

DISTRICT OF COLUMBIA

**Office of the Deputy Mayor for
Planning and Economic Development**



**Responses to Questions for the
Agency Performance Oversight Hearing
on FY2020-2021**

John Falcicchio

Deputy Mayor

Submission to

Committee on Business and Economic Development

Chairperson Kenyan McDuffie

February 10, 2021

General Questions

- 1. Please provide a current organizational chart for the agency, as of January 27, 2021, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.**

Please refer to Attachment Q1 for the agency Organizational Chart.

- Please provide an explanation of the roles and responsibilities of each division and subdivision.**

Please refer to Attachment Q1 for the agency roles and responsibilities.

- Please provide a narrative explanation of any changes to the organizational chart made during the previous year.**

No material changes to the organizational chart were made during the previous year.

- 2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.**

Please refer to Attachment Q2 for the agency Schedule A.

- 3. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.**

The following two (2) employees are currently detailed from DMPED:

1. Leonard Watson is detailed to the Office of Planning, which began in February 2019, on an ongoing basis, to support community outreach.
2. Kennisha Rainge is detailed to the Office of Cable Television, Film, Music, and Entertainment, which began in October 2019, to support creative affairs. This detail is expected to end on March 12, 2021.

The following three (3) employees are currently detailed to DMPED:

1. Since February 2021, Nichole Bundy is detailed from the Department of Consumer and Regulatory Affairs to support capital and revenue financial operations. This detail is ongoing.
2. Since November 2020, Shayne Wells is detailed from DC Public Schools to serve as the Interim Director of Communications. This detail is scheduled to end on February 15, 2021.
3. Since September 2018, Wendell Felder is detailed from the Department of Insurance, Securities, and Banking to support community outreach and real estate project management. This detail is ongoing.

4. Please provide the Committee with:

- **A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in fiscal years 2020 and 2021, to date;**

Please refer to Attachment Q4a.

- **A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the agency's vehicles in fiscal years 2020 and 2021, to date;**

Vehicle #1: Minivan	Vehicle #2: Sedan	Vehicle #3: Minivan
Year, Make & Model: 2016 Dodge Caravan SE	Year, Make & Model: 2018 Toyota Corolla	Year, Make & Model: 2015 Dodge Caravan SE
Leased/Owned: Leased	Leased/Owned: Leased	Leased/Owned: Owned
Tag Number: DC 11938	Tag Number: DC 12017	Tag Number: DC 11178

- **A list of travel expenses, arranged by employee for fiscal years 2020 and 2021, to date, including the justification for travel; and**

Please refer to Attachment Q4c.

- **A list of the total workers' compensation payments paid in fiscal years 2020 and 2021, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.**

No workers' compensation payments were paid in FY20 or FY21, to date.

- 5. For fiscal years 2020 and 2021, to date, what was the total cost for mobile communications and devices, including equipment and service plans?**

Please refer to Attachment Q4a.

- 6. For fiscal years 2020 and 2021, to date, please list all intra-District transfers to or from the agency. For each transfer, include the following details:**

- **Buyer agency;**
- **Seller agency;**
- **The program and activity codes and names in the sending and receiving agencies' budgets;**
- **Funding source (i.e. local, federal, special purpose revenue);**
- **Description of MOU services;**
- **Total MOU amount, including any modifications;**
- **Whether a letter of intent was executed for fiscal years 2020 and 2021 and if so, on what date,**
- **The date of the submitted request from or to the other agency for the transfer;**
- **The dates of signatures on the relevant MOU; and**
- **The date funds were transferred to the receiving agency.**

Please refer to Attachment Q6.

- 7. Please list any additional intra-district transfers planned for fiscal year 2021, including the anticipated agency(ies), purposes, and dollar amounts.**

Please refer to Attachment Q6.

- 8. For fiscal years 2020 and 2021, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:**

- **The revenue source name and code;**
- **The source of funding;**
- **A description of the program that generates the funds;**
- **The amount of funds generated by each source or program;**
- **Expenditures of funds, including the purpose of each expenditure; and**
- **The current fund balance.**

Please refer to Attachment Q8.

- 9. For fiscal years 2020 and 2021, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.**

Please refer to Attachment Q9.

- 10. Please list all memoranda of understanding (“MOU”) entered into by your agency during fiscal years 2020 and 2021, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.**

Please refer to Attachment Q6.

- 11. Please list the ways, other than MOU, in which the agency collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in fiscal years 2020 and 2021, to date.**

DMPED consistently collaborates with analogous agencies in other jurisdictions. This includes closely working with regional organizations, such as the Greater Washington Partnership and the Metropolitan Washington Council of Governments, the Board of Trade and ConnectedDMV, among others.

- 12. Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions the agency has taken to address these recommendations. If a recommendation has not yet been implemented, please explain why.**

DC Auditor: Earmark Review: Coalition for Non-Profit Housing and Economic Development, dated January 17, 2020

- Recommendation: DMPED should develop and implement SOPs that detail the contract administrators’ responsibilities, including review and approval of invoices and supporting documentation to ensure compliance with contract terms. Procedures should also include delegation of contract administrator’s responsibilities.
- Implementation: DMPED developed and executed an agencywide training on DMPED’s contracting and procurement process and protocols and created new guidance materials for all staff, available on the agency intranet. In addition, all relevant employees completed the Contract Administrator (CA) training course, taught by the CA Trainer for the District’s Office of Contracting and Procurement. All eligible DMPED staff were

trained. All designated Contract Administrators were issued a Contract Administrator memorandum signed by the agency's Director of Contracts, Procurement, and Grants, and the CA's supervisor with the designated CA attesting that he understands his CA duties under the assigned contract.

13. Please list all capital projects in the financial plan and provide an update on all capital projects under the agency's purview in fiscal years 2020 and 2021, to date, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide:

- An update on all capital projects begun, in progress, or concluded in fiscal years 2019, 2020, and 2021, to date, including the amount budgeted, actual dollars spent, and any remaining balances.
- An update on all capital projects planned for fiscal years 2021, 2022, 2023, 2024 2025, and 2026.
- A description of whether the capital projects begun, in progress, or concluded in fiscal years 2019, 2020, and 2021, to date, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Please refer to Attachment Q13.

14. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for fiscal years 2019, 2020, and the first quarter of 2021. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).

- Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for fiscal years 2019, 2020, and 2021, to date, for each program and activity code.
- Attach the cost allocation plans for fiscal years 2020 and 2021.
- In fiscal years 2020 or 2021, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Please refer to Attachment Q14.

15. Please provide a list of all budget enhancement requests (including capital improvement needs) for fiscal years 2020 and 2021, to date. For each, include a description of the need and the amount of funding requested.

DMPED works with the Mayor's Office of Budget and Performance Management to develop its annual budget. The Mayor's annual budget submission reflects those efforts.

16. Please list, in chronological order, each reprogramming in fiscal years 2020 and 2021, to date, that impacted the agency, including those that moved funds into the agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogrammings for fiscal years 2020 and 2021, to date. For each reprogramming, list the date, amount, rationale, and reprogramming number. Please also include the program, activity, and CSG codes for the originating and receiving funds.

Please refer to Attachment Q6.

17. Please list each grant or sub-grant received by your agency in fiscal years 2020 and 2021, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

DMPED received a Public Assistance Grant Reimbursement in the amount of \$6927.74 for costs incurred in response to COVID-19 that were eligible for reimbursement under FEMA's Public Assistance Grant Program. Funds were used to cover overtime costs.

- **How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?**

N/A

18. Please describe every grant your agency is, or is considering, receiving and /or applying for in fiscal year 2021.

DMPED is not considering applying for any grants at this time.

19. Please list each contract, procurement, and lease, entered into, extended, and option years exercised by your agency during fiscal years 2020 and 2021, to date. For each contract, please provide the following information, where applicable:

- **The name of the contracting party;**
- **Contract number;**
- **Contract type (e.g. HCA, BPA, Sole Source, sing/exempt from competition award, etc.)**
- **The nature of the contract, including the end product or service;**

- **Contract outputs and deliverables;**
- **Status of deliverables;**
- **The dollar amount of the contract, including amount budgeted and amount actually spent;**
- **The term of the contract;**
- **Whether the contract was competitively bid;**
- **Subcontracting status (i.e. did the Contractor sub any provision of the goods and/or services with another vendor);**
- **CBE status;**
- **Division and activity within DSLBD utilizing the goods and/or services;**
- **The name of the agency's contract monitor and the results of any monitoring activity; and**
- **The funding source.**

Please refer to Attachments Q19a and Q19b.

20. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to significant financial liability or will result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case.

The Deputy Mayor for Planning and Economic Development is an intervenor in *Friends of McMillan Park v. DCRA, et al.*, 20-AA-0025, in which Friends of McMillan Park alleges that the Department of Consumer and Regulatory Affairs improperly issued the demolition permit for the redevelopment at the McMillan Sand Filtration site. The current case is an appeal to the DC Court of Appeals from the Office of Administrative Hearings. The Court issued an injunction enjoining the District's demolition activities on the site under the All Writs Act in February 2020 pending the Office of Administrative Hearings' (OAH) review of the challenge to the issuance of the demolition permit. OAH issued a final order dismissing the petitioners' challenge to the permits issuance, to which one of the petitioners filed a motion for reconsideration. As a result of the delay caused by the injunction, the District has been unable to commence demolition activities under the contract with its general contractor and is, thus, obligated to make certain payments to its general contractor as a result of such delays. If the case is decided against the Deputy Mayor, this case could potentially expose the District to significant financial liability because it will continue to be obligated to make such payments to its general contractor.

This update is current as of February 4, 2021.

21. Please list all settlements entered into by the agency or by the District on behalf of the agency in fiscal years 2020 and 2021, to date, and provide the parties' names, the

amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

DMPED did not enter into any settlement agreements in FY20 and has not entered into any in FY21, to date.

22. Please list the administrative complaints or grievances that the agency received in fiscal years 2020 and 2021, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in fiscal years 2020 and 2021, to date, describe the resolution.

DMPED did not receive any administrative complaints in FY20 and has not received any in FY21, to date.

23. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in fiscal years 2020 and 2021, to date, whether or not those allegations were resolved.

Allegations of sexual harassment or misconduct committed by or against employees of DMPED are handled in accordance with the procedures established by Mayor's Order 2017-313, "Sexual Harassment Policy, Guidance and Procedures." The complaints are investigated by the Sexual Harassment Officer designated by the agency. The investigations must be done within 60 days of the report of the complaint. A notification of findings of fact and conclusions in the investigation report are provided to the complainant(s) and the alleged harasser(s). Violations are acted upon by the agency in accordance with the provisions of the Mayor's Order and the District Personnel Manual.

In FY20 and FY21 to date, DMPED has not received any allegations of sexual harassment.

24. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during fiscal year 2020 and 2021, to date.

Please refer to the response to Question 12.

25. Please describe any spending pressures the agency experienced in fiscal years 2020 and 2021, to date, any anticipated spending pressures for the remainder of fiscal year 2021. Include a description of the pressure and the estimated amount. If the spending pressure was in fiscal year 2020, describe how it was resolved, and if the spending pressure is in fiscal year 2021, describe any proposed solutions.

DMPED has no known spending pressures at this time.

26. Please provide a copy of the agency's fiscal year 2020 performance plan. Please explain which performance plan objectives were completed in fiscal year 2020 and whether they were completed on time and within budget. If they were not, please provide an explanation.

Please refer to [Attachment Q26](#) for a copy of the agency's FY20 performance plan.

19. Please provide a copy of your agency's fiscal year 2021 performance plan as submitted to the Office of the City Administrator. Please discuss any changes to any outcomes or measurements from fiscal year 2020 or 2021, including the outcomes to be measured or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.

Please refer to [Attachment Q26](#) for a copy of the agency's FY21 performance plan.

27. Please provide a summary of FOIA requests for fiscal years 2020 and 2021, to date, that were submitted to your agency. Include a description of the request, whether the request was granted, partially granted, denied, or remains pending. In addition, for each request, please provide the response time, the number of FTEs required to process the request, the estimated number of hours spent responding to the request, and the cost of compliance.

A report of FOIA disclosure activities for FY20 was filed with the Secretary of the District of Columbia. Please refer to [Attachment Q27](#) for a copy of the Agency's report.

To date in FY21, DMPED has received 14 FOIA requests.

28. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during fiscal years 2020 and 2021, to date. In the summary, please include the following:

- **Report Name;**
- **Author Name (i.e. agency or outside party);**

- **Funding Source (program and activity codes);**
- **Contract Number or grant name if the report was produced by a contractor or grantee; and**
- **Report Status and Purpose.**

FY19 Return on Investment Accountability Report

The Economic Development Return on Investment Accountability Amendment Act of 2018 requires the Mayor to list, as part of her annual budget request to the Council, the requirements and impacts of economic development incentives administered in the District. This includes the incentives covered in the Unified Economic Development Report along with significant additional reporting requirements and granularity, going back five years. The FY19 Return on Investment Accountability Report was the inaugural report required by this legislation.

The report can be accessed here:

<https://dmped.dc.gov/sites/default/files/dc/sites/dmped/publication/attachments/FY19%20ED%20Return%20on%20Investment%20Accountability%20Report.pdf>

COVID-19 Sector Analysis

In partnership with DMPED, the Federal City Council engaged a group of six consulting firms (McKinsey, KPMG, Accenture, EY, JLL and Deloitte) and a DC think-tank (D.C. Policy Center) to conduct an analysis of the city’s principal economic sectors. To support their work, the Washington DC Economic Partnership hosted focus groups for each sector to hear directly from businesses and stakeholders about current challenges and existing opportunities for economic recovery. On October 28, 2020, the teams presented their findings to DMPED and the DC Office of Planning.

Please refer to Attachment Q28 for a copy of the report.

ULI Virtual Advisory Services Panel: Actionable Recovery and Resilience Strategies for DC’s Primary Commercial District and Employment Hub

In November 2020, the Urban Land Institute (ULI), in partnership with DMPED, Office of Planning (OP) and Washington, DC Economic Partnership (WDCEP), convened a two and a half day Virtual Services Panel of national experts to examine key COVID-19 impacts on the central business district (CBD), explore opportunities for accelerated and equitable post-COVID-19 economic recovery in the CBD. The panel developed recommendations, to be published in a forthcoming report, that seek to optimize the mix and use of space in key employment centers aimed at minimizing vacancy, catalyzing vibrancy, bolstering tax base, and creating new opportunities for underserved entrepreneurs. While there are considerable challenges to overcome, the findings will help: inform an economic recovery for the District that leads to a

more equitable and resilient future, and also generate critical insights for employment and commercial hubs, the District and the National Capital Region. This report is not yet finalized.

DC Small Business Microgrants Program Report

COVID-19 has had a profound impact on local businesses and organizations, and the DC Government understood that relief was needed right away. The DC Small Business Recovery Microgrants Program, administered by DMPED, was created by the COVID-19 Response Emergency Amendment Act of 2020 on March 17, 2020, just days after the public health emergency was declared in the District of Columbia. The COVID-19 Response Emergency Amendment Act of 2020 required DMPED to share microgrant program information to the public by June 1, 2020. The report contains information on recipients, their award amounts, and intended uses, among other fields. All information is based on data as of 2/9/2021.

The report can be accessed here: <https://coronavirus.dc.gov/page/dc-small-business-microgrants-program-report>

D.C. Official Code § 7-2304.02, as added by section 507(c) of the Coronavirus Support Temporary Amendment Act of 2020, requires the Mayor and any third-party grant making entity to maintain a list of all grants and loans awarded pursuant to this section and publish the list online. Information on DMPED's Childcare Grants can be found here: <https://coronavirus.dc.gov/page/dc-child-care-provider-relief-fund>. Reporting on additional grants awarded pursuant to this section is ongoing.

29. Please provide the Committee with an electronic copy of each completed study, research paper, report, and/or analysis.

Please refer to Question 28 for links to the online reports and attachments.

30. Please separately list each employee whose salary was \$100,000 or more in fiscal years 2020 and 2021, to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

Please refer to Attachment Q30.

31. Please list in descending order the top 25 overtime earners in your agency in fiscal years 2020 and 2021, to date, if applicable. For each, state the employee's name,

position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned.

NAME	FY 2020
Adams, Sara A.	3,804.70
Hartig, Kathryn	7,993.83
Hayes, Andres O.	3,660.50
James, Joycelyn F	1,135.75
Keserich, Emma	566.62
Littman, Katie Baskett	3,046.14
Nayak, Debadutta	2,726.70
Rivera, Cathy	878.38
Thacker, Tiffany Rashae	4,555.77
Thomas, Stephanie M.	674.64
Welch, Leslie	1,069.08
Grand Total	30,112.11

There are no overtime earners in FY21, to date.

32. For fiscal years 2020 and 2021, to date, please provide a list of employee bonuses or special pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

NAME	FY 2020
Abbasi, Ayesha	1,976.00
Alberta, Mark E	2,392.00
Hathi, Adarsh A	2,634.64
Grand Total	7,002.64

Bonus pay is pursuant to the labor union agreement for the legal team.

There have been no bonuses issued in FY21, to date.

33. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Please refer to Attachment Q33 - CBA American Federation of Government Employees Local 1403 (10/1/2017-9/30/2020). The new collective bargaining agreement for the Legal Service (union) employees is currently under negotiation.

34. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member (by board or commission). Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in fiscal years 2020 and 2021, to date, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

The Mayor's Office of Talent and Appointments maintains a database that includes information on all boards and commissions associated with DMPED. That database can be accessed here: <https://octo.quickbase.com/db/bjngwsngm?a=q&qid=38>.

35. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Provide a description of whether the agency is in compliance with these requirements, and if not, why not (e.g. the purpose behind the requirement is moot, etc.).

D.C. Official Code § 10-801 requires that the Mayor submit to the Council a semiannual report explaining the status of each disposition approved by the Council during the previous 2 years. Please see the semiannual report attached as Attachment Q35.

D.C. Official Code § 2-273.09 requires the Office of Public Private Partnerships ("OP3") to submit to the Council an annual report detailing the various activities of OP3 throughout the year. OP3 was moved to DMPED from the Office of the City Administrator in late 2019. This report is forthcoming.

DMPED's procurement and grants adhere to regulations and laws as established by the DC Code, Procurement Practices Reform Act, 27 DCMR, Citywide Grants Manual and Sourcebook, and DMPED's internal grants manual. DMPED also submits any reports as per the establishment thresholds set by the Department of Employment Services – First Source (\$300K), Department of Small and Local Business Development – CBE (\$250K), and Office of Human Rights – Equal Employment Opportunities (\$10K).

The DC Small Business Recovery Microgrants Program, administered by DMPED, was created by the COVID-19 Response Emergency Amendment Act of 2020 on March 17, 2020, just days after the public health emergency was declared in the District of Columbia. The COVID-19 Response Emergency Amendment Act of 2020 required DMPED to share microgrant program information to the public by June 1, 2020. The report contains information on recipients, their award amounts, and intended uses, among other fields. All information is based on data as of 2/9/2021.

The report can be accessed here: <https://coronavirus.dc.gov/page/dc-small-business-microgrants-program-report>

D.C. Official Code § 7-2304.02, as added by section 5-7(c) of the Coronavirus Support Temporary Amendment Act of 2020, requires the Mayor and any third-party grant making entity to maintain a list of all grants and loans awarded pursuant to this section and publish the list online. Information on DMPED's Childcare Grants can be found here: <https://coronavirus.dc.gov/page/dc-child-care-provider-relief-fund>. Reporting on additional grants awarded pursuant to this section is ongoing.

36. Please attach copies of the required annual small business enterprise (SBE) expenditure reports for your agency for fiscal years 2020 and 2021, to date.

DMPED's FY19 expenditures are included as Attachment Q36. The FY20 final numbers are not available yet, nor is the first quarter of FY21.

- **D.C. Official Code § 2-218.53(b) requires each District agency to submit supplemental information with their annual SBE expenditure report, including: a description of the activities the agency engaged in to achieve their fiscal year SBE expenditure goal; and a description of any changes the agency intends to make during the next fiscal year to achieve their SBE expenditure goal. Has your agency submitted the required information for fiscal year 2020? Please provide a copy as an attachment.**

As the FY20 numbers are not yet final, this information is not yet available. Please see Attachment Q36A for DMPED's FY19 additional information.

37. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

In December 2019, DMPED held its Year-End Annual Retreat, where all staff participated in various educational and team building activities.

In May and July 2020, DMPED held its Contracts & Procurement Training Series, where staff learned about the internal procurement process and PASS Buyer system which produced 34 certified contract administrators at DMPED.

In June 2020, DMPED launched the DMPED Intranet Site and DMPED University calendar. The DMPED Intranet Site is a one-stop-shop for staff to access agency resources, policies, and tools. The Intranet Site also advertises the DMPED University calendar, from which DMPED promotes internal trainings and DCHR virtual trainings to staff.

In December of 2020, DMPED held its Virtual Year-End Annual Retreat, where all staff participated in various educational and team building activities.

DMPED continues to hold ongoing Lunch and Learn sessions where subject matter expert employees train their colleagues on various subjects that contribute to ongoing growth and development. For example, the Operations team gave a presentation on DMPED's new internal process for Deputy Mayor digital signature clearance and execution. To assist employees with continuing education, the agency offers the Tuition Reimbursement Program, by which employees may be granted tuition assistance, pending the availability of funds, for a percentage of tuition fees associated with successful completion of undergraduate and graduate courses in accredited colleges or universities (including web-based programs). Finally, the Director of Operations conducts monthly Management Matters Meetings with Agency supervisors, providing them with vital information on important topics that will contribute to their success as managers within the Agency.

38. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

DMPED conducts annual performance evaluations for all employees. Performance evaluations are conducted by each employee's immediate supervisor. Each manager meets with their employees individually during the months of October and November to review the employee's performance for the previous fiscal year and to set new goals for the year ahead. Beginning in April of each year, employees and managers participate in a mid-year discussion meeting where they review the employee's performance thus far in the performance period. During the mid-year discussions, improvement plans may be put in place if the employee goals are not being met and additional training requirements may be prescribed. Managers, employees, and their teams meet on a recurring basis (at different intervals per team) to discuss team projects and initiatives and progress being made to meet goals.

COVID-19

39. What impact has COVID-19 had on DMPED's operations, programs, and development projects and deals? Please discuss any staffing changes, changes in the course of the agency's priorities, new programs or initiatives, and the agency's ability to pivot (or not).

In March 2020, the DMPED operations team transitioned all agency staff to 100% telework status within five days before the COVID-19 shutdown. Like most agencies, DMPED continues to operate in a telework status, which has not slowed the operations of the agency. DMPED has made adjustments to our communications and outreach methods to account for public health protocols, relying more on digital and phone outreach and support from community-based organization partners. Since moving to telework, DMPED has hired ten (10) new employees and has had two (2) employee separations.

Programmatically, the pandemic has had a significant impact on the agency, mainly via a dramatic increase in grantmaking to support the business community. DMPED is also leading an interagency effort to plan, execute and coordinate economic recovery efforts, which has resulted in many new programs and initiatives. Throughout COVID, development and disposition deals have continued apace. While our high-level priorities remain the same – advance inclusive economic growth to improve the lives of DC residents through jobs, affordable housing and increase tax base to support essential services – we, of course, have made adjustments as needed to address the impacts of COVID. These include an increased focus on the hospitality sector, small businesses – particularly small retailers and others that depend on in-person interaction, increasing vacancies in the office market, and potential permanent shifts in use of space resulting from increased uptake of teleworking practices.

40. Please describe and provide an update on the Microgrant Program. How much monies have been dispersed and to whom? Please include the name of the grantee, grantee’s business type, grantee’s location (Ward), a description of the project, the project timeline, and the amount awarded to the grantee.

The DC Small Business Recovery Microgrants Program, administered by the Office of the Deputy Mayor for Planning and Economic Development (DMPED), was created by the COVID-19 Response Emergency Amendment Act of 2020 on March 17, 2020, just days after the public health emergency was declared in the District of Columbia. DMPED chose to provide relief to as many eligible DC businesses as possible.

DMPED reviewed over 7,400 applications and approximately 7,000 Microgrants were disbursed, totaling \$34 million. Additional information on the Microgrant Program can be found here: <https://coronavirus.dc.gov/page/dc-small-business-microgrants-program-report>.

41. Please describe and provide an update on the Bridge Fund. How much monies have been dispersed and to whom? By program, please include the name of the grantee, grantee’s business type, grantee’s location (Ward), a description of the project (allowable use), the project timeline, and the amount awarded to the grantee.

Mayor Muriel Bowser and the Office of the Deputy Mayor for Planning and Economic Development (DMPED) launched The Bridge Fund, a \$100 million investment in businesses and workers grappling with the COVID-19 public health emergency in the hospitality, entertainment, and retail sectors.

Name of Fund	Application (Open/Closed)	Review Phase	Notification Phase	Monitoring Phase
	Whether the fund is accepting applications or no longer accepting applications	review for eligibility, compliance, and determination of funding	Notifying businesses of conditional award/declinations, executing grant agreements and other documents	Administrator tracking performance of each grantee in adherence to the grant through Sept 30, 2021
Hotel Bridge Fund	Closed			X
Restaurant Bridge Fund	Closed		X	
Retail Bridge Fund	Closed		X	
Entertainment Bridge Fund (Venue)	Closed		X	
Entertainment Bridge Fund (Support Businesses)	Open			

Agency Operations

42. Please discuss how, if at all, DMPED uses a racial equity lens to accomplish its mission and measure its success? What has DMPED done in fiscal years 2020 and 2021, to date, to ensure that persons of color benefit from its development projects, as either developers/counsel/contractors or end users?

One key way that DMPED integrates racial equity into agency activities and performance measurement is by tracking key economic indicators disaggregated by both race and geography, where possible. For example, the [District’s Economic Strategy](#), which is predicated on the principle of inclusive prosperity, is guided by two primary goals, one of which is to reduce the unemployment rate of African-American residents and of residents of Wards 7 and 8 (and any other sub-groups where unemployment is greater than 10%). The Strategy also includes a [dashboard](#) to measure progress on a number of indicators with an equity lens. It disaggregates traditional economic indicators by race, ward, and in some instances, educational attainment. These data allow DMPED to gain insights into how existing programs and policies impact specific groups and geographies, and subsequently inform action.

As the Covid-19 pandemic has progressed, DMPED, through its work coordinating the District’s economic recovery efforts, has built racial equity into these efforts through various initiatives. For example:

- Prioritization in various DMPED programs, including:

1. Commitment to make 15% of restaurant and retail Bridge Fund available for businesses that are Resident Owned Businesses, Small Business Enterprises and one of Economically Disadvantaged Enterprises (DBE) or Woman Business Enterprise (WBE) - (The Bridge Fund)
 2. Identified additional funding for second round applications specific to Ward 7 & 8 businesses – (Microgrants)
- Procurements:
 1. Equity Inclusion Prioritization in forthcoming Requests for Proposals: In July, DMPED announced a new strategy that will increase access to development opportunities for entities or organizations that are owned or majority controlled by individuals determined to be part of a socially disadvantaged population. DMPED has begun to incorporate a prioritization in certain RFPs for teams that maximize Disadvantaged Business Enterprises and Resident Owned Businesses, or any entities led by, or majority controlled by, individuals designated as socially disadvantaged under the Small Business Administration’s definition. DMPED issued four (4) EquityRFP’s this year: Langston Slater, Malcolm X, Hill East, and Reeves.
 2. Disparity study launch solicitation
 - Legacy businesses: implemented a grant program for businesses that have been in District for 20+ years
 - Affirmative marketing: partner with CBOs, WDCEP and Chambers to either provide:
 1. Resources (Retail Summit – focused on recovery efforts for micro-retail businesses)
 2. Publicizing programs specific to Women-owned and Minority-owned businesses to make businesses aware of them and have support in applying.
 - Technical assistance - funded the Chamber to provide support to businesses who needed help applying for Paycheck Protection Program or PPP Loan forgiveness, to ensure businesses owned by people of color and others who have faced systemic barriers to accessing capital had support to access these resources.

Beyond the work currently under way at DMPED to advance racial equity, there are several forthcoming initiatives that will build off this work. DMPED and OP are co-leading a new technical assistance engagement in partnership with the Urban Institute. As part of this work, the Urban Institute will be providing technical assistance on data analysis, stakeholder engagement, and strategic planning around economic mobility in the District.

43. Please describe any initiatives that the agency implemented in fiscal years 2020 and 2021, to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

In FY20, the DMPED Operations team launched the DMPED Intranet Page, which provides resources for staff in one easy to find place. In addition, DMPED has digitalized all operational forms and routing sheets using the Seamless platform which has contributed greatly to the agency’s operations during telework. To offset constraints of physical engagement due to COVID-19, DMPED has increased engagement via digital avenues by hosting digital conferences and utilizing video announcements in place of traditionally in-person events. DMPED also launched weekly economic recovery updates on local cable and internet, has increased outreach by phone, and increased our level of engagement with community-based organizations to help spread the word about DMPED projects and initiatives.

44. Please list each new program and/or initiative implemented by the agency during fiscal years 2020 and 2021, to date. For each, please provide:

- **A description of the initiative, including why it is/was needed;**
- **The funding required to implement to the initiative; and**
- **Any documented results of the initiative.**

Program	Funding/Partners	Description and Impact
DMPED-led economic recovery coordination	N/A	<p>Since March 2020, DMPED has convened agencies across the District to proactively plan and coordinate how the District will restart business activity, support our workforce, and ensure that all of our residents can continue to call Washington DC home. Weekly calls with over 15 agencies on economic recovery updates and coordination which includes upcoming projects, policy analysis and changes, and legislative focus areas where agencies are pivoting to best serve the residents of the District of Columbia given the impacts of COVID-19.</p> <p>Regular DMPED economic recovery public 60-minute programs held every Tuesday where we cover economic</p>

		recovery related topics and local and external guests.
<p>Small Business Recovery Microgrants Program (Microgrants)</p>	<p>\$34 million</p>	<p>The DC Small Business Recovery Microgrants Program, administered by the Office of the Deputy Mayor for Planning and Economic Development (DMPED), was created by the COVID-19 Response Emergency Amendment Act of 2020 on March 17, 2020, just days after the public health emergency was declared in the District of Columbia.</p> <p>Ninety-five percent of applicants were determined eligible and were issued an award notification.</p> <p>Microgrant award amounts were objective and based on operation costs, revenue, number of District resident employees, and business tenure. The grant allowed businesses to cover employee wages and benefits, (including fringe benefits associated with employment, such as health insurance), accounts payable, fixed costs, inventory, rent, and utilities.</p> <p>The microgrant amounts varied based on business type: \$1,000 was granted to independent contractors, sole proprietors, self-employed; \$2,500 was the minimum for all other awards and the average award is approximately \$6,000,</p>

		<p>maximum award is approximately \$14,000.</p> <p>Approximately 7,000 grants were awarded out of 7,424 applications. Grantees spanned a dozen business sectors and represented each of the District’s eight wards. A breakdown of grantees by ward and sector is available at: https://coronavirus.dc.gov/page/dc-small-business-microgrants-program-report.</p> <p>Through the Small Business Recovery Microgrants Program notification process, some businesses were ineligible or decided to not accept the funds. This created a pool of funds that DMPED utilized to further support Legacy Businesses with supplemental microgrants. This supplemental microgrant, awarded to 679 businesses, provided relief to businesses and nonprofits that previously received the Small Business Recovery Microgrant and have served District residents for at least 20 years as of March 2020.</p> <p>The funds remaining from the Legacy Businesses who did not accept a supplemental microgrant were reallocated to support 10 non-profit emergency food service</p>
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		providers who had received a Small Business Microgrant in efforts to preserve and continue their operations in providing needed services to the community.
Bridge Fund	\$100 million	<p>Announced in November 2020, the Bridge Fund is a \$100 million investment in businesses and workers grappling with the COVID-19 public health emergency in the hospitality, entertainment, and retail sectors. The Bridge Fund is devised to assist small business employers with maintaining operations and employees. Through the Bridge Fund, the District is strategically investing to sustain the hospitality, entertainment, and retail industries to help mitigate the ongoing impact of COVID-19 on workers and businesses.</p> <p>Full eligibility and funding details of the Bridge Fund can be found at https://coronavirus.dc.gov/bridgefund.</p>
DC LEAF	\$5.185 million	Released on January 29, 2021, the DC LEAF (Local Equity, Access, and Preservation Funds) Notice of Funding Availability incorporates three separate solicitations: (1) FY 2021 Neighborhood Prosperity Fund, (2) FY 2021 Nourish DC Fund, and (3) FY 2021

		Locally Made Manufacturing Grant Program.
Small Business Resiliency Fund	\$3 million	<p>The Small Business Resiliency Fund is a part of the District’s continued efforts to meet the existing and future COVID-19-related needs of the small and local businesses community. The fund provided much-needed capital to assist brick-and-mortar businesses with a \$10,000 grant to support business model pivots, continuity plan and infrastructure development (e.g. e-commerce platform procurement), related COVID-19 marketing expenses, and the purchase of personal protective equipment and/or disinfection products for the business.</p> <p>297 Awardees</p>
Childcare grants	\$5 million	<p>As part of the District’s coronavirus (COVID-19) recovery efforts, the DC Child Care Provider Relief Fund will provide \$5 million in emergency operational funding to local childcare facilities. Relief funds will be granted to all licensed District childcare providers to ensure a supply of child care for families during the public health emergency and recovery period. This effort is being led by DMPED and the Office of the State Superintendent of Education</p>

		<p>(OSSE). The Washington Area Community Investment Fund (WACIF) is partnering to handle intake and disperse program funds.</p> <p>437 Awardees</p>
Streatery Winter-ready program	MONC and DMPED	<p>On September 21, 2020 Mayor Muriel Bowser announced the investment of \$4 million through the Streatery Winter Ready Grant program to assist restaurants as they winterize their outdoor dining areas and maintain outdoor dining operations through the colder months. The Mayor’s Office of Nightlife & Culture (MONC), with support from DMPED, provided grant recipients with \$6,000 to purchase winterization materials such as tents, heaters, propane, lighting, furniture, advertising cost, and more.</p>
Shop in the District Campaign	\$400K contracted under WDCEP	<p>In November 2020, DMPED and the Washington DC Economic Partnership (WDCEP) launched the Shop in the District initiative focused on promoting shopping safely at small local retailers throughout DC during the holiday season and beyond. The Shop in the District website provides a comprehensive guide to local retailers, each featuring a curated list of unique gifts</p>

		that is reflective of the diverse DC community. As small businesses continue to confront the challenges associated with the COVID-19 pandemic, Shop in the District aims to help them continue to thrive by shining a spotlight on local businesses. Stores and products from all wards of the District are featured.
Educational and Academic Retail Shop (EARS) Pilot	N/A	In May 2020, DMPED launched the Education and Academic Retail Shops (EARS) pilot program that granted waivers for curbside and front door pickup of pre-purchased items between May 18 and June 8, 2020. Data provided by these businesses offered important lessons about reopening while ensuring safe operations during the initial months of the COVID-19 public health emergency.
Urban Land Institute (ULI) virtual Advisory Service Panel	\$60,000 (DMPED/OP jointly coordinated with WDCEP)	In partnership with WDCEP, facilitated an advisory services panel, through which national experts on commercial real estate, inclusive entrepreneurship and urban design developed recommendations, informed by local stakeholders, for how to address challenges facing primary employment areas in the District, with a focus on the Central Business District. Report is forthcoming. .

<p>Sector Analysis</p>	<p>Pro-bono services</p> <p>(Federal City Council & DMPED jointly coordinated)</p>	<p>The Federal City Council engaged a group of six consulting firms and one think tank to conduct this analysis of the sectors previously examined in DC’s Economic Strategy. The teams analyzed cross-cutting themes, including baseline conditions, COVID-19 impacts, key sector challenges, and the intermediate and long-term outlooks of each sector. This work was performed for the Federal City Council on a pro bono basis.</p> <p>To support this effort, the Washington DC Economic Partnership hosted focus groups with each sector.</p>
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45. How does the agency measure programmatic success? Please discuss any changes to outcomes measured in fiscal years 2020 and 2021, to date.

Please refer to DMPED’s Performance Plans in [Attachment Q26](#) for a list of the agency’s metrics and changes from FY20 to FY21.

46. What are the top metrics regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

Please refer to the response to Question 45 for the top metrics used by the agency to evaluate operations.

47. Please list the taskforces and organizations of which the agency is a member and for how long the agency has been a member.

DMPED is a member of the following:

- Housing Authority Board of Commissioners
- St. Elizabeths East Redevelopment Initiative Advisory Board

- Walter Reed Army Medical Center Site Reuse Advisory Committee
- Workforce Investment Council
- Innovation and Technology Inclusion Council
- Events DC
- Destination DC
- Washington, DC Economic Partnership
- Food Policy Council
- Board for the Condemnation of Insanitary Buildings
- Commission on Fashion Arts and Events
- Kennedy Street NW Economic Development and Small Business Revitalization Advisory Committee (Committee sunset at end of CY2020)
- Undergrounding Project Consumer Education Task Force
- Open Government Advisory Group
- Age Friendly in 2023 Task Force
- Union Station Redevelopment Corporation
- DC Chamber of Commerce
- Board of Trade

48. Please explain the impact on your agency of any legislation passed at the federal level during fiscal years 2020 and 2021, to date, which significantly affected agency operations

The federal CARES Act Coronavirus Relief Funds supported DMPED’s Microgrant Program and a portion of the Bridge Fund. In addition, CARES Act funds were used for DHCD’s Housing Stabilization Grants, which DMPED oversaw, and for communication and outreach for PPP distribution.

Additionally, the federal Consolidated Appropriations Act of 2021, H.R. 133, provided funding for more PPP, including Save Our Stages, and emergency rental assistance.

49. Please describe any steps the agency took in fiscal years 2020 and 2021, to date, to improve the transparency of agency operations.

DMPED in FY20 and 21 published an in-depth and detailed report of the Microgrant program, going over and beyond to ensure that the public had access to information regarding grant awardees, grant amount, as well as the industry classification and geographic location (by Ward) of businesses that benefited from the microgrant process. In addition, this report was updated to

show the eventual timeline of the grant process from application to disbursement as well as the final status of all applications.

In addition to grant reports, DMPED has ensured to communicate the availability of COVID-19 economic recovery resources and grant programs to the general public using various mediums including emails, social media, press releases/announcements and posts on coronavirus.dc.gov. Some of these grants include The Bridge Fund, Small business resiliency fund, Streatery Winter-ready program, Small Business Resiliency Fund, and the DC Child Care Provider relief fund.

DMPED constantly updates a [public facing dashboard](#) that shows all DMPED managed real estate projects located across the District of Columbia. In addition to the dashboard, DMPED also allows the public to access and download data related to DMPED real estate portfolio through the District's Open Data portal giving the public unparalleled access to real time information regarding business processes, project status and project details including details such as number of affordable and market rate units, commercial square footage etc.

The Economic Development Return on Investment Accountability Amendment Act of 2018 requires the Mayor to list, as part of her annual budget request to the Council, the requirements and impacts of economic development incentives administered in the District. This includes the incentives covered in the Unified Economic Development Report along with significant additional reporting requirements and granularity, going back five years. The FY19 Return on Investment Accountability Report was the inaugural report required by this legislation. The FY20 report is forthcoming.

The report can be accessed here: <https://dmped.dc.gov/publication/fy19-economic-development-return-on-investment-accountability-report>

50. Please identify all electronic databases maintained by your agency, including the following:

- **A detailed description of the information tracked within each system;**
- **The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and**
- **Whether the public can be granted access to all or part of each system.**

Pursuant to Mayor's Order 2017-115, DMPED is required to keep data on inventory in enterprise datasets. The Office of the Chief Technology Officer ("OCTO") is managing the ongoing maintenance of the inventory. DMPED continues to work with OCTO to complete all the steps

necessary to ensure that data is freely shared among District agencies, with federal and regional governments, and with the public to the fullest extent consistent with safety, privacy, and security.

Please refer to [Attachment Q50](#) for an inventory of DMPED's databases.

51. Please provide a detailed description of any new technology acquired in fiscal years 2020 and 2021, to date, including the cost, where it is used, and what it does. Please explain if there have there been any issues with implementation.

In FY20, DMPED acquired licenses of Microsoft Dynamics CRM. The goal of the Microsoft Dynamics CRM project is to streamline Business Development team activities and allow for optimized tracking and reporting of Business Development programs, engagements, initiatives, and outcomes involving specific companies and contacts in a centralized system, and to be utilized by all team members.

The total project cost in FY20 was \$16,731.19.

The total project cost in FY21 is \$39,498.44. The increase is due to one-time costs for final configuration, testing and training.

52. Which and how many in-person and/or virtual training programs took place in fiscal years 2020 and 2021, to date?

Ten (10) in-person training sessions for DMPED staff took place in FY20 and FY21, to date.

53. What training deficiencies, if any, did the agency identify during fiscal years 2020 and 2021, to date?

While DMPED has not identified any deficiencies, the agency is constantly seeking to improve its training options.

54. Please provide a lists that identifies all CBE firms that have provided bond counsel or underwriting services to the agency. Please also include how much each CBE was compensated by the agency.

Please refer to [Attachment Q54](#).

55. Please discuss how your agency engages with CBEs and SBEs to award contracts?

- **Did the agency meet its SBE goal for fiscal year 2020? If so, what was the goal?**

DMPED is awaiting final data on the FY20 SBE spend goal.

- **How many CBEs does your agency currently have contracts with and for what services?**

The agency is currently contracted with ten CBE firms:

Bond Counsel and Bond Related Services:

- Bello, Bello & Associates
- Crest Management
- Nesmith Design Group
- Tiber Hudson

Community Engagement Services:

- Brick and Story

Davis Bacon Monitoring Services:

- CHW Solutions

Grant Application Reviewer Services:

- K-Consulting Group

Marketing Services:

- Imagine Photography
- Brilliant Collaborations

Walter Reed Plan Reviewer Services:

- HEP Construction

- **Do you anticipate expanding any contracting opportunities for CBEs and SBEs in the remainder of fiscal year 2021? How so, and for what type of opportunities?**

Yes, DMPED anticipates expanding contractual opportunities for CBEs and SBEs in the remainder of FY21. The agency recently closed a solicitation on January 27, 2021 for a disparity study.

56. Please describe DMPED's process for documenting and retaining complete records of the competitive bid process and additional funding commitments. Has DMPED made any changes in fiscal years 2020 and 2021 to its recordkeeping practices?

DMPED is committed to ensuring all our projects are accurately documented. For the competitive bid process and funding commitments, all documentation and correspondence are retained and archived electronically. We utilize databases and shared drives to ensure that all our records are properly documented and retained. DMPED is always exploring and open to new ways in which our records can be easily and accurately maintained.

57. Please provide data on the number of permanent and temporary jobs created by DMPED projects in fiscal years 2020 and 2021, to date. How (and why) has this changed from fiscal year 2019? Please also describe how the agency has worked to enhance workforce development initiatives through large-scale economic projects in fiscal years 2020 and 2021, to date? How do these efforts compare to fiscal year 2019?

Please refer to Attachment Q57.

58. Please provide an update on the status of the Anacostia Waterfront Initiative and its progress in fiscal years 2020 and 2021, to date.

As the Department of Energy and Environment and the Office of Planning are co-leading this initiative, this question is best directed to their attention. With regards to DMPED's real estate projects, DMPED applies the requirements imposed by the Anacostia Waterfront Initiative to projects within the applicable geographic boundaries.

Business Development

59. What are DMPED's top five business development priorities? Please explain how the agency expects to address these priorities in fiscal year 2021. How does this compare to the agency's 2020 priorities?

The FY21 Business Development key focus areas and corresponding initiatives are outlined below:

- Strategic Investment: Support inclusive growth & equitable opportunities by making strategic investments in businesses, commercial corridors and initiatives that can expand opportunities for DC businesses, particularly those led by underrepresented entrepreneurs.
- Retention & Expansion: Building honest and transparent relationships with the business community to help businesses grow, start, and thrive in the District.
- Navigation: Help businesses navigate available resources and regulatory agencies.

- Business & Investment Attraction: Attract businesses to relocate and investors to invest in the District of Columbia.
- Strategy & Intelligence: Supporting an inclusive, collaborative and data driven approach to drive business development priorities during and after the pandemic.

60. What is the status of DMPED’s disparity study, to track agency spending according to various demographic data points, as required in Subtitle E of the Fiscal Year 2021 Budget Support Act?

The disparity study RFP was released on November 16, 2020 and closed January 27, 2021. In early December, DMPED held two virtual public events that provided information to stakeholders and prospective bidders about the District’s process leading up to the solicitation, general background information on disparity studies, and allowed prospective offerors the opportunity to pose questions on the contents of the solicitation. Over 50 participants attended these events and over the course of the official question submission period, DMPED responded to and posted online, approximately 70 questions from prospective offerors. Next, DMPED will convene a technical evaluation panel to review submitted proposals and ultimately make a recommendation to the Contracting Officer for final selection.

61. What is the status of DMPED’s grant to a District-chartered bank as required in Subtitle F of the Fiscal Year 2021 Budget Support Act? Please provide an update on the bank’s activities.

DMPED is preparing to award this grant and it will include the items described in the FY21 Budget Support Act.

62. Please provide an update on the Equity Impact Fund which benefits enterprises operating in Wards 5, 7, and 8. To date, how much monies have been dispersed and to which enterprises? By program, please include the name of the grantee, grantee’s business type, grantee’s location (Ward), a description of the project (allowable use), the project timeline, and the amount awarded to the grantee.

DMPED will release a Notice of Funding Availability for the Equity Impact Fund in the near-term, and monies will be disbursed following the completion of the grant-making process.

63. Please provide an update and data on the Great Streets Program.

In FY21 DMPED has awarded 50 grantees for the Great Streets program with award amounts totaling \$2,243,418.02.

- **In June 2020, DMPED stated that it had extended the allowable use of Great Street funds. Please provide an update on this initiative to include what activities the funds were extended to cover, what percentage of the funds apply to those new uses, what return on this new investment grantees have realized, which grantees (and in what years) benefitted from this expanded use of funds, the amount (per grantee) awarded, etc.**

In the beginning of the COVID-19 global pandemic and subsequent declaration of the Public Health Emergency, DMPED and the Great Street program team recognized the potentially devastating impact to the small businesses, and particularly, the FY20 Great Streets grantees. In an effort to stem the spread of COVID-19 and to implement new public health protocols, the familiar business practices required operational changes and, for some, temporary closure. With less or no revenue generating, the FY20 grantees were permitted to use up 100% of the grant towards operational costs, primarily rent, payroll, purchase of supplies and/or PPE to support new operating standards.

Overwhelmingly, the grantees expressed gratitude for Great Streets' willingness and permissibility to use the funds for operational expenses. This shift offered grantees an opportunity to complete (or suspend) capital improvements and meet core operational expenses. Grantees shared the use of funds as a contributory support that was the difference between losing their lease, continuing to keep employees, meeting payroll and providing benefits, paying utilities, and/or remaining a going concern. Unfortunately, even with the support of the Great Streets grant, two grantees closed their business operations in late July and August, respectively. The impact of COVID-19 was too great to overcome. The remaining FY20 Great Streets grantees were able to continue operations through the grant period.

Barring another significant economic downturn, the FY21 grantees will use the Great Streets grant for capital improvements.

- **Please discuss what outreach, if any, the agency conducted to inform additional businesses about the Great Streets Programs and provide a status on the future publications of the Great Streets Newsletter.**

DMPED conducted several activities to promote the FY21 Great Streets competition. DMPED conducted nine virtual outreach and information sessions for approximately 140 people between September 1, 2020 and September 17, 2020. The two virtual sessions were held for small business stakeholders and support systems (Main Streets, Community Development Organizations, Business Improvement Districts). Six virtual sessions were held for interested small businesses. DMPED partnered with the Anacostia Business Improvement District to host an information session for East of the River small business owners. DMPED communications and outreach plan included social media engagement and advertisement placements with the DC Chamber of Commerce.

In addition, DMPED worked with the DSLBD to share information about the FY21 Great Streets grants with the Main Street executive and program directors. DMPED reached out to organizations and service providers to request support in promoting the information sessions, including other DC Government agencies, business improvement districts, Main Street organizations, ANCs, DHCD SBTA's service providers, and other professional service providers. In addition, a recording of the virtual information session was made available on demand for those who were not able to attend through the Great Streets webpage.

Moving forward, DMPED is working on a more regular publication plan of the Great Streets Newsletter which is planned to launch in FY21 Q2, and integration of capacity-building learning opportunities for previous and current grantees for FY21.

DMPED conducted many activities to promote the FY 20 Great Streets competition. The Notice of Funding Availability was published on Friday, September 6, 2019 in the District of Columbia Register and the District Grants Clearinghouse. The Request for Applications was available from the Great Streets webpage on Friday, September 20, 2019. Two issues of the Great Streets newsletter were published during the competition period (September 6 through October 25).

DMPED conducted eight outreach meetings between September 25th and October 12th, with a total of 130 people attending. DMPED partnered with neighborhood organizations to host each of the information sessions, including District Bridges (Ward 1), Adams Morgan Partnership (Ward 1), Van Ness Main Street (Ward 3), Emory Beacon of Light (Ward 4), Rhode Island Avenue Main Street (Ward 5), H Street Main Street (Ward 6), Ward 7 Business Partnership (Ward 7) and Congress Heights Community Training & Development Corporation (Ward 8).

DMPED reached out to over 40 organizations and service providers to request support in promoting the information sessions, including other DC Government agencies, business improvement districts, main street organizations, ANCs, DHCD SBTA's service providers, and other professional service providers. In addition, DMPED produced a webcast which was available on demand for those who were not able to attend the information sessions, which highlighted instructions on how to apply to a Great Streets grant. The webcast was accessible through the Great Streets webpage.

In the past, Great Streets newsletters were published on an ad hoc basis for relevant opportunities and incentives. Moving forward, DMPED is working on a more regular publication plan of the Great Streets Newsletter in advance of promoting FY21 Great Streets Opportunities.

- **Please discuss the expansion or contraction of any Great Streets boundaries and how the agency communicated those changes to the businesses in the District.**

DMPED invited the submission of applications by qualified businesses for FY21 Great Streets Retail Small Business Grant with a dedicated acknowledgement of the expansion of the New York Avenue, N.E. Retail Priority Area. Pursuant to the Deputy Mayor for Planning and Economic Development Limited Grant-Making Authority Amendment Act 2016, effective October 8, 2016 (D.C. Law 21-160; D.C. Official Code § 1-328.04); and "Great Streets

Neighborhood Retail Priority Area Amendment Act of 2013” effective October 1, 2013 (D.C. Code § 2-1217.73b), and “New York Avenue, N.E., Retail Priority Area Expansion Emergency Amendment Act of 2020” effective October 1, 2020 (D.C. Act 23-404) which expanded the New York Avenue, N.E. Retail Priority Area to consist of the area beginning at the intersection of Montello Avenue, N.E., and Florida Avenue, N.E., continuing northeast along Montello Avenue, N.E., until Mt. Olivet Road, N.E.

- **Please provide a list of the fiscal years 2020 and 2021 grantees (by grant type), denoting their financial allocation, business type, Great Street location, and how many previous DMPED grants that business has received.**

Please refer to [Attachment 63d](#) for the list of FY2020 grantees. The FY2021 list of grantees is forthcoming.

64. Please provide an update on the DC Community Anchor Partnership. What milestones have been achieved since this time last year? What challenges persist?

The Coalition for Nonprofit Housing & Economic Development (CNHED) continues to lead efforts for the DC Community Anchor Partnership (DCAP). Since this time last year DCAP has added three anchor partners (George Washington University, Sibley Memorial Hospital, and UDC) with plans to secure two additional partnerships this year. CNHED launched a business qualification service pilot, which screens then matches MBEs with DCAP anchor partner procurement opportunities. In FY20, this matched over 90 MBE suppliers with 26 different opportunities. One challenge has been changing some MBEs' perception of anchor opportunities. In the past, some MBEs did not bid on contracts with anchor institutions due to previous experiences of being overlooked by these organizations. CNHED continues to work on increasing anchor partners' awareness of qualified MBEs and increasing MBE awareness of valid procurement opportunities.

65. What efforts is the agency employing to grow economic inclusivity in the District? Are there any new initiatives that the agency is contemplating for the remainder of fiscal year 2021? What initiatives is the agency contemplating for fiscal year 2022?

Some of our economic inclusivity efforts in FY20 and FY21, to date, include:

1. Housing Affordability and 36K Progress

At the onset of 2020, the District released the Housing Equity Report, which outlined the necessary addition of affordable housing by planning area in order to achieve an equitable distribution of affordable housing across the 10 planning areas. This work is critical to economic inclusivity because ample research shows that where one lives affects their life outcomes,

including economic opportunities. Many of the planning areas with the least amount of affordable housing also are rich in factors that create opportunities, e.g. high performing schools, access to food, services and other amenities, green space, low crime. Additionally, the inequitable distribution of affordable housing is the legacy of racial discriminatory policies and practices that must be dismantled.

DMPED is currently working with DHCD to implement the “Tax Abatement for Affordable Housing in High-Need Areas Amendment Act of 2020” that provides real estate tax abatements to encourage affordable housing production in amenity-rich neighborhoods where land cost, zoning, and other challenges restrict the potential for new, affordable units. This abatement applies to projects in the Capital Hill, Rock Creek East, Rock Creek West and Upper Northeast planning areas where the affordable housing targets are greatest.

2. COVID Response and Economic Recovery

In April 2020, Mayor Bowser charged DMPED with leading the District’s economic recovery, an interagency effort that coordinates new programs and strategies to implement over the short-, intermediate- and long-term to support DC’s economic recovery from COVID-19. Since then, DMPED has launched or helped coordinate business and workforce relief programs including rental assistance and grants for businesses and childcare centers. For a more comprehensive list of DMPED-led programs, please see the detailed table in response to Question 44. Economic inclusivity is central to all programs, and DMPED takes this into account in various ways – namely by targeting relief resources to where needs are greatest, deploying affirmative marketing and outreach to such communities, and taking intentional approaches to grant program design.

In the remainder of FY21, DMPED will continue to work with agencies to deploy relief and recovery programs that center economic inclusivity. One new initiative is the Upward Mobility Cohort. In 2020, DMPED and OP applied to the Urban Institute’s new Upward Mobility Cohort, and was notified of selection in January 2021. In the remainder of FY21, DMPED will work with OP and partner agencies to develop an economic mobility plan grounded in Urban’s newly developed economic mobility metrics, with technical assistance with the Urban Institute. The metrics address 1) Strong and Healthy Families, 2) Supportive Communities, 3) and Opportunities to Learn and Earn.

3. Advance catalytic real estate development projects to increase access to opportunity, geographic equity, and tax revenue.

In July of 2021, DMPED announced a new strategy for enhancing equity and making DC’s prosperity more inclusive: an equity inclusion prioritization in forthcoming Request for Proposals (RFP) that will increase access to development opportunities for entities or organizations that are owned or majority controlled by individuals determined to be part of a socially disadvantaged population. To facilitate equitable access to District development projects, DMPED will begin incorporating a prioritization in their RFPs for teams that maximize, by percentage of ownership and control, entities designated as Disadvantaged Business Enterprise (DBE) and Residence Owned Business (ROB), or any entities (including non-profits and community institutions) led by, or majority controlled by, individuals designated as socially disadvantaged under the Small Business Administration’s (SBA) definition. The first RFP including this equity inclusion priority was released by DMPED for Langston-Slater School at 43 P Street, NW in Ward 5.

4. Sustain businesses, jobs and entrepreneurs by improving access to capital and new business opportunities, with focus on supporting historically marginalized entrepreneurs

On November 16, 2020, the District released a Request for Proposals (RFP) to conduct a District-wide study to examine the availability and utilization of minority- and women-owned businesses under DC procurement and contracting activities. This is significant because if the study finds statistically significant evidence of racial or gender disparities in contracting data, it could inform future remedies aimed at creating a level playing field for MBEs and WBEs.

In FY21 DMPED will also issue a grant to a DC Chartered bank to support equitable economic recovery and increase access to loans, grants, financial services, banking products to DC residents, businesses, nonprofits, and community organizations and launch the Equity Impact Fund.

66. What efforts is the agency employing to enhance international business development? How have past efforts been stymied and what was the cause of said impact?

Due to a pause on all travel due to the COVID-19 public health emergency, DMPED has transitioned our international business development efforts to a virtual environment. This has allowed us to continue to work towards our international business development goals, while also exploring how we may be able to expand our international business development efforts in the future.

Trade Missions: From October 2019 through September 2020, DMPED executed one trade mission to Ethiopia and one follow-up trade mission to Israel. DMPED began implementing our mission follow-up strategy by forming Steering Committees for both the Israel and Ethiopia Diplomatic and Trade Missions and holding meetings with them to discuss the progress that was made and plans for further progress. We will be resuming conversations with both countries, but due to the pandemic, we could not move further with follow-up. One of the goals of the International Business Team is to conduct 2-3 international trade missions per year. Due to the COVID-19 pandemic and subsequent restrictions on travel, we have pivoted our strategy to conduct virtual international trade missions in 2021.

DMPED had been planning a trade mission to Colombia for June 2020; however, this has been delayed due to the public health emergency.

- **Israel (FY20):** The Israel Trade Mission in June 2019 focused on establishing trade relationships, learning about Israel's technology and Innovation economy, exploring investment opportunities and promoting tourism. During the follow-up trade mission in February 2020, DMPED presented and exhibited at the AmCham Business Summit and met with various stakeholders in the Israeli business ecosystem.

- **Ethiopia (FY20):** The Ethiopia Trade Mission in November 2019 renewed the sister city agreement with the city of Addis Ababa, explored investment opportunities, and promoted tourism. As a result of the Ethiopian trade mission in November 2019, 57 DC-based businesses were introduced to potential business prospects in Ethiopia, and several of those companies are currently negotiating deals with Ethiopian companies they met with on the trip.
- **Virtual Trade Missions (FY21):** One of the goals of the International Business Team is to conduct 2-3 international trade missions per year. Due to the COVID-19 pandemic and subsequent restrictions on travel, we have pivoted our strategy to conduct virtual international trade missions in 2021.
- **Foreign Direct Investment (FDI) Attraction:** In FY20, DMPED identified 10 target sectors of interest and the specific countries who have expressed interest in each of those sectors. By taking advantage of the 180 embassies located in the City, the Team identified that the best way to promote FDI to DC was to partner with key countries that previously invested in the US and DC and also expressed further interest in doing so. To date, four countries (Singapore, United Kingdom, Ireland, and Australia) expressed immediate interest to promote DC as a location for investment. All four countries have started outreach to several potential investors within the following industry sectors: real estate, IT/Tech, hospitality and tourism, and healthcare and life sciences.

Embassy Series Program: In FY20, DMPED implemented an embassy outreach initiative with the goal of meeting with 19 Embassies within a period of 3 months to promote Washington, DC and to understand their international investment initiatives or plans for international expansion. In FY20, this effort evolved into the Embassy Series Program which is segmented into six phases. Throughout FY20, the International Business Team met with 23 countries of interest identified through this program. The Team was able to position DC as a high priority city in the US for these countries. For all 23 countries, we were overwhelmed by the positive response and willingness to begin working together immediately. The planning for next steps with each country has begun and execution of each phase will continue throughout FY21.

67. At last year’s performance oversight hearing, the agency discussed its best practice visits to other cities and municipalities. What specifically has the agency learned from its participation in these visits and what initiatives has it implemented as a direct result of these best practice visits?

The FY19 Best Practices program was a pilot initiative that grew out of DMPED’s West Coast Missions in 2018 and 2019. The initiative was designed to learn how other regions approach economic development priorities important to our economic strategy. Summary of takeaways:

- private sector organization and leadership helped drive strategies directly applicable to private sector employers and the broader community, such as tech talent pipelines, diverse entrepreneurship, and economic development initiatives,

- coordination with anchor institutions, particularly building world class technology research and educational training centers in the heart of urban areas, spurred new businesses, top tech talent, and related innovative economic development,
- inclusive innovation, while growing and gaining traction at the time, seemed to remain under funded and under resourced in other cities,
- Georgia's model for integrated alternative tech career paths (apprenticeships, tech skills training) in partnership with largest employers and regional universities and training centers supported nontraditional students into well-paying jobs and opportunities and is a model worth considering for DC,
- NYC's tech talent pipeline strived to build a unified approach in the city to creating technical talent and could serve as a useful model for DC's own efforts.

68. Please provide an update on the status of the Autonomous Vehicles Working Group and its progress in fiscal years 2020 and 2021, to date. Please also include minutes from the Autonomous Vehicles Working Group monthly public meetings.

Mayor's Order 2020-024, dated February 12, 2020, transferred oversight of the Autonomous Vehicles Working group to the Deputy Mayor for Operations and Infrastructure ("DMOI"). This question should be addressed to DMOI's attention.

69. Please provide an update on the award of Neighborhood Prosperity Fund grants in fiscal years 2020 and 2021, to date. How does this compare to fiscal year 2019? Please include the name of the grantee, grantee's business type, grantee's location (Ward), a description of the project, the project timeline, and the amount awarded to the grantee.

In FY20, NPF awarded four businesses, totaling \$3,000,000. In Ward 7, two grants were awarded that support food access and the creation of community amenities. Muki's Market of 4403 Bowen Rd, SE was awarded \$100,000 to assist in creating a food market that includes indoor and outdoor space. In Deanwood, NHP Foundation at 5131 Nannie Helen Burroughs Ave, NE was awarded \$1,700,000 to support its mixed-use project that includes 550 apartment units and a fast-casual restaurant/gathering space.

In Ward 8, \$1.2 million was awarded to projects that continue the Bowser Administration's investments in historic Anacostia and along Good Hope Road SE. South Capitol Improvement LLC at 4401 S Capitol St, SW was awarded \$600,000 to support a mixed-use project that will provide affordable housing units, community commercial space, and the delivery of a fresh food grocer. The joint venture between Washington Area Community Investment Fund (WACIF) and Anderatiam Group at 1231 Good Hope Road SE., was awarded \$600,000 to support the sustainability of retailers as well as the development of office space.

For the FY21 NPF program, the Notice of Funding Availability is opening on Friday, January 29, 2021, and the Request for Applications is opening on Friday, February 12, 2021.

Please refer to [Attachment Q69](#) for a list of FY20 grantees.

70. Please provide an update on the Washington, DC Economic Partnership, particularly on the programming provided (and results achieved) as a result of the Council's restoration of the entity's funding.

As a result of the Council's restoration of the Washington DC Economic Partnership's (WDCEP) funding, the organization has been able to provide the following programs and services to the DC business community.

Business Attraction, Retention, & Expansion Activities: WDCEP continues to engage with the business community through initiatives focused on business attraction, retention, and expansion.

In FY 2020 and FY21 to date, WDCEP has engaged with more than 225 businesses through the Employer Engagement (EE100) program, tech sector outreach, outreach to businesses in emerging neighborhoods and responses to brokers seeking relocation opportunities for their clients. WDCEP provided assistance to these businesses in the areas of office relocation, tax and permitting resolution, real estate expansion & investment opportunities, economic data, business-to-business connections, educating private sector on various government resources/programs, applying for District contracts, hiring, and incentive information.

WDCEP is currently working to re-vamp their Business Retention & Expansion strategy in coordination with DMPED to meet the current challenges business are facing. WDCEP's business engagement efforts will identify new opportunities to support the retention and expansion of businesses in the District.

Economic Development Research and Publications: In FY20, The WDCEP was able to produce new editions of their annual publications that have served as important resources for the DC business community for many years, including the DC Doing Business Guide, DC Development Report, and the DC Neighborhood Profiles. WDCEP plans to produce new editions of the DC Development Report and the DC Neighborhood Profiles in Q2 and Q3 in FY21.

In collaboration with DMPED and the Federal City Council, WDCEP facilitated 10 focus groups to support an analysis of the city's principle economic sectors with the goal of providing guidance and insight for the District's economic recovery strategy due to the COVID pandemic. A total of 89 industry leaders & key stakeholders participated in the focus groups.

Marketing Campaigns and Programming for Business Retention & Business Support: WDCEP produced the following marketing campaigns and programming with a goal of disseminating information that can help a business start or grow within the District:

- **DC Retail Summit:** The [DC Retail Summit: Our Recovery](#) was a virtual event that brought together thought leaders from the private and public sector, local retail and

restaurant businesses and community stakeholders. The summit was designed to educate local retail and restaurant establishments on the recovery efforts in DC, due to Covid-19, and provided practical and solutions-based resources to help them adapt to the changing economic landscape. WDCEP planned, managed, and hosted the 2020 Retail Summit, in partnership with Think Local First DC, in September 2020, which resulted in 40 speakers and 700 attendees.

- **Shop in the District Website & Marketing Campaign:** [Shop in the District](#) website and campaign was a joint effort between WDCEP and DMPED to encourage local, safe shopping and highlight DC's local stores and makers. As consumers spending trends have increased through e-commerce platforms pre-covid and now, this website was designed to drive traffic to DC-based brick and mortar businesses as an additional revenue stream during these challenging times. It showcased 135 stores across 18 categories and 34 neighborhoods.
- **DC Stories:** WDCEP developed the [DC Stories campaign](#) to highlight the resiliency of small, local businesses in the face of an unprecedented pandemic. The campaign launched in August 2020 and has featured ten local businesses. WDCEP will continue this series in 2021 and highlight more businesses throughout the District.
- **DC Biz Chats:** The [2020 DC Biz Chat Summer Series](#) was designed to help businesses cope with the COVID-19 pandemic and delivered by thought leaders and local business owners. The four (4) sessions covered topics such as e-commerce, digital and social strategies, mergers and acquisitions, and crowdfunding. In FY 2021 WDCEP is planning to hold four DC Biz Chats covering the following topics: Financial Preparedness, Marketing / E-commerce, Commercial leasing, and Doing Business with an Anchor Business.

71. What is the agency's economic intelligence strategy plan? How is the agency measuring success of this plan?

DC's Economic Strategy, published in March 2017, lays out Mayor Bowser's vision: for DC to become the global model for inclusive prosperity and resilience, showcasing how diversity and innovation can drive equitable economic growth – and outlines not only how we will grow our economy, but how we will ensure all Washingtonians have a fair shot at prospering in our economy. The strategy was informed following 25 in-person stakeholder discussions. Data plays a critical role in supporting our efforts to enhance economic inclusivity. DC's Economic Strategy is guided by two measurable goals:

- 1. Grow a vibrant and resilient economy driven by private sector expansion.**
Specifically, grow the DC private sector economy to \$100 billion (by 20%), by the end of 2021. We have seen positive progress on this goal. At the end of 2016, private sector GDP was \$86.71b. At the end of 2019, private sector GDP was \$96.76b. This demonstrates that before the COVID-19 pandemic, we were on track to meet the goal of \$100 billion by the end of 2021. However, we expect that the pandemic will have a negative impact on private sector GDP and the recovery period may last through 2021 and beyond.

- 2. Foster economic prosperity for all Washingtonians by increasing job opportunities and decreasing employment disparities by the end of 2021.** Reduce unemployment across wards, races, and educational attainment levels, bringing unemployment levels below 10 percent in all segments by the end of 2021. This goal translates to the following targets:
- Reduce unemployment levels of African-American residents.
 - Reduce unemployment levels of high school graduates without a bachelor’s degree.
 - Reduce unemployment levels of Wards 7 and 8.

This unemployment metric was chosen in part because it can be disaggregated, and therefore enables us to measure progress toward resolving racial, geographic and social disparities.

The visualizations on this page <https://dceconomicstrategy.com/unemployment> show that prior to the COVID-19 pandemic, there were downward trends in unemployment for all these dimensions. Unemployment was decreasing in Wards 7 and 8, and in the months prior to the pandemic, Ward 7 unemployment was below 10%. High school graduates and African American unemployment had also been falling during the years prior to the COVID-19 pandemic, though still above the 10% threshold.

As seen by the visualizations, the COVID-19 pandemic led to a dramatic increase in unemployment rates in the District starting in March 2020. There was an increase in unemployment across all wards, but Wards 7 and 8 saw the largest increases in their unemployment rates. Wards 4, 5, 7, and 8 all experienced unemployment rates above 10% during the pandemic.

72. Please provide an update on the status of the Inclusive Innovation Fund and how many programs are currently supported by the Inclusive Innovation Incubator.

The Inclusive Innovation Fund Grant Program and the Inclusive Innovation Incubator were separate initiatives under DMPED. Funding for these concluded in FY20.

The Inclusive Innovation Fund Grant Program concluded in Q4 FY20 when the grantee informed DMPED they would not be able to meet the performance milestones in the grant. The Grantee has returned the finds, minus allowable expenses.

The Inclusive Innovation Incubator, known as In3, provided tech training and business development opportunities, including DMPED-sponsored classes on coding and entrepreneurship (“Future is Written in Code”), women’s entrepreneurship (“Grow & Glow”), and the Inclusive Innovation Lab, a 6-week incubator for underrepresented entrepreneurs. During the COVID-19 public health emergency, In3 moved its DMPED-sponsored activities online. Considering the public health emergency and constraints on space, In3 has vacated the Georgia Avenue location and moved the remainder of its activities online.

Real Estate Development Portfolio

73. What are DMPED’s top five real estate development priorities? Please explain how the agency expects to address these priorities in fiscal year 2021. How does this compare to the agency’s 2020 priorities?

1. St. Elizabeths: In 2021, there are plans to continue construction with six (6) projects: 801 East Men’s Shelter, District Towns Townhome Project, the new Pecan Street, the new 13th Street, Parcel 6 Parking Garage, and Whitman Walker Health. Additionally, the hospital will be in design and Parcel 13 will be in negotiation.
2. Barry Farm: DMPED plans to submit a Development Finance Agreement (DFA) loan package to Council for approval, which will be a funding source for the construction of the senior building. Assuming that the pending map and text amendment is approved this spring, construction on a 108-unit senior building, which will be 100% affordable, is expected to begin in 2021.
3. Hill East: Hill East will continue with construction for Parcel F-1 and lease up for Parcel G-1. Additionally, DMPED will receive and review responses to the Hill East Phase 2 RFP.
4. Reeves Center: DMPED will continue to review RFP responses to identify a development partner for award later this year.
5. Park Morton: DMPED plans to submit its DFA package to Council for approval later this year to support the infrastructure work on the site. The infrastructure work must begin prior to the start of vertical construction.

74. At last year’s performance oversight hearing, the agency discussed its best practice visits to other cities and municipalities. What specifically has the agency learned from its participation in these visits and what initiatives has it implemented as a direct result of these best practice visits?

Please see the response to Question 67.

75. Please provide an update on DMPED’s efforts and progress to achieve the Mayor’s goal of creating 36,000 housing units – of which 12,000 will be affordable – by 2025.

As of December 2020, significant progress has been made toward the District’s bold goal of creating 36,000 new homes, 12,000 of them affordable, by 2025. With 14,404 new housing units delivered since January 2019, the District has reached 40% of its goal. During that same period,

2,028 affordable units were also delivered, which represents 17% progress toward the affordable housing goal.

76. During a previous performance oversight hearing, the agency noted a multipronged approach to affordable housing, including Department of Housing and Community Development Funding, land dispositions, Housing Preservation Strike Force, and strengthening inclusionary zoning. Please describe the agency's affordable housing plan for fiscal years 2021, 2022, and 2023.

In 2019, Mayor Bowser boldly challenged the District to build 36,000 new homes, expand the supply of affordable housing by 12,000 homes, and preserve 100 percent of affordable housing by 2025. Following that announcement, the Bowser Administration has been developing a strategy and making key investments to achieve those goals. Since the announcement at her Second Term Inauguration, significant progress has been made toward these goals. With 14,404 new housing units delivered since January 2019, the District has achieved 40% progress toward the 36,000 unit goal. During that same period, 2,028 affordable units have also been delivered, which represents 17% progress toward the affordable housing (12,000) goal.

Our strategy for achieving the Mayor's bold includes several approaches:

1. Maximize land use and regulatory tools to increase and accelerate affordable housing production (e.g. Comprehensive Plan, Inclusionary Zoning, process improvements)
2. Prioritize high-impact tools (e.g. Housing Production Trust Fund, Housing Preservation Fund, Local Rent Supplement Program, land dispositions and development), and
3. Leverage federal resources
4. Stabilize and preserve existing affordable housing stock

DMPED coordinates and convenes the District's housing agencies and related agencies to ensure continued progress toward the Mayor's housing goals. In the past year, DMPED and partner agencies have made significant progress in developing new tools to support production in these areas in past 12 months:

1. Delivered Comprehensive Plan to Council in April 2020;
2. Worked with Zoning Commission to amend Inclusionary Zoning to increase affordability requirements in select situations;
3. Enacted new tax abatement to incent development of affordable housing planning areas with greatest production targets (i.e. Rock Creek West, Capitol Hill, Rock Creek East and Upper Northeast);
4. Created revolving loan fund that will leverage U.S. Department of Housing and Urban Development (HUD) Section 108 borrowing authority to finance preservation, pending approval from HUD; and

5. Stood up three rental assistance programs to support both tenants and housing providers (Tenant-Based Rental Assistance, COVID-19 Housing Assistance Program, and Housing Stabilization Grants).

In the coming fiscal years, we will continue to advance progress toward the Mayor’s goals, in partnership with housing agencies, by continuing to deploy high-impact tools such as the Housing Production Trust Fund, Housing Preservation Fund, Local Rent Supplement Program project and sponsor based vouchers, and advancing the DMPED real estate portfolio. In addition, the Council’s approval of the Comprehensive Plan is critical to this progress.

In addition, we will continue to work with agency partners to support homeownership and pathways to the middle class. In partnership with The Lab@DC, in 2021 we will launch a Front Door website for housing that helps residents navigate the various programs available to support homeownership and housing affordability in the District.

77. Please describe the plan to implement recommendations from the Office-to-Affordable Housing Task Force Report. Please also provide an update on the progress of any recommendations the agency has already implemented.

Building on the Office-to-Affordable Housing Task Force (OTAH) Report, members of our DMPED, OP, and DHCD teams have established a working group to better evaluate the opportunity for office/hotel conversions to residential in the COVID-era marketplace as part of the District’s goals to create affordable housing – particularly in high need opportunity areas. The group has engaged property owners, BIDs, and other stakeholders, is developing an internal assessment tool to better evaluate properties for conversion and will continue to monitor properties and the market for conversion potential that advances the Mayor’s housing goals.

The FY2021 budget support act passed by the DC Council includes the “Tax Abatements for Affordable Housing in High-Need Areas Amendment Act of 2020” that provides real estate tax abatements to encourage affordable housing production in amenity-rich neighborhoods where land cost, zoning, and other challenges restrict the potential for new, affordable units. This abatement applies to projects in the Capital Hill, Rock Creek East, Rock Creek West and Upper Northeast planning areas and has the potential to incent office-to-residential conversions along the Massachusetts, Connecticut, and Wisconsin avenues identified in the OTAH report. Additionally, on December 11, 2020, OP submitted a report to the Zoning Commission recommending an expansion of the current Inclusionary Zoning (IZ) program that would apply IZ to non-residential to residential conversions, certain historic districts, and calls for further analysis and engagement around IZ application to the downtown “D” zones.

78. Please describe all methodologies used by the agency to determine the market value of land for development projects, also include information on the impact of affordable housing units and developer profit on the market value conclusions for real property.

The following four methodologies, independently and/or in tandem, may be used by an independent certified appraiser to value DMPED development projects:

1. Residual Land Value Approach: The residual land value approach is based on the proposition that a developer would pay no more for a property than the total value of the development project at completion less the total cost of the development project. This approach is particularly applicable when comparing the conceptual unrestricted highest and best use of the property to the conceptual use of the property as restricted by the District with affordable housing, and/or small and local retailer requirements, and/or other unique project specific District requirements.
2. Cost Approach: The cost approach is based on the proposition that a developer would pay no more for a property than the cost to produce a substitute building with equivalent utility. This approach is applicable when the property being appraised involves relatively new improvements that represent the highest and best use of the land, or when it is improved with relatively unique or specialized improvements for which there exist few sales or leases of comparable properties.
3. Sales Comparison Approach: The sale comparison approach utilizes sales of comparable properties, adjusted for differences, to indicate a value for a property. Valuation is typically accomplished using physical units of comparison such as price per square foot, price per unit, price per floor, etc., or economic units of comparison such as gross rent multiplier. Adjustments are applied to the property units of comparison derived from the comparable sale. The unit of comparison chosen is then used to yield a total value.
4. Income Capitalization Approach: The income capitalization approach reflects a property's income-producing capabilities. This approach is based on the assumption that value is created by the expectation of benefits to be derived in the future. Specifically estimated is the amount an investor would be willing to pay to receive an income stream plus reversion value from a property over a period of time. The two common valuation techniques associated with the income capitalization approach are directed capitalization and discounted cash flow analysis.

Inclusion of affordable dwelling units (“ADUs”) in a development project negatively impacts the overall market value conclusions for the real property, and the total negative impact is project-specific based on the number, type, and tenure of the ADUs. The negative impact results in the reduction of the total amount a developer will pay for the real property and may result in the real property having no value, and the real property may even require a direct monetary subsidy in order to produce the specified number, type, and tenure of the ADUs programmed.

Developer returns, including profit, are evaluated as to whether such returns are commercially reasonable for the proposed development project based on the current market conditions in the District.

79. Please provide an update on the roll out, issues, and feedback received related to DMPED’s Equity Impact RFPs.

DMPED issued four (4) EquityRFP’s this year: Langston Slater, Malcolm X, Hill East and Reeves. DMPED has received both strong interest on all the RFP’s and multiple responses on the three that were already due. Thus far, there have been no impediments.

80. Describe the notable milestones for dispositions approved by the Council in fiscal years 2019, 2020 and 2021, to date.

Please refer to [Attachment Q35](#).

81. As part of last year’s budget cycle, in effort to off-set some or all of the third-party costs DMPED incurs, the Mayor sought to impose an administrative fee on to developers or other entities that benefit from the disposition of District-owned property. At the time of her request, DMPED had not yet developed a fee schedule. Please provide an update on this proposal. Specifically, will it be proposed again? Has a fee schedule been developed? If not, where in the process is DMPED in developing said schedule?

DMPED is working with the Mayor’s Office of Budget and Performance Management to develop the FY22 budget proposal.

82. Please provide an update on the status of the Opportunity Zones Initiative. Discuss the status of this initiative to date, and what plans the agency has for encouraging participation in the initiative.

DMPED has seen a trend in the District of Opportunity Zone projects focused on real estate. Approaching spring of 2020, the Opportunity Zone market was still unclear while the

Department of Treasury and the Internal Revenue Service finalized regulations. The final regulations took effect on March 13, 2020. Opportunity Zone deals were impacted by the same volatility as other real estate projects in 2020. Deals that began to move forward, in the summer of 2020, typically featured housing, commercial industries with less uncertainty (e.g. healthcare and grocery stores), or projects with financing in place prior to the start of the pandemic.

This year DMPED worked with Office of Tax and Revenue (OTR) to implement the “Aligning Opportunity Zone Tax Benefits with DC Community Priorities Amendment Act of 2020” in the Budget Support Act of 2020, which requires Qualified Investment Fund (QOF) investors to qualify their investments with the District to receive District-level tax benefits.

The deadline for QOFs to submit their applications for this tax year is March 15, 2021.

The new federal administration has signaled major changes to the Opportunity Zone initiative. The District will continue to leverage our local qualifying process as we await clarity on the new direction.

83. Please provide a project breakdown that includes:

- **The number of projects under construction;**
- **The number of projects in pre-development;**
- **The number of projects in negotiation;**
- **The number of construction jobs created; and**
- **The number of permanent jobs created.**

Please refer to [Attachment Q83](#).

84. Please provide an update on the sites being developed under the New Communities Initiative. Please include and describe:

- **The current stage of development for each site;**
- **The next stage of development for each site;**
- **The number of housing units planned and completed by site; and**
- **Any anticipated challenges for each site and potential solutions.**

Please refer to [Attachment Q84](#).

85. Please provide an update on the 8th and O Street project to include a description of the proposed program (i.e. housing, retail, office, etc.). What is the project timeline? Discuss the project’s affordable housing program/requirements.

- The Development Plan is to construct a building containing seventy-nine (79) Residential Units (approximately 82,800 square feet), of which five (5) will be market rate townhome Residential Units (approximately 14,900 square feet), twenty-four (24) will be ADUs, and fifty (50) will be market rate Residential Units; approximately 3,440 square feet of ground floor retail space; approximately 1,450 square feet of space allocated to the Archdiocese for use by the Immaculate Conception Catholic Church as a parish hall; and an underground parking garage with approximately twenty-three (23) parking spaces on one level.
- The developer's proposed timeline is to close and break ground in the spring of 2021 and achieve substantial completion by the spring of 2023.
- One-half (twelve) of the ADUs will be reserved for households with AMI levels at or below fifty percent (50%) and one-half (twelve) will be reserved for households with AMI levels at or below eighty percent (80%).

86. Please provide an update on the Northeast Heights TIF. What is the project timeline?

- DMPED, OCFO, Cedar Realty, and Trammell Crow continue to engage in talks to finalize the TIF amount and the TIF Area. When completed, the TIF-supported development will provide Ward 7 with affordable housing, a full-service grocer, retail, and office space, anchored by a lease with the District's Department of General Services (DGS).
- Construction of the office which will house the DGS lease is anticipated to begin in 2021 and deliver in late 2022. The second phase of the development supported by the TIF is projected to begin in fall 2022 will full completion in 2027/2028.

87. Please provide an update on the Hebrew Home for the Aged. What is the project timeline?

- The Senior Home closed in April 2020, and construction began in May 2020.
- Construction on the Senior Home is scheduled to be completed in July of this year.

88. Please provide an update on Waterfront Station 2. What is the project timeline?

- DMPED and the Developer executed the Land Disposition Agreement in December 2018 and closed on the ground lease in April 2020.
- We anticipate Commencement of Construction by March 1, 2021.

89. Please provide an update on Karen House at Walter Reed. What is the project timeline?

- Construction is ongoing and on schedule, we do not foresee any delays at this point.
- Expected delivery will be this Summer 2021.

90. Please provide an update on the current status of the Crummell School development project. What is the timeline for completion?

- Interim uses expected to be completed Summer 2021. Currently working with the local ANC to determine use for the \$50,000 operational grant the Council provided to Crummell for interim recreational uses. DMPED is restarting talks with the proposed developer to redevelop the site for long-term use.
- The anticipated Interim Use Construction Start is March of 2021. The Submission to Council of new surplus and disposition packages is expected in the 2021 calendar year. .

91. Please provide an update on the status of the Kennedy Street NW Project and its progress in fiscal years 2020 and 2021, to date; also discuss the implementation of recommendations from the Kennedy Street, NW Economic Development and Small Business Revitalization Advisory Committee in fiscal years 2020 and 2021, to date.

DMPED served as a member of the Kennedy Street NW Economic Development and Small Business Revitalization Advisory Committee, which met two (2) times in FY20 (October, and February).

The Committee created subcommittees comprised of business owners, residents, government representatives, and additional community stakeholders that are addressing four (4) specific focus areas. The goal of these subcommittees was to implement goals towards meeting the overall community needs. The committees worked on the following:

1. Clean and Safe Subcommittee: Tasked with the cleanliness and safeness of the Kennedy Street Corridor.

The subcommittee was able to advocate and achieve vital money allocation during previous budget cycles for the Clean Team's expansion on services for Kennedy Street and adjacent streets. Throughout the year, the members worked extensively with MPD and former Councilmember Brandon Todd to address safety concerns along the corridor using a multi-pronged strategy that included MPD, Office of Neighborhood Safety and Engagement, DPW, and DOH.

2. Economic Development: Tasked with business attraction and retention of retail businesses.

The subcommittee collaborated with the DCRA and Office of Planning to obtain more information along the corridor as it relates to property zones and the specific business types. The information helps with the creation of a development plan and business attraction recommendations. The recommendations included a need for increased density that would foster

more mixed-used development that attracts a blend of national retailers and small business owners. These recommendations also include a specific focus on tapping into the Opportunity Zones in the respective area.

The members continued to spread funding opportunities such as DMPED's grant opportunities, Main Street grants, and more.

3. Housing: Tasked with examining means of increasing affordable housing along Kennedy Street.

The subcommittee assisted in providing input and advocacy for the development project that commenced for a groundbreaking in March 2020 that will ultimately bring 38 units of senior affordable housing to a property that was once vacant and blighted.

The members also partnered with the Economic Development subcommittee to look at ways to increase density along the corridor.

4. Collaboration/Strategic Partnerships Subcommittee: Tasked with working with both the private sector and neighborhood organizations to hold more community-based events in the area.

The subcommittee worked with local small businesses along the corridor to produce a short film/ video to highlight a lot of the small businesses that have been anchors in the community along with newly opened businesses.

Members on the subcommittee also examined potential partnership opportunities for more farmers markets similar to Eastern Market.

5. Transportation and Public Space Subcommittee: Tasked with transportation and public space and how people are moving along the corridor

The subcommittee continued efforts with collaboration with the Main Street around walkability initiatives. Through advocacy efforts, the members were able to provide comments and input for DDOT's Reconstruction of Kennedy Street NW Phase II Project that will take place from Georgia Avenue to Colorado Ave.

The members also worked to increase more art-based components in the area to help increase foot traffic by partnering with the Commission of Arts and Humanities. One key feature is the playable art feature to be installed at 5th and Kennedy Street that aims at creating more active spaces for young people. In addition, the subcommittee will be providing input to the Department of Parks and Recreation as the agency starts the planning process to think more about the parks and recreational/NPS spaces across the city.

DMPED notes that pursuant to the Kennedy Street NW Economic Development and Small Business Revitalization Advisory Committee Establishment Act of 2015, the Committee sunset at the end of 2020.