



FY 2013 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	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 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	48 million square feet
Active business relocation/expansion leads	N/A	160	310	191

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 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 11 to 15 bond transactions in Fiscal Year 2013. The IRB program anticipates 5 to 8 conversions/modifications to prior bond deals. These conversions are subject to current market conditions. We will continue to analyze our prior bond deals for potential conversions, refunds and or modifications. Additionally, The IRB program will continue to provide seminars and information sessions in FY 13, to increase the knowledge and usage of the program. The IRB Program is in the final stages of developing an IRB District Account that would become an option for Program Borrowers to invest their Bond Proceeds. This type of investment account would create an additional revenue stream for the program at no cost or risk to the District. The program will continue to investigate the potential financing of national



and international projects for organizations that have a positive presence in the District. We are also looking into a bond deal that would involve the “College Student Loan” programs.

INITIATIVE 1.2: 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 13, the Great Streets Program will continue the H Street NE Retail Priority Project Grant to attract new businesses to the corridor and to support existing businesses along the corridor with \$1,250,000 budgeted for improvements to existing properties and/or the acquisition of qualifying equipment. Additionally, grant programs will be created on additional corridors to increase the Great Streets Initiatives’ efforts to attract businesses to underserved corridors and support existing businesses along those corridors.

INITIATIVE 1.3: 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 13 are as follows:

- Northwest One: Negotiate loan agreement for Severna – Phase II. Commence construction in FY13.
- Park Morton: 1. Continued Construction of ‘The Avenue’ – 83 affordable units (27 replacement units)
- Lincoln Heights / Richardson Dwelling: 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 early 2013 - 133 affordable rental units (40 Barry Farm replacement units). 2. Manage RFQ/RFP for the Barry Farm Small Area Plan and redevelopment plan with Office of Planning & DC Housing Authority – released September 2012 – Select planning/development partners in early 2013. 3. Work with the Department of General Services to draft design/development documents for new Barry Farm Recreation Center to enable construction in early 2013.
- Human Capital:
 - Youth Employment and Education - We plan to increase the number of youth engaged in job training, academic enrichment, college preparation, 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. Youth participants will be encouraged to share the skills and experience gained through their involvement in the respective programs, during the New Communities Advisory Council meetings.



- Safety & Security - A New Communities Advisory Council ‘Public Safety Committee’ will be established in Park Morton and re-engaged in the other New Communities. The Advisory Council will be encouraged to host public safety meetings at least quarterly, in each of the New Communities.
- Physical, Substance and Mental Health - Residents enrolled in case management presenting with any medical challenge will be linked to the appropriate health care provider. 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. Training will be provided to case management providers in each of the New Communities as a refresher to better understand, identify and address residents enrolled in case management, presenting with any of the above.

INITIATIVE 1.4: Issue solicitations on eight projects and receive responses within FY 2013.

During FY 2013, DMPED will issue 8 solicitations to redevelop certain existing projects. These solicitations include: Barry Farm, Reservation 13 Phase I, 1909 Martin Luther King Avenue, Sherman Avenue, Franklin School, St Elizabeths Phase I, St Elizabeths infrastructure, and Walter Reed master developer. The process by which developers are chosen for the projects takes about one year, and these solicitations are scheduled to be presented to the public in quarter 1 of FY 2013. Milestones to be reached for each this year include: bidder conference preparation, ANC presentations, evaluation of best and final offers, negotiation of a Land Disposition Agreement, and a surplus and disposition hearing in Council.

INITIATIVE 1.5: Continue to move forward on large scale planning and development projects (One City Action Plan Action 1.2.2).

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 or more.

The former Walter Reed Army Medical Center – In FY 12 the Reuse Plan was completed for the 66.57 surplus acres of the former Walter Reed Army Medical Center campus. In FY 13, the goal of the DMPED-led project team supporting the Walter Reed Local Redevelopment Authority (LRA) is to 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, United States Army, Department of Defense, and Housing and Urban Development among others. In FY 13, the following tasks will be completed: • final approval of the Homeless Assistance Submission by the U.S. Department of Housing and Urban Development, which will permit the LRA to become



an implementation LRA; • selection of a master developer through a Request for Qualifications; and • submission to the US Army of a preliminary Economic Development Conveyance application outlining the terms of the proposed transfer.

St. Elizabeths East Campus - For over two years the District has been diligently developing a physical redevelopment plan and complimentary economic development strategy to guide revitalization at St. Elizabeths East and the 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. The project planning phase has been completed and DMPED is now working to realize the vision borne from the planning efforts. In FY 13, the following items will be accomplished: • Release of RFP to select a Design-Build firm to construct the first of two stages of site wide infrastructure; • Selection of a Design-Build firm to construct the first of two stages of site wide infrastructure; • Selection of a Design-Build Firm to design and construct a temporary-use pavilion on site; • Working with a consultant, develop a business plan for programming at the temporary-use pavilion; • Release a solicitation for development partners to participate in the first phase of building projects on site and • Select development partner for Phase I building.

INITIATIVE 1.6: Comprehensive Housing Strategy Taskforce (One City Action Plan Actions 3.5.1, 3.5.2 and Indicator 3B).

In FY 12, the Mayor announced the re-formation and leadership of a task force that will help shape a comprehensive housing strategy for the District of Columbia. The goal of the Comprehensive Housing Strategy Task Force is to help city leaders by providing recommendations around policies and tools to support affordable housing for residents of the District of Columbia. The task force will accomplish its goal in two ways: 1) propose recommendations; 2) aid in the implementation of the final report. In FY13, DMPED is focused on working with the task force to complete the report which contains the final recommendations for the Comprehensive Housing Strategy Task Force. In FY14, DMPED will focus on leading the implementing strategies and initiatives from the final Comprehensive Housing Strategy Task Force report.

OBJECTIVE 2: Help businesses relocate to and expand within the District of Columbia, generating jobs that can be held by District residents. (One City Action Plan Actions 1.1.1, 1.1.2, 1.1.4, and 1.2.1).

INITIATIVE 2.1: Expand the District's economy through the DC China Center in Shanghai (One City Action Plan Action 1.1.2).

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 DC China Center represents the city's first attempt to catalyze economic growth through access to international markets. DMPED will work with partners such as the DC Chamber of Commerce and the Washington DC Economic Partnership to connect local businesses with the DC Center. DMPED will also



provide information and guidance to Chinese investors and businesses that wish to enter the DC market.

INITIATIVE 2.2: Expand the local technology sector (One City Action Plan Action 1.2.1).

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 work with City Council to pass legislation that will reform the DC Tech Incentives program to better reflect the needs of the city's start-ups. DMPED will also expand the placements for District youth to work in local technology companies through the Summer Youth Employment Program. Furthermore, DMPED will work with startups affiliated with incubators like Acceleprise and Fortify.vc as well as participants in forums like Digital Intelligence and Angel Venture Forum to maximize the number of startups and angel investors choosing to locate within the District.

INITIATIVE 2.3: Begin the implementation of the 5-year Economic Development Strategy (One City Action Plan Actions 1.1.1 and 1.1.4).

The 5-year Economic Development Strategy represents the District's first attempt to develop a comprehensive economic development plan with specific recommendations to grow seven targeted sectors. Written in partnership with business schools at Georgetown, George Washington, Howard, and American universities, the Strategy will be released in late September 2012. DMPED will work with private sector partners to implement recommendations throughout FY13.

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 (One City Action Plan Actions 2.3.2, 2.3.3, and 2.3.8).

INITIATIVE 3.1: Reform the Process for Making Evidence-Based Investments in Job Training through the Individual Training Account system.

Individual Training Account vouchers are funded through the Workforce Investment Act and are used by eligible DC American Job Center (DCAJC) customers to pay for occupational skills training through an approved training provider. The current system provides customers with very little information about the job placement rates for various training providers. The Workforce Investment Council (WIC) will be evaluating and making recommendations for improving the processes used to select and assess job training providers under the Individual Training Account system. This information will then be used to establish a system for sharing training provider outcomes data with partners and the public.

INITIATIVE 3.2: Establish a Career Center Certification & Evaluation Process.

Through the Workforce Investment Act (WIA) and other funding sources, the District invests a significant amount of money in its DC American Job Centers. Each center provides job seekers with an array of services, including career counseling, career



planning, resume writing, job search assistance, job placement, referrals to job training, and unemployment compensation. To ensure that services are provided in a quality manner, the WIC will be developing a new evaluation and certification process and working with the Department of Employment Services (DOES) to implement that process in subsequent years.

INITIATIVE 3.3: Improve Outcomes Achieved Under the Year-Round WIA Youth Program (One City Action Plan Action 2.3.3).

The District has historically struggled to demonstrate positive outcomes for youth served through its year-round WIA-youth funded program. In fiscal year 2012, the Workforce Investment Council began developing a new program model for the provision of WIA Youth-funded services to out-of-school youth. We plan to expand this work to include the in-school youth grants program in fiscal year 2013. The revamped grants program for in-school and out-of-school youth will draw on best practices from other jurisdictions to help ensure service providers have the capacity to assist targeted youth in meeting desired employment and education outcomes. As these new standards and procedures are implemented, it is expected that the WIC and DOES will be able to identify gaps in services and will use that information to engage in capacity-building efforts through training and technical assistance for service providers.

INITIATIVE 3.4: Implement Pilot Workforce Intermediary Program (One City Action Plan Action 2.3.8).

The Workforce Investment Council will develop and implement two sector-specific approaches to workforce development as part of a pilot “Workforce Intermediary” program. This program will be based on a series of recommendations made by a 17-member “Workforce Intermediary Task Force” regarding key program elements, including core activities, governance, partners, and metrics to be used in measuring progress. The Intermediary will focus its initial efforts on brokering job development, training, and placement efforts in /retail and construction leading to meaningful employment opportunities for 300 District residents in FY 13.

OBJECTIVE 4: Communicate DMPED projects and priorities with internal and external stakeholders.

INITIATIVE 4.1: Increase interactive capabilities of DMPED website.

Increase interactive capabilities of DMPED website by introducing subscription services to allow readers and followers to receive automatic updates once content is refreshed. Utilize EventBrite to capture follower data and maintain a vibrant user list for project information sharing, event invitations and alerts and newsletter distribution.

INITIATIVE 4.2: 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 these groups to identify new or proposed development opportunities in each ward. DMPED will continue to establish and maintain regular interaction with residents, ANC Commissioners and other stakeholders through in-person meetings, emails, phone calls and newsletters. Constructive dialogues on signature initiatives and redevelopment projects enhance DMPED's availability to create quality real estate and business development.



KEY PERFORMANCE INDICATORS

Measure	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
# of RFPs issued	N/A	N/A	N/A	5	5	5
# of project closings	N/A	N/A	N/A	9	5	2
Value of projects under construction	N/A	N/A	N/A	\$1.9 billion	3.8 billion	\$750 million
# of affordable housing units for DMPED projects	N/A	N/A	1,000	510	0	128
# of site tours conducted to market District-wide projects	N/A	N/A	N/A	5	6	7
# of community economic development meetings held	80	55	TBD	65	65	65
# of new units of affordable housing units developed (One City Action Plan Indicator 3B) ¹	N/A	N/A	N/A	N/A	900	N/A

¹ <http://mayor.dc.gov/page/one-city-action-plan>