



**FY 2014 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**

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>
Total square footage of federal government agencies within the District (owned and leased)	55 million square feet	59 million square feet	54 million square feet
Active business relocation/expansion leads	310	191	217
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	N/A <sup>1</sup>	N/A <sup>2</sup>	15 <sup>3</sup>

<sup>1</sup> Not tracked

<sup>2</sup> Not tracked

<sup>3</sup> The following agencies are counted in this workload measure: the Office of the Deputy Mayor for Planning and Economic Development, the Department of Employment Services, the Department of Housing and Community Development, the Department of Consumer and Regulatory Affairs, the Office of the Tenant Advocate, the Department of Insurance, Securities, and Banking, the Department of Small and Local Business Development, the Office of Motion Picture Development, the Office of Planning, the Commission on Arts and Humanities, the Department of General Services, Events DC, the District of Columbia Housing Finance Agency, the District of Columbia Housing Authority, and the Alcoholic Beverage Regulation Administration.



**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 eight to eleven bond transactions in FY 14, while also executing five to eight conversions/modifications to prior bond deals. These conversions are subject to current market conditions. In FY 14, the IRB Program will also finalize an IRB District Account that will become an 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, DMPED will research potential financing of college student loans and affordable housing programs, as well as other national and international projects for organizations that have a positive presence in the District. **Completion date: September 30, 2014**

**INITIATIVE 1.2: Expand the Great Streets Initiative.**

The Great Streets Initiative is a multi-year, multi-agency effort to transform under-invested corridors into thriving and inviting neighborhood centers using public actions and tools to leverage private investment. In FY 14, the Great Streets Initiative will continue to support existing businesses in the H Street NE Retail Priority Area while also attracting new retail and service-oriented businesses to the corridor. The Initiative will also expand its service area to target businesses along Georgia Avenue NW, 7<sup>th</sup> Street NW, North Capitol Street NE/NW, Rhode Island Avenue NE, Benning Road NE, Minnesota Avenue NE, Nannie Helen Burroughs Avenue NE, Pennsylvania Avenue SE, Martin Luther King Jr Avenue SE, South Capitol Street SE, Bladensburg Road NE, and Connecticut Avenue NW. The Initiative will also expand its scope beyond small business assistance to provide incentives for larger-scale development along the corridors. **Completion date: September 30, 2014**

**INITIATIVE 1.3: Continue making progress relative to 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 14 (**overall completion date: September 30, 2014**) are as follows:



- *Northwest One*: Make progress on site redevelopment (of the former Temple Courts site) by (1) working with the U.S. Department of Housing and Urban Development to resolve use restriction within existing regulatory agreement (by **March 31, 2014**), and (2) issue a Request for Proposals for the redevelopment of the site (by **June 30, 2014**).

- *Lincoln Heights/Richardson Dwellings*: Secure operating subsidy on nine units within 4427 Hayes Street development, which will allow additional offsite housing (by **December 31, 2013**).

- *Barry Farm*: Make progress on site redevelopment by negotiating planning and predevelopment Memorandum of Understanding/grant agreement with the District of Columbia Housing Authority to support master planning activities (by **March 31, 2014**).

- **Human Capital:**

- (1) **Head of Household Case Management** – Increase resident participation in case management across all four New Communities sites by 10% to enable more households to be prepared to relocate to new housing, including that on redeveloped properties.

- (2) **Employment Opportunities** - Increase the number of residents who obtain certifications in the healthcare and food service fields, which are top growth industries in the region, with entry-level positions that are highly sought out by residents within the New Communities.

**INITIATIVE 1.4: Issue solicitations on seven real estate development projects and receive responses within FY 14.**

During FY 14, DMPED will issue seven solicitations to redevelop certain existing properties throughout the District. These solicitations are as follows: 1909 Martin Luther King Jr Avenue SE, 625 T Street NW, 8<sup>th</sup> and O Streets NW, Capitol Vista, Grimke School, Northwest One, and Waterfront Station. The process by which developers are chosen for the projects lasts approximately one year, and these properties were presented to the public in Quarter 3 of FY 13. For each project, DMPED will achieve the following milestones during FY 14: bidder conference preparation, ANC presentations, evaluation of best and final offers, negotiation of a Land Disposition Agreement, and a surplus and disposition hearing before Council. Additionally, in these solicitations, DMPED will strongly encourage the highest level of LEED certification for all new development (Sustainable DC Plan BE4.2). **Completion date: September 30, 2014**

**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. The activities described below will be completed by **September 30, 2014**.

*Former Walter Reed Army Medical Center*– In FY 13, DMPED worked with the Office of Planning to complete the Walter Reed Small Area Plan, and issued a Request for



Qualifications and a Request for Proposals for a master developer for the site. DMPED also solicited services for an Economic Development Conveyance (EDC) consultant.

In FY 14, 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, U.S. Department of State, and U.S. Department of Housing and Urban Development, among others.

In FY 14, the following tasks will be completed: • Execution of an Exclusive Rights Agreement and Land Disposition Agreement with a master developer; • Submission to the U.S. Army of the full initial EDC application outlining the terms of the proposed land transfer; and • A fully negotiated EDC agreement with the U.S. Army.

*St Elizabeths East Campus* – For over three years, the District has been diligently designing a physical redevelopment plan and complimentary economic development strategy to guide revitalization at St Elizabeths East and in the surrounding communities. Redevelopment offers the opportunity to provide amenities for local residents and future 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 realize the vision borne from these planning efforts. In FY 14, the following milestones will be accomplished: • Opening and marketing of the Gateway Pavilion, the first new construction on the campus in half a century, and outreach to pop-up retailers. The pavilion will also serve as a venue to promote local businesses and sell locally grown fresh foods and vegetables (Sustainable DC Plan FD3.2); • Finalization of agreements with anchor technology companies; • Selection of a university anchor tenant; • Release of a Request for Proposals and selection of a design-build firm to construct the first of two stages of site-wide infrastructure; • Release of a solicitation for an innovation development partner/innovation manager to participate in the first phase of development, with a focus on the Innovation Hub; and • Selection of the innovation development partner for Phase I development projects.

**INITIATIVE 1.6: Comprehensive Housing Strategy Task Force Action Item: Develop and deploy One City Affordable Housing Data Project and Reporting System (One City Action Plan Actions 3.5.1, 3.5.2, and Indicator 3B).**

In FY 13, the Comprehensive Housing Strategy Task Force published *Bridges to Opportunity: A New Housing Strategy for D.C.*; this report calls for the creation of a database of locally financed affordable housing units. Thus, DMPED initiated the One City Affordable Housing Data Project and Reporting System with the co-sponsorship of the Office of the Deputy Mayor for Health and Human Services (DMHHS). In FY 14, DMPED and DMHHS, with the support of the Office of the Chief Technology Officer (OCTO), will complete a business process re-engineering of affordable housing data collection, tracking, and reporting across the District, and begin establishing an



information technology solution to centrally collect and report data related to affordable housing. **Completion date: September 30, 2014**

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

**INITIATIVE 2.1: Expand technology investment in the District via 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 Center represents the District's first attempt to catalyze economic growth through access to international markets. In FY 13, DMPED met with 20 technology companies in Beijing that expressed interest in creating a North American headquarters in the District. In September 2013, a DMPED official was invited to give a presentation at the Zhongguancun Forum, organized by the largest science park in China. DMPED also introduced the co-founder of 1776, the District's new startup hub, to potential partners in Beijing, and organized a tour of 1776 for Chinese embassy and technology leaders. In FY 14, DMPED will work with Chinese investors and businesses to facilitate their entrance into the DC market, with particular attention paid to Chinese technology companies that see the District as a potential hub for North American operations. **Completion date: September 30, 2014**

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

Growing the District's technology sector is critical to diversifying the city's economy. In FY 13, DMPED worked with DC Council to pass the Tech Sector Enhancement Act, which made the District's technology business attraction and expansion incentives more accessible to early stage startups. To continue the expansion of startups founded in the District, in FY 14, DMPED will support events and organizations with a focus on angel investment and entrepreneurship, such as the Challenge Cup, Cleantech Group, and Startup Jackpot. In addition, technology business attraction and retention programs will be improved to better leverage the newly amended DC tech incentives, market the District's assets, and target businesses that are ripe for growth. **Completion date: September 30, 2014**

**INITIATIVE 2.3: Continue 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 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. In FY 14, DMPED will continue implementing the balance of the Strategy's 52 initiatives, while also developing and releasing an additional strategy for growing the



Creative Economy. Focus will be placed on business incubation initiatives such as the creation of an Innovation Hub at St Elizabeths East and the provision of mentorship and funding for early stage companies (Sustainable DC Plan BE2.3). **Completion date: September 30, 2014**

**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: Promote performance and accountability among the District's training providers.**

Individual Training Account vouchers are funded through the Workforce Investment Act (WIA) and are used by eligible DC American Job Center (DCAJC) customers to pay for occupational skills training through approved training providers. In FY 13, the Workforce Investment Council (WIC) established new eligibility and performance policies that will ensure that training providers are accountable for results, and that training programs are aligned with occupations that are in high demand in the District. In FY 14, the WIC will work with the Department of Employment Services (DOES) to implement new monitoring and oversight procedures aligned with these new requirements, including developing performance-based "report cards" for all WIA-funded training providers. **Completion date: September 30, 2014**

**INITIATIVE 3.2: Implement new DCAJC certification standards to support high-quality service delivery.**

DCAJCs are physical locations where job seekers access an array of employment services, such as job search assistance, job placement, referrals to job trainings, and unemployment compensation. Drawing on recommendations from agency partners and other key stakeholders, the WIC approved new certification standards for DCAJCs in FY 13, including policies relating to minimum service levels, performance requirements, and access to supportive services. In FY 14, the WIC will work with DOES to implement the new service design, conduct certification reviews of all DCAJCs, and support training and development activities for DCAJC staff to ensure successful implementation of new service delivery strategies for hard-to-serve populations. **Completion date: September 30, 2014**

**INITIATIVE 3.3: Improve outcomes achieved under the year-round WIA Youth Program (One City Action Plan Action 2.3.3).**

In FY 12 and 13, the District undertook a significant redesign of year-round youth employment programs, awarding nearly \$3 million in new performance-based grants for Out-of-School and In-School Youth. In FY 14, the WIC will build on lessons learned during the first year of implementation, developing new monitoring and performance management policies and tools that will allow WIC and DOES staff to work with grantees to identify and proactively address programmatic challenges. The WIC will also invest in additional technical assistance services that will help grantees strengthen



employer engagement and use data effectively to support program improvements.  
**Completion date: September 30, 2014**

**INITIATIVE 3.4: Support the Mayor’s Workforce Strategy by strengthening the District’s workforce law.**

In 2012, Mayor Gray released a new five-year workforce development strategy that outlines his vision for investing in the skills of District residents and meeting the hiring needs of District businesses. However, the District’s law that implements workforce development programs under WIA is more than a decade old, and needs to be updated to reflect the needs of our growing economy. In FY 13, DMPED drafted legislation to modernize the District’s workforce system; this bill is going through internal review in preparation for submission to the DC Council by November 2013. In FY 14, the WIC will work with the Council and other stakeholders to implement the new law, and ensure that the city’s workforce investment system is fully aligned with the Mayor’s strategy and vision. **Completion date: September 30, 2014**

**INITIATIVE 3.5: Implement and expand pilot workforce intermediary program (One City Action Plan Action 2.3.8).**

The WIC is responsible for administering the District’s workforce intermediary pilot program, a \$1.6 million effort that will bring 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 13, the WIC launched its hospitality initiative by issuing a grant solicitation to support direct placement services for hotel and restaurant jobs, and prepared a second grant opportunity to support training services aligned with industry demands. In FY 14, the WIC will develop and implement its construction strategy, and will begin labor market analysis and employer interviews to assess the viability of expanding the workforce intermediary model to new sectors. **Completion date: September 30, 2014**

**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 14, DMPED will create a community engagement strategy that utilizes multiple modes of communicating with the public via various social media platforms such as Twitter, Instagram, Pinterest, and Tumblr. DMPED will utilize these forums to ensure that information regarding DMPED projects and priorities is effectively communicated to the public. **Completion date: September 30, 2014**

**INITIATIVE 4.2: Upgrade DMPED’s website to improve information access.**

In FY 14, DMPED will successfully migrate its website to Drupal in order to better highlight major projects and priorities, and make the site more visually and user friendly, thus increasing visitor traffic and generating more time spent on the site. The site will



serve as a platform for promoting upcoming events and providing vital information for stakeholders interested in conducting business with the District of Columbia, including details regarding open real estate solicitations, grant opportunities, and business incentives. **Completion date: September 30, 2014**





**KEY PERFORMANCE INDICATORS - Deputy Mayor for Planning and Economic Development, Office of the**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
# of RFPs issued	7	9	7	7	5	5
# of project closings	5	8	7	5	5	2
Value of projects under construction	N/A	\$1.9 billion	\$3.7 billion	\$1.8 billion	\$1.0 billion	\$6.3 billion
# of affordable housing units for DMPED projects currently under construction	N/A	510	1,140	450	700	2,500
# of site tours conducted to market District-wide projects	N/A	N/A	17	5	6	7
# of community economic development meetings held	50	65	55	65	65	65
# of new units of affordable housing developed (One City Action Plan Indicator 3B) <sup>4</sup>	600	N/A	850	1,300	1,050	1,250

<sup>4</sup> Data for this KPI is collected from the Office of the Deputy Mayor for Planning and Economic Development, the Department of Housing and Community Development, the District of Columbia Housing Finance Agency, and the District of Columbia Housing Authority. The data only includes units financed by one of these agencies; units created through regulation (e.g. Inclusionary Zoning, Affordable Dwelling Units, etc.) are excluded from the count. “Developed” means delivered (i.e. construction completed and units occupied). Fiscal year calculations for data that is tracked by calendar year account for three months of the preceding calendar year and nine months of the calendar year in question.