

Office of the Deputy Mayor for Planning and Economic Development FY2019

Agency Office of the Deputy Mayor for Planning and Economic Development

Agency Code EBO

Fiscal Year 2019

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.

2019 Strategic Objectives

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

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
1 - Deliver high-quality economic development and 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	Neutral	Not Available	24.8%	24%	20%
Number of affordable housing units yielded	Up is Better	3461	4104	4594	2870
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (5 Measures)					
Net number of jobs created in DC	Up is Better	15,700	18,700	8000	7500
Percent of Great Streets grant funding expended	Up is Better	Not Available	83%	92%	75%
Unemployment decrease in Wards 7 and 8 (above and beyond overall DC unemployment rate decrease)	Down is Better	-0.4%	Waiting on Data	-0.1%	-0.5%
Return on investment (ROI) of retention or attraction initiatives finalized (where DMPED negotiated incentives)	Up is Better	Not Available	7.6	Waiting on Data	3

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	Up is Better	Not Available	88,000	765,459	100,000
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (3 Measures)					
Number of unique Economic Intelligence dashboard visitors	Up is Better	646	2679	4976	2500
Number of unique visitors to online business development tools	Up is Better	Not Available	836	2051	1000
Number of participants in Our RFP workshops	Up is Better	Not Available	83.3	No applicable incidents	100
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (3 Measures)					
Participants at DMPED-supported tech and innovation events	Up is Better	Not Available	1150	Waiting on Data	1000
Number of economic indicators tracked regularly on an open dashboard	Neutral	Not Available	18	18	18
Number of tech and innovation sector active prospects	Up is Better	Not Available	17	No applicable incidents	35
5 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	93.8%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	87.8%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	8.3%	7.7%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	14.9	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	357.4%	103.3%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	42.9%	Not Available
	Down is Better	29.7%	28.1%	Waiting on Data	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)					
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Deliver high-quality economic development and 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
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
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
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
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 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 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
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
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
3 - Improve public engagement by creating more opportunities for community participation and feedback, and by highlighting the economic climate and development of the District. (2 Activities)			
COMMUNICATIONS	Communications	Communicate DMPED projects, priorities, and economic intelligence to internal and external stakeholders.	Daily Service
COMMUNITY OUTREACH	Community Outreach	Create more opportunities for community participation and feedback.	Daily Service
4 - Utilize tech innovation and open data to drive positive change and good government for DC residents. (1 Activity)			
POLICY	Policy Initiatives and 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, and other communications, and manage DMPED's data.	Daily Service
5 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)			
CONTRACTING AND PROCUREMENT	Contracting and Procurement	Partner with vendors to purchase quality goods and 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
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
1 - Industrial Revenue Bond (2 Measures)			
Number of IRB projects closed	15	14	22
Total bond financing issued	619,786,799	876,960,633	911,081,000
1 - Real Estate Development and Disposition (3 Measures)			
Number of projects under construction or in DMPED's pipeline	40	43	39
Number of RFPs Awarded	7	6	2
Number of financial closings for DMPED projects	7	4	11
2 - Business Development (1 Measure)			

Measure	FY 2016	FY 2017	FY 2018
Number of active business relocation/expansion prospects	Not Available	22	6
2 - Business Partnerships (2 Measures)			
Needs-assessments Performed	Not Available	40	100
Number of grants/contracts/agreements with partners	Not Available	130	80
2 - Great Streets Initiative (1 Measure)			
Number of GS Applications	164	98	Waiting on Data
2 - International Business Development (1 Measure)			
Number of international business development missions	1	2	1
3 - Community Outreach (1 Measure)			
Number of Community Meetings held	205	211	171
4 - Policy Initiatives and Data (1 Measure)			
Number of Economic Indicator dashboards produced	50	53	47

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Business Development (2 Strategic initiatives)		
Pathways to Inclusion	Review progress on Pathways to Inclusion goals and ecosystem assessment and publish update. Advance related initiatives, including: <ul style="list-style-type: none"> Inclusive Innovation Fund: Support the successful launch of the Inclusive Innovation Fund Tech talent development: Work with the ITIC to develop an initiative focused on human capital that engages employers and corporate leaders in building a more inclusive innovation economy ITIC: Launch the next term of the Innovation and Tech Inclusion Council with new members 	09-30-2019
Economic Strategy	Review Economic Strategy progress and publish update that incorporates new initiatives. Advance initiatives that support progress towards the strategy's goals. For example:	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	<ul style="list-style-type: none"> • Business incentives and resources: Update incentives.dc.gov and execute a marketing campaign targeting entrepreneurs across the district • Business outreach: Expand news-informed business outreach with broader set of sources and promotional opportunities 	
Business Partnerships (1 Strategic Initiative)		
Business Development Partnerships	<p>Work closely with external partners to strengthen business attraction and retention efforts</p> <ul style="list-style-type: none"> • Washington, DC Economic Partnership (WDCEP) – Successfully partner with WDCEP to execute SXSW, WeDC Fest, ee100, innoMAYtion, west coast engagement, retail attraction, and regional EDOs to meet with site selectors • DC Chamber of Commerce – Partner with the DC Chamber to execute economic roundtable discussions, international business guidebook, policy and industry forums • DestinationDC – Provide marketing and business development support for new international air routes 	09-30-2019
Community Outreach (2 Strategic initiatives)		
Digital Engagement	The Communications team will increase access to DMPED information for those who are unable to engage with the agency in person. There will be a focus on marketing Business Development-specific initiatives through press engagement, digital engagement on DMPED's social media sites, and through direct emails to the District's residents.	09-30-2019
Roots to Roofs	The Roots to Roofs initiative provides a one-stop shop of resources for affordable housing, homeownership programs, and housing preservation to DC residents. The DMPED Communications team will increase exposure to Roots to Roofs by connecting people to the program through social media advertisements and additional digital engagement, like direct emails.	09-30-2019
Industrial Revenue Bond (1 Strategic Initiative)		
Smart Street Lighting Project	The IRB team will work on closing a large "Smart Street Lighting Project" with DDOT. DC seeks to upgrade its extensive street lighting network which is comprised of pproximately 75,000 primarily street and alley lights as well as (i) select overhead guide signs, (ii) internal and external lighting for approximately 30 "Welcome to Washington, D.C." signs located throughout DC, and (iii) navigation, underpass, bike trail, and tunnel lights. Specifically, DC is focused on converting its street light network to LED technology with remote monitoring and control capabilities. Additionally, DC seeks to install on its street lighting network Smart City Technology ("SCT"), including Wireless Access Points ("WAPs") that will serve as a flexible and scalable platform for future uses and applications.	09-30-2019
International Business Development (1 Strategic Initiative)		
International Engagements	<p>Expand and strengthen international engagements in new and existing foreign markets.</p> <ul style="list-style-type: none"> • Execute a smart-cities focused trade mission to China • Strengthen and expand diplomatic and trade relations in the Middle East, with a particular focus on Israel • Explore new foreign markets for trade and export 	09-30-2019
Walter Reed (1 Strategic Initiative)		
Walter Reed	In FY19, the Walter Reed Local Redevelopment Authority will continue implementation of the Base Reuse and Small Area Plans in compliance with 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, Children's Hospital and the	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	<p>development team, TPWR. Additionally, the following tasks will be accomplished in FY19:</p> <ul style="list-style-type: none"> • Activation of the site through periodic temporary uses and community events • Groundbreaking and ribbon cutting events to commemorate the commencement and completion of new vertical phases of development • Completion of demolition of the 2.5 million sf 1970's era hospital • Finalizing transfer of the remaining Army owned portions of the site 	