



OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

PROPOSED FY 2025 PERFORMANCE PLAN

APRIL 3, 2024

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1 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

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.

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.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective

Increase housing affordability and make progress towards the District's housing goals.

Execute the District's equitable economic recovery strategy.

Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.

Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.

Create the most open and transparent DMPED while piloting new approaches to communication and engagement.

Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
Increase housing affordability and make progress towards the District’s housing goals.		
New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project
Execute the District’s equitable economic recovery strategy.		
Policy Initiatives	Lead development of DMPED cluster’s policy pertaining to economic development, affordable housing, jobs, and tax revenue. Provide research and analysis to inform strategy, decisions, and program design.	Daily Service
Strategy & Intelligence	Supporting an inclusive, collaborative, and data-driven approach to driving the District’s economic development priorities, prioritizing diversity, equity, and inclusion across all initiatives.	Key Project
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.		
Industrial Revenue Bond	New: 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
Real Estate Development and Disposition	Advance activities related to real estate development project management: document preparation, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service
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
Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.		
Strategic Investment	Supports inclusive growth and equitable opportunities by maximizing investments for city priorities through local capital funds, foreign direct investment, federal grant opportunities, and investor engagement for businesses.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Business Attraction and Retention	Attracting new businesses and investment to the District to help diversify the DC economy and create new jobs for District residents.	Daily Service
Business Expansion and Growth	Building transparent relationships with the business community, maintaining continuous communication and connecting businesses to resources to help them grow and expand in the District.	Daily Service

Create the most open and transparent DMPED while piloting new approaches to communication and engagement.

Alignment and Guidance	Aligning, coordinating, and collaborating with other DC Government agencies and external stakeholders to streamline processes & help businesses navigate DC Government resources, processes, and offices.	Daily Service
Communications	Communicates and engages with public on DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
Community Outreach	Creates more opportunities for community participation and feedback.	Daily Service
Analysis and Visualization	Develop compelling data analysis, maps, research and other communications, and manage DMPED's data.	Daily Service

Create and maintain a highly efficient, transparent, and responsive District government.

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
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4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Increase housing affordability and make progress towards the District's housing goals.					
Number of affordable housing units yielded	Up is Better	1,869	1,813	1029	1029
Share of affordable housing units yielded as a percent of the total DMPED residential units delivered	Up is Better	63%	21%	40%	40%
Execute the District's equitable economic recovery strategy.					
Net number of jobs created in DC	Up is Better	20,000	12,300	7500	7500
Number of jobs created from Business Development initiatives	Up is Better	83	79	100	100
Unemployment rate in Wards 7 and 8	Down is Better	8.9%	10.7%	10%	10%
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	290	0	0
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.					
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Neutral	23%	18%	25%	25%
Percent of grant funding expended	Up is Better	85%	93%	75%	75%
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.					
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	10	20	13	13
Percentage of RFPs released with EquityRFP component	Up is Better	100%	100%	100%	100%
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	322	335	330	330
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	64	68	No Target Set	Not Yet Available
Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance	Up is Better	203	16	0	0
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	Not Available	100	No Target Set	Not Yet Available

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Great Streets Initiative: Number of small businesses served	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Economic impact of Business Development investments	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	0	No Target Set	Not Yet Available
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.					
Average number of engagement mechanisms per real estate development project	Up is Better	5	5	5	5
Number of community engagements DMPED participates in for real estate development projects	Up is Better	25	40	30	30
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of new hires that are District residents	Up is Better	New in 2023	75%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	60%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	51.4%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	0%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
Industrial Revenue Bond		
Total bond financing issued	310,000,000	1,072,198
Number of IRB projects closed	9	30
Real Estate Development and Disposition		
Number of Request for Proposals (RFPs) Released	0	3
Number of projects in DMPED's pipeline	48	39
Number of Request for Proposals (RFPs) Awarded	0	4
Number of financial closings for DMPED projects	2	5
Business Attraction and Retention		
Number of Ward 7/8 Initiatives and Investments	60	36
Business Expansion and Growth		
Number of new businesses engaged	267	54
Number of Grants Applications	2,032	1,031
Number of Grants Awarded	783	449
Number of employers engaged	2,292	750
Dollar Amount of investments in Ward 7 & 8	\$9,155,039.60	\$5,703,561.50
Number of Repeat Business Assistance/Engagement	48	244
Strategic Investment		
Number of International Business Partners Engaged	50	50
Number of Businesses Participating in Export DC	44	40
Analysis and Visualization		
Number of Economic analyses produced	16	20
Community Outreach		
Number of Community Meetings held	220	201