



Customer Service- Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources- Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management- Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

## 2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Deliver high-quality economic development &amp; affordable housing opportunities that meet the needs of residents and the business community across all 8 Wards. (5 Activities)</b>			
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	Walter Reed	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.	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
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
<b>2 - Increase job creation in DC by attracting &amp; retaining businesses, thereby growing tax revenue, particularly in Wards 7 &amp; 8. (4 Activities)</b>			
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
BUSINESS DEVELOPMENT	Retail and Business Partnerships	Support retail 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	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
GREAT STREETS INITIATIVE	Great Streets Initiative	Program management, program evaluation, grant application, community outreach, database management, award disbursement.	Key Project
<b>3 - Improve public engagement by creating more opportunities for community participation &amp; feedback and by highlighting the economic climate and development of DC. (2 Activities)</b>			
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 & feedback.	Daily Service
<b>4 - Utilize tech innovation &amp; open data to drive positive change and good government for DC residents. (1 Activity)</b>			
POLICY	Economic Intelligence	Maintain the Economic Intelligence Dashboard, develop compelling data analysis, maps, & other communications, and manage DMPED's data.	Daily Service
<b>5 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Activities)</b>			
CONTRACTING AND PROCUREMENT	Contracting & Procurement	Partner with vendors to purchase quality goods & services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.	Daily Service
PERSONNEL	Human Resources	Hire and provide professional development for a best-in-class workforce.	Daily Service

## 2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
<b>1 - Industrial Revenue Bond (2 Measures)</b>								

Number of IRB projects closed	<input type="checkbox"/>	Number of IRB projects closed	Projects		15	16	15
Total bond financing issued	<input type="checkbox"/>	Total bond financing issued	Dollars	Annually	232310000	737469155	619786799
<b>1 - Real Estate Development and Disposition (3 Measures)</b>							
Number of projects under construction or in DMPED's pipeline	<input type="checkbox"/>	Number of projects	Projects	Annually	Not available	Not available	40
Number of RFPs Awarded	<input type="checkbox"/>	Number of RFPs Awarded	RFPs	Annually	Not available	Not available	7
Number of financial closings for DMPED projects	<input type="checkbox"/>	Number of closings	Closings	Annually	Not available	Not available	7
<b>2 - Business Development (1 Measure)</b>							
Number of active business relocation/expansion prospects	<input type="checkbox"/>	Number of active prospects	Businesses	Annually	Not available	Not available	Waiting on Data
<b>2 - Great Streets Initiative (1 Measure)</b>							
Number of GS Applications	<input type="checkbox"/>	Number of applications	Applications	Annually	Not available	Not available	164
<b>2 - International Business Development (1 Measure)</b>							
Number of international business development missions	<input type="checkbox"/>	Number of missions	Missions	Annually	Not available	Not available	1
<b>2 - Retail and Business Partnerships (2 Measures)</b>							
Needs-assessments Performed	<input type="checkbox"/>	Number of needs-assessments	Needs-assessments	Annually	Not available	Not available	Waiting on Data
Number of grants/contracts/agreements with partners	<input type="checkbox"/>	Number of grants/contracts/agreements	Grants/Contracts/Agreements	Annually	Not available	Not available	Waiting on Data
<b>3 - Community Outreach (1 Measure)</b>							
Number of Community Meetings held	<input type="checkbox"/>	Number of Community Meetings	Meetings	Annually	Not available	Not available	205
<b>4 - Economic Intelligence (1 Measure)</b>							
Number of Economic Indicator dashboards produced	<input type="checkbox"/>	number of dashboards	Dashboards	Annually	45	43	50

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>BUSINESS DEVELOPMENT (6 Strategic initiative-operation links)</b>		
Economic Development Strategy	Develop and implement a new economic development strategy that will serve as a north star for economic growth and development for the District. The strategy will focus on how to foster economic growth that benefits all residents. The strategy will: <ul style="list-style-type: none"> <li>Align public and private stakeholders with a common vision for economic growth that benefits all residents</li> <li>Create a framework for actions that can be taken by various stakeholders</li> <li>Identify economic development priorities for the next 2-3 years</li> </ul>	09-30-2017
Inclusive Tech & Innovation	Promote the District as an inclusive tech and innovation hub : Cut the ribbon on the District's first inclusive innovation hub that will support the city's growing technology and innovation startup ecosystem and create a destination for underrepresented entrepreneurs seeking to transform ideas into viable products and scalable companies. <ul style="list-style-type: none"> <li>Implement strategic initiatives from the District's Technology Inclusion report</li> <li>Highlight and promote the Qualified High Tech Company (QHTC) incentives to attract, retain and expand technology companies in the District</li> <li>Strengthen, showcase and support the District's innovation ecosystem through initiatives such as innoMAYtion and SXSW.</li> </ul>	09-30-2017
Business Incentives	Leverage incentive tools to attract and/or retain corporations through corporate assistance efforts: Develop a database of local, federal and private incentive programs, grants and investors to share with businesses interested in locating to the District. The primary goal of the incentive tools is to provide clear, concise, and easy access to information to help attract, retain and provide a valuable service to DC businesses. <ul style="list-style-type: none"> <li>Work collaboratively with other agencies such as OCTO, DSLBD, DHCD, OCTFME, and other organizations which have incentive programs, to develop a system of processes to pre-qualify and track business information.</li> <li>Through incentive tools, such as the Creative and Open Space Modernization Grant, QHTC incentives, and other performance-driven incentives proactively seek out major non-local companies to locate in the District.</li> </ul>	09-30-2017
Retail & Business Partnerships	Partner with the DC Chamber of Commerce to retain and expand medium sized businesses (employing 50 or more employees) in the District: <ul style="list-style-type: none"> <li>Conduct an analysis of existing investments and programs for business retention and expansion.</li> <li>Develop and survey companies on business operations and projected growth.</li> <li>Convene businesses on behalf of DMPED in city quadrants to determine issues and challenges for growth and retention in the District of Columbia.</li> <li>Create outreach information and develop a mechanism linking expanding businesses with public programs designed responding to mitigate growth challenges and regulatory issues.</li> </ul>	09-30-2017

DC China Center	In FY17, DMPED will work more closely with the DC business community to promote the DC China Center and its services to DC businesses. In addition, DMPED and the China Center will encourage Chinese businesses and investors to locate in the District. Outreach efforts will include new marketing materials about the China Center, a new social media strategy that will utilize popular Chinese platforms and new profile sheets about the District's international business initiatives, such as InvestDC. implement its new Foreign Direct Investment (FDI) strategy, which will be a component of the overall economic development strategy to encourage more investment in the District's economy.	09-30-2017
International Mission	Complete one mission to a new strategic market to open up new channels for foreign direct investment in DC businesses.	09-30-2017
<b>COMMUNITY OUTREACH (2 Strategic initiative-operation links)</b>		
Public Engagement Tracking	Create a better system to track DMPED public engagement and feedback we receive from the public in a universal internal system. The system will help us be more consistently responsive and ensure our community engagement records are used more effectively.	09-30-2017
Branded Months	Expand on existing branded-month initiatives that highlight and strengthen specific DMPED and Bowser Administration priorities.  Examples include innoMAYtion which focuses on inclusive innovation and technology, June Housing Bloom which concentrates on affordable housing, and an initiative launched in the fall that centers around the District's creative economy.  For each initiative we will:  - Create a dedicated website that informs residents and stakeholders of the mission and goals of the initiative and public-sector & private-sector-hosted activities occurring throughout the month, which showcase the Administration's priorities - Release at least one progress report that highlights the District's growth and development in these priority areas - Create hashtags with a goal to get them trending to assist in branding	09-30-2017
<b>DEVELOPMENT AND DISPOSITION (4 Strategic initiative-operation links)</b>		
Compliance	DMPED will implement a new compliance monitoring system that allows the office to track compliance across all real estate projects within the existing project database. This new system includes tracking the affordable housing, CBE, First Source, and environmental requirements of DMPED projects. DMPED plans to work with DSLBD to ensure that its new database talks to DMPED's database. This will simplify the reporting requirements and ensure data integrity across agencies. Beyond the database, DMPED will implement its new protocol to ensure the maintenance of updated records and to track compliance across all projects. This new protocol includes a Compliance Officer who will act as the central point of contact with our partner agencies – DHCD, DSLBD, DOES, and DOEE – on compliance matters.	09-30-2017
New Communities	i. The NCI team will accomplish the following goals, by neighborhood: Barry Farm: <ul style="list-style-type: none"> <li>• Continue relocation of remaining households</li> <li>• Secure second phase of appropriate rezoning for onsite development</li> <li>• Begin demolition and infrastructure activities in the phase 1 footprint of the onsite development pending federal approval</li> </ul> Lincoln Heights/Richardson Dwellings: <ul style="list-style-type: none"> <li>• Apply for appropriate rezoning on an additional offsite parcel</li> <li>• Issue an RFP to select a master developer for the onsite parcel</li> <li>• Select a master developer for the onsite parcel</li> </ul> Northwest One: <ul style="list-style-type: none"> <li>• Select a development team (s) to develop the onsite (and adjacent, city-owned) parcel</li> <li>• Begin updating the master plan for the onsite (and adjacent, city-owned) parcel</li> <li>• Issue an RFP to select a development team to develop the (final) offsite parcel</li> </ul> Park Morton: <ul style="list-style-type: none"> <li>• Secure appropriate rezoning on offsite and onsite developments</li> <li>• Apply for approval from the DC Council for disposition of the offsite parcel</li> <li>• Apply for approval from HUD for the demolition/disposition of the onsite parcel</li> <li>• Apply for appropriate permitting on the offsite parcel.</li> </ul> Human Capital: <ul style="list-style-type: none"> <li>• Use the FY16 human capital evaluation results to implement a new plan for human capital expansion focused on NCI's 100% Resident Success platform.</li> <li>• Increase and improve NCI's media and social media presence by providing content that portrays a realistic picture of NCI's successes as well as its challenges.</li> <li>• Continue implementing plans for greater community engagement NCI-wide as well as community specific engagement.</li> </ul>	09-30-2017
Walter Reed	In FY 17, DMPED will create a financially feasible implementation strategy that meets community needs and complies with all 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, the selected Public Health User and the development team, TPWR. Additionally, the following tasks will also be accomplished in FY 17: <ul style="list-style-type: none"> <li>• Acquisition and disposition of the Local Redevelopment Authority portion of the site</li> <li>• Groundbreaking and construction start on initial uses</li> <li>• Activation of the site through periodic temporary uses</li> </ul>	09-30-2017
St. Elizabeths	The St. Elizabeths team will negotiate and complete all Infrastructure Stage 1-Phase 2 and Entertainment & Sports Arena inter-agency MOUs. These agreements will facilitate the construction of transportation and utility improvements.	09-30-2017
<b>GREAT STREETS INITIATIVE (1 Strategic Initiative-Operation Link)</b>		
Great Streets	The Great Streets team will: Create public facing dashboard illustrating Great Streets impact by corridor, ward, and industry; perform an Independent Great Streets Assessment; procure new grant management tool to enhance applicant experience and ease; and implement new disbursement process which included quarterly advances to grantees.	09-30-2016
<b>INDUSTRIAL REVENUE BOND (1 Strategic Initiative-Operation Link)</b>		
Industrial Revenue Bond	The IRB team will develop a Small Loan IRB Program. This initiative should allow organizations with smaller loan amount for qualified projects would be able to take advantage of Tax-Exempt bond rates and terms for projects under a \$500,000 threshold. As part of the initiative, the team will develop templates of the needed documents for an IRB Transaction and look to minimize and cap all the issuance fees and costs.	09-30-2017