

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.

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The attraction of Lidl to the Skyland Town was the second announcement of a grocer East of the River in six months. The first was Good Foods located on South Capitol Street, SE in Ward 8.	The Lidl announcement demonstrated why it is important for our agency to continue to travel to Las Vegas for ICSC as we were able to secure a grocer for a community in a food desert.	Residents East of the Anacostia River live in what is called a "food desert" and the attraction of two grocers to those communities improves their access to fresh food options. Additionally, these grocers will create jobs for residents in those communities.
Awarded \$2.1 million in Great Streets grants to 45 small businesses.	This demonstrates our commitment to ensuring small businesses have a place in our economy.	This helped our small businesses make needed improvements and even expand. This resulted in job opportunities for DC residents as small businesses typically hire from the community.
Real Estate/IRB closings/deliveries (Sharon and team working on) Completed 8 closings and 5 project deliveries. This included <ul style="list-style-type: none"> starting construction on the redevelopment of the former Grimke School opening Plaza West, the District's first grand-families housing complex, closing on the first new construction building on Walter Reed campus. 	Demonstrates our commitment to creating jobs and producing affordable housing in DC.	This created jobs and affordable housing for DC residents. Additionally, it ensured cultural entities such as the African American Civil War Museum, have a place in the District.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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	Annually	24.8%	24%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37%	Neutral Measure	
Number of affordable housing units yielded	Annually	4104	4594	2870	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3255	Met	
2 - Increase job creation in DC by attracting and retaining businesses, thereby growing tax revenue, particularly in Wards 7 and 8. (4 Measures)											
Net number of jobs created in DC	Annually	18,700	8000	7500	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9400	Met	
Percent of Great Streets grant funding expended	Annually	83%	92%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94%	Met	
Unemployment decrease in Wards 7 and 8 (above and beyond overall DC unemployment rate decrease)	Annually	Waiting on Data	-0.1	-0.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-0.7	Met	
Square footage of space occupied by companies whose attraction/relocation was supported by DMPED	Annually	88,000	765,459	100,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	630,850	Met	
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)											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Number of unique Economic Intelligence dashboard visitors	Quarterly	2679	4976	2500	1317	1027	1053	3005	6402	Met	
Number of unique visitors to online business development tools	Quarterly	836	2051	1000	756	829	823	9121	11,529	Met	
Number of participants in Our RFP workshops	Annually	83.3	No Applicable Incidents	100	Annual Measure	Annual Measure	Annual Measure	Annual Measure	110	Met	

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	Annually	1150	425	1000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3386	Met	
Number of economic indicators tracked regularly on an open dashboard	Annually	18	18	18	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27	Neutral Measure	
Number of tech and innovation sector active prospects	Annually	17	No Applicable Incidents	35	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14	Unmet	Due to changes to QHTC, there was a decline in tech companies inquiring about locating or expanding into the District.

5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)

HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.2%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	No Target Set	
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)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Industrial Revenue Bond (2 Measures)							
Number of IRB projects closed	14	22	7	1	6	2	16
Total bond financing issued	876,960,633	911,081,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	380,091,000
1 - Real Estate Development and Disposition (3 Measures)							
Number of projects under construction or in DMPED's pipeline	43	39	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42
Number of RFPs Awarded	6	2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of financial closings for DMPED projects	4	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
2 - Business Development (1 Measure)							
Number of active business relocation/expansion prospects	22	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7
2 - Business Partnerships (2 Measures)							
Needs-assessments Performed	40	100	Annual Measure	Annual Measure	Annual Measure	Annual Measure	24
Number of grants/contracts/agreements with partners	130	80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80
2 - Great Streets Initiative (1 Measure)							
Number of GS Applications	98	87	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93
2 - International Business Development (1 Measure)							

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of international business development missions	2	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
3 - Community Outreach (1 Measure)							
Number of Community Meetings held	211	171	Annual Measure	Annual Measure	Annual Measure	Annual Measure	119
4 - Policy Initiatives and Data (1 Measure)							
Number of Economic Indicator dashboards produced	53	47	Annual Measure	Annual Measure	Annual Measure	Annual Measure	46

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
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

Operations Header	Operations Title	Operations Description	Type of Operations
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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 	75-99%	The Marathon Foundation (TMF) has not closed the fund. The advisory board will be complete when the fund closes. TMF continued to raise capital for the fund and source deals/companies for potential investment and training activities. A new ITIC chair was selected by DMPED and Committees developed draft concepts for public-private workforce development pilots to upskill residents historically underrepresented in tech, with possible engagement in a tech jobs summit during FY20. The full ITIC met six times in FY19, as required in their charter.	DMPED Staff worked with TMF (grantee) to position the IIF opportunity through our #ObviouslyDC West Coast initiative, SXSW, engagement with the ITIC, and other connections/introductions as appropriate. As of the end of FY19 TMF had raised additional capital for the fund, but did not reach the \$6m goal and has therefore not launched the fund as a resource available for underrepresented entrepreneurs in Washington, DC.
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: <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 	Complete	Updated DMPED marketing materials, including industry one-pagers, business incentive brochure, and ObviouslyDC materials. Updated content on incentives.dc.gov. Began outreach to community partners to research progress on existing Economic Strategy initiatives. Completed two best practice trips to Atlanta and New York City, in partnership with WDCEP. Began planning for a Tech Talent Summit to be held in FY20 Q2 to identify gaps in the tech talent pipeline and highlight industry/educator partnerships.	
Business Partnerships (1 Strategic Initiative)				
Business Development Partnerships	Work closely with external partners to strengthen business attraction and retention efforts <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 	Complete	Partnered with WDCEP and successfully executed a WeDC House activation during DC Startup Week and hosted the first WeDC Futures Forum. In partnership with WDCEP, we hosted a Tech Executive Roundtable on blockchain technologies. Planning in progress with DC Chamber of Commerce for the Ethiopian Trade Mission in November 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.	Complete	In the fourth quarter, the communications team announced the relaunch of the Obviously DC website which provides companies of all scales with valuable information and resources on starting and growing a business in Washington, DC. The redesigned website is a refresh of the digital proposal for attracting Amazon's second headquarters. The relaunched site was also featured in the Washingtonian magazine. Additionally, direct emails and social media were used to share the site with local businesses.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	The Roots to Roofs initiative was an effort to pull together all things housing. And while the initiative helped connect residents to housing resources, the Communications team believes that other initiatives have been launched that are more effective. It is our recommendation that the Roots to Roofs initiative come to end.	
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 approximately 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.	50-74%	DDOE is still in the selection process of a vendor. We will receive an update on the vendor selection later in Fall 2019. This initiative will roll over into FY20 as project completion is anticipated by the end of Summer 2020.	DDOE is still in the selection process of a vendor. We will receive an update on the vendor selection later in Fall 2019. This initiative will roll over into FY20 as project completion is anticipated by the end of Summer 2020.
International Business Development (1 Strategic Initiative)				
International Engagements	Expand and strengthen international engagements in new and existing foreign markets. <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 	75-99%	The Israel Trade Mission was successfully completed in June 2019. In follow-up to the Israel mission, we've connected DC businesses with potential partners in Israel. Currently working on the Ethiopia Diplomatic Trade Mission scheduled from Nov. 8-13, 2019. We are identifying new partners in China to bring more FDI. To be completed by Jan. '19. Twelve ExportDC clients were awarded International Market Access grants for the Central America Trade Mission and/or the Latin America Business Conference in Aug. 2019.	Due to the trade sanctions against China, we decided to postpone the smart-cities focused trade mission to China until Jan 2020.
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 development team, TPWR. Additionally, the following tasks will be accomplished in FY19: <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 	Complete	The Walter Reed project is proceeding as planned. The Local Redevelopment Authority has held four (4) Community Advisory Committee (WRCAC) meetings YTD. In addition to the tree lighting in December, the project has held a Spring Egg Roll in coordination with the Ward 4 Councilmember's office, a Jazz in the Parks series, a movie night and a series of farmer's markets. Demolition of the 70's era hospital is nearly complete. The final Army transfers are pending Army remediation and will continue in FY20 Walter Reed initiative.	