



## **FY 2015 Performance Accountability Report**

### **Deputy Mayor for Planning and Economic Development, Office of the**

#### **INTRODUCTION**

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

#### **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.

#### **OVERVIEW – AGENCY PERFORMANCE**

The following section provides a summary of DMPED performance in FY 2015 by listing DMPED's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

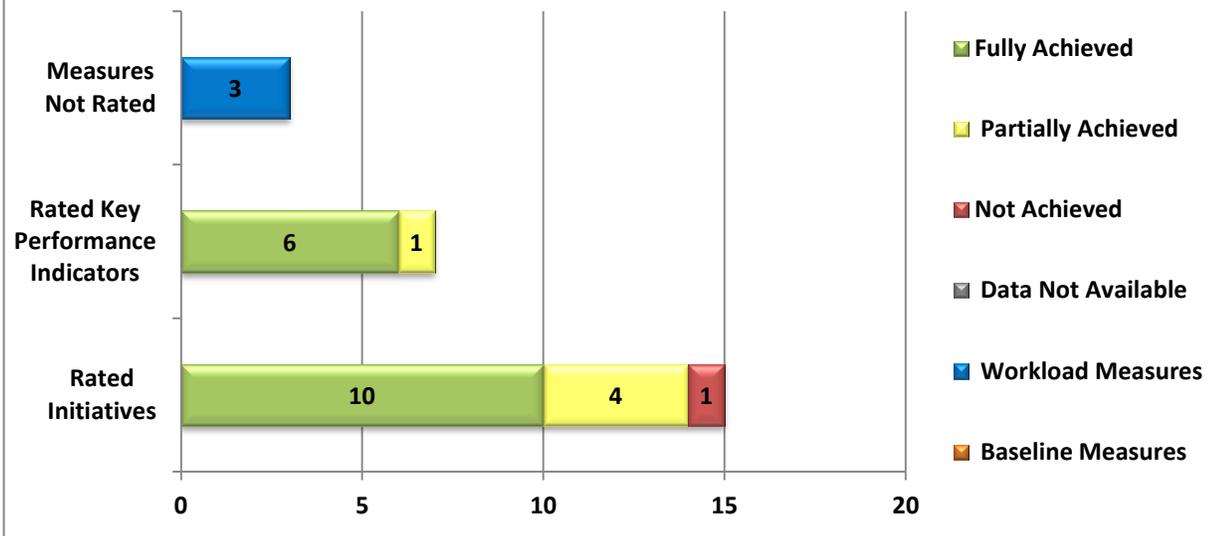
#### **TOP THREE ACCOMPLISHMENTS**

The top three accomplishments of DMPED in FY 2015 are as follows:

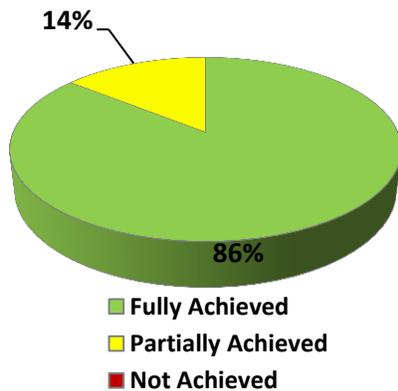
- ✓ Announcement of Entertainment & Sports Arena, a \$55 million joint venture, at St. Elizabeths East in Ward 8 → September 2015
- ✓ Commitment from the Advisory Board Company, the District's largest technology company, to remain in the District until 2030 → September 2015
- ✓ Implementation of the Our RFP Community Engagement Strategy for Applicable Real Estate Projects → June 2015



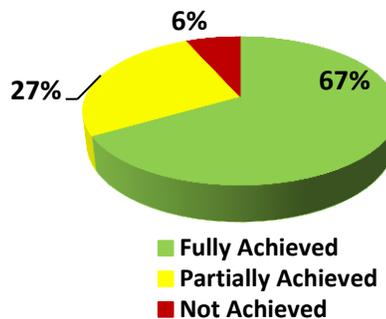
**Table 1: Total Agency Measures and Initiatives, By Category**



**Chart 1: Total Rated Agency Key Performance Measures, by Achievement Level**



**Chart 2: Total Agency Initiatives, by Achievement Level**



**Default KPI Rating:**

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

“In FY 2015, DMPED fully achieved almost three quarters of its initiatives and nearly 90% percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DMPED uses, including key performance indicators and workload measures,



initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DMPED objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DMPED made on completing its initiatives, by level of achievement.

## PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

### **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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** 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 closed 16 bond transactions in FY 2015, eclipsing our goal of seven. Additionally, the IRB Program has intensified the usage of the Arbitrage Investment Management account with Public Financial Management by adding additional options for borrowers to take advantage of related to their bond proceeds. These changes will begin to generate additional revenue stream at no cost or risk to the District. Additionally, in FY 14, the IRB Program expanded its portfolio and closed a revenue bond transaction with the University of Georgia Foundation. In FY 2015, the IRB Program provided targeted outreach to universities, across the country in addition to our continued information sessions and seminars with potential borrowers. These sessions have been instrumental in creating potential bond transactions.



### **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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** In FY15, the Great Streets Initiative expanded its geographic scope to New York Avenue NE, Georgia Avenue NW, Martin Luther King, Jr. Avenue/Good Hope Road SE, and U Street/14th Street NW, which includes the Adams Morgan, Mt. Pleasant, and Columbia Heights business districts. To engage business owners in these – as well as the existing – corridors, Great Streets collaborated with local business organizations, including Main Streets entities, business associations, and informal neighborhood groups, to host a series of information sessions and door-to-door campaigns to inform the community about the small business grant opportunity. In late FY14, Great Streets completed a pilot economic intelligence project on Georgia Avenue to document retail vacancies and identify small business capital improvement needs in three broad categories: business interior, exterior, and equipment. In follow-up to this first effort, Great Streets completed several evaluation projects in FY15, including (1) a comparative analysis of comparable commercial revitalization initiatives across the country, (2) a first-round impact analysis and needs assessment of the initiative, and (3) a first-round economic impact model of businesses that had received Great Streets funding.

### **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 2015 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**

● **Performance Assessment Key: Fully Achieved.** The following milestones were completed for NCI in FY 2015.

- **Park Morton:** A development team was selected for Park Morton in November 2014. The selected team is made up of The Community Builders, a large national nonprofit, and Dantes Partners, a local developer, both with experience in affordable/subsidized housing development.
- **Lincoln Heights/Richardson Dwellings:** Torti Gallas was selected as the planning consultant in December 2014.
- **Barry Farm:** The development team secured a stage 1 PUD approval in December 2014.
- **Human Capital: Head of Household Case Management.** A Human Capital Summit was held with other District agencies, including the DBH and DOES, to strategize on the delivery of human services to households in NCI neighborhoods. As a result of the summit, the agencies represented committed to:



- Focusing interagency efforts on improving outcomes for residents, as measured by real indicators of their well-being and progress, not simply how many times they are “touched” by a District agency or program.
- Collecting better data and committing to better sharing of data between agencies as a foundation for better interagency coordination to improve outcomes for residents.
- Using the Barry Farm community to pilot new approaches to interagency coordination in service delivery that could subsequently be taken to scale across the District.
- **Human Capital - Education & Employment Opportunities:** NCI’s human capital providers have taken advantage of several education and employment opportunities. Specifically, Far SE, the Barry Farm case manager, partnered with CHOICE INC and Ballou STAY, while Homes for Hope – the Lincoln Heights/Richardson Dwellings case manager, partnered with Good Will Industries, UDC, DCHA’s Section 3 program and a host of other organizations to prepare, and provide residents with opportunities to pursue and/or complete their educational requirements for advancement to the next level of their respective journeys.

**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 Phase 1 and Northwest One. During FY 2015, 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**

- **Performance Assessment Key: Partially Achieved.** In FY15, DMPED selected development partners for 8th and O Streets, Grimke School, and Saint Elizabeths East Campus Redevelopment Phase 1. DMPED negotiated the necessary disposition documents for 8th and O Streets and Grimke School. DMPED submitted the 8th and O and Grimke School to Council for surplus and disposition authority. The negotiated agreements reflect the policy goals set out in the solicitations regarding affordable housing, community engagement, CBE and First Source requirements, and green building standards, among others. The disposition documents for St Elizabeths were partially negotiated during FY15, completed in October 2015, and submitted to Council in November 2015. A Request for Expressions of Interest was also released for 1909 Martin Luther King Jr Ave SE in FY 2015.

**INITIATIVE 1.5: Continue to move forward on large-scale planning and development projects**



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 2015, 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 2015: • 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 2015, 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.

 **Performance Assessment Key: Partially Achieved.**

*Walter Reed Army Medical Center Redevelopment* - In FY 2015, DMPED developed a Reuse Plan implementation strategy that meets community needs and complies with all Base Realignment and Closure (BRAC) laws and regulations. The implementation strategy was developed via a series of public community meetings with the Community Advisory Committee and regular communication with partners such as Walter Reed BRAC Staff, US



Army, US Department of Defense, US Department of State, and US Department of Housing and Urban Development, among others. In addition, DMPED made significant progress in negotiation of a Land Disposition Agreement with the selected master development team and negotiation of a final Economic Development Conveyance application with the U.S. Army, which will outline the terms of the proposed land transfer. The activation of the site for temporary periodic uses will take place after the site is officially transferred to the District from the US Army in FY 2016.

*St. Elizabeths East Campus* – In FY15, Gateway DC served as a magnet for special events including the following: • monthly farmer’s markets operated by Whole Foods during the spring through fall months as a part of the Gateway to Health program and • the Arts and Technology Festival for the Gateway to Creative program. The Gateway to Success program was successfully completed and transferred to the adjacent R.I.S.E Demonstration Center. In FY 2015, the R.I.S.E. Demonstration Center hosted over 17,000 visitors at various conferences, classes, technology and innovation programs, including: • The Network for Teaching Entrepreneurship for the STE(A)M on the RISE program, • Broccoli City’s Annual Earth Day Festival for the Sustainability on the RISE program, and • a three part entrepreneurial workshop by the Washington DC alumnae of Delta Sigma Theta Sorority for the Experience on the RISE program. Also in FY 2015, DMPED completed a feasibility study that confirms that an urban hospital, such as United Medical Center, could potential relocate to the St. Elizabeths East campus. DMPED worked with the DC Commission on Arts and Humanities to have the “Here to Here” public art project installation completed in November 2014. Additionally, DMPED worked with the DDOT to issue a solicitation for Design-Build services or the first two stages of infrastructure construction. However, the project was ultimately transferred to DGS to implement responsible for the design and construction, with DDOT serving as the technical lead. A new solicitation will be released in FY 2016.

**INITIATIVE 1.6: Continue to develop the Affordable Housing Data Project and Reporting System**

In FY 2015, 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**

- **Performance Assessment Key: Fully Achieved.** In FY15, DMPED has coordinated with agency partners, including the Department of Housing and Community Development, the DC Housing Authority, and the DC Housing Finance Agency, to improve the inventory of affordable housing projects. Using a shared database which inventories affordable housing projects completed, under construction, and in the pipeline, we have continued to improve the collection, validation, reporting and analysis of affordable housing information. The database is currently tracking over 270 affordable housing projects at every stage of development, and



the information is updated on at least a quarterly basis – often more frequently. In the future, DMPED will continue to automate the data sharing process so that partner agencies may provide data in real-time.

**OBJECTIVE 2: Help businesses relocate to and expand within the District of Columbia, generating jobs for District.**

**INITIATIVE 2.1: Expand technology investment in the District via the DC China Center in Shanghai and Beijing.**

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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** In FY 2015, DMPED continued to attract Chinese investors and technology companies to the District. The DC China Center has worked increasingly to promote the District as the international innovative gateway to the U.S. DMPED increased investment opportunities from China by 1) hosting a Potomac River Cruise for 100+ Chinese investors during the SelectUSA Conference; 2) coordinating a DC real estate investment tour in March 2015; and 3) participating in the Department of Commerce's Roadshow event where investment opportunities were promoted in ten Chinese cities throughout the year. Additionally, DMPED worked with 1776 to spearhead planning efforts of the Second Local Challenge Cup, including providing primary guidance of the event format and overseeing coordination efforts between 1776, Beijing Commons (in lieu of Zhongguancun Science Park) and the DC China Center to ensure successful participation at the November event.

**INITIATIVE 2.2: Expand the local technology sector**

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 2015, 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 Fosterly'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**

- **Performance Assessment Key: Fully Achieved.** In FY 2015, DMPED successfully supported events and organizations with a focus on tech venture investment and entrepreneurship, such as the launch innoMAYtion, 1776's Challenge, DC Innovates' Digital DC Tech Fund and Foster.ly's Collaborate. Technology business attraction, retention, and training programs were improved and supported to better leverage DC tech incentives, market the District's assets, and target businesses that are ripe for. In addition, the District expanded its presence at the SxSW 2015 Conference in Austin, TX, by partnering with the Department of Small and Local Business Development and the Motion Pictures and Television Department to promote the District technology and creative sectors.

### **INITIATIVE 2.3: Continue the implementation of the 5-Year Economic Development Strategy**

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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** In FY 2015, DMPED completed and launched 48 of the Strategy's 52 initiatives; 8 of the initiatives are unlaunched. In FY16, DMPED will focus on developing new Mayoral and Strategy initiatives under the Bowser Administration. These initiatives will focus on global engagement, urban retail and innovation inclusiveness. In support of the creative economy, in FY15, DMPED worked closely with DC agencies (DCCAH, MPTD, DSLBD, DHCD and OP), the arts and business communities to create synergies needed to grow and expand the District's creative economy. In FY16, DMPED will partner with the Office of Cable Television, Film, Media and Entertainment (OCTFME) on launching a new creative economy campaign to promote the District's arts and creative economy.

### **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**

#### **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 2015, 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**

- **Performance Assessment Key: Not Achieved.** In FY15, WIC staff provided guidance to DOES on compliance requirements related to new federal workforce law and provided technical assistance on their redesign of youth services to both in-school and out-of-school participants. The WIC Board approved DOES' revised youth strategy at its April 2015 meeting, allowing them to proceed with implementation. DOES' procurement of the new service providers will occur in December 2015. WIC staff has continued to offer technical assistance during this timeframe and are also leading federally required District planning efforts that include youth services that are continuing into FY 2016. DOES has elected to do most work internally, and no external technical assistance has been requested or procured.

### **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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** The Workforce Intermediary has successfully supported the efforts of four grantees operating in the hospitality and construction sectors during FY15, with grantees successfully meeting most required performance outcomes and three of four grants renewed for FY16. The WIC has continued to convene advisory committees in both the hospitality and construction sectors to inform program and broader workforce system efforts, and expanded the memberships of these groups over time – consisting of members from businesses, industry associations, labor unions, partner agencies, and service providers. Partnership efforts with DOES have also been successful, with processes in place to link grantee participants to DOES intake and placement services and established links to specific industry employers. Extensive labor market analyses and business engagement resulted in the identification of three other sectors for possible program



expansion, and the WIC Board approved FY16 procurements that may begin providing services in these new sectors.

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

Under the FY 2015 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**.

- **Performance Assessment Key: Fully Achieved.** The WIC convened the Career Pathways Task Force in December 2014, comprised of representatives from 13 District agencies and several adult education and training providers. The Council extended the deadline of the Strategic Plan to September 30, 2015 through an amendment to the original legislation. The WIC brought on Kairos Consulting for technical assistance and hired the Career Pathways Task Force Coordinator in June 2015 to assist with the development of the plan. The Task Force and five work groups met regularly throughout the summer months to craft the plan. Public and stakeholder forums were held in September 2015 through assistance from the Community Foundation and DC Chamber of Commerce to gain input on the vision and strategic elements. The completed plan details a framework for aligning District agencies, education, training, and supportive services. The plan will be printed and distributed in early FY 2016.

### **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**

- **Performance Assessment Key: Partially Achieved.** The WIC manages and maintains the District’s Eligible Training Provider List (ETPL) in accordance to WIOA. The ETPL is a directory of approved occupational training programs available to DC residents who are eligible for Individual Training Account funding. In FY 2015, The WIC worked with DOES’ Labor Market Information staff to update the District’s Demand Occupation List to reflect current labor market data on expected job growth in the District. This data contributes to expanding access of DC residents to training that can lead to career pathways in key demand sectors. In



addition, the WIC has begun outreach efforts to area institutions of higher education, including Georgetown University, Catholic University, Trinity University, the University of Phoenix, Northern Virginia Community College and the University of the District of Columbia to discuss their inclusion in the ETPL. Over the next year, the WIC will develop a mechanism to grant reciprocity to training providers on the ETPLs of surrounding jurisdictions.

The WIC has also worked to bring several District stakeholders together to begin the process of establishing memorandums of agreement that allow for colocation of agency partners such as DDS, OSSE, UDC-CC, and DHS that function as part of the AJC system. MOAs with OSSE and DDS have been signed and are operational by the close of FY15.

#### **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 2015, 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**

- **Performance Assessment Key: Fully Achieved.** In FY 2015, DMPED continued to expand its community engagement strategy. In addition to the numerous public meetings and information sessions hosted by DMPED staff throughout the fiscal year, in June 2015, DMPED hosted its first Our RFP community engagement session. Our RFP is a community engagement strategy that involves conducting a series of community engagement meetings by which DMPED collects the local, neighborhood and area resident feedback and priorities for the particular project site. In addition to those meetings, DMPED conducts online surveys to ensure that residents who are not able to attend the meetings also have input. This feedback and community prioritization is then translated into preferences and requirements in the development solicitation for the real estate project in consideration. By doing this, the interests of the residents are prioritized and the project is more accountable to those preferences. Also in FY 2015, DMPED has used social media as a platform to share our newly created DMPED Dashboard that highlights positive economic trends in the District and our agency's contributions to that progress. Additionally, earlier this year, the Deputy Mayor launched a twitter account to promote all of DMPED projects and priorities, including the New Communities Initiative.

##### **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 2015, 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**

- **Performance Assessment Key: Partially Achieved.** DMPED is continuing to update its website with content that enhances agency transparency, accountability, and increases community participation. Specifically, the agency has uploaded the completed land development agreements for its real estate projects and proactively published all public documents for the DC United and St. Elizabeths projects. Additionally, in FY 2015, DMPED continued is compliance with the Mayoral Directive and ensured that its website was up to date with information relating to budgetary, procurement, organizational policy and other information. Additionally, DMPED continued to record minutes for its Public Surplus meetings and will ensure that the official meeting minutes are made available to the public via the agency website imminently. In August 2015, the agency launched a Real Estate Project Pipeline that provides our stakeholders with real time updates on the status of real estate projects located across the District of Columbia. This site is interactive and is the first of its kind in the District. It received positive reviews from the press, residents and development community. In FY 2016, DMPED will continue to work to upload relevant articles, project documents, and any other economic development related materials in order to keep residents and stakeholders up to date on the agency’s progress.

**KEY PERFORMANCE INDICATORS**

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Number of RFPs issued	0		5	5	100%	REAL ESTATE DEVELOPMENT
	1.2	Number of project closings	14	7		7	100%	REAL ESTATE DEVELOPMENT
	1.3	Value of projects	\$5.1 billion	\$561 million		\$3.3 billion	588.2%	REAL ESTATE DEVELOPMENT



		under construction						
●	1.4	Number of affordable housing units for DMPED projects currently under construction	2281	4818	913	957	104.8%	REAL ESTATE DEVELOPMENT
●	1.6	Number of new units of affordable housing developed	2,281	4,818		4,340	90.08%	AGENCY MANAGEMENT
●	2.1	Number of site tours conducted to market District-wide projects			10	11	110%	PROJECT INVESTMENT
●	4.1	Number of community economic development meetings held	65	65		124	190.77%	AGENCY MANAGEMENT

## WORKLOAD MEASURES – APPENDIX

### WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Total square footage of federal government agencies within the District (owned and leased)	54 million square feet	54 million square feet	56 million square feet	AGENCY MANAGEMENT
Active business relocation/expansion	217	0	107	BUSINESS AND WORKFORCE



leads				DEVELOPMENT
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	15	0	15	AGENCY MANAGEMENT