

2019 Performance Oversight Questions
Food Policy Council

1. Please provide a list of the Council’s current members, including its ex officio members from the District government. For each member, please provide the following:
- The member’s name.
 - The Ward in which they reside (not necessary for ex officio members).
 - The agency or organization the member represents.
 - When the member’s term expires.
 - Attendance record for all official Council meetings.

First Name	Last Name	Ward of Residence	Organization/Agency	Date of Term Expiration
Appointed Members				
Spike	Mendelsohn	2	Good Stuff Eatery; Santa Rosa Taqueria; We, The Pizza	1/31/2019
Jonas	Singer	1	Co-founder of Union Kitchen	3/1/2019
Alexander	Moore	3	DC Central Kitchen	3/1/2021
Caesar	Layton	1	Cultivate Ventures	3/1/2020
Tambra	Raye Stevenson	8	WANDA (Women Advancing Nutrition, Dietetics, and Agriculture)	3/1/2021
Chris	Bradshaw	1	Dreaming Out Loud	3/1/2020
Joelle	Robinson	7	Community advocate for health and urban agriculture	3/1/2021
Philip	Sambol	5	Oasis Community Partners, Good Food Markets	3/1/2019
Nominated Members				
Lillie	Rosen	6	DC Greens	
Val	Dolcini	4	Pollinator Partnership	
Beverley	Wheeler	1	DC Hunger Solutions	
Ex-Officio Members				
Lindsay	Palmer	N/A	OSSE	Pleasure of the Mayor
Ona	Balkus	N/A	OP	Pleasure of the Mayor
Vacant		N/A	DPR	Pleasure of the Mayor
Anthony	DeLorenzo	N/A	DGS	Pleasure of the Mayor
Dr. Djinge	Lindsay	N/A	DOH	Pleasure of the Mayor
Vincent	Parker	N/A	DCRA	Pleasure of the Mayor
Dan	Guilbeault	N/A	DOEE	Pleasure of the Mayor
Vacant		N/A	DHS	Pleasure of the Mayor
Marie	Whittaker	N/A	DMPED	Pleasure of the Mayor
Gizachew	Andargeh	N/A	DDOT	Pleasure of the Mayor

*Please see Appendix 1 for record of attendance.

2. Please provide a list of the Council's meeting dates, times, and locations for FY 2018 and FY 2019 to date.

February 6, 2019: 6:00 to 7:30 pm, 441 4th ST. NW, Room 1107

December 12, 2018: 5:30 to 8:00 pm, 441 4th ST. NW, Room 1107

October 10, 2018: 5:30 to 8:00 pm, 441 4th ST. NW, Room 1107

June 13, 2018: 5:30 to 8:00 pm, 441 4th ST. NW, Room 1107

April 11, 2018: 5:30 to 8:00 pm, 441 4th ST. NW, Room 1107

February 7, 2018: 6:00 to 8:30 pm, 441 4th ST. NW, Room 1107

December 6, 2017: 6:00 to 8:00 pm, 2235 Shannon Pl SE, 2nd Floor

October 4, 2017: 5:30 to 8:00 pm, 441 4th ST. NW, Room 1107

3. Did the Council receive funds in FY 2018? If so, please provide the following:
 - The amount of the funding.
 - The source of the funding.
 - A list of all expenditures.
 - A description of how these funds furthered the Council's mission.

The Office of Planning received funding for 1 FTE to support the Food Policy Director in FY 2018. This position was filled by Emily Johnson in June 2018. Emily has made many important contributions to the Food Policy Director's work, including researching and analyzing DC food system data, interviewing food workforce training providers for the DC food workforce development project described below, assisting with Food Policy Council meetings and events, and other projects as needed.

4. Did the Food Policy Council apply for any grant funding in FY 2018 and FY 2019, to date? If so, please describe the grant, whether or not it was received, and how it will be used.

The Food Policy Council (FPC) was awarded a grant of \$25,000 from the Kaiser Permanente Foundation in July 2018 to develop a DC Food Workforce Development Strategy. None of the funding was spent in FY 2018. In FY 2019, the Food Policy Director has spent approximately \$15,600 (on a facilitator, event space, and catering) to organize a large convening of food sector employers, workforce training programs, and District government staff to identify key challenges and opportunities that will be incorporated into the final Strategy. The final Strategy will be released in summer 2019.

5. In its FY 2018 oversight responses, the Food Policy Council named healthy food access for communities east of the river as its number one goal for 2018. Please

describe what actions have been taken in furtherance of this goal, the results of these actions, and any planned activities for FY 2019.

The FPC undertook several significant efforts to increase healthy food access east of the river in FY 2018.

First, the FPC created a number of advocacy guides to help members of the public understand legislation moving through the Council related to healthy food access. These included the WIC Expansion Act of 2018, the Healthy Students Amendment Act of 2018, the East End Grocery and Retail Incentive Program Tax Abatement Act, and the Healthy Parks Act of 2018. All of these advocacy guides can be found on the FPC website: <https://dcfoodpolicy.org/policy/leg-action-alerts/>.

Second, the FPC successfully applied for a Kaiser Permanente Foundation grant to develop a DC Food Workforce Development Strategy. This Strategy will identify strategies to strengthen the food workforce, thereby creating more living wage jobs and supporting local businesses that can bring healthy food to underserved areas.

Third, the Food Policy Director participated in several public speaking events focused on healthy food access, including: a panel at the Chesapeake Food Summit on “Closing the Grocery Gap: Ensuring Good Food for All” on September 24, 2018; a panel on food access for the Yale Alumni Association on November 13, 2018; and a panel at the Capital Impact Partners convening: Community and Capital: Expanding Equity through Inclusive Food Systems on December 6, 2018.

In FY 2019 thus far, the FPC has continued to work toward this goal in several ways. In October 2018, the FPC collaborated with GWU, DOEE, and UDC to host a hackathon for students to develop ideas to expand healthy food access. To prepare for the event, we invited community partners to speak on an introductory panel, created resources on food access in the District, and provided expertise to the student teams throughout the challenge. In addition, the Food Policy Director presented to the students about challenges to healthy food access, the OP Food Policy Analyst served as a mentor to several student teams, and several Food Policy Council members served as expert judges on the final proposals.

In December 2018, the FPC co-hosted with the DC Greens Community Advocates Program its first Community Dinner in Ward 8. At that event, community members who have experienced food insecurity were invited to discuss challenges and potential solutions to food access. This was the first in a series of dinners; the next one is being planned for spring 2019.

In January 2019, the FPC joined Mayor Muriel Bowser at the groundbreaking for a new grocery store in Ward 8. Good Food Market will open in the Bellevue neighborhood in the fall of 2019 on the ground floor of a 195-unit affordable housing

development. This project is funded in part by the Mayor's Neighborhood Prosperity Fund, which funds non-residential components of mixed used projects in targeted census tracts where unemployment is 10% or greater.

In 2019, the FPC also plans to move forward on three food access-focused priorities included in its 2019 DC Food Policy Priorities (see full list of Priorities in Appendix 2.)

First, it will explore and flesh out a proposal for a Locally-Owned Healthy Food Retail Investment Fund. Similar to Funds established in Michigan, California, and other states (see Question #14 on national best practices), this Fund would match private investments in locally-owned, community-driven grocery stores in underserved areas. This Fund would focus on small footprint stores, possibly co-located on the bottom floor of affordable housing, healthcare centers, and other community-serving facilities. Learning from best practices from other state grocery investment funds, this fund would target investment and technical assistance towards local entrepreneurs and businesses that create living wage jobs and offer products based on the needs/wants of the surrounding community. To support emerging business owners in opening their first stores as well as existing businesses looking to expand, the Program would also provide technical assistance and training on store operations, business strategy, and branding.

Second, the FPC will identify and promote strategies to invest healthcare dollars in food as medicine programs for food-insecure populations. This will include exploring opportunities through Medicaid waivers and other means to strengthen the case for healthy food as an effective treatment for diet-related chronic disease and a strategy to decrease healthcare costs. It will also partner with DC Health to monitor the current DC Health pilot program with AmeriHealth, Giant, and DC Greens to provide prescriptions for healthy food to food-insecure patients, and consider how the program could be expanded if it shows positive results.

Third, the FPC will explore how the District could establish an Online Grocery Delivery Pilot for certain populations otherwise underserved by grocery stores. This could expand access to healthy food for low-income residents, seniors, or other District residents that would benefit from such a service.

6. Please describe the Council's activities in FY 2018, highlighting what the Council considers its three biggest accomplishments in FY 2018.

In FY 2018, the FPC was active on public engagement, policy, and research and analysis. Those activities with an asterisk were the FPC's biggest accomplishments.

Public engagement:

- *Meetings:* The FPC hosted five general meetings and five meetings of each working group in FY 2018. At these meetings, the FPC shared with attendees a number of grant opportunities, information on DC Council hearings for relevant bills, and information on other District government events such as the Sustainable DC 2.0 working groups. The FPC meetings also highlighted several local organizations working in the food system, including the Bainum Foundation Food Learning Locator Project, HSEMA's Food Supply Chain Resilience Project, the Common Market distribution presentation, and Partnership for a Healthier America's Fruit & Vegetable Project.
- *Advocacy guides:* The FPC created a number of advocacy guides to help members of the public understand legislation moving through the Council. These included the WIC Expansion Act of 2018, the Healthy Students Amendment Act of 2018, the East End Grocery and Retail Incentive Program Tax Abatement Act of 2018, the Save Good Food Act of 2018, and the Healthy Parks Act of 2018. All of these advocacy guides can be found on the Food Policy Council website: <https://dcfoodpolicy.org/policy/leg-action-alerts/>.

Policy:

- *Urban Land Lease Program:* The FPC partnered with the DC Department of General Services (DGS) to initiate DGS' Urban Land Lease Program, required by the Urban Farming and Food Security Amendment Act of 2015. In early October 2018, DGS released RFPs to lease two parcels of District land to urban farmers for a free 5-13 year lease. The FPC is working with DGS and other District and federal agencies to identify more parcels to be leased, and is continuing to work with DGS to ensure that qualified farmers are selected for the leases.
- *Urban Agriculture Tax Credit:* The FPC also worked closely with DGS and the Office of Tax and Revenue to implement the urban agriculture tax credit, which provides a property tax abatement to private landowners that lease their property (including rooftops) for urban agriculture.
- *Milan Urban Food Policy Pact:* In January 2018, Mayor Bowser signed DC on to the Milan Urban Food Policy Pact as part of the US Conference of Mayors meeting, alongside the mayor of Madison, WI. City officials from Milan, as well as from the pact's governing board in Milan, were present. This pact is an international agreement among cities which sets targets and goals related to food and sustainability, and it gives DC the opportunity to seek funding for new programs and to compare to other cities around the world. The Food Policy Director played a key role in analyzing the text of the MUFPP and supporting the Mayor in her decision to sign on to the Pact. The text of the Pact can be found at <http://www.milanurbanfoodpolicypact.org/>. In addition to signing on to the Pact, the chair of the FPC presented at the MUFPP Annual Gathering and Mayors Summit in Tel Aviv in August 2018 on the progress that the District has made in promoting sustainable diets. The Food

Policy Director's staff created the presentation and briefed the Mayor's delegation on food policy issues.

- *U.S. Farm Bill*: The Food Policy Director provided research and analysis to Mayor Bowser on the U.S. Farm Bill, which was renewed this year. Mayor Bowser provided input on the Farm Bill to members of Congress related to priorities for DC and areas of concern.

Research and Analysis:

- *Sustainable DC 2.0*: The FPC supported the development of the Department of Energy and the Environment's (DOEE) SDC 2.0 Food Section goals and targets and provided expertise on food policy issues within the District. The goals in SDC 2.0 include expanding agricultural uses and production within the District; ensuring that all residents have access to affordable, quality and nutritious food; developing and supporting the food industry as a vibrant and equitable sector of the local economy; and reducing food waste by donating usable food and composting unusable food.
- *Food Economy Study*: The FPC worked closely with the contractor leading the research for the Food Economy Study, an analysis of the economic, employment, and fiscal impact of the District's local food economy. The study examines various sectors of the local food economy including food production, grocery stores, restaurants and bars, and wholesaling and distribution. The study will inform the FPC's strategy development process and provide recommendations to support and grow the local food economy. The final report will be released in spring 2019, and a 1-pager highlighting its key findings can be found in Appendix 3.
- *DC Food Workforce Development Strategy*: In July 2018, the FPC received a grant from the Kaiser Permanent Foundation to develop a DC Food Workforce Development Strategy. The FPC began planning for the implementation of this grant in FY 2018 and has conducted stakeholder interviews and organized a convening to develop the Strategy in FY 2019. The final Strategy will highlight opportunities to expand and strengthen workforce development programs and initiatives to support District residents in finding good jobs within the local food economy. This strategy will be released in summer 2019.
- *DC Food System Assessment*: In FY 2018 and FY 2019 to date, the Food Policy Director has worked closely with other agencies to gather data that will inform the Food System Assessment, which will report on key indicators representing important parts of the District's food system, highlight innovative approaches to advancing food security and a healthy food system, and recommend how we could better leverage the District's food policy infrastructure and growing momentum to catalyze innovative approaches to ensuring a healthier, more equitable, and sustainable food system. The final assessment will be released in spring 2019. This assessment will also serve

as the FPC's annual report, required by legislation, and will be updated annually going forward.

7. Please describe the Council's major goals for FY 2019 and the plan/timeline for completion.

The FPC will continue to analyze and develop recommendations to strengthen the District's food system. In December 2018, the Council voted on and passed its 2019 DC Food Policy Priorities (*see* Appendix 2). Although these priorities are not ones that the FPC can accomplish alone, the FPC's main focus in 2019 will be developing and strengthening partnerships with agencies and community partners to move these priorities forward.

In addition, the FPC will be releasing several major reports in FY 2019, including the Food Economy Study and the Food Workforce Development Strategy. Publishing these reports will be a major milestone for the Council, and then there will be significant work needed to disseminate them, discuss their implications, and start discussing how to implement recommendations included in the reports.

Finally, the FPC would like to continue to expand the range and diversity of voices that it hears from through community engagement. With new initiatives like the Community Dinner series described above, the FPC will make a concerted effort to hear from more residents impacted by the District's food policies, including those experiencing food insecurity, starting/running small businesses, growing food at urban farms and gardens, and others. To this end, the FPC will present and have an information table at the 2019 Rooting DC conference, an annual conference on urban gardening and food justice that attracts hundreds of District residents. The FPC has also changed its working group meeting structure so that working groups can meet on specific topics across the District at different times/locations to encourage residents to engage for the first time.

8. What are the three biggest challenges that the Council currently faces?
 1. **The way large grocery chains generally select new locations does not align with the District government's concerns for equity and public health.** The DC Vibrant Retail Streets Toolkit released by the Office of Planning in 2014¹ found that grocery businesses consider median household income, daytime population, and educational attainment of the surrounding community, among other factors, when selecting a site. Current District policies to incentivize large grocers to locate in underserved neighborhoods have not successfully outweighed this calculus. Therefore, the FPC

¹ DC Office of Planning and streetsense, DC Vibrant Retail Streets Toolkit (March 2012), https://planning.dc.gov/sites/default/files/dc/sites/op/publication/attachments/DC%20Vibrant%20Retail%20Streets%20Toolkit_final_1.pdf.

recommends more investment in independently-owned, small-footprint grocery stores that are more community-oriented. The Good Food Market opening in Ward 8 this year, funded by the Mayor’s Neighborhood Prosperity Fund, is a prime example of such an investment. The FPC will continue to explore how the District could strategically support more models like this to close the current grocery gap in the District.

2. **Processed food is cheaper and more available but does not promote health.** The District is operating in the larger U.S. food system where processed products like soda, candy, and chips are cheaper and more readily available than fresh produce and other healthy foods. In the District, this national problem can be seen in grocery aisles, corner stores, and snack carts. A consistent lack of healthy food has real impacts on health and rates of diet-related chronic disease, like diabetes. In 2016, diabetes disproportionately affected residents of color and low-income residents: a Black resident in the District was almost six times more likely to have diabetes compared to a White resident, and a low-income resident in a household making less than \$35,000 a year was four times more likely to have diabetes compared to a resident in a household making \$75,000 or more. The FPC is dedicated to finding strategies to make healthy food more affordable for District residents. Indeed, several of the FPC’s 2019 DC Food Policy Priorities would promote strategies to decrease the cost of healthy food. These include identifying and promoting strategies to invest healthcare dollars in healthy food as medicine programs for food-insecure populations (described in more detail in Question 5 above); increasing resources for urban farms in the District; and streamlining and improving institutional food procurement in the District.
3. **The high cost of living in DC is making it more challenging for District residents to afford healthy food.** The FPC recognizes that food is just one expense of District households, together with housing costs, utilities, transportation, and others. As these costs go up, nutritious food is often one of the first expenses to be cut because it is more flexible than bills and transportation. Therefore, solutions to food insecurity cannot be developed without considering a District household’s overall costs. The FPC therefore supports many of the District’s initiatives to ease living costs for District residents, including utility bill assistance, affordable housing development, and public transportation improvements.

9. How does the Council represent and solicit feedback from residents?
 - What has the Council learned from this feedback in FY 2018?
 - How has the Council changed its practices as a result of such feedback?

All of the FPC’s meetings are open to the public and announced ahead of time through the FPC email listserv, Twitter, and the website. Meeting attendees are

invited to participate, ask questions, and give feedback. The DC Greens Community Advocates Program has a dedicated time at each meeting to report back on their work and outreach efforts, which engage residents experiencing food insecurity.

In addition to the FPC meetings, the FPC is co-hosting a series of Community Dinners with the DC Greens Community Advocates Program. These dinners are located in areas with high rates of food insecurity, and the Community Advocates lead the outreach efforts to invite residents currently experiencing food insecurity. These Dinners give the FPC an opportunity to discuss the challenges of food access with those directly affected who do not generally attend FPC meetings.

The FPC also has an active digital media presence, including: website (dcfoodpolicy.org), Facebook page (671 followers), Twitter (1,414 followers), and listserv (1,215 subscribers).

Finally, many of the FPC members work for community-based organizations that have their own outreach efforts, and they bring their expertise and perspective from those efforts to the FPC. Organizations like Dreaming Out Loud, DC Central Kitchen, DC Hunger Solutions, and DC Greens are all deeply engaged in on-going community discussions, and the FPC members affiliated with these organizations can bring learnings from those discussions to the FPC.

The FPC takes community perspectives and feedback seriously. The 2019 Priorities are largely the result of feedback gleaned through all of the efforts mentioned above, and the FPC facilitates and convenes discussions on current policy topics with community members to get ongoing feedback. The FPC has changed its working group structure in an effort to hear from new voices. In 2019, instead of the working groups meeting directly before the general FPC meeting, the working groups will meet at different times/locations and on specific topics to attract new participants to the conversation.

10. Please provide a copy of all official correspondence sent by the Council in FY 2018 and FY 2019 to date.

Please see Google Drive for all DC Food Policy email correspondence, which includes calls to action and notices of meetings where the FPC voted on issues: <https://drive.google.com/drive/folders/1XLOmnsWE0X88u5YSJDZ6x9YPZCso4Mv9?usp=sharing>

11. Please list all working groups and describe what each has worked on in FY 2018 and FY 2019, to date, and what recommendations they have contributed to the Food Policy Council annual report.

- Are there food policy issues not encompassed in the current working group topics that the Council would like to work on?

- The statute describes the working groups as focusing on: (1) Local food business and labor development; (2) Food equity, access, and health and nutrition education; (3) Sustainable food procurement of locally grown food; and (4) Urban agriculture and food system education. Does the Council have recommendations for how to amend the working groups to better reflect the mission and priorities of the Council?

The FPC includes four working groups and a task force, listed below. The task force, Nutrition and Food System Education, was created because these topics were initially in separate working groups, which was difficult to administer. All of their recommendations are reflected in the 2019 DC Food Policy Priorities described above, which will also be in the annual report/Food System Assessment. Currently, these groups generally encompass the issues that the FPC is interested in working on.

1. Food Equity & Access

a. Progress to date:

- Community Dinners: Along with DC Greens Community Advocates Program and American Heart Association, the FPC is co-hosting Community Dinners in Wards 7 and 8 to discuss the challenges and potential solutions to food access with community members who have experienced food insecurity. The first dinner was held in December 2018 at the THEARC in Ward 8, and the next Community Dinner is planned for spring 2019.
- Advocacy Guides: The FPC created advocacy guides for District residents to testify on two bills that passed in 2018 that expand access to federal nutrition programs: the WIC Expansion Act of 2018, which expands access to WIC in smaller stores, and Healthy Parks Act of 2018, which expands the At-Risk Afterschool Meals Program to all eligible Department of Parks and Recreation facilities.

b. Recommendations: *See Appendix 2: 2019 DC Food Policy Priorities: Food Access & Equity*

2. Local Food Business & Labor Development

a. Progress to date:

- Food economy study: The FPC is finalizing the food economy study, with a planned publication date of spring 2019. See Appendix 3 for a 1-pager on key findings.
- DC Food Workforce Development Strategy: The FPC is advising the Food Policy Director on a grant-funded project to develop a DC Food Workforce Development Strategy. This project is supported by Kaiser Permanente.

- Cottage Food: DC Health released the final cottage food regulations in September 2017, which include a list of what non-hazardous foods can be prepared by cottage food producers and where sales can take place. The FPC created a fact sheet on the cottage food regulations with guidance for potential cottage food producers.

b. Recommendations: *See Appendix 2: 2019 DC Food Policy Priorities: Local Food Business & Labor Development*

3. Sustainable Food Procurement

a. Progress to date:

- Advocacy guides: The FPC created an advocacy guide for the Healthy Students Amendment Act of 2018, which amends the Healthy Schools Act of 2010 to increase the District's investment in school breakfast, develops a study on best practices for building a central kitchen facility, and has DCPS undergo Good Food Purchasing Program baseline and follow-up assessments, among other amendments. The FPC also created an advocacy guide for the Save Good Food Amendment Act of 2018 (passed October 2018), which incentivizes food donation through tax credits, expanded liability protections for food donors, limiting the types of products required to carry date labels, and creates a food donation best practices guide.
- Partnerships: The FPC participates in the Good Food Purchasing Program working group, DCPS School Food Advisory Group, and the DC Food Recovery Working Group.

b. Recommendations: *See Appendix 2: 2019 DC Food Policy Priorities: Sustainable Procurement*

4. Urban Agriculture

a. Progress to date:

- Urban Land Lease Program: The FPC partnered with the Department of General Services (DGS) to initiate DGS' Urban Land Lease Program, required by the Urban Farming and Food Security Amendment Act of 2015. In early October 2018, DGS released RFPs to lease two parcels of District land to urban farmers for a free 5-13 year lease. The FPC is working with DGS and other District and federal agencies to identify more parcels to be leased, and is continuing to work with DGS to ensure that qualified farmers are selected for the leases.
- Urban Agriculture Tax Credit: The FPC worked with DGS and the Office of Tax and Revenue to implement the urban agriculture tax credit, which provides a property tax abatement to private landowners that lease their property (including rooftops) for urban agriculture.

b. Recommendations: *See Appendix 2: 2019 DC Food Policy Priorities: Urban Agriculture*

5. Nutrition & Food System Education Task Force

a. Progress to date (the Task Force has only been operating for 6 months but is in the midst of the following projects):

- Compiling list of stakeholders/coalitions working on nutrition education coordination and policy in the District (i.e. Healthy Youth and Schools Commission, Diabetes Committee);
- Researching national best practices for reports, legislation, and potential funding sources for nutrition education;
- Evaluating the District's current metrics used for evaluating nutrition and food system education programming.

b. Recommendations: *See Appendix 2: 2019 DC Food Policy Priorities: Nutrition & Food System Education*

12. At Councilmember Cheh's request, the Mayor created an additional FTE (\$80K) in the Office of Planning in the FY 2018 budget to support the Food Policy Director. Has this position been filled? What is the scope of work for this FTE?

Yes, please see response to Question 3 above.

13. What current District laws and regulations related to the food system have not yet been implemented fully or stand in the way of strengthening the District's food system?

The Workplace Wellness Act of 2014, incorporated into B20-750, Fiscal Year 2015 Budget Support Act of 2014 - Title I, Subtitle J, will soon be fully implemented via the publication and finalization of regulations that would set healthy food and beverage nutrition and procurement standards for all District agencies, including at meetings, events, in vending machines, and through on-site vendors.

In addition, several food-related bills passed in the 2017-2018 Legislative Session are subject to appropriations and therefore not yet in effect:

Healthy Students Amendment Act of 2018

Fiscal impact: \$911,000 in first year of implementation and \$3.37 million over the four-year financial plan. Most of this funding would go toward the increased reimbursement for school breakfast.

Women, Infants, and Children Program Expansion Act of 2018

Fiscal impact: \$80,000 in the first year of implementation and \$532,000 over the four-year financial plan which will mainly cover DC Health personnel costs to monitor compliance of new vendors.

Healthy Parks Amendment Act of 2018

Fiscal impact: \$891,000 in first year of implementation and \$3.7 million over the four-year financial plan to cover personnel costs to expand the Afterschool Meals Program. The cost of the meals provided through the Program would be fully covered by the U.S. Department of Agriculture.

Save Good Food Amendment Act of 2018

Fiscal impact: The tax credit for food donation will cost \$5.7 million over four-year financial plan; the rest of the Act will go into effect before the tax credit is funded.

East End Grocery and Retail Incentive Program Tax Exemption Act of 2018

Fiscal impact: \$3.5 million over four-year financial plan.

14. What national best practices in food policy does the Council believe should be implemented in the District?

1. Healthy Food Investment Funds: Several states have successfully launched healthy food investment funds where the government partners with a mission-driven private investment organization to provide flexible public/private grants and loans to locally-owned, community-driven fresh food retail stores in underserved areas. For example, the Michigan Good Food Fund (MGFF) is a \$30 million public-private fund providing flexible capital for projects across the healthy food system – including production, distribution, processing, and retail – and explicitly focuses on racial and social equity and access to capital. Launched in 2015, the MGFF has invested \$11 million thus far into 28 food businesses across the state and supported more than 420 jobs. California’s FreshWorks Fund is another financing fund used to expand healthy food access for low-income Californians. Since its inception in 2011, FreshWorks has generated hundreds of millions of dollars in economic impact and created thousands of jobs across the state. A 2016 evaluation found that a \$42 million one-time investment in just three community grocery stores created 263 living wage jobs (with health and retirement benefits) and spurred an annual economic impact of \$33 million with an additional \$8 million in federal, state, and local taxes generated each year. The District should consider creating a similar fund to increase fresh food access and support local business owners and entrepreneurs.

2. Online Food Delivery for SNAP/WIC participants: Grocery stores and other online retailers are increasingly offering online shopping and home grocery delivery services. These services could help make healthy food more accessible for District residents who live in neighborhoods with few healthy food retailers and have limited transportation options. However, federal nutrition safety net

programs, like the Supplemental Nutrition Assistance Program (SNAP) and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), cannot currently be used for online purchases due to federal restrictions. Because of this barrier, households that could benefit most from convenient, home delivery of healthy food are not eligible to take advantage of these new service delivery options. The 2014 Farm Bill established a pilot program for eight states (including Maryland) to test different models for using SNAP benefits for online transactions. The U.S. Department of Agriculture still has not implemented this pilot program, so evaluation and potential expansion of the pilot are still years away.

As the federal government pilots this program in other states, the District should consider how it could pilot such a program at the local level. Research into what type of technology and resources would be needed for a local pilot would help determine the best way to roll out such a program at the local level. This would increase healthy food access in District neighborhoods that lack healthy food retail options.

3. Food is Medicine Initiatives: Several states across the country have piloted “Food is Medicine” programs to provide healthy meals to chronically-ill patients, finding that such programs lead to significant benefits for the patients. A recent Health Affairs article² found that healthcare costs were reduced significantly for patients participating in Food is Medicine programs, and that providing medically-tailored healthy meals resulted in a 13% drop in hospital admissions and 24% overall cost reduction for patients with diabetes, chronic obstructive pulmonary disease, and congestive heart failure. In the District, DC Health is partnering with AmeriHealth, Giant, and DC Greens to provide prescriptions for healthy food to food-insecure patients. As DC Health monitors the results of this pilot, the District should consider other ways to engage health care providers and other public and private sector partners to provide more healthy food to District residents at risk of or experiencing diet-related chronic diseases.

15. Please describe the Council’s top recommendations for the District government’s priorities to improve the District’s food system in FY 2018 and FY 2019.

See Appendix 2: 2019 DC Food Policy Priorities

² Berkowitz, Terranova, et al, *Meal Delivery Programs Reduce The Use Of Costly Health Care In Dually Eligible Medicare And Medicaid Beneficiaries*, Health Affairs Vol. 37, No. 4 (April 2018), <https://www.healthaffairs.org/doi/abs/10.1377/hlthaff.2017.0999?journalCode=hlthaff>.

16. When will the Food Policy Council provide its annual report to the Council on the state of the local food economy and food access across the District, as is required by the Food Policy Council and Director Establishment Act of 2014?

The annual report, which will be combined with the food system assessment described below, is in the final stages of review and will be published in spring 2019.

17. In its FY 2018 oversight responses, the Council indicated that it would release a Food Economy Study on the District's local food economy in FY 2018. What is the status of that study and when is it expected to be released?

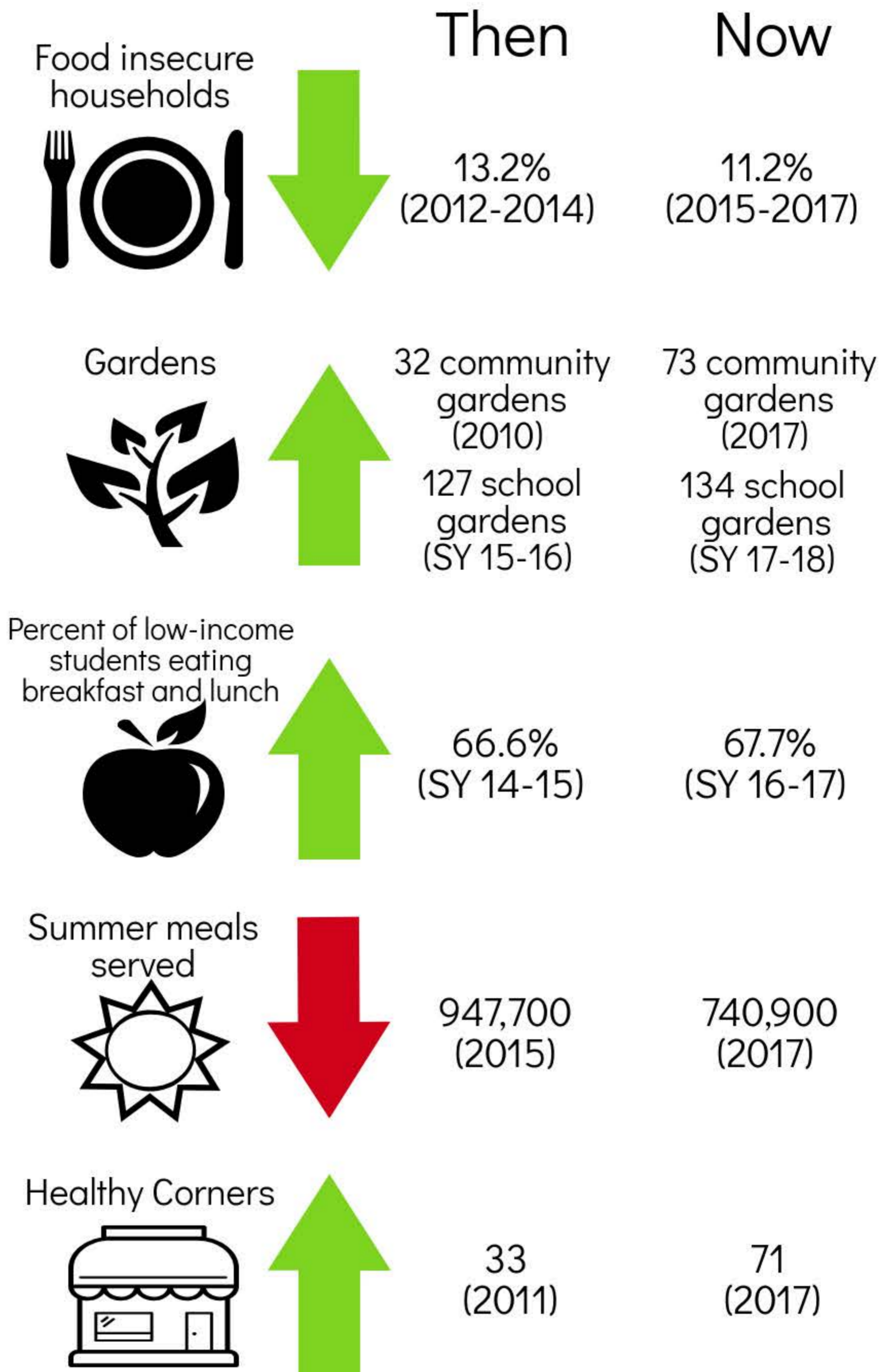
The Food Economy Study is in the final stages of review and will be published in spring 2019. The FPC has released a 1-page capturing the key findings of the Food Economy Study, which is included in Appendix 3.

18. In its FY 2018 oversight responses, the Council indicated that it was in the process of drafting a full food system assessment taking a comprehensive look at the District's food system. What is the status of that assessment and when is it expected to be released?


The Food System Assessment, which will be combined with the annual report, is in the final stages of review and will be published in spring 2019.

Highlights from the District's Food System Assessment (2018)

The DC Food Policy Council's annual Food System Assessment reports on key indicators within the District's food system, highlights food policies and programs, and provides recommendations for advancing a more equitable, healthy, and sustainable food system.

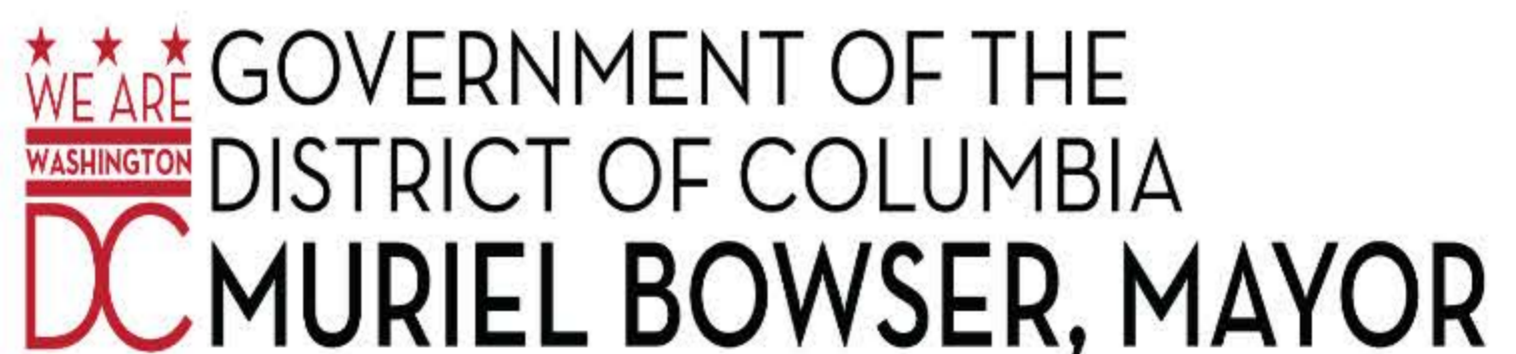


We're also tracking:

- 
 Large, full-service grocery stores throughout the city
 41 (2018)
- 
 Urban farms in the District
 18 (2018)
- 
 Farmers markets in the District
 62 (2017)
- 
 Tons of food waste collected at Food Waste Drop Offs
 170 (2018)
- 
 Prevalence of diabetes across the city
 7.7% (2016)

We will collect data on these key food indicators annually to report on trends over time.

These key findings are from the District's 2018 Food System Assessment. The full report will be available at dcfoodpolicy.org in spring 2019.



First	Last	Org	Appointment Status	Vote on Strategic Plan	Vote on Comp Plan Amendments		
Appointed Members				2/10/2017	June 6 2017		
Spike	Mendelsohn		3 years	absent	yay		
Eric	Kessler		1 year	yay	absent		
Jonas	Singer		2 years	yay	yay		
Jeremiah	Lowery		3 years	absent	abstain		
Alexander	Moore		2 years	yay	yay		
Paula	Reichel		3 year	yay	yay		
Alexandra	Ashbrook		3 years	yay	yay		
Caesar	Layton		1 year	yay	yay		
Tambra	Raye Stevenson		2 years	absent	yay		
Chris	Bradshaw		2 year	absent	yay		
Joelle	Robinson		2 years	yay	yay		
Ex-Officio Members		Org					
Donna	Anthony	Office of the State Super	Gov't Designee				
Yair	Inspektor	Office of the State Super	Contact				
Mark	McCain	DC Department of Parks	Gov't Designee				
Jeff	Jennings	DC Department of Gene	Gov't Designee				
Dr. Djinge	Lindsay	District of Columbia Dep	Gov't Designee				
Vincent	Parker	DCRA	Gov't Designee				
Dan	Guilbeault	DOEE	Gov't Designee				
Roberta	Downing	DHS	Gov't Designee				
Pia	Brown	DMPED	Gov't Designee				
Sam	Zimbabwe	DDOT	Gov't Designee				
Lauren	Adkins	DSLBD	Contact				
Lindsey	Parker	Executive Office of the Mayor	Contact				
Kerry	Smyser	DHCD	Contact				
Michael	Brown	DHCD	Contact				
Jen	Croft	DGS	Contact				
Stephen	Campbell	DGS	Contact				
Rob	Jaber	DCPS	Contact				
Jackie	Geraldnick	DCOA	Contact				

First	Last	Employer	Term	Active?	Working Group	Ward Live
Spike	Mendelsohn	Self	3 years	y	Local and Sustainable Food Procurement	2
Eric	Kessler	Arabella Advisors	1 year	y	Urban Agriculture	3
Jonas	Singer	Union Kitchen	2 years	y	Local Food Business Development	1
Jeremiah	Lowery	Restaurant Opportunities Center-D.C.(ROC)	3 years	n	Local Food Business Development	4
Claire	Benjamin	Food Policy Action	3 years	n	Local and Sustainable Food Procurement	2
Alexander	Moore	DC Central Kitchen	2 years	y	Local and Sustainable Food Procurement	3
Paula	Reichel	Partnership for Healthier America	3 year	y	Accesss & Health	6
Alexandra	Ashbrook	Food Research and Action Center	3 years	n	Accesss & Health	3
Caesar	Layton	Cultivate Ventures	1 year	y	Local Food Business Development	1
Tambra	Raye Stevenson	NativSol Kitchen	2 years	y	Accesss & Health	8
Chris	Bradshaw	Dreaming Out Loud & Aya Community Markets	2 year	y	Urban Agriculture	1
Joelle	Robinson	Health	2 years	y	Urban Agriculture	7
Philip	Sambol	Good Food Markets		y	????	5

Phone	Email
	spike@chefspike.com
202-460-4257	eric@arabellaadvisors.com
2025738272	Jonas@unionkitchendc.com
2404754009	jeremiahallowery@gmail.com
202.631.6362	claire@foodpolicyaction.org
2076593745	amoore@dcentralkitchen.org
202-321-3584 (cell)	preichel@capitalareafoodbank.org
202 2563000	aashbrook@dchunger.org
202-550-9710	caesar@cultivateventures.co
202-810-3048	tambra@nativsol.com
202-800-2612	chris@dreamingoutloud.org
240-455-8647	joellenrobinson@gmail.com
214-537-7231	philip@goodfoodmarkets.com

First Name	Last Name	Seat Designation (specific role)	Appointee Designation	Term end	Personal Email	Commissic Work Phone	Ward of Residence	
Spike	Mendelsohn	Public Member	Mayoral Appointee, Public Member	1/31/2019	spike@chefspike.com	spike.mendelsohn@dcbc.dc.gov	Ward 2	
Jeremiah	Lowery	Public Member	Mayoral Appointee, Public Member	3/1/2018	jeremiahlowery@gmail.com	jeremiah.lowery@dcbc.dc.gov	Ward 4	Needs to be replaced
Jonas	Singer	Public Member	Mayoral Appointee, Public Member	3/1/2019	jonassinger@gmail.com	jonas.singer@dcbc.dc.gov	Ward 1	Look for business card in purse
Roberta	Downing	Department of Human Services (DHS) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	Roberta.Downing@dc.gov	Roberta.Downing@dc.gov	Ward 5	
Djinge	Lindsay	Department of Health (DOH) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	Djinge.Lindsay@dc.gov	Djinge.Linc (202) 442-5878	Ward 5	
Vincent	Parker	Department of Consumer and Regulatory Affairs Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	Vincent.Parker@dc.gov	Vincent.Pa (202) 442-4308	Maryland Resident	
Mark	McCain	Department of Parks and Recreation (DPR) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	mark.mccain@dc.gov	mark.mcc (202) 716-9835		Needs to be replaced New Donna Anthony? Needs to be replaced
Donna	Anthony	Office of the State Superintendent of Education Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	donnam.anthony@dc.gov	donnam.ar (202) 481-3858	Ward 6	
Giz	Andargeh	District Department of Transportation (DDOT) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	Gizachew.Andargeh2@dc.gov			
Eric	Kessler	Public Member	Mayoral Appointee, Public Member	3/1/2020	eric@arabellaadvisors.com	eric.kessle (202) 595-1025	Ward 3	
Alexander	Moore	Public Member	Mayoral Appointee, Public Member	3/1/2018	amoore@dccentralkitchen.org	alexander.moore@dcbc.dc.gov	Ward 3	
Alexandra	Ashbrook	Public Member	Mayoral Appointee, Public Member	3/1/2020	aashbrook@dchunger.org	alexandra. (202) 640-1119	Ward 3	
Caesar	Layton	Public Member	Mayoral Appointee, Public Member	3/1/2020	caesarlayton@me.com	caesar.layton@dcbc.dc.gov	Ward 1	
Tambra	Stevenson	Public Member	Mayoral Appointee, Public Member	3/1/2018	Tambra@NativSol.com	tambraraye.stevenson@dcbc.dc.gov	Ward 8	
Christopher	Bradshaw	Public Member	Mayoral Appointee, Public Member	3/1/2020	chris@dreamingoutloud.org	christophe (202) 800-2612	Ward 1	
Paula	Reichel	Public Member	Mayoral Appointee, Public Member	3/1/2018	preichel@capitalareafoodbank.org	paula.reichel@dcbc.dc.gov	Ward 6	
Joelle	Robinson	Public Member	Mayoral Appointee, Public Member	3/1/2018	joellenrobinson@gmail.com	joelle.robii (240) 402-4738	Ward 7	
Laine	Cidlowski	Office of Planning (OP) designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	laine.cidlowski@dc.gov	lane.cidlov (202) 442-8809	Ward 5	
Dan	Guilbeault	Department of Energy and Environment (DOE) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	dan.guilbeault@dc.gov	dan.guilbe (202) 281-3957	Ward 6	
Jen	Croft	Department of General Services (DGS) Designee	Mayoral Appointee, DC Agency Representative	Pleasure of the Mayor	jen.croft@dc.gov	jen.croft@dc.gov		Stephen Campbell and Anthony Delorenzo
Philip	Sambol	Public Member	Mayoral Appointee, Public Member	3/1/2019	Philip@goodfoodmarkets.com	Philip.sambol@dcbc.dc.gov	Ward 5	
Marie	Whittaker	Office of the Deputy Mayor for Planning and Economic Development Designee	Mayoral Appointee, DC Agency Representative	1/2/2019	marie.whittaker@dc.gov	marie.whittaker@dcbc.dc.gov	Ward 4	
							DCPS	Rob Jaber and new woman
							DHCD?	New rep needed
							DSLBD	Lauren Adkins
								Lindsay Palmer
								OSSE
								Marc
							DOEE	Nielson

First	Last	Org	August 3 2016	October 5 2016	Dec-16	Feb-17	13-Mar	5-Apr	6-Jun	2-Aug	4-Oct	6-Dec	8-Dec (2nd Retreat)	7-Feb	11-Apr	13-Jun	10-Oct	7-Dec (3rd R	12-Dec	5-Feb
Appointed Members																				
Spike	Mendelsohn	We the Pizza; Good Stuff Eatery	yes	yes	yes	no		no	yes	no	yes	no	yes	no	no	no	no (excuse)	yes	no	no
Jonas	Singer	Union Kitchen	not sure	yes (half)	yes (3/4)	no		no	yes	yes	yes	yes	yes	no	yes	no	no	yes	no	no
Alexander	Moore	DC Central Kitchen	yes	yes	yes	yes		yes	yes	yes	yes	yes	yes	yes	yes	no	yes	yes	yes	yes
Caesar	Layton	Cultivate Ventures	yes	yes	yes	yes		yes	yes	no	yes	yes	yes	yes	yes	no	no (excuse)	yes	yes	yes
Tambra	Raye Stevenson	Native Sol Kitchen/WANDA	yes	yes	yes	yes		yes	yes	yes	yes	yes	yes	yes	yes	yes	no (excuse)	yes	half	yes
Chris	Bradshaw	Dreaming Out Loud	yes	yes	yes	yes		yes	yes	yes	no	yes	no	yes	yes	yes	no (excuse)	yes	yes	yes
Joelle	Robinson	Green Scheme	yes	yes	yes	yes		yes	yes	no	yes	no	yes	yes	yes	yes	no	yes	yes	yes
Philip	Sambol	Good Food Markets							yes	yes	yes	no	yes	yes	yes	yes	yes	yes	yes	yes
Beverly	Wheeler	DC Hunger Solutions															yes	yes	yes	yes
Val	Dolcini	Polinator Partnership															yes	yes	yes	no (excused)
Lillie	Rosen	DC Greens																yes	yes	no (excused)
Jeremiah	Lowery	Chesapeake Climate Action Netwo	yes late	yes	yes	yes		yes	yes	yes	no	no	no	yes	no	RESIGNED				
Alexandra	Ashbrook	FRAC	yes	no (family death)	yes	yes		no	yes	yes	yes	yes	yes	yes	no	RESIGNED				
Paula	Reichel	Partnership for Healthier America	yes	yes	yes	yes		yes	yes	yes	yes	no	yes	yes	yes	yes	yes	RESIGNED		
Eric	Kessler	Arabella Advisors	yes	yes	yes	no		yes	no	yes	yes	yes	yes	no	no	yes	yes	yes	no (excuse)	RESIGNED
Ex-Officio Members																				
Lindsey	Palmer	OSSE											N/A	yes	no		yes	no	no	yes
Dr. Djinje	Lindsay	DOH	no		no			no		yes	no		N/A	no	no	yes	yes	no	no	no
Vincent	Parker	DCRA	yes		yes	yes	yes	yes		no	no		N/A	no	no		no	no	no	no
Dan	Guilbeault	DOEE	yes		yes	yes	yes	yes	yes	yes	yes	yes	N/A	yes	yes	yes	no	yes	yes	yes
Marie	Whittaker	DMPED											N/A	yes	no		yes	yes	yes	yes
Anthony	DeLorenzo	DGS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	yes	N/A	yes	yes	yes	yes	yes	yes	no (excused)
Giz	Andargeh	DDOT															no	yes	yes	yes
Donna	Anthony	OSSE	yes	no	no	yes 1/2 meeting	yes	yes	no	no	no		N/A	no	no		changed job			
Yair	Inspektor	OSSE					yes		no	no	yes		N/A	no	no		changed job			
Jeff	Jennings	DGS		yes			yes	yes	no	no	no		N/A	no	no		changed job			
Pia	Brown	DMPED	yes		yes	yes 1/2 meeting	yes	yes	no	no	no		N/A	no	no		changed job			
Mark	McCain	DPR						no	no	no	no		N/A	no	no		no			No long in this position
Sam	Zimbabwe	DDOT	yes		yes			no	no	no	no		N/A	no	no		no			No longer in this position
Roberta	Downing	DHS						no	no	no	no		N/A	no	no		no			No longer works for agency

2019 DC Food Policy Priorities

Identified by the DC Food Policy Director and the Food Policy Council

The DC Food Policy Director (FPD) and Food Policy Council (FPC) have identified the following policy concepts as priorities for the District to act on in 2019. The FPD and FPC will work to promote these priorities, and welcome partners and other District leaders to help fulfill these ambitious goals. The FPC approved these priorities on December 12, 2018.

Food Access & Equity:

1. **Create a Locally-Owned Healthy Food Retail Investment Fund** that matches private investments in locally-owned, community-driven grocery stores in underserved areas. This Fund would focus on small footprint stores, possibly co-located on the bottom floor of affordable housing, healthcare centers, and other community-serving facilities. Learning from best practices from other state grocery investment funds, this fund would target investment and technical assistance towards local entrepreneurs and businesses that create living wage jobs and offer products based on the needs/wants of the surrounding community. To support emerging business owners in opening their first stores as well as existing businesses looking to expand, the Program would also provide technical assistance and training on store operations, business strategy, and branding.
2. **Identify and promote strategies to invest healthcare dollars in healthy food as medicine programs for food-insecure populations.** Explore opportunities through Medicaid waivers and other means to strengthen the case for healthy food as an effective treatment for diet-related chronic disease and a strategy to decrease healthcare costs. Monitor the current DC Health pilot program with AmeriHealth, Giant, and DC Greens to provide prescriptions for healthy food to food-insecure patients, and consider expanding this program if it shows positive results.
3. **Establish an Online Grocery Delivery Pilot:** The USDA is piloting online grocery purchasing/delivery for SNAP recipients in eight states, including Maryland. DC could move ahead with piloting online grocery purchasing/delivery for low-income residents, possibly targeting residents receiving SNAP or WIC benefits. This would expand access to healthy food for low-income residents in underserved parts of the District and put the District at a strategic advantage if USDA decides to expand the pilot.

Sustainable Procurement:

1. **Streamline and improve institutional food procurement in the District:** The District is purchasing food for institutional meals, such as in schools, correctional facilities, homeless shelters, and senior centers, through separate contracts. These contracts should be analyzed to determine how best to streamline them, improve the quality of the meals served, and support more local food businesses.

2. **Move towards developing a DC Food Processing and Innovation Center (“central kitchen”)** to: (1) produce healthy food and meals for the District’s institutions, including schools, hospitals, childcare centers, and retirement homes; (2) provide hands-on training on food preparation skills needed to enter the quickly-growing food workforce in DC; (3) provide commercial kitchen space for entrepreneurs; and (4) aggregate fresh produce to distribute to smaller food retailers. Interim steps could include the central kitchen study in the Healthy Students Amendment Act and convening District agencies and developers.
3. **Pilot self-operated school food services in a limited number of DCPS schools:** Bringing school food services in-house has the potential to cut costs while also improving the quality of school meals. Every other major city has moved their school food services in-house, which has consistently saved money and improved quality. To test the concept and develop best practices for expanding to more schools, DCPS should conduct a pilot program where a small number of schools transition to self-operated school food services.
4. **Explore best practices for increasing organics diversion:** Businesses, schools, and other entities that create over a certain amount of organic waste should be incentivized to separate and send that waste to composting/anaerobic digestion facilities rather than combining it with the solid waste stream. This would create a market for more composting/anaerobic digestion facilities to open in the region. This would also create jobs and help the District achieve its sustainability goals.

Urban Agriculture:

1. Expand the **Urban Land Lease Program and Urban Agriculture Tax Credit** by encouraging more District agencies to identify parcels of unused property that could be leased to urban farmers and promoting the Tax Credit with District developers and property owners. Agencies should be encouraged to work with DGS, which already has a database of government properties that could be used for urban agriculture.
2. **Increase financial support and resources for urban farms in the District:** The District is opening new pathways for urban agriculture through programs such as the Urban Agriculture Land Lease Program and the upcoming Urban Agriculture Tax Credit. Nevertheless, urban farms in the District struggle to navigate government requirements and identify resources to expand their operations. Urban farms would benefit from increased technical assistance in meeting government requirements and small infrastructure grants of \$5-20K for the development of hoop houses, greenhouses, water infrastructure, cold storage, and other infrastructure. These relatively small investments would make a big impact on how much fresh, locally-grown produce is available year-round to District residents and would promote job creation as farms expand their operations.

Local Food Business & Labor Development:

1. Elevate the importance of the DC food economy by promoting the **DC Food Economy Study** (to be finalized in January 2019) at public events and through media outlets.
2. Publish and begin implementation of the **DC Food Workforce Development Strategy** (funded by Kaiser Permanente, to be finalized July 2019), which will outline a strategy for local government, investors, and other stakeholders to strengthen the District's food sector workforce.
3. **Expand the Cottage Food Act of 2013** to make it easier for small, at-home food producers to operate in the District, such as increasing the current annual revenue cap (\$25,000).

Nutrition & Food System Education:

1. **Identify needs and opportunities for increased nutrition and food system education** in coordination with other District coalitions, including the Healthy Youth and Schools Commission, the Diabesity Committee, and the Mayor's Committee on Nutrition, Health, and Physical Activity.
2. **Support local food producers that promote and preserve DC culture and food traditions:** The District already promotes local makers and producers through successful programs such as Made in DC. Small food producers, particularly minority and female business owners and those maintaining ethnic food traditions, should have access to more support through increased engagement and promotion of these types of businesses through targeted programming and marketing.

Key Findings from the District's Food Economy Study

The District of Columbia's food economy is a significant driver of economic growth and employment in the city and region.

From 2001 to 2016, employment in the District's food economy grew by 72%, compared to 21% in all sectors in the city.

The District's food economy produced \$5.47 billion in economic impact in 2016.

71,300

Workers directly employed in the food economy in 2016

8.0%

Percentage of the total District employment directly employed in the food economy in 2016

\$579.3 M

Tax revenue generated by the food economy in 2016

Growth of employment in key food sectors between 2001 and 2016

▲ 93%

Full service restaurants

▲ 33%

Grocery stores

▼ -23%

Food manufacturing

▼ -14%

Food wholesale

▲ 141 jobs

Beverage manufacturing (a 2820% increase)

All food and beverage sectors, except for food wholesale, are projected to grow until 2026.

These key findings are from the District's Food Economy Study. The full report and analysis will be available at dcfoodpolicy.org in Spring 2019.



District of Columbia
Office of Planning



GOVERNMENT OF THE
DISTRICT OF COLUMBIA

MURIEL BOWSER, MAYOR