to make the city "the most sustainable city in the United States", create, foster, and begin implementation of a citywide sustainability initiative (Sustainable DC Plan Health and Wellness Action 2.1, Built Environment Action 2.4, Food Actions 2.6, 3.1, and 3.5, Transportation Action 3.3, Age-Friendly DC Goal: Domain # 3, 8).

In FY 2015, OP (in partnership with DDOE) will lead planning, budgeting, and community outreach efforts for the next phase of Sustainable DC:



- 1. Provide staff support to citywide healthy food access planning by conducting a study by September 2015 on potential market impacts of developing food cooperative buying organizations, studying the District food supply systems, and assisting community food policy bodies.
- 2. Promote physically active communities and decrease District reliance on single occupant vehicles by creating a "Healthy By Design" program for new affordable housing projects by September 2015, coordinating with the private sector to encourage transit and active transportation, and incentivizing employees to live closer to their places of work.

Completion date: September 2015.

KEY PERFORMANCE INDICATORS – Revitalization/Design & Neighborhood Planning

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ³	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Measure 13: % of OP small area plans approved by the Council	100%	90%	0	90%	92%	92%
Measure 14: % of plans completed in 18 months or less	100%	78%	0	80%	80%	85%
Measure 15: Cost of consultant services per small area plan completed	\$300,000	\$250,000	Will report EOY	\$300,000	\$300,000	\$300,000

 $^{^{3}}$ As of the third quarter (6/30/2014).



Development Review and Historic Preservation

SUMMARY OF SERVICES

The Development Review and Historic Preservation division assesses plans and projects that range from large, complex and precedent-setting in their potential to change the character of an area, to small individual building permits affecting individual property; promotes stewardship of the District's historic and cultural resources through planning, protection, and public education; administers the District's local preservation program under the DC Historic Landmark and Historic District Protection Act and acts as the certified state historic preservation program under the National Historic Preservation Act. The staff also provides recommendations to the Historic Preservation Review Board, the Board of Zoning Adjustment and the Zoning Commission.

OBJECTIVE 5: Deliver resources, clarified regulations, and technical assistance to enhance the quality of the built environment.

INITIATIVE 5.1: Enhance public appreciation of historic resources and access to information about properties that are designated or eligible for designation (Sustainability).

The District is richly endowed with historic resources that enhance its quality of life and competitive strengths, and OP will promote awareness of these resources and access to information about them by taking the following actions:

- Working with local communities, OP will complete heritage guides for two wards and post them online by September 2015 to provide information about local history, heritage assets, and preservation opportunities.
- In partnership with the Humanities Council of Washington DC, OP will complete a year-long DC Community Heritage program by September 2015 with two community symposiums and at least 15 small grant awards to community organizations for historic heritage projects emphasizing grass-roots participation and youth involvement.
- By September 30, 2015, OP will issue a publication introducing the 50th anniversary print edition of the DC Inventory of Historic Sites, and by September 30, 2015, OP will expand the publication by documenting historic and eligible properties in one of five thematic categories.
- By June 30, 2015, OP will post on its website building-by-building maps of 30% of DC neighborhood historic districts, showing contributing and non-contributing buildings and construction date ranges.

Completion Dates; December 2014/June 2015/September 2015

INITIATIVE 5.2: Support positive outcomes for historic preservation projects by improving public access to technical guidance and facilitating a transparent and efficient preservation review process (Fiscal Stability, Sustainability).

OP will take the following actions to improve the preservation review system:

• OP will continue through December 31, 2014, the trial period for public notice of applications to the Historic Preservation Review Board by means of a placard posted by the applicant on the property, and by March 1, 2015, will determine whether to make this requirement permanent.



- By December 31, 2014, OP will work with interested community organizations to seek consensus on current proposals to increase public notice requirements for permit applications in historic areas.
- By June 1, 2015, OP will post on its website an FY 2014 implementation report on the objectives and targeted actions in the 2013 DC Historic Preservation Plan, and by March 31, 2015, will post an update of the FY 2015 objectives and targeted actions in the plan.
- By August 31, 2015, OP will update and solicit public comments on the FY 2016 objectives and targeted actions in the 2016 DC Historic Preservation Plan.

INITIATIVE 5.3: Leverage historic resources to promote economic development that enhances the livability, character, and vitality of the city (Fiscal Stability, Sustainability).

- OP will provide technical support to neighborhood organizations concerned about the negative impact on neighborhood character of inappropriate additions in areas such as Bloomingdale, Eckington, Barney Circle, and Southwest, including development of a design guideline template, by September 2015.
- By September 2015 OP will award \$180,534.50 in homeowner grants to low- and moderate-income residents in DC historic districts.

INITIATIVE 5.4: Bring clarity and cohesiveness to the District's zoning regulations via a comprehensive revision consistent with the Comprehensive Plan (Fiscal Stability and Sustainability) (Age-Friendly DC Goal: Domain # 3).

The Comprehensive Plan calls for a comprehensive review of the existing zoning regulations. In FY 2013, OP completed the draft text with input from an OP created Task Force and several issue-focused work groups. OP hosted eight ward meetings and attended 53 community meetings to present the draft text; OP made substantial amendments to formatting and text after hearing from the public and filed the draft with the Zoning Commission. In FY 2014, OP held 18 public hearings on the draft text with OP giving presentations and reports. OP prepared preliminary responses to over 1,100 public comments and proposed some alternative language to several issues at the request of the Commission. By December 2014, OP will work with the Zoning Commission to hold public hearings on the alternative language, complete any hearings on the initial draft text, and provide any updated amendments requested by the Zoning Commission.

Completion Date: December 2014

INITIATIVE 5.5: Encourage development and proposed regulations that incorporate Sustainable DC Goals (Sustainable DC Plan Climate and Environment Action 2.3, Built Environment Actions 1.3 and 1.4, Water Action 2.5.

- By July 2015, OP will also work with DDOE to evaluate the performance of, and update as necessary, the Green Area Ratio standards.
- By September 2015 and throughout 2015, OP will review projects and planned unit developments to include sustainability measures and coordinate with DDOE on efforts to reduce stormwater runoff through use of Green Area Ratio and pervious surfaces in developments. OP will encourage the inclusion of sustainable



features that exceed minimum requirements as benefits or amenities in planned unit developments.

INITIATIVE 5.6: Coordinate implementation of Small Area Plans, Revitalization Plans, Action Agendas, and the Sustainable DC Plan through development review of projects (Fiscal Stability, Sustainability)(Sustainable DC Plan Built Environment Action 4.3).

By September 2015 and throughout FY 2015, OP will coordinate all discretionary zoning requests and planned unit developments for relevant implementation of small area plans, revitalization plans and rapid response studies.



KEY PERFORMANCE INDICATORS – Development Review & Historic Preservation

KEY PERFORMAN	CE INDICA	<u> </u>	<i>y</i> evelopmen	it Keview &	Historic Pres	ervauon
Measure	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Target	YTD^4	Projection	Projection	Projection
Measure 16: % of				V	V	V
historic property permit	95.64%	90%	92.63%	90%	90%	90%
applications reviewed	93.04%	90%	92.03%	90%	90%	90%
over the counter						
Measure 17: \$ of						
historic homeowner	\$116,115	\$230,000	\$131,633	\$180,000	\$250,000	\$250,000
grants issued						
Measure 18: % of						
historic landmark	100%	85%	100%	85%	85%	85%
designations without	10070	0.570	100%	0.370	6370	6370
owner objection						
Measure 19: % of DC						
government project						
reviews concluded with	100%	90%	100%	90%	90%	90%
adverse effects resolved						
by consensus						
Measure 20: % of Dev.						
Rev. reports that meet	94.17%	90%	93.60%	90%	92%	92%
the expectations of	94.1770	90%	93.00%	90%	9270	92%
boards/commissions						
Measure 21:Average						
cases reviewed per	32.60	35	36	35	35	35
zoning review staff						
Measure 22: Average						
cases reviewed per	818	600	568	600	600	600
historic preservation	010	000	308	000	000	000
staff.						
Measure 23: % of						
PUDs that exceed						
minimum requirements						
to further the						
Sustainable DC plan						
including the provision	_	60%	83.33%	60%	60%	60%
of green roofs or other		0070	03.3370	0070	0070	0070
features to help reduce						
stormwater runoff,						
electric car charging						
stations or bike share						
facilities.						

⁴ As of the third quarter (6/30/2014).



Office of the Director

SUMMARY OF SERVICES

The Office of the Director provides leadership, administrative support, and other tools to achieve operational and programmatic results. Services include human resources management, training and employee development, performance management (individual and agency-wide), communications, and public information, legislative analysis and coordination, procurement, property management, financial management, risk management, fleet management, and customer service.

OBJECTIVE 1: Efficiently manage the resources and operations of the agency.

INITIATIVE 1.1: Develop sustainability assessment criteria to guide agencies in evaluating the sustainability of their respective operations in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3

No later than November 30, 2014, the District Department of the Environment and the Office of Planning will jointly develop and send to the Office of the City Administrator for review and approval criteria to guide agencies in evaluating the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order. DDOE and OP will develop the assessment criteria in consultation with the District agencies listed in the Order in Section IIC.

INITIATIVE 1.2: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

By April 2015, or within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.



KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
% of subgrantees' budgets spent on programmatic costs ⁵	76.53%	65%	Will report EOY	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁶	100%	100%	Will report EOY	100%	100%	100%

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⁵ The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure http://www.bbb.org/us/Charity-Standards/. This metric measures all subgrantees' programmatic costs as a percentage of their overall costs.

percentage of their overall costs.

⁶ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.