

Office of the Deputy Mayor for Planning and Economic Development FY2018

Agency Office of the Deputy Mayor for Planning and Economic Development

Agency Code EB0

Fiscal Year 2018

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.

2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Deliver high-quality economic development & affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards.	2	5
2	Increase job creation in DC by attracting & retaining businesses, thereby growing tax revenue, particularly in Wards 7 & 8.	5	4
3	Improve public engagement by creating more opportunities for community participation & feedback and by highlighting the economic climate and development of DC.	3	2
4	Utilize tech innovation & open data to drive positive change and good government for DC residents.	3	1
5	Create and maintain a highly efficient, transparent and responsive District government.**	9	2
TOT		22	14

2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
1 - Deliver high-quality economic development & affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (2 Measures)									
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	20%	24.8%	20%
Number of affordable housing units yielded	<input type="checkbox"/>	3237	Not available	3113	Not Available	3461	2870	4104	2870
2 - Increase job creation in DC by attracting & retaining businesses, thereby growing tax revenue, particularly in Wards 7 & 8. (5 Measures)									
Net number of jobs created in DC	<input type="checkbox"/>	6000	Not available	7200	Not Available	15,700	7500	18,700	7500
	<input type="checkbox"/>								

Percent of Great Streets grant funding expended	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	75%	83%	75%
Unemployment decrease in Wards 7 & 8 (above and beyond overall DC unemployment rate decrease)	<input type="checkbox"/>	-0.25%	Not available	-0.9%	Not Available	-0.4%	-0.7%	Data Forthcoming	-0.5%
Return on investment (ROI) of retention or attraction initiatives finalized (where DMPED negotiated incentives)	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	3	7.6	3
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	250,000	88,000	100,000

3 - Improve public engagement by creating more opportunities for community participation & feedback and by highlighting the economic climate and development of DC. (3 Measures)

Number of unique Economic Intelligence dashboard visitors	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	646	750	2679	2500
Number of unique visitors to online business development tools	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	500	836	1000
Number of participants in Our RFP workshops	<input type="checkbox"/>	Not available	Not available	170	Not Available	Not Available	100	83.3	100

4 - Utilize tech innovation & open data to drive positive change and good government for DC residents. (3 Measures)

Participants at DMPED-supported tech & innovation events	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	500	1150	1000
Number of economic indicators tracked regularly on an open dashboard	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	18	18	18
Number of tech & innovation sector active prospects	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	35	17	35

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
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1 - Deliver high-quality economic development & affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (5 Activities)

DEVELOPMENT AND DISPOSITION	Real Estate Development and Disposition	Activities related to real estate development project management: document prep, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.	Daily Service	3	6
DEVELOPMENT AND DISPOSITION	New Communities Initiative	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities	Key Project	0	1
DEVELOPMENT AND DISPOSITION	St. Elizabeths	Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus	Key Project	0	1
DEVELOPMENT AND DISPOSITION	Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	Key Project	0	1
INDUSTRIAL REVENUE BOND	Industrial Revenue Bond	Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.	Daily Service	2	1
TOT				5	10

2 - Increase job creation in DC by attracting & retaining businesses, thereby growing tax revenue, particularly in Wards 7 & 8. (4 Activities)

GREAT STREETS INITIATIVE	Great Streets Initiative	DMPED administers the Great Streets Retail Small Business Reimbursement Grants, which are competitive grants of up to \$50,000 for qualified small business owners who wish to improve their place of business. The purpose of the grant program is to support existing small businesses, attract new businesses, increase the District's tax base, create new job opportunities for District residents, and transform emerging commercial corridors into thriving and inviting neighborhood centers. The Great Streets team's portfolio of work includes program management, program evaluation, grant application, community outreach, database management, and award disbursement.	Key Project	1	1
BUSINESS DEVELOPMENT	International Business Development	Marketing and promotional outreach, business development. Another focus is to attract Chinese and other foreign direct investment to the District and facilitates District company entry into foreign markets.	Key Project	1	1
BUSINESS DEVELOPMENT	Business Partnerships	Support growth in the District and partner with organizations such as the Washington DC Economic Partnership (WDCEP) and DC Chamber of Commerce, which help businesses in the District.	Key Project	2	1
BUSINESS DEVELOPMENT	Business Development	Relationship building, partnership development, marketing and promoting key initiatives, program management; supporting businesses that would like to locate or grow in the District, through incentives and support in navigating District government.	Daily Service	1	3
TOT				5	6

3 - Improve public engagement by creating more opportunities for community participation & feedback and by highlighting the economic climate and development of DC. (2 Activities)					
COMMUNICATIONS	Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service	0	2
COMMUNITY OUTREACH	Community Outreach	Create more opportunities for community participation & feedback.	Daily Service	1	0
TOT				1	2
4 - Utilize tech innovation & open data to drive positive change and good government for DC residents. (1 Activity)					
POLICY	Policy Initiatives & Data	Lead development of DC's policy pertaining to economic development, affordable housing, jobs, and drivers of tax revenue. Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, & other communications, and manage DMPED's data.	Daily Service	1	2
TOT				1	2
5 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Activities)					
CONTRACTING AND PROCUREMENT	Contracting & Procurement	Partner with vendors to purchase quality goods & services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	Daily Service	0	0
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service	0	0
TOT				0	0
TOT				12	20

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
1 - Industrial Revenue Bond (2 Measures)					
Number of IRB projects closed	<input type="checkbox"/>	15	16	15	14
Total bond financing issued	<input type="checkbox"/>	232,310,000	737,469,155	619,786,799	876,960,633

1 - Real Estate Development and Disposition (3 Measures)					
Number of projects under construction or in DMPED's pipeline	<input type="checkbox"/>	Not available	Not Available	40	43
Number of RFPs Awarded	<input type="checkbox"/>	Not available	Not Available	7	6
Number of financial closings for DMPED projects	<input type="checkbox"/>	Not available	Not Available	7	4
2 - Business Development (1 Measure)					
Number of active business relocation/expansion prospects	<input type="checkbox"/>	Not available	Not Available	Not Available	22
2 - Business Partnerships (2 Measures)					
Needs-assessments Performed	<input type="checkbox"/>	Not available	Not Available	Not Available	40
Number of grants/contracts/agreements with partners	<input type="checkbox"/>	Not available	Not Available	Not Available	130
2 - Great Streets Initiative (1 Measure)					
Number of GS Applications	<input type="checkbox"/>	Not available	Not Available	164	98
2 - International Business Development (1 Measure)					
Number of international business development missions	<input type="checkbox"/>	Not available	Not Available	1	2
3 - Community Outreach (1 Measure)					
Number of Community Meetings held	<input type="checkbox"/>	Not available	Not Available	205	211
4 - Policy Initiatives & Data (1 Measure)					
Number of Economic Indicator dashboards produced	<input type="checkbox"/>	45	43	50	53

Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Green Bonds	The IRB team will work closing with the PACE program to create bond deals that will use that allocation to contribute to a Green DC.. This initiative should allow organizations that have projects that qualify for PACE to also take advantage of the cheaper Tax-Exempt interest rates and have a portion of their debt "off balance sheet". As part of the initiative, the team will work closely with	09-30-2018

	the "Green Bank" to grow from our initial PACE deal that we closed in FY16.	
St Elizabeths East	In FY18, affordable housing construction will begin (1Q 2018). We will build new surface parking to support the ESA. We will continue planning for phase 2 of infrastructure with WMATA. We will achieve substantial completion of the ESA by Q4 FY18.	09-30-2018
Great Streets	Pilot additional issue-specific grants. Complete and implement Public Facing Dashboard (Phase 2). cur down time to award, aiming for first quarter of fiscal year.	09-30-2018
Exports & Middle East Investments	In FY18 DMPED will enhance trade and exporting between DC and Middle East markets (particularly exporting of professional services related to international law, urban design and development, international development, and smart cities) by making a return mission to Abu Dhabi in 2018, exploring the possibility of opening an international business office (ideally in collaboration with a neighboring municipality(ies)), and working with the Global Cities Initiative to develop a regional export support system.	09-30-2018
Walter Reed	In FY18, the Local Redevelopment Authority will implement the Base Reuse and Small Area Plan with a strategy that 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 US Army BRAC Staff, U.S. Department of Defense, the U.S. Department of State, the selected Public Health User and the development team, TPWR. Additionally, the following tasks will be accomplished in FY 18: <ul style="list-style-type: none"> • Activation of the site through periodic temporary uses • Groundbreaking and Ribbon cutting events to commemorate the start of initial uses • Closing on the remaining Army owned portions of the site 	09-30-2018
Inclusive Innovation Fund	In FY18 DMPED will establish a fund or fund(s) aimed at growing business activity in DC's opportunity areas (i.e. impact economy, urban innovation/smart cities, hospitality & professional services innovation, data, security tech) and enabling access to capital by underrepresented entrepreneurs. Awards could be made via pitch competition and/or matching fund over the course of several months and would require applicants to have an inclusive growth plan. Explore opportunities for public-private partnership and, over time, ways to maximize the impact of District investments via alternative fund structures.	09-30-2018
Social Enterprise & Impact Economy Development	In FY18, DMPED will advance the development of the impact economy by supporting external efforts to strengthen the local social enterprise and civic innovation ecosystem, hosting related conferences, and promoting DC as a hub of social enterprise beyond the Beltway.	09-30-2018
Business Retention, Expansion, and Attraction Coordinating	In FY2018, DMPED will develop a systematized approach to business retention, expansion and attraction that leverages intelligence from DC data, news, the brokerage community, and stakeholder engagement (including digital communication) to prioritize and target business outreach. Create a coordinating committee of DMPED, WDCEP, DSLBD, BIDs, Chamber and possibly others through which intelligence can be shared.	09-30-2018
New Communities Initiative	In FY18, DMPED will make the following progress on the New Communities Initiative: In Barry Farm, we will... Continue relocation of remaining households Secure second phase of appropriate rezoning for onsite development Begin demolition and infrastructure activities in the phase 1 footprint of the onsite development Apply for approval from the DC Council for gap financing of one phase of the onsite In Lincoln Heights/Richardson Dwellings, we will... Receive appropriate rezoning on 2-3 additional offsite parcels	09-30-2018

	<p>Apply for approval from the DC Council for gap financing of 1-2 offsite parcels. Complete construction and begin lease up for 1 offsite parcel. Select a master developer for the onsite (Lincoln Heights) parcel In Northwest One, we will... Update the master plan for the onsite (and adjacent, city-owned) parcel Secure disposition of the onsite parcel from the special purpose entity with current site control to the city Apply for approval from the DC Council for disposition of the onsite parcel Apply for appropriate rezoning for the onsite parcel In Park Morton, we will: Apply for approval from HUD for the demolition/disposition of the onsite parcel Apply for approval from the DC Council for loan agreements for the offsite parcel Apply for approval from the DC Council for gap financing of one phase of the onsite On Human Capital, we will... Use the FY16 human capital evaluation results to continue implementing a new plan for human capital expansion focused on NCI's 100% Resident Success platform. Continue increasing and improving NCI's media and social media presence by providing content that portrays a realistic picture of NCI's successes as well as its challenges. Continue implementing plans for greater community engagement NCI-wide as well as community specific engagement.</p>	
Affordable Housing Policy	Improve affordable housing program implementation, delivery, and decision-making by coordinating policy development among DC's housing agencies.	09-30-2018
Prioritize Transparency	In FY18, DMPED will improve perception and reality of DMPED as a transparent agency via new press engagement channels and greater access, e.g. regular group luncheons. Find new methods and mediums to report out DMPED successes on affordable housing, jobs, and tax revenue.	09-30-2018
Branded Months	<p>In FY18, DMPED will expand on existing branded-month initiatives that highlight and strengthen specific DMPED and Bowser Administration priorities. Examples include innoMAYtion which focuses on inclusive innovation and technology, June Housing Bloom which concentrates on affordable housing, and an initiative launched in the fall that centers around the District's creative economy.</p> <p>For each initiative we will:</p> <ul style="list-style-type: none"> - Create a dedicated website that informs residents and stakeholders of the mission and goals of the initiative and public-sector & private-sector-hosted activities occurring throughout the month, which showcase the Administration's priorities - Create hashtags with a goal to get them trending to assist in branding 	09-30-2018
Groceries East of the River	In FY18, DMPED will work with DMGEO and the Food Policy Council to explore legislative and non-legislative strategies to entice new grocery stores east of the river and improve the level of service of existing grocery stores in this area. DMPED will improve the supermarket tax rebate application process and implementation.	09-30-2018
Capitol Crossing	Delivery of 200 Mass Ave building (office w/ ground floor retail) in mid-2018, complete curb installations and new traffic control islands and sidewalks surrounding the site. Complete 3rd Street Tunnel paving, striping and other safety improvements.	09-30-2018
The Wharf (Southwest Waterfront)	Phase I initial delivery Oct 2017 (approx. 1.5M s.f. of mixed-used development with significant public space amenities), accompanied by daily events/programming from Oct 2017 through Apr 2018. Phase 2 PUD submitted and planned to break ground in mid-2018.	09-30-2018
Skyland	Base paving of Town Center Drive will be completed (but not open for public access).	09-30-2018

	<p>The intersection sitework (stop lights, street lights, crosswalks, handicap ramps, curbs realignment, etc) of Good Hope and Naylor Road is projected to be completed during the 2018 fiscal year, and the remaining four intersections may be completed.</p> <p>We should see excavation of block 2 beginning in 2018, and vertical construction of buildings which includes the retail podium and apartments above the podium will be started and ongoing during the 2018 fiscal year (completion in 2020).</p>	
Union Market TIF	In FY18 we will work with the DC Council to get legislation approved to authorize a tax increment financing (TIF) issuance in the Union Market neighborhood of DC.	09-30-2018
McMillan	All FY18 progress on the redevelopment of the McMillan Sand Filtration Site is subject to outcome of pending litigation. With a resolution to the litigation, we can expect commencement of land development midway through FY18.	09-30-2018
DC United Stadium	In FY18, DMPED will achieve Substantial Completion of the new DC United Stadium building by July 2018. DGS will complete the construction of the final road infrastructure along Potomac Avenue, R Street, Half Street, 1st Street, 2nd Street and T Street. DGS will complete relocation and construction of new utilities for DC Water. Pepco, Verizon and Washington Gas to complete construction of new utilities surrounding the DC United Stadium Site. DC United will have their first game July 2018. DC United will achieve 100% Stadium completion (including punch list items) by Fall 2018.	09-30-2018
Attracting Amazon to DC	In FY18 DMPED will deliver a bold and convincing proposal in response to Amazon's Request for Proposals to locate its HQ2. We will launch a website and deploy a creative marketing effort. We will present several District sites for the headquarters location and content that highlights the many natural advantages DC can offer. We will compile and deliver a competitive incentives package as well as offer the best and brightest "big ideas" that demonstrate DC government is open for business.	09-30-2018