



## **Deputy Mayor for Planning and Economic Development, Office of the DMPED (EBO)**

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### **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.

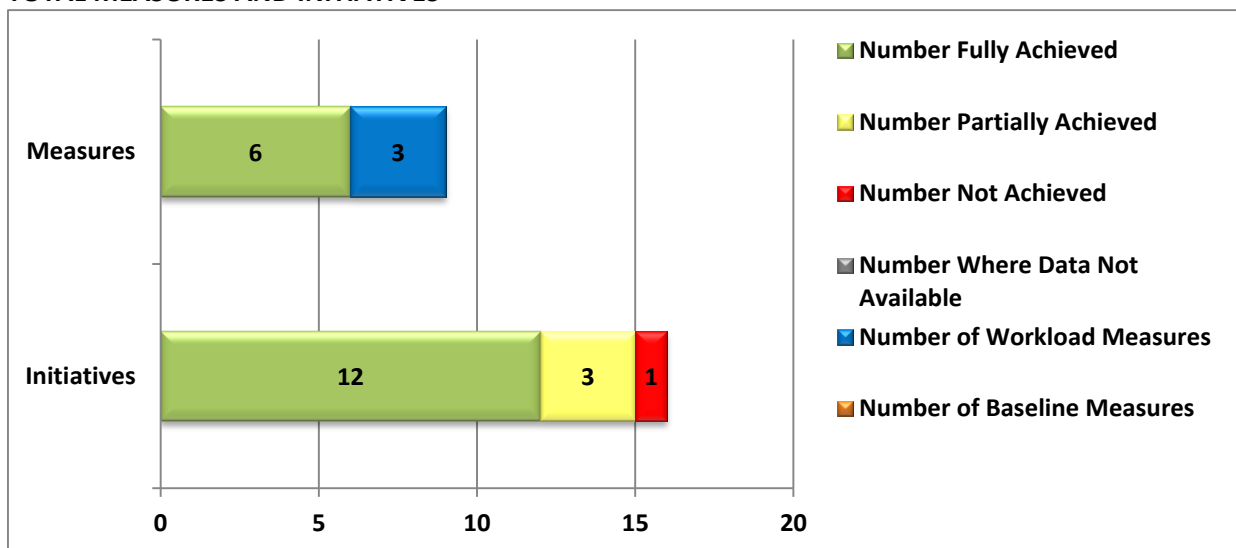
### **ACCOMPLISHMENTS**

- ✓ Closing of Skyland Shopping Center in March 2014
- ✓ Closing of Southwest Waterfront in March 2014
- ✓ Air China Non-Stop Flight Service Commences in June 2014

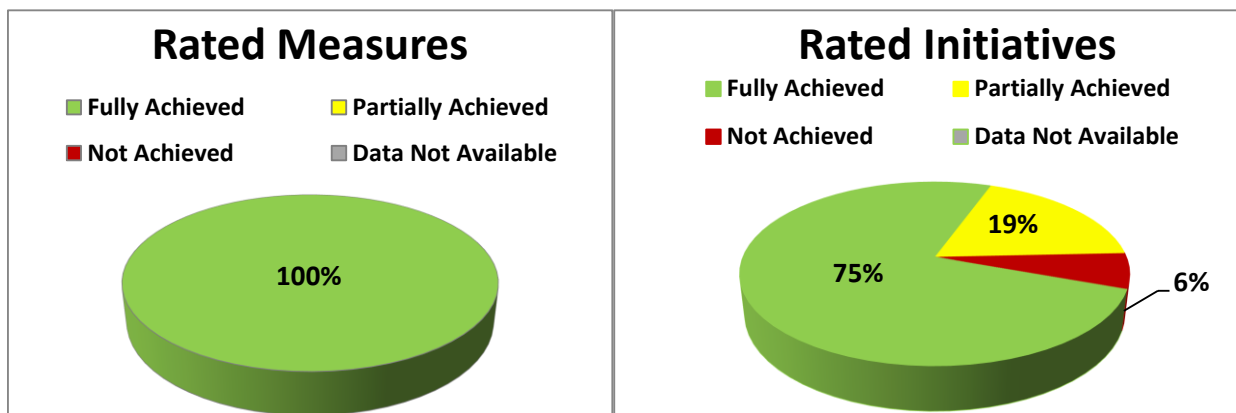


# OVERALL OF AGENCY PERFORMANCE

## 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 and diversify the existing portfolio of Industrial Revenue Bond transactions to serve varied economic development and housing needs.**

**Fully Achieved** – In FY14 the District of Columbia Industrial Revenue Bond (IRB) Program executed five conversion/modifications. IRB closed 14 bond deals and helped to diversify the program's portfolio by closing a deal with Mundo Verde PCS and the Endocrine Society. The AIM District Account is in place and in the process of having some of our borrowers invest their bond proceeds. The team has conducted initial research on affordable housing projects, additional national university deals, as well as potential Promise Zone, each of which would allow the IRB to take greater advantage of the private activity bond cap. The IRB team is still in the process of developing an international format for bond usage. The IRB team is also continuing the process on researching different universities to locate those that may want a physical presence in the District.

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

**Fully Achieved** - In FY14, DMPED significantly expanded its revitalization impact along the eleven Great Streets corridors by investing more than \$4.6 million in 72 small businesses. DMPED also funded two large-scale projects along the Great Streets corridors: the Gateway Pavilion at St. Elizabeths East, which activated the 183-acre campus along the Martin Luther King Jr. corridor, and the Digital DC Tech Fund pilot investment round, which is bringing eight tech companies to the 7th Street/Georgia Avenue Tech Corridor

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

**Partially Achieved** - Northwest One: In FY14 DMPED achieved progress on the onsite redevelopment at the former Temple Courts site within the Northwest One New Community by working with the U.S. Department of Housing and Urban Development to resolve use restriction within existing regulatory agreement. The RFP has been drafted and is in its final stage of review. DMPED worked with DC Housing Authority (DCHA) to secure operating subsidy on nine units at the 4427 Hayes Street development within the Lincoln Heights/Richardson Dwelling New Community. The District has supplied DCHA with all the necessary documentation to achieve the subsidy placement. DMPED completed progress on the onsite redevelopment at Barry Farm by negotiating planning and pre-development of a Memorandum of Understanding/grant agreement with DCHA to support master planning activities. The agreement has been executed and planning activities have occurred. In FY14, human capital services, including resident participation in case management and related services increased across the New Communities sites, particularly as it relates to training and employment. New Communities residents obtained gainful employment through their successful completion of Job Club activities. Residents have taken full advantage of training opportunities, including food management, Occupational Safety and Health Administration, home health aide/direct service provider and A+ Certification. Over 110 New Communities residents have gained and maintained employment both in the private and public



sector. Case management provided residents (specifically, former residents of Temple Courts) with financial literacy and credit counseling in preparation for relocation to new housing. By the end of FY 14, over 15% of former Temple Courts residents qualified for new housing in Northwest One. All of have either moved or are scheduled to move by the end of the 2014 calendar year.

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

**Fully Achieved** - In FY 14, DMPED issued or supported the issuance of eight solicitations to redevelop existing properties throughout the District. The following solicitations were issued in FY 14: 1909 Martin Luther King Jr Avenue SE, 8th and O Streets NW, Capitol Vista, Grimke School, Saint Elizabeths East Campus, and Waterfront Station. In addition, DMPED worked with DDOT which issued an RFP for the Saint Elizabeths East Infrastructure, and worked with the DC Housing Authority which issued a solicitation for Park Morton. Additionally, DMPED achieved 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 hearings before council.

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

**Partially Achieved** - Walter Reed - In FY 14, DMPED held a series of public community meetings, initiated the newly formed Community Advisory Committee, as well as had regular communication with partners such as Walter Reed BRAC Staff, US Army, US Department of Defense, US Department of State, and US Department of Housing and Urban Development, among others. In FY 14, DMPED executed an ERA with the development team. DMPED submitted a draft Economic Development Conveyance (EDC) application in February 2014. This has been revised and is still being negotiated with the US Army as of the end of FY14. Since the negotiations of the EDC Application are tied to the negotiations of the EDC Agreement, this action is still underway; however, DMPED, to date, is working through a draft Term Sheet with the US Army.

St. Elizabeths East - Gateway DC opened in October 2013 with great success, welcoming well over 30,000 visitors in its first year! Gateway DC hosts a monthly Whole Foods Market, small business programs and job outreach events, concerts such and arts and cultural events – ranging from Art All Night to hand-dancing classes . The first Saturday of each month, Gateway DC is home to the Whole Foods Farmers Market where residents can purchase fresh produce, seafood and meat. DMPED is working with three technology-related companies within the Innovation Hub as “programmatic anchor” tenants or partners. An important component of the Innovation Hub will be the Microsoft Innovation Center (“MIC”), one of the first such facilities in North America. In the summer of 2014, the DC Department of Transportation issued a formal Request for Proposal (RFP) for a design-build firm for Stage One infrastructure improvements. The initial infrastructure improvements will support the initial phases of development on the campus. In FY 14, DMPED released the RFP for the first phase of development of the historic St. Elizabeths East Campus. The responding Master Developers were requested to consider partnering with one or more academic institutions that responded to the Academic RFEI and are interested in operating programs and occupying space at the Innovation Hub. The search for the university anchor will be further advanced in partnership with the Master Developer.



**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).**

**Fully Achieved** - In FY 14, DMPED and DMHHS provided program and policy guidance to support the Office of the Chief Technology Officer's implementation of the One City Affordable Housing Data Project and Reporting System. Further, DMPED, DMHHS and OCTO worked with agencies on business process re-engineering of affordable housing data collection, tracking, and reporting across the District. Additionally, OCTO began establishing an information technology solution to centrally collect and report data related to affordable housing. In the meantime, DMPED created an interim "10x20" tracking database to track the production and preservation of affordable housing since 2011.

**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).**

**Fully Achieved** – In FY 14, DMPED hosted a delegation from the Zhongguancun Science Park and arranged for Chinese technology enterprises to visit local DC enterprises and tour potential office spaces in the District. Additionally, The DC China Center assisted 1776 in hosting their first global Challenge Cup competition at Zhongguancun Science Park which is located in Beijing.

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

**Fully Achieved** - In FY 14, DMPED continued the expansion of startups founded in the District by supporting events and organizations with a focus on angel investment and entrepreneurship, such as the Challenge Cup, Cleantech Group, Startup Jackpot, Angel Venture Forum, Tech Breakfast, DC Web Women, Startup Middle School, and several others. In addition, DMPED successfully implemented Digital DC, a pilot marketing and economic development campaign created to showcase the District as a national tech hub. As one of the fastest-growing cities in the world for technology companies and venture capital investment, Digital DC represents and supports the vibrant, dedicated, and unique community of local and international tech and innovation-based businesses that are thriving in the District. Digital DC Initiative components include: • Digital DC Branding Campaign – the launch of a dedicated website, branded social media platforms, and sponsored events. • Digital DC Tech Fund– an entrepreneurial induction program designed to provide training, access to networks, capital, and resources for early-stage tech entrepreneurs in the District. • Digital DC Tech Opportunity Corridor – the establishment of a technology corridor (7th St NW/New York Ave NW to Georgia Ave NW/Kansas Ave NW) to establish a pipeline and clustered ecosystem of tech talent near the District's existing tech hub within Gallery Place/Chinatown. Through this effort, DMPED seeks to continue growing the District's burgeoning technology sector, which is critical to diversifying the city's economy.

**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).**

**Fully Achieved** - In FY14, DMPED completed 22 and launched 20 of the Strategy's 52 Initiatives. Additionally, DMPED launched the Creative Economy Strategy in July 2014, an outgrowth of the 5-Year Economic Development Strategy's focus on technology, hospitality/tourism and business-friendly environment. The Creative Economy focuses on 3 bold visions: 1. Becoming a national hub for creative startups and entrepreneurs (i.e. Innovation Hub at St. Elizabeths East); 2. Becoming a magnet for creative corporations; and 3. Fostering resilient, entrepreneurial local arts community) across 34 initiatives.



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

- **Fully Achieved** - The WIC implemented the new eligibility training provider (ETP) initial eligibility and performance requirements. As part of the new application process, all adult job training providers who apply for renewal of eligible training provider status will be required to submit performance reports for all federally-funded participants served during FY 14. The WIC and DOES developed performance-based “reports cards” and will begin to issue joint “report cards” on all providers in FY 15, which will incorporate performance data relating to program completion, placement in employment, and earnings. The report cards will be posted on the DC Networks site to ensure job seekers have necessary information to support training decisions.

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

- **Fully Achieved** - In January 2014, the WIC received an application from DOES to serve as the DCAJC Operator, and to certify the DCAJC – Southeast as a comprehensive DCAJC. The WIC convened a DCAJC subcommittee comprised of key agency partners and other board members, which reviewed the application and business plan and provided recommendations to strengthen service alignment. In July 2014, the WIC voted to certify the DCAJC – SE for a two-year period; the WIC is currently developing an operating agreement that outlines WIC and DOES responsibilities within the DCAJC network. The WIC and DOES will also work with partner agencies in FY 2015 to enhance accessibility of workforce services through DCAJCs.

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

- **Not Achieved** - This initiative changed in nature due to a federal corrective action and new federal legislation. In order to ensure compliance with federally-funded programs and to ensure that the District is ready to implement the youth program requirements under the new Workforce Innovation and Opportunity Act (WIOA), the WIC in July 2014 approved a proposal from DOES to redesign the District’s youth strategy in FY 2015. The WIC will help to ensure that partner agencies and other stakeholders are engaged in the redesign effort through the Raise DC Youth Employment Change Network, which the WIC co-chairs with the Community Foundation for the National Capitol Region

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

- **Partially Achieved** - The “Workforce Investment Implementation Amendment Act of 2014” (B20-0773) was introduced by DC Council Chairman Phil Mendelson on April 9, 2014, and the Committee on Business, Consumer, and Regulatory Affairs conducted a hearing on the legislation on July 10, 2014. The WIC will work with the BCRA Committee and the Council to secure passage of the bill before the current Council session closes.

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

- **Fully Achieved** - In FY 2014, the WIC awarded three grants intended to increase employment opportunities for low-income District residents in the growing hospitality industry. In October 2014, the WIC awarded a grant to Grant Associates to serve as a hospitality “job placement



partner,” with responsibility for serving jobseekers and businesses by placing low-income residents in qualifying jobs in restaurants and hotels across the region. In January 2014, the WIC awarded grants to DC Central Kitchen and the University of the District of Columbia Community College to support occupational training in culinary arts and hotel occupations for more than 150 low-income District residents. The WIC convened an industry advisory board led by the Hospitality Association of Washington DC, the Restaurant Association of Metropolitan Washington, and Unite Here Local 25 to ensure that grantees are aligning services with employer demands. In July 2014, the WIC partnered with DOES to launch its construction workforce intermediary initiative, issuing an RFA for pre-apprenticeship services and support services that will be aligned with the efforts of the new Center for Construction Careers administered by DOES. It is expected that services under this joint initiative will begin in October 2014.

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

**INITIATIVE 4.1: Create a community engagement strategy that includes expanded modes of communicating with the public.**

- **Fully Achieved** - In FY 14, DMPED launched several social media accounts. Specifically, a social media account for the New Communities Initiative was launched in February 2014 and a social media account for Digital DC was launched in March 2014 via Twitter. This has allowed the agency to better engage with our stakeholders by keeping stakeholders abreast of information regarding DMPED projects and priorities.

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

- **Fully Achieved** - In FY14, DMPED's website has been redesigned for an improved spacious layout, including an intuitive navigation with a more standardized menu structure, quick and easy access to essential information and provides a more citizen centric design, with a contemporary look and feel that visitors should experience when coming to a District website. The new website has a clean uncluttered design, improved functionality and enhanced rich content focused on our agency’s mission.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
	1.1	# of RFPs issued	5	7		9	128.57%	AGENCY FINANCIAL OPERATIONS
	1.2	# of project closings	9	5		11	220%	AGENCY FINANCIAL OPERATIONS
	1.3	Value of projects under construction	1.9	1.8		4.2	233.33%	
	1.4	# of affordable housing units for DMPED projects	510	450		1701	378%	AGENCY FINANCIAL OPERATIONS
	1.5	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	14	Target Not Required		14	Workload Measure Not Rated	DEPUTY MAYOR FOR PLANNING AND ECONOMIC
	2.1	# of site tours conducted to market District-wide projects	5	5		9	180%	
	2.2	Active business relocation/expansion leads	217	Target Not Required		168	Workload Measure Not Rated	DEPUTY MAYOR FOR PLANNING AND ECONOMIC
	2.3	Total square footage of federal government agencies within the District (owned and leased)	54	Target Not Required		54	Workload Measure Not Rated	DEPUTY MAYOR FOR PLANNING AND ECONOMIC





	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	4.1	# of community economic development meetings held	0	65		189	290.77%	AGENCY FINANCIAL OPERATIONS