



FY 2012 PERFORMANCE PLAN
Deputy Mayor for Planning and Economic Development, Office of the

MISSION

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

SUMMARY OF SERVICES

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

AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 Actual	FY2011 Actual
Total square footage of federal government agencies within the District (owned and leased)	55 million square feet	55 million square feet	48 million square feet
Number of "Ask the Director" emails received	88	53	59
Active business relocation/expansion leads	N/A	160	310

OBJECTIVE 1: Manage and deliver the District's economic development programs and projects.

INITIATIVE 1.1: Increase portfolio of industrial revenue bond transactions.

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 9 to 11 bond transactions in Fiscal Year 2012. The IRB program anticipates 4 to 7 conversions/modifications to prior bond deals. These conversions are subject to current market conditions. We will have current bond counsel, financial advisors and underwriters conduct an analysis of some of the older bond deals to determine which of them would benefit from a conversion, modification, and or refunding. This will enable us to fully implement program fees for conversions and modifications. Additionally, The IRB program will continue to provide seminars and information sessions in FY 12, to increase the knowledge and usage of the program. The program will continue to investigate the potential of financing national and international projects for organizations that have a positive presence



in the District. The fundamental goal of these initiatives is to bring additional organizations, businesses, services, jobs, contracting and revenue to the District of Columbia.

INITIATIVE 1.2: Increase the Outreach to the retailers along the H Street Corridor to become aware and knowledgeable of the H St NE Grant Program. The purpose of the H Street, NE Retail Priority Area Grant (H Street RPAG) is to support small business development, increase the tax base and create new jobs for District residents along the H Street corridor. The Grant funds may be utilized to reimburse the grantee for improvements to existing properties and/or the acquisition of qualifying equipment. In Fiscal Year 12, DMPED will increase the methods used to educate retailers along the corridor about the H Street RPAG in an effort to increase the number of applicants that apply for the program. Specific outreach efforts will include:

- Providing relevant information about the H Street RPAG through a variety of mediums including DMPED's website, issuance of press releases and submission of information to the DC Register, Office of the City Administrator and the Office of Grants and Partnerships;
- Hosting several informational sessions within the corridor; and
- Continuously partner with other District agencies that work along the corridor including the Department of Small and Local Business Development and the Department of Transportation.

1.3: Continue Progress on the Great Streets Program.

The Great Streets Initiative is a multi-year, multiple agency effort to transform under-invested corridors into thriving and inviting neighborhood centers using public actions and tools to leverage private investment. In FY 12, the Great Streets Program will initiate the H Street NE Retail Priority Project Grant to attract new businesses to the corridor and to support existing businesses already there with \$1,250,000 budgeted for improvements to existing properties and/or the acquisition of qualifying equipment. Additionally, grant programs will be created to leverage private investment on Georgia Avenue and Pennsylvania Avenue corridors with \$1,400,000 and \$2,700,000 allocated to the respective corridors.

INITIATIVE 1.4: Continue making progress relative to the New Communities initiative.

The goal of the initiative is to redevelop targeted neighborhoods (Barry Farm, Lincoln Heights/Richardson Dwellings, Northwest One and Park Morton) 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 12 are as follows:



- Northwest One: 1. Coordinate the issuance of a Request for Proposal (RFP) for the Northwest One for Small Area Plan and a redevelopment plan with Office of Planning & DC Housing Authority. 2. Evaluate replacement potential for Severna – Phase II. If selected, negotiate loan agreement.
- Park Morton: 1. Continued Construction of ‘The Avenue’ – 83 affordable units (27 replacement units)
- Lincoln Heights / Richardson Dwelling: 1. Delivery of Phase I Construction for Eden Place at Beulah Crossing. The 63-unit project will include homeownership opportunities for 12 Lincoln Heights/Richardson Dwellings families. 2. Closing and Commencement of Construction for 4800 Nannie Helen Burroughs Avenue - 70 affordable units (23 replacement units). 3. Negotiate Land Disposition and Development Agreement for 5201 Hayes Street
- Barry Farm: 1. Close on construction financing and break ground on Sheridan Station - Phase III in late 2012 - 133 affordable rental units (40 Barry Farm replacement units). 2. Coordinate issuance of an RFP for the Barry Farm Small Area Plan and redevelopment plan with Office of Planning & DC Housing Authority. 3. Department of General Services to draft design/development documents for new Barry Farm Recreation Center to enable construction in early 2013.
- Human Capital:
 - Workforce Development – We will assist residents with completing career assessments to determine what industry they are best suited to work in. We will coordinate with DOES and other training providers to refer and enroll residents into job training programs. 100% of all eligible residents will be referred to employment or training that potentially leads to a career. New Communities residents will receive financial literacy, including information on Bank on DC.
 - Youth Employment and Education - We plan to increase the number of youth engaged in job training, academic enrichment, college preparation, and computer literacy and life skills programs through the Youth Development and Wellness grantees in each New Community. Case management providers will work closely with the Youth Development and Wellness grantees on enrolling youth into the appropriate programs.



- Safety & Security - A New Communities Advisory Council 'Public Safety Committee' will be established in Park Morton and re-engaged in the other New Communities.
- Physical and Mental Health - Residents enrolled in case management identified with substance abuse issues, will be referred to APRA for education, assessment and treatment options. Residents enrolled in case management, presenting with mental health challenges will be referred to the Department of Mental Health Access Helpline and provided with available assessment and treatment options.
- Senior Health and Programming – 100% of all eligible seniors enrolled in case management will be assisted in developing an emergency plan. 100% of all eligible seniors will be informed of and encouraged to participate in senior wellness programs in each New Community.
- Community Participation - We will increase community meeting attendance by 50%.

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

The Office of the Deputy Mayor or Planning and Economic Development 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 or more.

Walter Reed Army Medical Center - The goal of the DMPED-led project team supporting the Walter Reed Local Redevelopment Authority (LRA) is to create a financially feasible reuse plan for the 67.5 surplus acres of the Walter Reed Army Medical Center campus 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 Federal partners such as Walter Reed BRAC Staff, United States Army, Department of Defense, and Housing and Urban Development among others. In FY 12, the following items will be completed: • draft final base reuse plan and approval by the LRA, • timely submission of the reuse plan to the U.S. Department of Housing and Urban Development; and • timely development and issuance of a master developer request for qualifications for the site.

St. Elizabeths East Campus - For the past two years the District has been diligently developing a physical redevelopment plan and complimentary



economic development strategy to guide the revitalization of the East Campus of Saint Elizabeth's and its surrounding communities. Redevelopment offers the opportunity to provide amenities for local communities and future Department of Homeland Security (DHS) employees, while creating a new center for innovation which will serve to further diversify the District's economy. In FY 12, the following items will be completed: • Completion of the master, transportation and conceptual infrastructure plans, • Commencement of historic stabilization work on a number of buildings on campus, • Begin Drafting the Phase One Development Solicitation, and • Ongoing coordination with General Services Administration, DHS, local officials, community members, and the Mayoral-Appointed Advisory Board.

INITIATIVE 1.6: Promote the preservation of affordable housing through the rehabilitation and new construction of housing that includes affordable units for District residents of all incomes.

As a part of deal negotiations in the disposition of DMPED parcels, DMPED will continue to work to include affordable housing requirements (i.e. where applicable, affordable dwelling unit restrictive covenants and/or Inclusionary Zoning Program requirements) in residential /mixed-use projects. This is an ongoing process that is contingent upon economic conditions, the ability of parties to negotiate the legal agreements in a reasonable time frame, and the availability of funding from local and federal sources. It should be noted that a majority of DMPED's projects are large mixed-use developments which require a longer lead time than strictly residential development and are reliant on other funding sources. During the current economic climate, both traditional capital sources along with District revenues have been significantly impacted. Although these factors have caused numerous delays in projects thereby producing less affordable housing in the near term and pushing out the delivery of affordable units, we will strive to be creative in achieving our goals by promoting coalition among industry sectors and communications between private developers and government resources.

INITIATIVE 1.7: Promote compliance with the Affordable Housing Clearing House Directory Act of 2008.

The purpose of the Affordable Housing Clearing House Directory Act of 2008 is to create and maintain a computer database that identifies all rental and for-sale units in the District that have been made or will be made affordable by federal or District subsidy. DMPED will continue to work with the cluster housing agencies to track affordable housing units that are delivered/added to the District's affordable housing stock in the fiscal year reporting period. In FY 2012, DMPED will lead a strategic plan committee to 1) evaluate the current system that was built with Quick Base, a web based program about 2 years ago; 2) identify the areas that need to be improved in order to achieve higher stakeholder participation, data accuracy and reporting capability; 3) develop a strategic plan in order to streamline the process of data collection and information integration by June 2012; 4) coordinate with the Office of the Chief Technology Officer to



implement the redevelopment of the Affordable Housing Tracker by September 2012. The redeveloped system will consolidate all affordable housing inventories of the DC Housing Authority, DC Housing Finance Agency, Office of Planning, Department of Housing and Community Development, and DMPED for efficient data repository and easy reporting access to support press requests, Council hearings and performance management.

OBJECTIVE 2: Help businesses relocate to and expand within the District of Columbia, generating jobs that can be held by District residents.

INITIATIVE 2.1: Provide business development training and opportunities to HUBZone certified companies located in the District of Columbia.

The HUBZone program provides federal contracting preference to certified small businesses. A single small business contract can be valued as high as \$20 million, propelling a company to the next level of growth and development. In coordination with federal contracting agencies, the business development office will host informational and match-making events to promote the HUBZone program and to increase contract opportunities for HUBZone businesses.

INITIATIVE 2.2: Expand the local technology sector.

The technology sector is one of the fastest growing components of the District's economy, with over 20,000 employees (an increase of over 50% in the last decade). To ensure that tech companies are formed within the District and stay in the city as they expand, DMPED will publicize the rebranded DC Tech Incentives program to companies, lawyers, brokers, and accountants. DMPED will also explore revisions to the tax code that could enhance the competitiveness of local tech companies. Long term efforts will concentrate on talent gaps by connecting summer youth to technology companies, and partnering with firms to host science, technology, engineering, and math events for DC students.

INITIATIVE 2.3 Reinvalidate the Workforce Investment Council to provide oversight of the District's workforce system.

The Workforce Investment Council (WIC) was transferred from the Department of Employment Services to DMPED at the end of FY 11. In FY 12, DMPED will restart quarterly WIC meetings with a reconfigured WIC board, drawn from high-level executives in the private, public, and non-profit sectors. The WIC will also explore quantitative metrics that can be used to evaluate the District's Career Centers, as well as individual training providers. Finally, the WIC will lead explorations of a workforce intermediary that matches District employers with unemployed District residents.

OBJECTIVE 3: Demonstrate the viability of the communications department as a means to better manage internal communications, affect media coverage and influence stakeholder management.

INITIATIVE 3.1: Update project information as highlighted under the "development projects" tab of the website. DMPED will review, edit and update



content to ensure accuracy. This will be one of the first of many sweeping efforts to better maintain the website in collaboration with the project management team and staff leadership.

INITIATIVE 3.2: Produce content as needed to keep DMPED staff informed.

DMPED will create a month ahead calendar for its staff to be aware of internal business-related events such as those pertaining to legislation, solicitations, community meetings and the like. As well, DMPED will consider formal or informal internal newsletters for periodic dissemination.

INITIATIVE 3.3: Continue to provide forums for regular economic development updates on projects to communities across Washington, D.C.'s eight wards. DMPED will continue to engage neighborhoods and residents across all eight wards on updates to existing development projects via regular attendance at various ANC and civic association meetings across the city and with DMPED led meetings on various projects. Work collaboratively within those groups to identify new or proposed development opportunities in each ward.



PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY 14 Projection
Ratio of private funds to public funds leveraged through DMPED projects ¹	3:1	TBD	3:1	3:1	3:1	N/A
# of community economic development meetings held	35	45	80	55	65	65
# of units of affordable housing developed	2386	TBD	TBD	TBD	TBD	TBD
# of jobs created for DC residents	TBD	TBD	1,240	5,973	TBD	TBD
# of sq ft of retail space created	180,000	200,000	337,600	300,000	400,000	400,000
# of Grocery stores per capita ²	1:11,820	TBD	1:12,360	TBD	TBD	TBD
Square footage of shopping center retail space per capita ³	8.67:1	TBD	8.6:1	TBD	TBD	TBD
% of subgrantee's budget spent on programmatic costs	N/A	65%	85%	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award	N/A	100%	95%	100%	100%	100%

¹ Measured by ratio of public funds (contributions by DC local government) to private investment (private monies from private sector investors or lenders). Funds from federal government sources should be excluded from the formula.

² Industry Standard Measure: The national benchmark for grocery stores per capita is one "large" (50,000-100,000 sf) store per 10,000 people as cited by the New York City Department of City Planning in a report entitled, "Going to Market", <http://www.nyc.gov/html/dcp/html/supermarket/index.shtml>. Assuming that there are an equal number of "large" and "small" (10,000 to 50,000 sf) stores, the national ratio would be one overall grocery store per 5,000 people.

³ Industry Standard Measure: The national benchmark for square footage of shopping center retail space per capita is 23.4:1 as defined by the Delta Associates Spring 2010 Retail Outlook Report.