



## FY 2014 PERFORMANCE PLAN Office of Planning

### MISSION

The mission of the Office of Planning (OP) is to guide development of the District of Columbia, including the preservation and revitalization of our distinctive neighborhoods, by informing decisions, advancing strategic goals, encouraging the highest quality development outcomes, and engaging all communities.

### SUMMARY OF SERVICES

OP performs planning for neighborhoods, corridors, districts, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation review. OP also conducts historic resources research and community visioning, and manages, analyzes, maps, and disseminates spatial and US Census data.

### PERFORMANCE PLAN DIVISIONS

- Citywide Planning
- Revitalization/Design & Neighborhood Planning
- Development Review & Historic Preservation
- Office of the Director

### AGENCY WORKLOAD MEASURES

Metrics	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD
# requests for information (maps and demographics) received	756	730	938 <sup>1</sup>
# of permit applications submitted to Historic Preservation staff for approval	4,444	4,479	4,878 <sup>2</sup>
# of zoning cases referred to OP	364	348	341 <sup>3</sup>

<sup>1</sup> As of the third quarter (6/30/2013).

<sup>2</sup> As of 9/23/13.

<sup>3</sup> As of 9/23/13.

## *Citywide Planning*

### **SUMMARY OF SERVICES**

The Citywide Planning division develops and monitors the District Elements of the Comprehensive Plan, as well as works with regional and other city agencies to create strategies for emerging employment sectors, meeting retail needs and coordinating the city's land use and transportation. The Division provides data analysis, information, and long-range planning services to OP staff, neighborhood stakeholders, citizens, businesses, other District and federal agencies, and other decision makers of the District so that they can have information needed to plan, develop, and preserve the city.

### **OBJECTIVE 1: Use data to inform planning.**

#### **INITIATIVE 1.1: Link comprehensive planning, capital budgeting and investment, and master facilities planning (Quality Education, Fiscal Stability).**

The 2010 Census demonstrated the first solid decade of growth in the District since World War II, with a growth rate of 5.2% (29,600). This pace has continued since the 2010 Census; the city has grown to 632,323 residents, a number not seen since the early 1980s. In the 27 months following the 2010 Census, the city grew 5.1%, or more than 1,100 people a month. With the steady increase in the District's population, OP's planning initiatives will help the District continue its upward movement toward greater fiscal health and economic vitality. In FY 2014, OP will continue its partnership with the Department of Parks and Recreation (DPR) to complete a Parks and Recreation Master Plan by March 2014. This plan has involved a stakeholder engagement process, a refinement of agency goals and objectives, and a decision framework for making capital improvements. One of the critical aspects will be the linking of DPR program priorities with the necessary physical improvements to the parks and recreational facilities. This effort will coincide with other OP and DPR planning work to evaluate opportunities to improve the network of park space Downtown and in revitalization areas throughout the city.

OP will also continue to partner with the Department of General Services (DGS) in completing a Public Safety Master Facilities Plan by March 2014, which will consider the capital assets of the Department of Corrections, Fire and Emergency Medical Services, Metropolitan Police Department, Unified Command Center, Homeland Security and Emergency Management Administration, and Department of Youth Rehabilitation Services, and ultimately provide guidance for the prioritization and implementation of capital improvements. OP will also assist DGS in completing a District Municipal Facilities Master Plan. Scoping for the plan will start in October 2013.

By August 2014, OP will launch the community engagement process for the next Amendment Cycle for the Comprehensive Plan. An amendment cycle is required every four years. New policies and actions for consideration include sustainability and use of industrial lands (building from the work of the Ward 5 Industrial Land Transformation Task Force).

**OBJECTIVE 2: Better inform public and private investment decisions by leveraging the District’s planned growth and competitive strengths (Fiscal Stability, Job Creation, Sustainability) to enhance livability, fiscal stability, and urban sustainability (One City Action Plan Actions 3.4.1, 3.5.3 and Indicator 3A).**

**INITIATIVE 2.1: Implement the Vibrant Retail Streets Toolkit.**

In FY14, OP will monitor and evaluate neighborhoods selected in FY13 to participate in Vibrant Retail Streets Toolkit workshops. In follow-up to the Mayor’s Ward 7 Economic Development Summit held June 29, 2013, OP will conduct Toolkit workshops with the five Ward 7 strategic locations identified at the Summit by February 2014.

**INITIATIVE 2.2: Launch the Third Space Initiative, activating underutilized spaces.**

As the District continues to attract creative talent and entrepreneurs, there is increasing interest in the creation of “anchors” or “communal spaces” that can support a more creative approach to social interaction and working. The DC Third Place Initiative is intended to activate underutilized spaces in various neighborhoods throughout the District by creating vibrant destinations where people can socialize and network. A Third Place is characterized as a space other than home or work, where one can congregate, interact with others, and work in an informal manner. By November 2013, OP will launch the initiative by identifying spaces to activate in the NoMa neighborhood; OP will partner with the NoMa BID.

**INITIATIVE 2.4: Encourage urban farms and community gardens by launching a pilot composting program (One City Action Plan Action 3.4.1(3)).**

OP will work with DGS to use the \$600,000 Sustainable DC Budget Challenge award to lead an effort to design and build three to four compost sites co-located with urban farms or community gardens. The sites will test different methods of composting for residential drop-off. OP will work with DGS to release the Request for Proposals (RFP) for the project by April 2014.

**INITIATIVE 2.5: Support DDOE efforts in researching best practices to encourage private businesses to adopt incentives for commuting benefits for transit, walking, and biking.**

OP will coordinate with DDOE, and DCHR to develop a study of incentives for transit, walking and biking commuting options, due September 2014. This initiative is action TR3.3 of the Sustainable DC Plan.

**KEY PERFORMANCE INDICATORS – Citywide Planning**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>4</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Measure 1: Develop facility plans, identify public-private partnerships or co-location opportunities, and conduct demographic analyses for targeted agencies.	2	2	2	2	3	3
Measure 2: % of OP-responsible Comp Plan implementation items from the current plan and future amendments that are newly achieved during the fiscal year	26%	25%	7%	27%	29%	25%
Measure 3: Change in retail indicators relative to the baseline, as measured by change in Gross Sales and Use Tax.	+9.60%	+1.00%	Will report EOY	+1.00%	+1.00%	+1.00%
Measure 4: Change in retail indicators relative to the baseline, as measured by change in Retail Trade Employment.	+8.49%	+1.00%	Will report EOY	+1.00%	+1.00%	+1.00%
Measure 5: % change in transit ridership	-2.14%	4%	Will report EOY	4%	4%	4%
Measure 6: Use Walkscore to compare DC's walkability to other US cities	#7	Remain in Top 10	#7	Remain in Top 10	Remain in Top 10	Remain in Top 10
Measure 7: Positive change, in Change in median single family home sales price	+3.10%	+2.50%	Will report EOY	+3.00%	+3.00%	+2.75%
Measure 8: Positive change, in Change in median household income	+3.65%	+3.00%	Will report EOY	+3.00%	+3.00%	+3.00%
Measure 9: Positive change in District population [One City Action Plan Indicator 3A]	+2.24%	+3.00%	Will report EOY	+2.50%	+3.00%	+3.00%

<sup>4</sup> As of the third quarter (6/30/2013).

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Measure 10: % of customers <sup>5</sup> who have the data and analysis needed to fulfill their role in planning the city & influencing quality neighborhood outcomes	96.85%	90%	97.33%	90%	90%	92%
Measure 11: % change to citizens' access to grocery stores and farmers markets [One City Action Plan Action 3.4.1]	0.47%	1.00%	Will report EOY	1.00%	1.00%	1.00%

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<sup>5</sup> Includes District residents and other individuals, private organizations, and government agencies.

## ***Revitalization/Design & Neighborhood Planning***

### **SUMMARY OF SERVICES**

The Revitalization/Design & Neighborhood Planning division provides a broad range of plan development, implementation, and project coordination services for District neighborhoods, central Washington and the waterfront area. Neighborhood Planning's main areas of responsibility include developing small area plans and planning studies; and coordinating and tracking plan implementation. Revitalization and Design's main areas of responsibility include developing plans and projects for districts and development areas within center city, with a focus on design strategies and guidelines; coordinating and tracking plan implementation; managing the public space program; and incorporating environmentally-sound action into the ongoing development of the District.

**OBJECTIVE 1: Catalyze improvements in neighborhoods and central Washington to enhance economic competitiveness, livability, and environmental harmony.**

#### **INITIATIVE 1.1: Complete at least three plans (Fiscal Stability, Job Creation).**

By March 2014, OP will complete the Mid City East Small Area Plan, which includes the neighborhoods of Bloomingdale, Eckington, Bates-Hanover, Sursum Corda, and LeDroit Park. By September 2014, OP will complete the Southwest Neighborhood Small Area Plan. OP will continue its partnership with the Office of the Deputy Mayor for Planning and Economic Development (DMPED) and the Housing Authority to develop the Barry Farm Redevelopment Plan. Note that in FY14 OP will complete a small area plan for the site should land use designation changes be required to accommodate the new development program. OP will also continue its work with DMPED to complete the environmental assessment work for the Poplar Point site and will complete a small area plan by April 2014.

#### **INITIATIVE 1.3: Lead planning and implementation efforts for Center City parks and play spaces, coordinating with District and Federal Partners, business and resident groups.**

OP, in partnership with other District and Federal agencies, will lead several planning and development projects to improve the livability of Center City by increasing the availability of parks and play spaces and access to them.

- Coordinate with DPR, the Downtown BID, and the National Park Service to develop a long-term restoration plan for Franklin Square Park. OP will kick off the planning process by October 2013, and complete a draft plan by September 2014.
- Work with the DCCAH, DPR, and local stakeholders to conduct a national design competition to create five innovative and art-based play structures for park-starved DC neighborhoods. OP was awarded a grant in 2013 from ArtPlace America to fund the competition and has contracted with a nationally recognized expert in play environments to advise us on the design and launch of the competition. OP along with DPR will also look for partner organizations and community groups to build and install the play spaces. OP will finalize

neighborhood site selection by September 2013 and launch the competition by February 2014.

- Design and construct a temporary play space in the vicinity of Mount Vernon Square/Mount Vernon Triangle to meet the immediate needs of the rapidly growing population of families with young children. This will involve working closely with DDOT to implement safety and access improvements in the area. DPR, Congresswoman Norton, Downtown BID, Mount Vernon Triangle CID and Events DC are project partners. OP will work with partner entities to complete the design by January 2014. Construction will be completed by July 2014.

**INITIATIVE 1.3: Complete the Ward 5 Land Use Study as required by Mayor’s Executive Order and in conjunction with the Office of the Ward 5 Council Member.**

The study will analyze how industrial land can be better utilized to create jobs, increase the tax base, and provide desired services and amenities for Ward 5 neighborhoods. OP initiated the study in FY13, and will complete the report by December 31, 2013.

**OBJECTIVE 2: Increase the transparency and predictability of the planning process to better engage stakeholders and to increase the dialogue around key planning tools and topics.**

**INITIATIVE 2.1: Increase District residents’ understanding of ways they can improve their own neighborhoods by continuing to implement a Citizen Planner program that focuses on neighborhood livability, including quality design, walkability and amenities (Sustainability).**

OP will work with District agencies and local partners to:

- By December 2013, partner with the DC chapter of the American Institute of Architects to host a planning and development training event for Advisory Neighborhood Commissions. By June 2014, working with a local planning/architecture firm, create a “pop-up exhibition” in a neighborhood storefront to showcase how planning and design tools can be used to address neighborhood issues
- By September 2014, use District government and community events to publicize opportunities for employees and residents to participate in sustainability initiatives. OP will use Sustainability DC monthly newsletters and website to feature actions and impacts of residents and local community leaders in public sustainability campaigns. This is action ED 2.1 in the Sustainable DC Plan.

**INITIATIVE 2.2: Building on the Mayor’s initiative, *A Vision for a Sustainable DC*, that created a comprehensive sustainability strategy to make the city “the most sustainable city in the United States”, create, foster, and begin implementation of a citywide sustainability initiative.**

In FY 2014, OP (in partnership with DDOE) will lead planning, budgeting, and community outreach efforts for Sustainable DC:

1. Conduct a study on potential models and market impacts of developing food cooperative buying organizations and cooperative business models by September 2014. This initiative is action FD 2.6 in the Sustainable DC Plan.
2. OP is in the process of developing a toolkit for incorporating climate adaptation and sustainability elements into the early stages of planning and design for neighborhood plans. OP will build off this manual and develop a toolkit by September 2014 to help incorporate sustainability elements, including climate adaptation, in new developments when working with community members. This toolkit is action BE 4.3 and CE 2.3 of the Sustainable DC Plan.

**KEY PERFORMANCE INDICATORS – Revitalization/Design & Neighborhood Planning**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>6</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Measure 13: % of OP small area plans approved by the Council	100%	90%	100%	90%	90%	92%
Measure 14: % of plans completed in 18 months or less	100%	75%	100%	78%	80%	80%
Measure 15: Cost of consultant services per plan completed	\$175,953	\$250,000	Will report EOY	\$250,000	\$250,000	\$250,000

<sup>6</sup> As of the third quarter (6/30/2013).



## *Development Review and Historic Preservation*

### **SUMMARY OF SERVICES**

The Development Review and Historic Preservation division assesses plans and projects that range from large, complex and precedent-setting in their potential to change the character of an area, to small individual building permits affecting individual property; promotes stewardship of the District's historic and cultural resources through planning, protection, and public education; administers the District's local preservation program under the DC Historic Landmark and Historic District Protection Act and acts as the certified state historic preservation program under the National Historic Preservation Act. The staff also provides recommendations to the Historic Preservation Review Board, the Board of Zoning Adjustment and the Zoning Commission.

**OBJECTIVE 1: Deliver resources, clarified regulations, and technical assistance to enhance the quality of the built environment.**

**INITIATIVE 1.1: Enhance public appreciation of historic resources and access to information about properties that are designated or eligible for designation (Sustainability).**

The District is richly endowed with historic resources that enhance its quality of life and competitive strengths, and OP will promote awareness of these resources and access to information about them by taking the following actions:

- By March 31, 2014, OP will convene a workshop of city heritage institutions on how to increase public awareness and appreciation of historic resources through partnership programs.
- By March 31, 2014, OP will post on its website a list of known DC properties considered eligible for historic designation.
- Working with local communities, OP will complete heritage guides for two wards and post them online by September 2014 to provide information about local history, heritage assets, and preservation opportunities.
- In partnership with the Humanities Council of Washington DC, OP will complete a year-long DC Community Heritage program by September 2014 with two community symposiums and at least 15 small grant awards to community organizations for historic heritage projects emphasizing grass-roots participation and youth involvement.

**INITIATIVE 1.2: Support positive outcomes for historic preservation projects by improving public access to technical guidance and facilitating a transparent and efficient preservation review process (Fiscal Stability, Sustainability).**

OP will take the following actions by September 2014 to improve the preservation review system:

- To improve the guidance available to owners of the 19% of District properties covered by historic designation, OP will produce two new preservation design standards and guidelines.
- OP will complete GIS documentation of all primary buildings in DC's historic districts and produce a series of ready-made analytical maps of each district to support preparation of design guidelines, and for public information purposes.

**INITIATIVE 1.3: Leverage historic resources to promote economic development that enhances the livability, character, and vitality of the city (Fiscal Stability, Sustainability).**

- By January 31, 2014, OP will post on its website an implementation report on the DC Historic Preservation Plan 2016, and by July 31, 2014, OP will release an FY 2015 historic preservation work action plan for public comment.
- By September 2014, OP will respond to community concerns expressed in the Mid-City East small area planning process by developing a proposed pilot program to test options for protecting the character of neighborhoods that are not historic districts.

**INITIATIVE 1.4: Bring clarity and cohesiveness to the District's zoning regulations via a comprehensive revision consistent with the Comprehensive Plan (Fiscal Stability and Sustainability).**

The Comprehensive Plan calls for a comprehensive review of the existing zoning regulations. In response, OP created a zoning review taskforce to conduct a comprehensive review of the regulations. In FY 2013, OP completed the draft text, hosted eight ward meetings and attended 43 community meetings to present the draft text; OP made substantial amendments to formatting and text after hearing from the public and filed the draft with the Zoning Commission. By January 1, 2014, OP will work with the Zoning Commission to hold public hearings on the draft and provide public reports on how the draft new zoning is consistent with and implements the Comprehensive Plan, small area and framework plans, and major public policies.

**INITIATIVE 1.5: Encourage development and proposed regulations that incorporate Sustainable DC Goals.**

By December 2013 OP will include zoning text in the zoning regulations revisions to allow urban agriculture and roof-top gardening in all zones, proposals for accessory apartments in single family zones and corner stores in rowhouse zones and revisions to the parking requirements. This initiative is in response to actions BE 1.3 and BE 1.4 of the Sustainable DC Plan. Throughout 2014 OP will review projects and planned unit developments to include sustainability measures and coordinate with DDOE on efforts to reduce stormwater runoff through use of Green Area Ratio and pervious surfaces in developments. OP will encourage the inclusion of sustainable features that exceed minimum requirements as benefits or amenities in planned unit developments.

**INITIATIVE 1.6: Coordinate implementation of Small Area Plans, Revitalization Plans, Action Agendas, and the Sustainable DC Plan through development review of projects (Fiscal Stability, Sustainability).**

Throughout FY 2014 OP will coordinate all discretionary zoning requests and planned unit developments for relevant implementation of small area plans, revitalization plans and rapid response studies.

**KEY PERFORMANCE INDICATORS – Development Review & Historic Preservation**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>7</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Measure 16: % of historic property permit applications reviewed over the counter	93.67%	90%	96.82%	90%	90%	90%
Measure 17: \$ of historic homeowner grants issued	\$246,048	\$230,000	Will report EOY	\$230,000	\$250,000	\$250,000
Measure 18: % of historic landmark designations without owner objection	100%	85%	100%	85%	85%	85%
Measure 19: % of DC government project reviews concluded with adverse effects resolved by consensus	97.77%	90%	100%	90%	90%	90%
Measure 20: % of Dev. Rev. reports that meet the expectations of boards/commissions	93.39%	90%	93.55%	90%	90%	92%
Measure 21: Average cases reviewed per zoning review staff	70.78	20	24.80	35	35	35
Measure 22: Average cases reviewed per historic preservation staff.	814	500	655.50	600	600	600
<i>new</i> Measure 23: % of PUDs that exceed minimum requirements to further the Sustainable DC plan including the provision of green roofs or other features to help reduce stormwater runoff, electric car charging stations or bike share facilities.	--	--	--	60%	60%	60%

<sup>7</sup> As of the third quarter (6/30/2013).

*Office of the Director*

**SUMMARY OF SERVICES**

The Office of the Director provides leadership, administrative support, and other tools to achieve operational and programmatic results. Services include human resources management, training and employee development, performance management (individual and agency-wide), communications, and public information, legislative analysis and coordination, procurement, property management, financial management, risk management, fleet management, and customer service.

**OBJECTIVE 1: Efficiently manage the resources and operations of the agency.**

**INITIATIVE 1.1: Coordinate review of the building heights in response to a Congressional Hearing with the National Capital Planning Commission (NCPC).**

OP is working with the National Capital Planning Commission (NCPC) to complete by December 2013 a joint review of the federal Height of Buildings Act of 1910 to determine the extent to which the law continues to serve both the federal and District government interests and to explore the impact of potential strategic changes. Phase 1 and 2 public outreach and analyses, including a modeling study and economic feasibility analysis by OP consultants, were completed in FY13. During FY14, OP and NCPC will prepare recommendations to the Commission for its public hearings prior to a final vote and submission by the District and NCPC of final recommendations to Congress.

**KEY PERFORMANCE INDICATORS – Office of the Director**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
% of subgrantee’s budget spent on programmatic costs <sup>8</sup>	79.87%	65%	Will report EOY	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award <sup>9</sup>	100%	100%	Will report EOY	100%	100%	100%

<sup>8</sup> The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees’ programmatic costs as a percentage of their overall costs.

<sup>9</sup> Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.