



Deputy Mayor for Planning and Economic Development, Office of the DMPED (EB)

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.

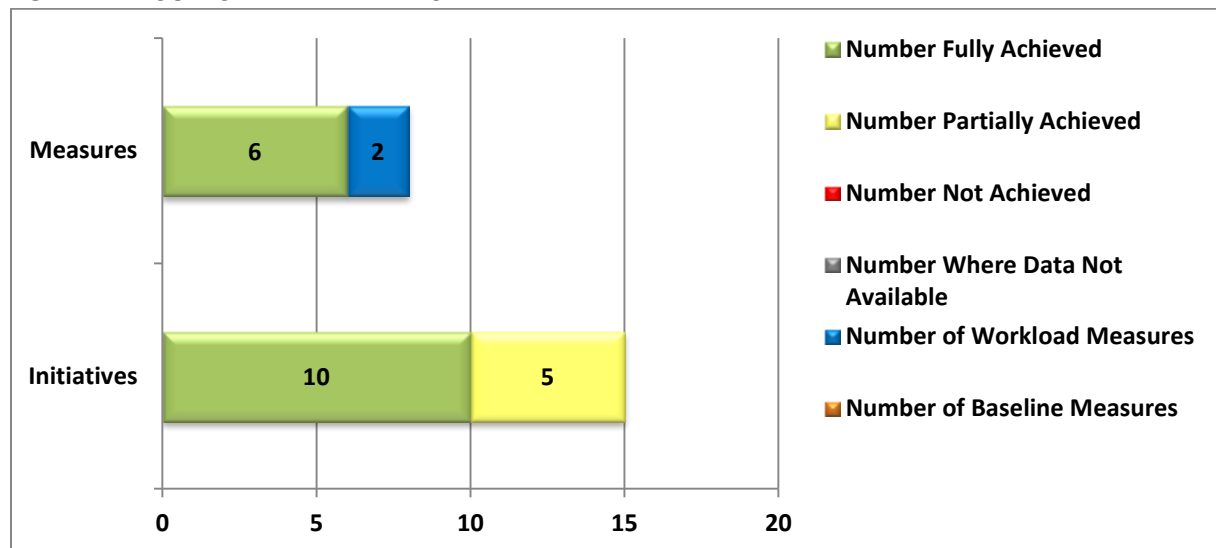
ACCOMPLISHMENTS

- ✓ 1776 Opening/Ribbon Cutting in April 2013
- ✓ O Street Market Ribbon Cutting in March 2013
- ✓ Sheridan Station Groundbreaking in September 2013

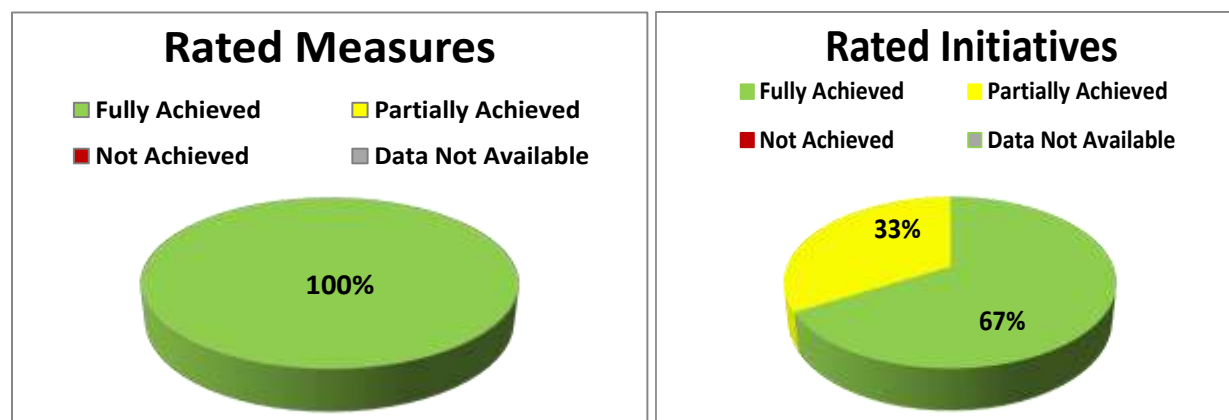


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved
- Partially achieved
- Not achieved
- Data not reported

Agency Management

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.

Fully Achieved: 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 closed 18 bond transactions in Fiscal Year 2013, reaching a total of over \$657 million. Of those 18 deals, 7 of them were conversions/modifications of prior bond deals. We will continue to analyze our prior bond deals for potential conversions, refunding's and/or modifications. Additionally, the IRB program conducted four informational sessions in FY 13 to help increase the knowledge and usage of the program. The IRB Program has finalized the IRB District Account that will become an option for program borrowers to invest their bond proceeds. We will start advertising this account as we move forward into FY14. The program had meetings with bond counsel and other experts in the industry, to research the legal and policy issues related to financing national and international projects for organizations that have a positive presence in the District. Contacts were made with local universities and legal counsel relating to moving forward with a bond deal that would involve the "College Student Loan" programs.

INITIATIVE 1.2: Continue Progress on the Great Streets Program.

Fully Achieved: Great Streets is the Mayor's multi-year, multi-agency commercial revitalization initiative to transform emerging corridors across the District into thriving and inviting neighborhood centers. In FY 13, DMPED grew the Great Streets Small Business Capital Improvement Grants program from just the H Street NE Retail Priority Area to five other Great Streets corridors as follows: Georgia Avenue NW, 7th Street NW, North Capitol Street NW/NE, Nannie Helen Burroughs Avenue NE, and Pennsylvania Avenue SE. Furthermore, DMPED increased the number of existing and new small businesses that received grants from 15 in FY 12 to 21 in FY 13. DMPED also increased the total amount awarded to small businesses by 39%, from \$983,000 in FY 12 to \$1,400,000 in FY 13.

INITIATIVE 1.3: Continue making progress relative to the New Communities initiative.

Partially Achieved: The loan agreement for Severna – Phase II was successfully negotiated and construction started in March 2013. Park Morton: Achieved; the development has been constructed with 83 affordable units and 27 replacement units. The project provided its Certification of Completion. Lincoln Heights / Richardson Dwelling: The LDA was not negotiated with the development team. DMPED decided not to move forward with the negotiation because the project was presented (by the development team) with a significant funding gap. Barry Farm: Achieved; the construction loan was negotiated and approved by Council in July. The groundbreaking followed in September. The NCI staff partnered with DGS to see the construction documents for the new Barry Farm recreation center to completion and ground broke in the spring. Youth Employment and Education -Achieved; In FY'13 youth development and education



was increased well over 100% across the New Communities with regards to youth being engaged with job skills and training, academic enrichment, exposure to life skills programs and college preparation. Safety and Security, Achieved with the exception of Park Morton; the Resident Council for Park Morton, has not been in favor of establishing a New Communities Advisory Council, and therefore, any communication for the residents of that community is done through the Case Management provider on-site. Physical, Substance and Mental Health - Achieved; during FY'13, residents enrolled in case management presenting with physical, mental health or substance addiction challenges. Training - Achieved; training for Case Managers across all of the New Communities was provided in November of 2012 for FY'13. The Human Capital Team also provided monthly Technical Assistance as needed and/or as deemed necessary by the Human Capital team - to each of the providers in the New Communities.

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

Partially Achieved: During FY 13, DMPED issued solicitations to redevelop the following parcels of land in the District: Barry Farm, Reservation 13 Phase I, Sherman Avenue, Franklin School, Walter Reed Master Developer and the 5th and Eye Streets, NW site. All of the above projects engaged in bidder conferences, ANC and other community presentations, evaluation of offers, and an award to a team, except for the Franklin School and 5th and Eye Streets. The Franklin School solicitation is expected to be awarded in January 2014. The solicitation for 1909 MLK Jr. Ave was issued in December 2013. The St. Elizabeths Infrastructure is expected to be issued in March 2014.

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

Partially Achieved: The St. Elizabeths East Master Plan and Design Guidelines, which includes the infrastructure plans for the redevelopment of the site, was completed in 2012 and approved by the relevant Historic Preservation agencies. To date, DMPED has secured \$113.5 million for capital and infrastructure investments for the redevelopment effort, secured by-right zoning for entire campus in the Winter of 2013. The former Walter Reed Army Medical Center; 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; At the end of FY13, the LRA has not received approval from HUD. As of last August, the LRA was anticipating an approval from before the end of the fiscal year, which has since been pushed to possibly the end of the calendar year. Selection of a master developer through a Request for Qualifications; The LRA issued an RFQ January 31, 2013 for a master developer for the Site. Nine responses were received in March 2013 and of the nine teams, five were short-listed and invited to respond to a Request for Proposals. After reviewing the responses, the LRA issued a Best And Final Offer to the three RFP respondents in August 2013 and responses were received at the end of the fiscal year. A selection of a master development team was announced November 5, 2013. Submission to the US Army of a preliminary Economic Development Conveyance application outlining the terms of the proposed transfer. As of the end of the fiscal year, the LRA was reviewing a draft EDC application to submit to the Army. The EDC application includes a Building Infrastructure and Assessment analysis, which took several months longer than anticipated due to the amount of documentation received from the Army and various data gaps, as well as a business and operations plan and financial model. The LRA anticipates submitting a final draft EDC application by the end of February 2014.



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

● **Fully Achieved:** In FY13, DMPED worked with the Comprehensive Housing Strategy Task Force to complete the final report, Bridges to Opportunity - A New Housing Strategy for D.C. DMPED started leading the implementing strategies and initiatives from the final Comprehensive Housing Strategy Task Force report, including the initiation of the Affordable Housing Data Project and setting a goal of 10,000 affordable units produced or preserved by 2020.

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).

● **Fully Achieved:** In FY 13 the DC China Center assisted 15 businesses, colleges and universities in accessing the Chinese market through conducting market research, setting up business to business matchmaking sessions, translating marketing materials from English to Mandarin and providing translation services during business meetings in China. During FY13, the DC China Center also successfully planned and executed 3 trade missions to China. Through these trade missions, the DC China Center helped to introduce over 50 companies to Washington, DC, 5 of which were the top three real estate developers in China and 2 of which were the largest sovereign wealth funds in China. These meetings presented rare opportunities for DC officials to present DC real estate projects (Walter Reed, The Wharf, St. Elizabeth's and McMillan) to some of China's top real estate developers. During the July 2013 trade mission, the DC China Center worked with officials at the Zhongguancun Science Park (Z-Park) to set up more than 20 meetings with tech companies interested in expanding their presence to Washington, DC. As a result of this meeting, Z-Park officials arranged a 25-member tech delegation to visit Washington, DC in October 2013. The Z-Park visit to the District was a success and at least 5 of the companies have expressed interest in opening an office in Washington, DC. DMPED has worked closely with the DC Chamber of Commerce to plan and execute 2 China Business Forums for 62 DC-based businesses and 5 colleges/universities. Each of these forums focused on marketing the DC China Center work order program to District based businesses, colleges and universities. As a result of these forums, we were successful in securing 4 DC universities to participate in the District's March 2013 trade mission to China. During that mission, District colleges/universities participated in 36 matchmaking sessions to identify potential educational partners and expand program offerings to Chinese and DC students.

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

● **Fully Achieved:** In FY13, DMPED made great strides toward expanding the local technology sector. The office supported multiple startup accelerators financially and through marketing that have provided seed capital, mentorship, networking opportunities, and office space to over 200 small companies. By supporting events such as the Angel Venture Forum, Startup Jackpot, and Cleantech Group, over 400 entrepreneurs outside the District learned that the nation's capital has a thriving startup ecosystem. DMPED also provided a grant to launch The Challenge Cup, a global competition taking place in 16 cities and culminating with a business tournament for early stage companies operating in highly regulated industries such as education and healthcare technology. The 64 best companies will travel to Washington, DC next spring to compete and experience the startup culture in DC, where their companies have a great chance of being successful. Finally, DMPED celebrated business attraction wins such as the relocation of Optoro, a 75 employee company that moved its headquarters from Lanham, MD to 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).

Fully Achieved: Since the release of the Five-Year Economic Development Strategy in November 2012, DMPED has worked closely with other District agencies, private sector businesses and organizations, as well as universities to implement the 52 strategic initiatives laid out in the plan. As of November 2013, 20 of the 52 initiatives have been complete and 13 others are currently in progress. The goals and visions articulated in the strategy have been well-received by the public and continues to function as an important road map for various strategic and economic development efforts in the city. All of the successes so far in the implementation phase have been due to the collaboration and support of key stakeholders in the public, private, and nonprofit sectors. The first year of implementation of the five year strategy has resulted in 17,750 jobs and \$281 million in cumulative tax revenue.

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 (OCAP 2.3.2, 2.3.3, 2.3.8).

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

Fully Achieved: Individual Training Account vouchers are funded through the federal 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. In July 2013, the Workforce Investment Council approved new eligibility and performance requirements for all training providers seeking to receive ITAs, including requirements that training providers offer programs aligned with occupations with demonstrated demand in the DC labor market, and meet annual outcomes relating to employment, job retention, and participants earnings. In partnership with the Department of Employment Services, the WIC will also begin publishing annual report cards in FY14 that provide jobseekers and policymakers with performance and cost data for all WIA-funded training programs.

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

Fully Achieved: In July 2013, the WIC approved a new certification policy for DC American Job Centers. Based on the recommendations of a multi-stakeholder task force, the new certification policy clearly outlines the process the WIC will use to approve and oversee DCAJCs, and defines the minimum service levels and performance requirements that all DCAJCs must meet to maintain certification. The WIC will work with DOES and other mandatory partner programs to implement the new certification standards in 2014, with a goal of certifying all of the District's centers by the end of 2014.

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

Fully Achieved: The District receives federal funding under WIA to support year-round employment and educational services for low-income youth between the ages of 14-21. In FY 2013, the WIC and the Department of Employment Services (DOES) collaborated to issue new performance-based grants for DC youth service providers to assist up to 240 at-risk in-school youth in obtaining a high school diploma and continuing on to postsecondary education or employment opportunities. The WIC also partnered with DC philanthropic organizations and other stakeholders in FY 2013 to support technical assistance activities for youth-serving organizations, which will help to improve educational and employment outcomes across a range



of youth programs. The WIC and DOES expect to support additional youth funding opportunities in FY 2014.

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

- **Partially Achieved:** Throughout FY 2013, the WIC engaged with dozens of employers, training providers, and others to identify opportunities for targeted workforce investments in both the hospitality and construction sectors. Based on these findings, the WIC has issued a series of grants that will support hospitality placement and training activities for more than 200 District residents annually, with services beginning in December 2013. The WIC expects to issue grants targeting employment opportunities in the construction sector in February 2014.

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

INITIATIVE 4.1: Increase interactive capabilities of DMPED website.

- **Partially Achieved.** DMPED completed the creation of the website and the Drupal Content Management system, however due to moratorium issued by The Office of the Chief Technology Officer; we were unable to launch our new website before the end of FY13. The website was launched in December 2013.

INITIATIVE 4.2: Continue to provide forums for regular economic development updates on projects to communities across Washington, D.C.'s eight wards.

- **Fully Achieved:** DMPED has been successful in engaging 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 as well as public meetings led by DMPED on various projects. DMPED has continued to establish and maintain regular interaction with residents, ANC Commissioners and other stakeholders through in-person meetings, emails, phone calls and newsletters. Working collaboratively within these groups to identify new or proposed development opportunities in each ward.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Workload measurement

	KPI	Measure Name	FY 2012 YE Actual*	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.1	# of RFPs issued	N/A*	5		7	140%	AGENCY FINANCIAL OPERATIONS
●	1.2	# of project closings	N/A*	9		13	144.44%	AGENCY FINANCIAL OPERATIONS
●	1.3	Value of projects under construction	N/A*	1.9		3.7	194.74%	AGENCY FINANCIAL OPERATIONS
●	1.4	# of affordable housing units for DMPED projects	1,000	510		1,144	224.31%	AGENCY FINANCIAL OPERATIONS
●	2.1	# of site tours conducted to market District-wide projects	N/A*	5		13	260%	AGENCY FINANCIAL OPERATIONS
●	2.2	Total square footage of federal government agencies within the District (owned and leased)	48 million square feet	Target Not Required		54 million square feet	Workload Measure Not rated	AGENCY FINANCIAL OPERATIONS
●	2.3	Active business relocation/expansion leads	191	Target Not Required		217	Workload Measure Not rated	AGENCY FINANCIAL OPERATIONS
●	4.1	# of community economic development meetings held	60	65		127	195.38%	AGENCY FINANCIAL OPERATIONS

*N/A corresponds to baseline year for this data