

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Department of Energy and Environment FY2020

Agency Department of Energy and Environment

Agency Code KGO

Fiscal Year 2020

Mission The mission of the Department of Energy and Environment (DOEE) is to improve the quality of life for the residents and natural inhabitants of the nation's capital by protecting and restoring the environment, conserving our natural resources, mitigating pollution, increasing access to clean and renewable energy, and educating the public on ways to secure a sustainable future.

Summary of Services DOEE is the leading authority on energy and environmental issues affecting the District of Columbia. Using a combination of regulations, outreach, education, and incentives, our agency administers programs and services to fulfill our mission. We work collaboratively with other government agencies, residents, businesses, and institutions to promote environmentally responsible behavior that will lead to a more sustainable urban environment.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Implemented significant restoration efforts in the Anacostia and Oxon Run watersheds, including seeding native freshwater mussels in the Anacostia River and tributaries and the Branch Avenue stream restoration project.	This accomplishment was important to our agency because through seeding native mussels DOEE has added a new restoration approach that improves water quality, increases habitat, and restores wildlife.	These restoration projects will improve water quality in the Anacostia River and Oxon Run. Additionally, they are restoring habitat for fish and wildlife and improving blighted DC parkland.
The release of the Anacostia River Sediment Project's Interim Record of Decision on September 30, 2020	<p>The release of the Interim Record of Decision (ROD) is an important milestone for the Anacostia River Sediment Project (ARSP). It is a key element in the process that identifies a selected cleanup strategy and outlines the process for its implementation, as required by the Comprehensive Environmental Response, Compensation and Liability Act (CERLA) and the District of Columbia Brownfield Revitalization Act.</p> <p>The four key elements of this restoration effort include (1) remediating legacy contamination; (2) installing major infrastructure that will eliminate 98% of combined sewage overflows; (3) adopting smart policies to reduce plastic pollution; and (4) promoting green infrastructure through innovative trading programs, incentives, and stream restoration.</p>	<p>DOEE reached an important milestone with the release of the Anacostia River Sediment Project's Interim Record of Decision on September 30, 2020. The Interim Record of Decision (Interim ROD) identifies the early actions areas or "hot spots" in the Anacostia River, Washington Channel, and Kingman Lake where PCB contamination is highest and requires remediation. In total, an area of approximately 77 acres will be cleaned up at an estimated cost of \$35.5 million, reducing the human health risk from PCBs by approximately 90%.</p> <p>"With the early actions identified in the Interim ROD, District residents can look forward to a future where they can safely swim and fish in what was once a degraded urban waterway," said DOEE Director Tommy Wells. He added, "The completion of the Interim Record of Decision marks a critical milestone in the District's four pillar approach to restoring the Anacostia River."</p>
Implementation of the Building Energy Performance Standards Program and launch of the Building Innovation Hub and DC Green Bank	The Building Energy Performance Standard policy is one of the largest action items coming out Clean Energy DC, and has the potential to greatly reduce citywide energy usage, which will assist the District with its energy and greenhouse gas reduction goals called for in Sustainable DC.	<p>The Building Innovation Hub (Hub) helps building industry professionals in and around Washington, DC create and operate high-performing buildings. The Hub provides resources and connections to help building owners, operators, designers, contractors, and tenants improve their buildings. The goal of the Hub is to meet the current needs of the building industry while simultaneously pushing it towards the innovative solutions that we will need to build and operate high-performing buildings.</p> <p>Similarly, DC Green Bank will accelerate energy efficiency improvements and the deployment of clean energy technology by leveraging private investment, removing up-front costs, and increasing the efficiency of public dollars.</p>

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation (3 Measures)												
Square footage of green roofs installed	Quarterly	363,800	516,348	616,566	300,000	113,110	193,656	120,124	222,751	649,641	Met	
Number of trees planted by DOEE to help the District meet its goal of 40 percent tree canopy coverage by 2032	Quarterly	3389	3052	3238	2750	1275	429	450	236	2390	Unmet	<p>COVID-19 impacted this KPI.</p> <p>Note 1: for RiverSmart grant, grantee has exceeded 2-year grant goals and spent out all available FY20 funds from DDOT MOU;</p> <p>Note 2: for Large parcel grant, grantee has exceeded 3-year grant goals ahead of schedule, and spent all available FY20 funds from DDOT MOU.</p> <p>So, despite a COVID-19 related dip in production, the grantee exceeded outputs and goals ahead of schedule, which is reflected in the front-loading of trees planted in FY19 and early FY20.</p>
Percent of District land retrofitted with green infrastructure that prevents stormwater runoff from becoming pollution	Annually	2.7%	3.6%	4.1%	3.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4.6%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
2 - Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution (5 Measures)												
Compliance rate of underground storage tanks inspected	Quarterly	89.5%	92%	86.1%	85%	94.4%	85%	80%	97%	93.9%	Met	
Percent of children with a newly identified blood lead level of 5 µg/dL or greater, out of all District children less than six years old, who had a blood lead test during the fiscal year	Annually	0.7%	0.6%	0.4%	1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.5%	Met	
Compliance rate of selected, permitted minor sources, e.g., gas stations and drycleaners	Quarterly	87%	79%	84.8%	80%	0%	0%	66.7%	90.9%	41.9%	Unmet	This is cumulative so the FY20 year end number is 90% which exceeds the Target of 80%.
Percent of properties with identified lead-based paint hazards that are issued an Enforcement Order or a Notice within 28 days of the property's risk assessment	Quarterly	100%	93.3%	88.6%	90%	100%	84.6%	50%	100%	84.8%	Nearly Met	For the 2nd and 3rd quarters, the program experienced a time gap in the issuance of an enforcement order or notice due to the public health emergency and full telework.
Percent of National Emission Standards for Hazardous Air Pollutants (NESHAP) permits that receive an asbestos inspection	Quarterly	New in 2020	New in 2020	New in 2020	25%	37.5%	26%	24%	46%	33.3%	New in 2020	
3 - Reduce the energy burden on the District's most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District. (2 Measures)												
Number of low-income households receiving solar installations	Quarterly	20	364	8526	2000	409	753	615	955	2732	Met	
Compliance rate of energy benchmarking	Annually	75.5%	91.2%	95.9%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	Met	
4 - Increase engagement with District residents and businesses in an equitable way to increase understanding and adoption of sustainability practices, and implement programs and policies that ensure the District remains a national and international leader in sustainability and climate change. (2 Measures)												
Percent of greenhouse gas emissions reduction from the 2006 baseline year to meet 2050 goal	Annually	23.8%	29%	30%	32%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27%	Unmet	(7.6M (2018) / 10.5M (2006). DOEE got revised natural gas consumption data for 2017 which changed our reduction to date. So 2017 is 27% reduction compared to 2006, so it actually isn't much different from 2018. This KPI is on a one-year lag due to the nature of how Greenhouse Gas emissions data is calculated from EPA. While we have continued to see efficiency improvements in both buildings and vehicles, the District has also continued to grow. While each new resident to the city adds a smaller share of additional emissions today than in 2006, the pace of growth compared to efficiency has slowed, as has the pace at which we are seeing our regional grid get cleaner, which overall is responsible for the majority of our reductions to date.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of actions in the Sustainable DC Plan complete	Quarterly	25.2%	27.3%	32.9%	33%	71.9%	3.6%	4%	5%	25.3%	Unmet	This KPI was impacted by COVID-19. Highlights include the following: The Food Policy Council launched its citywide workforce development strategy -- Make Food Work -- achieving FD 3.3. The DC Green Bank launched its first round of loans, which was our criteria for marking EC 1.6 as complete.
5 - Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District's environmental laws (2 Measures)												
Rate of Compliance with District Environmental Law Detected through Inspections	Annually	New in 2018	76.5%	79.5%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.8%	Met	
Air monitoring network performance- Percent of data captured for submitting to EPA's national air quality database	Quarterly	New in 2020	New in 2020	New in 2020	75%	92%	92%	95%	95%	93.5%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Natural resources services performed by agency (9 Measures)							
Number of RiverSmart Homes audits performed	1037	1207	324	325	31	167	847
Number of rain gardens installed by RiverSmart Homes	151	89	36	23	4	19	82
Number of stormwater management and erosion/sediment control inspections	5089	6044	1386	1642	1928	2127	7083
Number of Bag Law inspections	552	553	104	103	3	5	215
Number of MS4 outfalls inspected	255	377	84	36	0	0	120
Number of MS4 facilities inspected	90	113	16	10	0	0	26
Number of Aquatic Resources Education Center visitors	5851	6647	517	651	0	38	1206
Number of Food Service Ware inspections	293	310	59	63	7	24	153
Number of Stormwater best management practices (BMPs) inspections	New in 2019	927	228	250	34	40	552
2 - Environmental health services performed by agency (7 Measures)							
Number of contaminated site clean-ups under regulatory oversight in the District	23	27	27	103	103	104	104
Number of open leaking UST remediation sites under regulatory oversight	149	145	141	142	138	138	138
Number of full-compliance evaluations of Title V facilities	20	20	4	6	5	5	5
Number of Significant Operational Compliance inspections of underground storage tanks conducted	52	84	18	20	2	32	72
Number of hazardous waste inspections conducted	105	91	14	25	0	9	48
Number of pesticide inspections conducted	77	76	4	19	22	11	56
Number of National Emission Standards for Hazardous Air Pollutants (NESHAP) asbestos permits processed	New in 2019	Waiting on Data	143	122	136	66	467
3 - Energy services provided by agency (4 Measures)							
Number of low-income households receiving energy efficiency measures and services	502	360	14	76	116	196	402
Number of low-income households receiving energy assistance	20,270	20,236	6960	6084	923	1812	15,779
Number of low-income households receiving CRIAC Relief	New in 2020	New in 2020	1738	1395	742	831	4706
Number of residents receiving assistance under the Lead Pipe Replacement Assistance Program	New in 2020	New in 2020	1	24	56	50	131
4 - Sustainability and engagement activities performed by the agency (3 Measures)							
Number of businesses and institutions participating in sustainability pledges or challenges	130	282	308	330	330	330	330
Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	1934	2900	864	520	615	341	2340
Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	158	128	43	6	0	1	50

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
5 - Enforcement services performed by the agency (2 Measures)							
Amount collected from fines and penalties	\$253,889.4	\$390,892.3	\$87,377	\$78,461.5	\$27,422.5	\$35,821	\$229,082
Number of Notices of Infraction processed	270	481	66	199	11	36	312

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Conserve the natural environment and wildlife of the District, and restore and protect aquatic resources from pollution and degradation (1 Activity)			
Natural Resources Services	Natural resources services performed by agency	The DOEE Natural Resources Administration oversees fisheries and wildlife, water quality, watershed protection, and stormwater management in the District. It provides certification, review, and technical services to businesses, Federal and District government agencies, and District residents through licensing, inspections, monitoring, permitting, and technical assistance. It also provides natural resources education and outreach and demonstrates new technologies to protect natural resources.	Daily Service
2 - Protect the public health of all District residents by improving the environment in areas related to air, soil, and indoor pollution (1 Activity)			
Environmental Services	Environmental health services performed by agency	The DOEE Environmental Services Administration works to reduce hazards and contaminants in District land, air, water, and homes by certifying facilities and professional service providers, reviewing plans, issuing permits, conducting inspections, and recommending new policy directions. Specific programs include lead poisoning prevention, healthy homes, air quality, pesticides, hazardous waste, underground storage tanks, and contaminated site remediation.	Daily Service
3 - Reduce the energy burden on the District's most vulnerable and low income populations, reduce overall energy consumption, and increase the use of renewable energy generated in the District, and enhance reliability, resiliency and environmental performance of energy systems in the District. (1 Activity)			
Energy services	Energy services provided by agency	The DOEE Energy Administration provides advice and recommendations to the Mayor on current or impending energy related problems, and serves as the lead entity to develop and implement a comprehensive long-range District energy plan to achieve maximum effective management and use of present and future sources of energy. It administers energy efficiency and renewable energy programs that help District residents use less energy and generate on-site clean energy, and provides direct financial assistance and discounts to low-income residents to help off-set their energy bills.	Daily Service
4 - Increase engagement with District residents and businesses in an equitable way to increase understanding and adoption of sustainability practices, and implement programs and policies that ensure the District remains a national and international leader in sustainability and climate change. (1 Activity)			
Sustainability	Sustainability and engagement activities performed by the agency	The DOEE Urban Sustainability Administration develops innovative policy and programming to address environmental challenges and increase sustainability in the District. It coordinates programs and communications with sister agencies, the Mayor's office, and non-government stakeholders to promote widespread adoption of sustainable practices through implementation of the District's Sustainable DC Plan, waste reduction initiatives, green building policy and programs, greenhouse gas emission reductions, and climate change resiliency planning.	Daily Service
5 - Administer efficient and effective environmental enforcement operations, strategies, and outreach that bring polluters into compliance with the District's environmental laws (1 Activity)			
Enforcement	Enforcement services performed by the agency	The DOEE Office of Enforcement and Environmental Justice develops and implements effective practices to support DOEE enforcement efforts. The office works directly with DOEE's environmental enforcement programs by coordinating planning, providing training, developing standard procedures, and managing the civil infractions program. The office serves as the lead agency contact for enforcement matters involving U.S. Environmental Protection Agency (EPA) Region 3.	Daily Service
6 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
Operation Services	Operation services performed by the agency	Agency Support	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Energy services provided by agency (4 Strategic initiatives)				
Develop the District's Transportation Electrification Strategy	In FY20, Department of Energy & Environment (DOEE) will support the Mayor's Office (EOM) by leading the development of the Mayor's Transportation Electrification (TE) Program by March 30, 2020. DOEE will create a plan for public fleets to transition to zero emission vehicles. DOEE will also work with the Department of Public Works (DPW) and Pepco to establish a framework to build out Electric Vehicle (EV) charging infrastructure in the District.	50-74%	The Electrification Coalition (EC) was selected to help develop the Transportation Electrification Roadmap (TER) and has begun developing a framework. A stakeholder group is forming, with emphasis on equity and inclusion. DOEE helped improve Pepco's TE Plan offerings for residential Single-Family and Multi-Family, public, taxi/rideshare, and bus charging & residential EV TOU rates. Pepco has approved TE Plan offering marketed as EVsmart DC.	The procurement process to bring the grantee onboard was delayed for 4 months due to additional administrative steps related to COVID-19. Additionally, the program has shifted to combine both the Mayor's TE Program and the Clean Vehicle Transition Plan (due in 2021) into an all-encompassing Transportation Electrification Roadmap, as supported by the Clean Energy DC Act and the supporting agencies. Additional goals have been added to incorporate the development of necessary budgets, policies, and timelines needed for implementation. The first part of the Roadmap, will be completed by February 2021, with the final delivery of the plan scheduled by the end of the fiscal year.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Initiate Implementation of the Building Energy Performance Standards	In FY20, DOEE will begin the process of implementing the Building Energy Performance Standards (BEPS) by convening and soliciting feedback from the Mayor's BEPS Task Force, finalizing the rulemaking process for Title III of the Act, and hiring staff to support the program. DOEE will also develop and implement a public outreach and engagement plan to inform building owners of the changes to the benchmarking requirements, specifically those centered on data verification and the lowering of the size threshold for benchmarking.	75-99%	DOEE completed most portions of this initiative, including soliciting feedback from the Mayor's Task Force, hiring staff to support the BEPS program, and developing an engagement strategy to assist new building owners with understanding the benchmarking and data verification requirements. However, we were unable to finalize the rules for the BEPS program, due to several factors. After developing an internal draft, changes needed to be drafted to incorporate adjustments to the BEPS program due to COVID. The program is planning to use its authority under the law to delay enforcement of the program by one year, and this change needed to be addressed with key stakeholders, approved by the DOEE Director and DMOI, as well as incorporated into the compliance pathways in the rules. DOEE prepared the draft rules that are currently with Office of the Attorney General for review. DOEE is now fully staffed based on the FY20 BEPS staffing plan. DOEE engaged in a contract with DCSEU to provide free data verification services and created an educational strategy for new benchmarkers that will be implemented starting in Q1 2021.	DOEE completed most portions of this initiative, including soliciting feedback from the Mayor's Task Force, hiring staff to support the BEPS program, and developing an engagement strategy to assist new building owners with understanding the benchmarking and data verification requirements. However, we were unable to finalize the rules for the BEPS program, due to several factors. After developing an internal draft, changes needed to be drafted to incorporate adjustments to the BEPS program due to COVID. The program is planning to use its authority under the law to delay enforcement of the program by one year, and this change needed to be addressed with key stakeholders, approved by the DOEE Director and DMOI, as well as incorporated into the compliance pathways in the rules. Additionally, in an effort to produce the highest quality product, the BEPS rules went through several extensive rounds of internal legal review before being sent to the Office of the Attorney General for review. Thus, the proposed rules have not yet been published for public comment, but we do anticipate that they will be published for the first round of comment very soon. DOEE then aims to have the rules published as final by Q3, but this will be largely dependent on the public comment process and the speed at which the rules can be moved through the internal approval processes. The program will not be delayed due to this issue, as DOEE will still meet its legal requirement to set the first BEPS standard by January 1, 2021, and stakeholders will have additional time to begin implementation of their compliance pathways due to the COVID-related delay built into the rules. No new initiative was created for BEPS in the FY21 plan, but DOEE assures that the work is progressing.
Transfer the authority of the Gas Station Advisory Board to DOEE	In FY20, DOEE will reestablish the responsibilities of the former Gas Station Advisory Board (GSAB) within DOEE, pursuant to the Gas Station Advisory Board Abolishment Amendment Act of 2018. DOEE will review the existing regulations in the District of Columbia Municipal Regulations (DCMR) for this program, and revise as needed. DOEE will hire a Program Analyst to establish Standard Operating Procedures (SOP), and develop processes to receive and review applications from gas station owners seeking to convert, redevelop or structurally alter a full-service station. DOEE will leverage this new role to identify opportunities to utilize gas stations as potential resiliency centers and/or EV charging stations.	Complete	DOEE routed the Mayor's Order and new draft regulations to OGC for approval, based on a review of the existing regulations. The Order includes incentives for gas station owners to enhance clean transportation offerings (including EV charging and community resilience enhancements). Both the new Standard Operating Procedures and process to receive and review applications was completed.	
Establish and administer a Lead Water Service Line Replacement Payment Assistance Program	In FY20, DOEE will work with DC Water to establish a Lead Pipe Replacement Assistance Program (LPRAP), to provide financial assistance to income eligible residents who choose to replace the portion of a lead water service line located on their private property, if the portion of the water service line on public property is not a lead water service line. DOEE will administer the (LPRAP) pursuant to the Lead Water Service Line Replacement and Disclosure Amendment Act of 2019. DOEE will hire a Program Manager, execute an MOU with DC Water, and promulgate regulations.	Complete	LPRAP was fully established in FY20 and we saw significant growth and improvements in the program through each of the four quarters. LPRAP is well poised to continue this level of success in FY21.	
Environmental health services performed by agency (4 Strategic initiatives)				
To develop a mold inspection program	In FY20, DOEE will develop a mold inspection program with the Lead Safe and Healthy Housing Division. The program will assist District residents to ensure work done by mold contractors meet the regulations in the District. Also the mold inspectors will work with individual residents, and landlords, to assist them in addressing mold concerns. Mold inspections will be complaint driven. All mold complaints received by DOEE will be investigated. The program will work closely with the Office of Tenant Advocacy to improve communications to landlords, tenants, and resident making them aware of the mold regulations and penalties associated with non-compliance. The program will be funded in FY20 for two inspectors, who will work under an existing supervisor. The program will develop Standard Operating Procedures, and purchase the necessary equipment for the program to best benefit the residents.	Complete	The Mold Inspection Program has successfully executive the initiatives within the scope of work. Meeting the residents of the District of Columbia needs through referrals from sister agencies, virtual inspections and moving into in-person inspection. We are ensuring the program standard operating procedures are followed and adhering to guidelines.	
Enhancing the District's Asbestos Permitting Program	DOEE will work with DCRA to use the ACCELA program to ensure all the projects in need of asbestos permits are received. This will also allow DOEE to inspect more of the asbestos removal projects. DOEE will also work with DCRA to increase oversight of the licensing of asbestos removal done by companies and workers, thus increasing the quality of removal work performed.	Complete	Asbestos inspectors now have appropriate access to ACCELA and ProjectDox to allow for increased oversight for projects and now regularly review projects where asbestos may be a concern. Random audits of worker licensing requirements will continue after the public health emergency ends.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Implement new standards for odor intensity	The District has had an odor control regulation and enforcement program for several decades. In FY2020, DOEE will further strengthen the program with revised regulations and new implementation and enforcement practices. This includes implementing new standards for odor intensity using an Olfactometer, an instrument used to detect and measure odor dilution (nasal ringer), having an Activity Based Required Odor Control Plan, and Complaint Response Process.	Complete	Air Quality inspectors have been fully trained on the olfactometer and ground truthed proposed standards in odor investigations in the district to ensure they are within acceptable limits for an urban setting. New regulations have been developed and will be proposed in FY21.	
Development of a fee structure to fund the Rail Safety Program	In FY20, DOEE will gather data that will aid in the development of a fee structure to fund the Rail Safety Program. DOEE will also work closely with DOEE's Office of the General Counsel to review existing laws and regulations to ensure that they are aligned with the new fee structure, and analyze other state Rail Safety Program for best practices during the development of the fee structure.	50-74%	DOEE Staff met with the Agency's Legislative Directive who established that requisite Legislation is in place with clearly defined language for the Development of a Fee Structure. Further engagement is needed to determine what best fits the District of Columbia	COVID-19 was a factor. With current health emergency in play and other competing priorities, this project was tabled for further review. We have since re-engaged all parties; however, we do anticipate this to be a lengthy process since fee structure will require several levels of vetting and approval.
Natural resources services performed by agency (5 Strategic initiatives)				
Integrated Flood Model	This multiyear project will produce an integrated flood model that will enable the District to consolidate its modeling of all three types of flooding and allow District agencies to have a tool to more effectively plan to mitigate, respond, and recover from floods. By the end of FY 2022, DOEE will be able to identify and list areas throughout the District that will be likely inundated with floodwater permanently, periodically, or during large storm events by the 2020s, 2050s, and 2080s. This includes areas inundated by cloudbursts. This list of flood risk areas would be displayed in a map with supporting data, including flood depths, and shared with other agencies for future urban planning, emergency response planning, and infrastructure improvements. By the end of FY20, DOEE anticipates having a contract awarded and work underway on developing the model.	0-24%	In Q4, DOEE and OCP obtained OAG approval on the statement of work and published the solicitation on 9/25/20. The solicitation will be open for 60 days, ending on 11/24/2020. DOEE is working with counterparts at DC Water and US Army Corp of Engineers to provide more information to prospective contractors on the availability of sewer system data and existing water flow (Hydraulic/Hydrologic) software models.	
Anacostia River Mussel Restoration	In FY20, DOEE will invest \$400,000 to support the restoration of the Anacostia River by reintroducing at least 35,000 native freshwater mussels to the river and studying their ability to clean the water by removing pollutants from waterways. The mussels will improve water quality, leading to better conditions for underwater grasses and fish. In addition, this effort will educate at least 400 young DC residents on the ecological and water quality benefits of mussels, how this project supports the District's efforts to restore the Anacostia River, and provide ways for residents to meaningfully engage with DC's natural environment, beginning at an early age. This initiative is important because it protectd and beautify our waterways, while also educating residents on how these efforts improve the quality of life in our city.	50-74%	DOEE through our grantee has added over 25,000 freshwater mussels back to the Anacostia River in FY20. Work will continue into FY21 where DOEE anticipates exceeding the 35,000 mussel goal and will complete all monitoring and educational activities which were slowed by the COVID-19 work delays.	COVID-19 was a factor in not completing this initiative in one year. Additionally, mussel propagation is a seasonal, highly variable activity, and was unpredictable, setting some of the releases into the river back by several months. This grant-funded work was extended into FY21 and will be completed this year.
Implement Stormwater Pollution Prevention Program Plan for District Operations	In FY20, DOEE will continue to work with sister agencies to implement Stormwater Pollution Prevention Program Plan (SWPPP) for District Operations to fulfill a Consent Order with EPA for the District's municipal separate storm sewer system (MS4) program. DOEE will implement the following parts of the Plan: Update the inventory of District owned or operated facilities that are critical sources of stormwater pollution; work with facilities to develop stormwater pollution prevention plans (SWPPPs) not completed in FY19; conduct annual SWPPP reviews and recommend updates; hold workshop on SWPPP development, review and implementation; work with DGS to complete development and launch database to track pollution prevention (P2) efforts and work orders; provide stormwater P2 trainings for at least 20 facilities; share pollution control locations and maintenance needs to District facilities; and provide compliance assistance when requested.	Complete	EPA issued a 6 month extension. All facilities have SWPPPs reviewed within the last year. Roughly 98% of facilities (32) are compliant with annual training requirements. The P2 Database has been launched and tablets distributed to facilities to allow for access in the field. 85% of facilities have data entered into the P2 Database, and roughly 65% (21) are using the P2 Database for regular self-inspections. All pollution control locations, maintenance needs, and SWPPP workshops are complete (100%).	
Mapping Piped and Above-ground Streams and Springs in the District	In FY20, DOEE will conduct a study to locate and map District streams that convey water and have been covered or piped. The study will assess if it would be environmentally beneficial and feasible to daylight these streams, as well as outfalls, and prioritize the sites. This will aid existing and potential landowners by providing them information on if a property may be prone to flooding. It will also aid DOEE in prioritizing sites for stream restoration.	75-99%	Through Q4 90% of work has been delivered however a no cost grant extension was executed through March 31, 2020 to allow for completion of all deliverables as several rounds of review are necessary for the StoryMap, the 15% designs, and all final reporting. The grantee has delivered the full GIS database of piped streams, focused on 100 potential piped streams for daylighting, narrowed the best daylight candidates down to 10, and has drafted both interim draft StoryMaps and Final Reports.	Yes, COVID was a factor. The budget freeze on local kept this project from moving forward. The project is still ongoing and will be completed by March 2021. We did not add this initiative to our FY21 plan.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Oxon Run Stream and Anacostia Wetland Restoration	DOEE will issue a contract solicitation for an environmental assessment in FY20, signaling the District's intent to restore Oxon Run, which has the potential to be one of the largest stream restoration projects in the nation. In addition, DOEE will issue a contract solicitation for an Anacostia wetland restoration prioritization list and feasibility study in FY20 in support of a comprehensive approach to watershed restoration. These efforts will aid the District in meeting its Sustainable DC goals (for wetland creation and stream restoration), Resilient DC goals (for resilient rivers), and equity goals.	0-24%	DOEE has begun Market Research and developing an Independent Government Estimate for the EA and Designs at Oxon Run with anticipate of having the EA and Design Contract out for bids by the end of calendar year 2020 (1st Quarter FY21). DOEE issued the design contract for Fort Dupont Stream and Wetland Restoration which will include the development of 5-7 acres of restored wetlands behind the seawall at the mouth of Fort Dupont in the Anacostia River. DOEE is also developing a Statement of Work for wetland restoration in Kingman Lake which could add dozens of acres of wetland and sub aquatic vegetation in the Kingman Lake.	This was intended to be a two-year initiative and was not expected to be completed in FY20. The initiative is actually a combination of two large, complex efforts. Accomplishing either of them within one year would have not been possible, much less doing both. Recording this initiative in FY20 as a one year initiative was an oversight. Additionally, COVID-19 was a factor in some delay.
Sustainability and engagement activities performed by the agency (6 Strategic initiatives)				
Develop strategy to meet Mayor Bowser's pledge to be carbon neutral by 2050	In FY20, DOEE will finalize a strategy for achieving carbon neutrality building on the Clean Energy DC and Sustainable DC plans, to meet the Mayor's pledges to be carbon neutral by 2050 and adopt a Paris Accord-compliant carbon reduction plan. The strategy will recommend high-impact policies to cut emissions through high-performance buildings, smart waste infrastructure, and transportation solutions like congestion relief. Building on the technical analysis in FY19, FY20's focus will be around public engagement to revise and finalize the strategy. DOEE will lead the District's participation in the C40 Climate Leadership Group, Global Covenant of Mayors for Climate & Energy, Carbon Neutral Cities Alliance, and Climate Mayors networks. DOEE will also release an annual greenhouse gas inventory showing progress since 2006, publicly report its actions to reduce carbon and adapt to a changing climate, and participate in projects and peer-learning opportunities to advance climate solutions.	75-99%	Virtual engagement for the carbon neutrality strategy launched in September, with three overviews followed by six focused discussions to hear ideas from stakeholders for achieving both carbon and equity benefits. Engagement was delayed due to COVID-19 but DOEE anticipates completing the final strategy in spring 2021. DOEE released the 2018 greenhouse gas inventory and required reporting in August.	Engagement around the carbon neutrality strategy was slated to start in Q3 FY20 and was significantly delayed due to the COVID-19 pandemic. This initiative is on our FY21 plan to complete.
Continue to build a Climate Ready DC through initiatives to cool the city and advance resilient design	In FY20, DOEE will continue to implement Climate Ready DC through coordination with District agencies, outside consultants, and community partners. Specific initiatives will include the development of a heat sensitivity map and comprehensive heat strategy to cool the city and prepare for extreme heat, testing and refining the resilient design guidelines, outlining a strategy for a resilience hub pilot, and exploring the creation of a FloodSmart homes program. DOEE will also continue to support sustained community engagement to guide implementation, especially in the priority neighborhoods identified in Climate Ready DC. In addition, DOEE will continue to work with other agencies to incorporate climate resilience into relevant plans including the Comprehensive Plan.	Complete	DOEE has achieved our 2020 objectives to implement Climate Ready DC. We completed the District's first Resilient Design Guidelines, developed a heat sensitivity map, conducted community engagement related to resilience hubs and heat, finalized an initial analysis of a FloodSmart homes program, and supported interagency coordination, including on the resilience element in the Comprehensive Plan.	
Lead the way on climate action through green, high-performance building	Buildings account for 75% of DC's greenhouse gas emissions. In FY20, DOEE will accelerate efforts to cut energy use in buildings and expand distributed renewable energy by supporting efforts to strengthen building energy codes and helping the building sector adopt them through education and outreach; providing technical assistance to sister agencies, especially those who fund and regulate affordable housing; and supporting developers to use innovative strategies and technologies in their projects through grants and technical assistance. A focal point of these efforts will be the launch of a new High Performance Building Hub to provide catalytic support to the building sector to accelerate the adoption of green building practices and novel business and financing models, and support compliance with the new building energy performance standards and building codes.	Complete	DOEE completed a Green Building Fund grant supporting 3 Net Zero Energy projects; gave 3 presentations on the new Energy and Green Codes and completed 2 key resources; coordinated technical review of 12 resources being developed by the Hub; collaborated with Howard U for comments on their Campus Plan; supported BEPS by joining bi-weekly Task Force meetings and monthly meetings of affordable housing focus group; applied for federal grant with DCHA to pilot advanced water heating.	
Launch collaborative interagency Sustainable DC 2.0 working groups to jump start plan implementation	In FY 20, DOEE will launch six to eight working groups of District Government agencies organized around clusters of similar actions in Sustainable DC 2.0. This will include at least one work group to help District Government lead the way on climate action and sustainability, such as energy consumption reduction, water efficiency, sustainable purchasing, and waste management. The working groups will launch in early FY2020 and develop collaborative recommendations for moving Plan actions forward by spring/summer 2020.	75-99%	While COVID and staffing changes reduced capacity to lead all six working groups, we have made significant progress in working groups on sustainable procurement, transportation equity, waste reduction, and launched a working group on food waste and food recovery with the support of NRDC Food Matters. DOEE also played major supporting roles in ongoing working groups with sister agencies, particularly the Environmental Literacy Plan implementation and update.	Working groups launched included transit equity, food waste, a government-waste group in the Interagency Waste Reduction Working Group, and supporting the Heat Resiliency Group, Carbon Neutrality, and Capitol LEAF working groups, led by other branches & agencies. The delays were COVID related: government-generated waste action group was paused due to the majority of District facilities being closed during COVID-19, and the circular economy and sustainable purchasing groups were to be led by a colleague who left in Feb 2020 but couldn't be replaced because of the COVID-related hiring freeze. We made significant progress in structuring working groups and aligning with other agency-led initiatives, and those 6 working groups will continue. This initiative will continue but will not be on our FY21 work plan.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Support the development of a circular economy	In FY 2020, DOEE will support the growth of a local circular economy by working with OCP to align procurement policies with our waste reduction goals and identifying current waste streams with high commodification value. Examples include a textile recycling partnership with local second market clothing stores, holding fix-it clinics to repair objects, and expanding product stewardship categories. DOEE will build on existing initiatives in all of these sectors.	50-74%	While the pandemic has made it difficult to hold swap shops and fix-it clinics, DOEE did continue to oversee successful product stewardship collection events for paint and electronics, with nearly all electronic events (of the 64 required each year) being rescheduled and ultimately held during the fiscal year. DOEE also researched best practices for battery stewardship in anticipation of a potential expansion of our stewardship categories. New product stewardship categories have been researched, amendments were proposed to the electronics stewardship regulations, and a sustainable procurement training was developed for OCP trainers.	In FY20, DOEE experienced a key vacancy in sustainable materials management that was not backfilled due to the COVID-19 related hiring freeze. Because of that vacancy, work on FixIt clinics and recycling partnerships did not advance. However, DOEE did continue to oversee successful product stewardship collection events for paint and electronics, with nearly all electronic events (of the 64 required each year) being rescheduled and ultimately held during the fiscal year. We also researched best practices for battery stewardship in anticipation of a potential expansion of our stewardship categories.
Pilot new sustainability-related engagement and educational strategies for residents and businesses	In FY20, DOEE will develop and pilot new strategies for creatively engaging both residents and businesses on sustainability. This will include testing the use of an Equity Assessment Tool (Sustainable DC action EQ 1.2) to identify opportunities for better engaging residents and business owners who have not historically been engaged in sustainability programming. For residents, this will focus on Wards 7 and 8. For businesses, this will include improving the business case for sustainability and climate action and improving educational opportunities in sectors that DOEE hasn't successfully developed relationships in the past.	75-99%	Due to COVID-19, we switched business engagement to a webinar format. In Q4, DOEE completed webinars for restaurants and for large buildings (building engineers). DOEE hosted the 2020 District Sustainability Awards as a virtual event. Funded by a grant from USDN, Movement Matters and Sustainable DC hosted outdoor events to engage Spanish speakers in questions of mental health and self-advocacy during COVID-19. The Equity Assessment Tool draft was completed and an internal cohort of DOEE staff is being trained to apply it to their programs.	In FY20, DOEE did not pilot the Racial Equity Assessment Tool in our work with external partners, but did finalize the tool and conduct an internal agency pilot. We did engage residents in Ward 7 & 8 in creative ways, including through our Sustainability Actions Grant program that funded a multi-generational cohort to identify key interventions to reduce food waste, and an enhanced emphasis on equity in the District Sustainability Awards, which was held as a virtual event in September 2020. Due to COVID-19, we switched business engagement to a webinar format, and in Q4, we completed webinars for restaurants and for large buildings (building engineers); these efforts more directly connected sustainability and the needs of businesses during the pandemic. For businesses, no additional businesses were added to the pledge (80% of goal reached). The number of embassies/diplomatic institutions and colleges/universities is unchanged.