



OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

FY 2024 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2025

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1 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT

Mission: The Office of the Deputy Mayor for Planning and Economic Development (DMPED) supports the Mayor in developing and executing the District's economic development vision.

Services: DMPED assists the Mayor in the coordination, planning, supervision, and execution of programs, policies, proposals, and functions related to economic development in the District of Columbia. DMPED sets development priorities and policies, coordinates how the District markets itself to businesses and developers, and recommends and ensures implementation of financial packaging for District development, attraction, and retention efforts. DMPED also works to achieve its mission by focusing on outreach to the business community and neighborhood stakeholders, and by forging partnerships between government, business, and communities to foster economic growth for residents of the District of Columbia.

2 2024 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
In July 2024, the District surpassed the District's goal of delivering 36,000 new homes by 2025, a target the Mayor set in 2019 at the start of her second term. As of September 30, 2024, the District has produced 38,026 total housing units.	NA	New housing production and preservation is vital for District residents and strengthening our neighborhoods. Meeting this goal signals to regional and national cities that the District will continue to be a housing leader. We continue working to ensure that the District's housing supply is affordable across the income spectrum.
In September 2024, the Mayor announced three commercial-to-residential conversion projects that have been conditionally awarded tax abatements through the District's Housing in Downtown program: 1625 Massachusetts Avenue NW, a 114,0000-square-foot building and the former home of the Air Line Pilots Association International; 1825 and 1875 Connecticut Avenue NW, two buildings totaling approximately 1.08 million square feet; and 615 H Street NW, a commercial rowhome and surface parking lot.	NA	The Housing in Downtown program transforms old spaces into new spaces - in this case, housing - that will bring more people and new vibrancy to our Downtown. In total, these three projects will deliver over 750 units of housing, of which over 90 will be affordable.
DMPED announced four new businesses awarded through Vitality Fund in FY24 resulting in an estimated 277 new jobs, \$5.03M capital investment, 110,679 square feet leased, and \$2.1M fiscal impact.	NA	These announced Vitality Fund awardees, as well as two more awardees who will be announced in the coming months, represent the District's status as a great place to locate and do business. These awardees also provide new job opportunities for District residents.

3 2024 OBJECTIVES

Strategic Objective

Increase housing affordability and make progress towards the District's housing goals.

Execute the District's equitable economic recovery strategy.

Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.

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

Create the most open and transparent DMPED while piloting new approaches to communication and engagement.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2024 OPERATIONS

Operation Title	Operation Description
Increase housing affordability and make progress towards the District's housing goals.	
New Communities Initiative: Key Project	Manages projects envisioned to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities
Execute the District's equitable economic recovery strategy.	
Policy Initiatives: Daily Service	Lead development of DMPED cluster's policy pertaining to economic development, affordable housing, jobs, and tax revenue. Provide research and analysis to inform strategy, decisions, and program design.
Strategy & Intelligence: Key Project	Supporting an inclusive, collaborative, and data-driven approach to driving the District's economic development priorities, prioritizing diversity, equity, and inclusion across all initiatives.
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.	
Real Estate Development and Disposition: Daily Service	Advance activities related to real estate development project management: document preparation, negotiation, project closings, solicitation development, issuance, evaluation, and award. Also includes title and appraisal review, construction monitoring, contract monitoring, and invoicing.
St. Elizabeths: Key Project	Manages a project designed to create well-planned, multi-use, mixed-income, walkable, livable community on the St. Elizabeths East Campus.
Walter Reed: Key Project	Provides administrative support to the Walter Reed Army Medical Center Local Redevelopment Authority and manages implementation of the reuse plan.
Industrial Revenue Bond: Daily Service	New: Provides access to tax-exempt Industrial Revenue Bond and tax increments financing to help businesses and non-profit organizations renovate and build new construction, make tenant improvements, and purchase capital. This team manages and administers the movement and closing of DC Revenue Bond Deals through the process.
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.	
Strategic Investment: Daily Service	Supports inclusive growth and equitable opportunities by maximizing investments for city priorities through local capital funds, foreign direct investment, federal grant opportunities, and investor engagement for businesses.
Business Attraction and Retention: Daily Service	Attracting new businesses and investment to the District to help diversify the DC economy and create new jobs for District residents.
Business Expansion and Growth: Daily Service	Building transparent relationships with the business community, maintaining continuous communication and connecting businesses to resources to help them grow and expand in the District.
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.	
Alignment and Guidance: Daily Service	Aligning, coordinating, and collaborating with other DC Government agencies and external stakeholders to streamline processes & help businesses navigate DC Government resources, processes, and offices.
Communications: Daily Service	Communicates and engages with public on DMPED projects, priorities, and economic intelligence to internal and external stakeholders.
Community Outreach: Daily Service	Creates more opportunities for community participation and feedback.
Analysis and Visualization: Daily Service	Develop compelling data analysis, maps, research and other communications, and manage DMPED's data.

(continued)

Operation Title	Operation Description
Create and maintain a highly efficient, transparent, and responsive District government.	
Contracting and Procurement: Daily Service	Partner with vendors to purchase quality goods and services in a timely manner, award grants, ensure all purchasing and grant actions are conducted with integrity, impartiality and transparency. Manage government funds to ensure they are spent in accordance with applicable District laws, regulations and fiduciary responsibilities.

5 2024 STRATEGIC INITIATIVES

In FY 2024, Office of the Deputy Mayor for Planning and Economic Development had 25 Strategic Initiatives and completed 64%.

Title	Description	Update
1234 Good Hope Rd (Formerly 1800 MLK, Jr. Avenue)	DMPED plans to develop 2 acres of vacant property in Anacostia into a vibrant, mixed-use urban community in accordance with the Anacostia Master Plan that will provide for local, street-level retail, incubator office, and multiple housing units. In FY24, DMPED will: 1. Negotiate and submit the LDDA to Council 2. Execute the LDDA 3. Complete Map Amendment	Completed to date: 0-24% Map Amendment complete. Project on hold pending resolution with community members that claim an unfair concentration of affordable housing in Anacostia Ongoing real estate development project.
St. Elizabeths East (Operating)	St. Elizabeths East is a historic gem in the middle of the nation's capital that is being transformed into a mixed-use neighborhood - with the city leading the charge. As new facilities government facilities are completed, there is a need for additional resources to support operations. In FY24 DMPED: 1. Support Parcel 6 garage operations; 2. Support overall safety and security needs around the vacant properties and while the new facilities are under construction.	Completed to date: 25-49% Funding was received in FY24 to secure windows and add lighting near the Maple Quad and other historic parcels. However, funding was not received for the Parcel 6 garage and for that reason it still remains a revenue generated operational garage. Long-term project.

Nourish DC
(2024)

The purpose of the Nourish DC Collaborative is to support the development of a robust ecosystem of locally-owned small food businesses in District neighborhoods where decades of disinvestment have left them underserved by grocery and other food amenities. To achieve this goal, a collaborative of community development financial institutions were selected to provide loans, grants, and technical assistance to emerging and existing locally-owned small food businesses, with a preference for businesses located in and owned by residents of DC neighborhoods identified as having high rates of food insecurity, unemployment and poverty, and/or lower life expectancy. The program kicked off in FY21, with additional annual funding expected through FY24. In FY24, DMPED will provide: 1. At least 25 food entrepreneurs 12 hours of 1:1 technical assistance; and 2. At least 8 businesses receiving a total of \$400K in grant funding

Completed to date: 25-49%

The program has been extended through FY26. The program administrator will work to issue a \$400,000 third round of grant funding in FY25; provide an additional \$750,000 to collaborative partners to increase technical assistance and lending capacity; lead a round of specialized technical assistance; and augment the existing flexible capital pool for food businesses and entrepreneurs in the District. A Program Administrator has been selected for RFSI and anticipate the release of subgrants in early November with a close date in early January. Between 5-15 total awards are expected.

Program has been extended until FY26.

Reeves
Center (2024)

The aging Frank D. Reeves Center of Municipal Affairs has reached the end of its useful life and the building would be cost prohibitive to modernize. Therefore, the District released a solicitation on December 30, 2020 to redevelop the Frank D. Reeves Center site into a transit-oriented, mixed-use development with office space, affordable housing, and neighborhood-serving amenities in a way that reflects the site's historic and cultural significance. Redevelopment requires the relocation of District agencies and associated infrastructure to new locations within the District.
In FY24, DMPED will: 1. Negotiate and submit LDDA to Council 2. Execute LDDA

Completed to date: 50-74%
LDDA negotiation and preparation of a Council submission is still in progress. The Developer was directed to review their financing and resubmit. DMPED engaged a third party consultant to review the Developer's model and submitted project documents. The consultant conclusions suggested that a) The Developer is overly optimistic in their rent assumptions inflating projected cashflow, is relies on a high amount of speculative government subsidies that are competitive and/or limited availability, and c) the project is not financially viable as currently structured.
This is a long term real estate development project with negotiations still underway.

New
Communities
Initiative
(2024)

The New Communities Initiative (NCI) is a District government program designed to revitalize severely distressed subsidized housing and redevelop neighborhoods into vibrant mixed-income communities.
In FY24, New Communities will: 1. Close on funds and break ground on Barry Farm 1A 2. Close on funds and break ground on NW1 Phase II 3. Complete Map Amendment on Bruce Monroe

Completed to date: 75-99%
Barry Farm 1B received the Conditional Certificate of Occupancy and is 99% complete. Park Morton Phase 2 infrastructure construction is commencing by end of October 2024. Bruce Monroe legislation received markup and awaiting two requisite votes needed for approval.
Long-term development project across multiple sites.

Food Access Fund

The purpose of the Food Access Fund (FAF) is to increase equitable access to fresh, healthy, and affordable food by securing grocery stores and restaurants, fast casual restaurants and other food access points in areas with low food access, with a focus on Wards 7 and 8. DMPED anticipates these funds will create new food access points, putting 95-99% of Ward 7 and 8 residents within a mile of a food access point. The FAF Grant will support qualified businesses with capital for tenant improvements related to expansion of operations into a new location in an area identified as having low food access (as set forth in the Act), with priority given to locations in Ward 7 or Ward 8. In FY24, DMPED will: 1. Make updates to Food Access Fund Dashboard 2. Solicit Requests for Applications 3. Select and award Grantees 4. Disburse funds 5. Track and manage compliance on prior Grantees

Completed to date: 75-99%
Of the 26 total awarded businesses, 9 are currently open and operating, with 5 more are anticipated to open in Q1 of FY25. We are tracking compliance and supporting all businesses with their projects and working with the opened businesses to closeout their projects. Closeout reporting is underway for completed projects.
Disbursement and compliance efforts are ongoing.

Hill East
(2024)

DMPED plans to redevelop 50 acres of Hill East to be transformed into a vibrant, mixed-use urban community in accordance with the Hill East Master Plan that will create an unparalleled riverside experience.

In FY24, DMPED will:

1. Negotiate and finalized gap funding for both Bundle 1 and Bundle 2
2. Execute Bundle 1 LDDA
3. Execute Bundle 2 LDDA
4. Coordinate with Bundle 1 on the completion of the DC Water sewerline relocation design and permits
5. Facilitate the completion of the design and permits for Bundle 1 and Bundle 2 Infrastructure work
6. Coordinate with DGS to start construction on the DC Water seweline relocation and infrastructure work
7. Coordinate with DGS to start demolition of existing DC General buildings
8. Coordinate with both bundles to get Zoning Commission approval of their Phase 1 buildings

Completed to date: 75-99%

Daycare center in the Park Kennedy Phase 1 building was substantially completed in September.

The GC for the demolition and steam tunnel relocation submitted steam and demolition plans for review and approval. Abatement started in the buildings and materials were ordered for the new steam tunnel. The design for the 72" Sewer relocation was changed to decrease costs and the contract for the work was awarded. Bundle 1 development team made substantial advancements on Parcel B1/B2 construction drawings. Bundle 1 continues to work on supplemental reports for the submitted 30% drawings.

Long-term development project with ongoing negotiations.

Walter Reed
(2024)

The Walter Reed Local Redevelopment Authority ("LRA") has led an extensive planning process to acquire and redevelop 66.57 acres of the property at the site of the former Walter Reed Army Medical Center ("WRAMC"). This project will establish a new mixed-use neighborhood of 3.1 million square feet of development as envisioned in the Walter Reed Reuse Plan and Small Area Plan. In FY24, the Walter Reed LRA will: 1. Begin construction of the Fern Street Townhomes, consisting of 96 townhomes (single family and stacked flats). 2. Begin construction of the Parcel L building, consisting of 287 rental apartments 3. Complete the Aspen Street widening and multi-use trail along Aspen St, between Georgia Ave and 16th Street

Completed to date: 75-99%
- Completed the Reynard (Building QRS) with 248 residential and live/work units to Georgia Avenue -Building 12 - transferred property for the development of new hardware store -Parcel WXY (Aspen Square TH's) - transferred land for the final stick of townhomes - Parcel A-G - Secured Council approval of adjusted building restriction line (BRL) to allow 141 units
Ongoing real estate development project.

St. Elizabeths
East

Once a vacant and abandoned mental health facility in Ward 8, St. Elizabeths East is rapidly becoming a destination for retail, housing, entertainment and cultural amenities. A historic gem in the middle of the nation's capital - providing a chance to transform a 183-acre site into a mixed-use development that simultaneously serves the neighboring community and nearby federal office tenants. In FY24, DMPED will: 1. Continue infrastructure on 13th Street 2. Complete land swap with DCPL 3. Issue RFP for Farm Parcel 4. Award and Negotiate Parcel 6 5. Negotiate and submit Parcel 7,8,9 LDDA to Council

Completed to date: 75-99%
The 13th Street infrastructure project is nearing completion, with the exception of the 13th Street Connector, which will begin in Q1 of FY25. The DCPL Land Swap legislation has been finalized, and the Parcel 6 project has been awarded and is currently under negotiation. Negotiations for Parcels 7, 8, and 9 are almost complete and will be submitted for internal review by the end of October. The Farm Parcel has not been released, as adjustments were made to the timeline due to the potential need to update the Master Plan.
Long-term development with ongoing negotiations.

<p>Employment Center Vitality and Local Jobs Creation (Vitality Fund)</p>	<p>The purpose of the Vitality Fund is to incentivize companies to locate, expand, or stay in DC, with a preference for locating in the central business district (CBD). Businesses in target industries are eligible to receive discretionary, performance-based grants based on new jobs and investment targets, lease terms, and alignment with the District's economic strategy. In FY24, DMPED will: 1. Relaunch applications for the Vitality Fund 2. Promote the Vitality Fund to brokers and site selectors 3. Award at least 4 businesses through the program</p>	<p>Completed to date: Complete The application for the Vitality Fund was open in October 2023. DMPED directly promoted the Vitality Fund to several real estate brokerage teams and via WDCEP, promoted the program at site selector conferences, to individual brokers, and individual company prospects. DMPED approved two new businesses in FY24.</p>
<p>Ward 2 Great Streets</p>	<p>Competitive grant that expands eligibility for the Great Streets Small Business Retail grant to commercial corridors in Ward 2 for FY24. In FY24, DMPED will: 1. Issue competitive Request for Applications in Q2 2. Award at least 90% of the fund by the end of Q3 3. Disburse at least 90% of the awards by the end of Q4</p>	<p>Completed to date: Complete The Ward 2 Great Streets expansion was not offered in FY24.</p>
<p>Small and Medium Business Growth Program</p>	<p>The Small and Medium Business Growth Fund (SMB Fund) offers competitive grants to retain and expand District-based small businesses by supporting large scale capital improvements, large equipment purchasing, and technological advancements within retail, professional services, industrial-based businesses and manufacturing industries, and small business investment projects in distressed and emerging neighborhoods. In FY24 DMPED will: 1. Open RFA in Q2 2. Award grants by the end of Q4</p>	<p>Completed to date: Complete This program is not being offered in FY24.</p>

Community Engagement

The DMPED Communications team will work with the Real Estate, Business Development and Economic Intelligence teams to create new ways to engage District residents and stakeholders to ensure stakeholders are aware of DMPED programs and milestones and progress made toward DMPED's top priorities. In FY24, we will: 1. Secure at least 10 media placements, including three non-traditional outlets (i.e. Spanish-language and national news outlets), that advance the awareness and discussion of DMPED's economic development, real estate, and business development work; and 2. Implementing at least two new communications formats/delivery methods to reach stakeholders and raise awareness of DMPED groundbreakings, ribbon cuttings, grant opportunities, and programs.

Completed to date: Complete DMPED team members regularly engage with ANCs, the Business Improvement Districts, community groups, nonprofits, and neighbors to provide updates on ongoing projects as well as projects in the pipeline. DMPED, in partnership with the Mayor's office, hosted over 25 public events to engage with residents and stakeholders about our ongoing work. In addition to our regular community engagement work, DMPED hosted several marquee events to engage residents and community members. In March, DMPED hosted its annual March Madness event, our city-wide showcase to share programs and upcoming opportunities with our local business and real estate community. This year, DMPED launched the Retail Grant and Grow, which engaged business owners and entrepreneurs to provide them with support through the grant compliance process, prequalification for eligible programs and technical assistance with application submission. DMPED engaged with an "Our RFP" process, inclusive community meetings and outreach, to develop the Request for Proposals (RFP) for the redevelopment of the Chevy Chase Civic Site. "Our RFP" is a Mayoral initiative that ensures community engagement and feedback are incorporated early in the RFP process.

Housing In Downtown Program

This enhancement supports converting central business district offices into residences. Objectives are twofold: 1) The goal of this program is to increase economic vibrancy by diversifying the land uses downtown. 2) In doing so, increasing housing and affordable housing downtown. These funds support this work via staff support and ongoing data analysis. In FY24, DMPED will: 1. Release the Housing in Downtown (HID) Request for Applications (RFA), this will mark the launch of the program. 2. In FY24 ongoing program refinement is likely.

Completed to date: Complete DMPED opened applications for the HID program in March 2024, the program provides 20-year tax abatements for approved commercial-to-residential developments downtown.

Downtown Engagement

The objective of this program is to build on the DMPED-led Comprehensive Economic Development Strategy (released in early 2023) to conduct additional engagement around the reimagination of downtown.
In FY24, DMPED will: 1. Work with the Downtown Action Plan team to oversee and provide strategic insight of targeted initiatives detailed in their Downtown Action Plan roadmap.

Completed to date: Complete
The Downtown Action Plan was formally released in June 2024. The final Plan included extensive engagement with District agencies regarding the feasibility of the recommendations included. Additionally, the Director of Downtown Innovation meets with the Presidents and CEO's of the Golden Triangle and DowntwonDC BIDs on a weekly basis to manage implementation of the elements. The Director has also had, and will continue to have, many engagements with District agencies regarding the Plan's implementation to ensure progress is continuous and needed interagency coordination occurs.

Black Homeownership Fund

The Mayor tasked the Black Homeownership Strike Force with recommendations on how best to utilize the \$10MM set aside in the FY23 budget to increase the Black homeownership rate. The strike force recommended focusing the fund on acquiring and developing new homeownership units that could be targeted at new Black households.
In FY24, DMPED will: 1. Work with internal and external stakeholders to utilize funds to increase homeownership opportunities in the District with a focus on black residents

Completed to date: Complete
The \$10M set aside for the Black Homeownership Fund was successfully MOU'ed to DHCD in January 2024 to support additional HPAP borrowers.

DC Family Fun Destinations

DC Family Fun Destinations is a competitive grant program to create/enhance family-friendly attractions downtown and in adjacent areas. In FY24, DMPED will: 1. Issue competitive Request for Applications in Q2 2. Award grants by end of Q4

Completed to date: Complete
DMPED released a Request for Applications for the second round of DC Family Fun Destinations in January 2024. DMPED received 13 applications for the program. Two awards were made in September 2024.

Cherry Blossom Tours

Cherry Blossom Tours program is a marketing tour and social media campaign promoting the National Cherry Blossom Festival and attracting tourists from the Northeast corridor of the United States while highlighting the high quality of life in the District. This marketing campaign will be in form of a regional tour with a family-friendly experiential activation in 3-4 cities (Boston, Baltimore, Philly, and NYC). The tour shall also include a business attraction component to select markets with curated engagement events aimed at encouraging companies to expand to DC. In FY24, DMPED will: 1. Issue an RFP in Q1 2. Launch a bus and social media tour in 3 cities in Q2

Completed to date: Complete PROGRAM NOT BEING OFFERED IN FY24.

Inclusive
Innovation
Equity Impact
Fund

DMPED will continue to work with 1863 Ventures, the Fund Manager for the IIEI. The primary goal of the Fund is to increase access to capital for Eligible Businesses that would not otherwise receive early-stage funding through conventional financing. The secondary goal is to create a pipeline of Eligible Businesses that are attractive investment opportunities in the District and to provide 12-month individualized business plans/technical assistance to Eligible Businesses. The Fund shall be used to develop investment opportunities for Eligible Businesses in the initial funding stage and those that grow out of the initial funding stage and are ready for additional investment, including venture capital and other sources of backing. In FY24, DMPED will: 1. Launch the program in Q1 2. Implement a campaign to expand awareness of the program throughout DC, with emphasis on businesses in Wards 5, 7, and 8.

Completed to date: Complete
PROGRAM NOT BEING OFFERED IN FY24.

Reimagine DC
Tourism

The Reimagine DC Tourism Program is a multi-year sustained marketing campaign in collaboration with Destination DC and Events DC, directed to attract leisure and business tourists. Funds will also be used in part for incentives to attract conferences, shows, exhibitions, and other attractions to the District. The Reimagine DC Tourism Program is a multi-year sustained marketing campaign in collaboration with Destination DC and Events DC, directed to attract leisure and business tourists. Funds will also be used in part for incentives to attract conferences, shows, exhibitions, and other attractions to the District. In FY24 DMPED will: 1. Select a partner to administer marketing campaign and incentives program 2. Develop campaign materials and launch by end of fiscal year

Completed to date: Complete program not offered in fy24.

Large Events
and Festival
Sponsorships

The Large Events and Festivals Sponsorship Fund will be used to sponsor large events and festivals in the District. Funds can be used in a multitude of ways including the infrastructure needs to enable these events. In FY24, DMPED will: 1. Disburse 100% of the Fund by Q4

Completed to date: Complete This program is not being offered in FY24.

Special Event Fee Relief Fund	<p>The Special Event Relief Fund allows organizers of festivals and outdoor special events to apply for financial assistance to cover up to 100% of services incurred by the event from the following agencies (direct payment from DMPED to the agency): ABRA, DOH, DPR, DPW, DDOT, FEMS, MPD, DLCP and DOB.</p> <p>In FY24, DMPED will: 1. Launch the application in Q1 2. Expend 90% or more of the Special Event Fee Relief Fund by the end of the fiscal year</p>	<p>Completed to date: Complete</p> <p>DMPED opened applications for the Special Event Relief Fund in October 2023, providing financial support to cover District government fees for special events charged by nine agencies (ABCA, DDOT, DLCP, DOB, DOH, DPR, DPW, FEMS, and MPD). By the end of FY2024, 100% of available funds had been awarded.</p>
Business Attraction, Expansion, and Retention Infrastructure	<p>The Special Event Relief Fund allows organizers of festivals and outdoor special events to apply for financial assistance to cover up to 100% of services incurred by the event from the following agencies (direct payment from DMPED to the agency): ABRA, DOH, DPR, DPW, DDOT, FEMS, MPD, DLCP and DOB</p> <p>In FY24, DMPED will: 1. Launch the application in Q1 2. Expend 90% or more of the Special Event Fee Relief Fund by the end of the fiscal year</p>	<p>Completed to date: Complete</p> <p>N/A Program not being offered in FY24.</p>
Business Rent Relief (Bridge Fund 4.0)	<p>Bridge Fund 4.0 will provide financial relief to small businesses and sole proprietors in the retail, restaurant, and entertainment sectors that experienced revenue declines or significant costs as a result of the COVID-19 pandemic. Bridge Fund 4.0 will prioritize businesses that have not previously received relief funds. DMPED will work with a third-party administrator to administer the program and disburse funds.</p> <p>In FY24, DMPED will: 1. Launch the program in Q1 2023 2. Award at least 90% of the fund by Q2 3. Disburse at least 90% of the awards by Q3</p>	<p>Completed to date: Complete</p> <p>THIS PROGRAM IS NOT BEING OFFERED IN FY24</p>

Shop in the District Expansion

Funds will be used to continue the development and implementation of the custom-branded Shop in the District (SITD) marketing campaign and a custom gift card program that can be used by shoppers at all participating retailers. The funds will be used to hire a contractor that can provide marketing, advertising, and communications services to promote the Shop in the District website and retailers. The vendor will also manage gift card inventory and disbursement, provide technical support, and accurately report data back to DMPED.

In FY24, DMPED will: 1. Launch the custom-branded gift card program 2. Develop and launch the marketing campaign

Completed to date: Complete program not being offered in FY24.

6 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Increase housing affordability and make progress towards the District's housing goals.											
Number of affordable housing units yielded	Up is Better	1,869	1,813	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,252	1029	Met	
Share of affordable housing units yielded as a percent of the total DMPED residential units delivered	Up is Better	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37.6%	40%	Nearly Met	We made significant progress despite a challenging development environment, and are committed to the continued production of affordable housing and serving as a regional and national leader in this area.
Execute the District's equitable economic recovery strategy.											
Net number of jobs created in DC	Up is Better	20,000	12,300	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3,700	7500	Unmet	There are many factors that impact unemployment, not all of which are controlled by government.
Number of jobs created from Business Development initiatives	Up is Better	83	79	No data available	No data available	No data available	No data available	390	100	Met	
Unemployment rate in Wards 7 and 8	Down is Better	8.9%	10.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12.7%	10%	Unmet	Unemployment is impacted by a variety of factors.
Art Venue Support: Percentage of funds disbursed	Up is Better	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	-	-	
Business Rent Relief: Percent of funds disbursed	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	-	-	
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	290	No data available	No data available	No data available	No data available	No data available	0	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Increase access to opportunity and advance geographic equity for increased access to housing, retail and community amenities through real estate development projects.											
Share of DMPED project square footage in Wards 7 and 8 as a percent of the total DMPED project square footage	Neutral	23%	18%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42.7%	25%	Neutral Measure	
Percent of grant funding expended	Up is Better	85%	93%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	62%	75%	Unmet	A new grantmaking process this year resulted in funding delays.
Sustain businesses, jobs and entrepreneurs by improving access to capital and new economic opportunities, with focus on supporting historically marginalized entrepreneurs.											
Number of DC Community Anchor Partnership Program Anchor Partners	Up is Better	10	20	No data available	No data available	No data available	No data available	15	13	Met	
Inclusive Innovation Equity Impact Fund: Dollar amount invested in eligible businesses	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	-	-	
Percentage of RFPs released with EquityRFP component	Up is Better	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	100%	Unmet	The real estate team's approach around EquityRFP has shifted such that it will not be applied to all RFPs.
Number of DC Community Anchor Partnership Program Small Business Participants	Up is Better	322	335	No data available	No data available	No data available	No data available	298	330	Nearly Met	N/A
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	0	No data available	No data available	No data available	No data available	No data available	-	-	
Small and Medium Business Growth Program: Number of small businesses served	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	-	-	
Inclusive Innovation Equity Impact Fund: Number of small businesses served	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	-	-	
Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	0	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Number of small businesses served (by program if recipient establishes multiple separate small businesses assistance programs)	Up is Better	New in 2023	100	No data available	No data available	No data available	No data available	No data available	-	-	
Economic impact of Business Development investments	Up is Better	New in 2024	New in 2024	No data available	No data available	No data available	No data available	24,793,827	New in 2024	New in 2024	
Great Streets Initiative: Number of small businesses served	Up is Better	New in 2024	New in 2024	Annual Measure	Annual Measure	Annual Measure	Annual Measure	31	New in 2024	New in 2024	
Create the most open and transparent DMPED while piloting new approaches to communication and engagement.											
Number of unique Economic Intelligence dashboard visitors	Up is Better	8,176	5,000	5,000	5,000	No data available	No data available	No data available	5000	Met	
Average number of engagement mechanisms per real estate development project	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	2	5	Unmet	We modified the way we measured this KPI this year.
Number of community engagements DMPED participates in for real estate development projects	Up is Better	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15	30	Unmet	We modified the way that we measured this KPI this year.
Create and maintain a highly efficient, transparent, and responsive District government.											
Percent of new hires that are District residents	Up is Better	New in 2023	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50%	-	-	
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	0%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14.3%	-	-	
Percent of employees that are District residents	Up is Better	New in 2023	60%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	58.3%	-	-	

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	51.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47.1%	-	-	
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	-	-	

Workload Measures

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Industrial Revenue Bond							
Total bond financing issued	310,000,000	1,072,198	No data available	No data available	No data available	No data available	197,000,000
Number of IRB projects closed	9	30	No data available	No data available	No data available	No data available	8
Real Estate Development and Disposition							
Number of Request for Proposals (RFPs) Released	0	3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of projects in DMPED's pipeline	48	39	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44
Number of Request for Proposals (RFPs) Awarded	0	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of financial closings for DMPED projects	2	5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3
Business Attraction and Retention							
Number of Ward 7/8 Initiatives and Investments	60	36	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17
Business Expansion and Growth							
Number of new businesses engaged	267	54	No data available	No data available	No data available	No data available	284
Number of Grants Applications	2,032	1,031	Annual Measure	Annual Measure	Annual Measure	Annual Measure	527
Number of Grants Awarded	783	449	Annual Measure	Annual Measure	Annual Measure	Annual Measure	123
Number of employers engaged	2,292	750	No data available	No data available	No data available	No data available	1,331
Dollar Amount of investments in Ward 7 & 8	\$9,155,039.60	\$5,703,561.50	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$3,155,522.8
Number of Repeat Business Assistance/Engagement	48	244	No data available	No data available	No data available	No data available	51
Strategic Investment							
Number of International Business Partners Engaged	50	50	No data available	No data available	No data available	No data available	52
Number of Businesses Participating in Export DC	44	40	No data available	No data available	No data available	No data available	3
Analysis and Visualization							
Number of Economic analyses produced	16	20	No data available	No data available	No data available	No data available	2
Community Outreach							
Number of Community Meetings held	220	201	No data available	No data available	No data available	No data available	25