

COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE ON BUSINESS & ECONOMIC DEVELOPMENT
PERFORMANCE OVERSIGHT PRE-HEARING QUESTIONS
1350 Pennsylvania Avenue, NW, Washington, DC 20004

January 10, 2025

Nina Albert, Deputy Mayor
Office of the Deputy Mayor for Planning and Economic Development
1350 Pennsylvania Avenue, NW, Suite 317
Washington, D.C. 20004

Dear Deputy Mayor Albert:

The Committee on Business and Economic Development (“Committee”) will hold performance oversight hearings on agencies under its purview in February. The oversight hearing for public witnesses for all the agencies under the Committee’s purview will be held on February 5, 2025, at 9:30 a.m. The oversight hearing for government witnesses of the Office of the Deputy Mayor for Planning and Economic Development (“DMPED” or “Department”) will be held on February 26, 2025, at 9:30 a.m. DMPED is currently scheduled for first on the agenda.

In preparation for the hearing, the Committee is sending the attached pre-hearing questions for your response. Please submit your responses no later than **5:00 p.m. on Wednesday, February 12, 2025**, in Word, PDF, or Excel format, as applicable, and minimize the use of attachments. Note that the Committee will make the Department’s responses publicly available. If there are answers or documents that should be redacted, please provide an unredacted copy for the Committee and a redacted copy for public review.

Please contact Doni Crawford, Committee Director, at dcrawford@dccouncil.gov, with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "K.R. McDuffie".

Kenyan R. McDuffie

Racial Equity

1. Describe any programs or policies where the Department has had success in building racial equity during Fiscal Year 2024 and Fiscal Year 2025 to date.

DMPED is committed to addressing economic disparities through its business development programs and real estate projects. These investments aim to help residents across all eight wards to start and grow companies, employ District residents, provide housing for all income levels, and create amenities in every community.

In December 2024, Mayor Bowser announced the launch of the DC Venture Capital Program, which will provide equity investment in early stages to DC-based technology companies, with a particular focus on founders that traditionally lacked access to capital. This program is a fund-of-funds model, in which DMPED will deploy funds via a Program Administrator to multiple Fund Managers, who will make direct investments in companies. DMPED's priority is to select multiple fund managers with broad representation across the startup community in DC. In total, this program is expected to invest \$26M in DC technology companies.

One of DMPED's most impactful real estate programs that address economic disparities is the New Communities Initiative (NCI), a program designed to revitalize severely distressed subsidized housing into vibrant mixed-income communities, and which preserves housing units for residents who had to leave the area during construction.

In November 2024, DMPED marked a significant milestone in the New Communities Initiative in the redevelopment of the historic Barry Farm community. Years ago, the city relocated hundreds of Barry Farm residents as part of an effort to break up concentrated poverty in areas with distressed public housing, with a promise to the families who lived there that they would one day be able to return.

With the opening of The Asberry in November 2024, a 108-unit building and the first apartment complex to open as part of the Barry Farm redevelopment, the District is delivering on its promise. This complex has reserved 77 units specifically set aside for former residents. DMPED also completed a groundbreaking on the next major apartment complex, the Edmonson, which will reserve an additional 50 units for former residents. In total, the Barry Farm project will yield a mixed-income community with approximately 900 new units of housing across several buildings, 380 of them set aside for returning Barry Farm residents.

2. In the context of the Department and its mission, describe three areas, programs, or initiatives where the Department has the greatest opportunity to address racial inequity.

Affordable Housing: DMPED is focused on increasing affordable housing production and preservation. To this end, DMPED will: achieve the goal of producing 12,000 new affordable housing units by the end of 2025; has and is advancing the New Communities Initiative, with significant progress being made at Barry Farm, Park Morton, Bruce Monroe and Northwest One; and in FY25, will advance the recommendations of the Black Homeownership Task Force.

DMPED's capital budget reflects a strategy for advancing projects and preserving local operating budget for programmatic priorities.

Small Business Support: DMPED is addressing economic disparities through its business development and retention policies and programs, which include: having a target goal of achieving 33% of all DC businesses be minority-owned and the strategies to support it; managing small business programs that directly support businesses that traditionally lack access to capital and in neighborhoods that have been underinvested (e.g., Great Streets, CPAF, Nourish DC, DC Venture Capital Fund); and recruiting minority-owned businesses to DC (e.g., the Black Chamber's outreach program, Global Soft Landing).

Opportunity Rich Neighborhoods and Communities: DMPED is also focused on developing thriving communities, which aim at developing the social infrastructure in historically low-income communities, specifically by recruiting and investing in healthier and greater food access in Wards 5, 7 and 8 (e.g., Food Access Fund, Nourish DC, Supermarket Tax Incentive). DMPED is also completing a three-year pilot program called Strong Families, Strong Futures, which will evaluate the impact of providing unconditional cash to low-income mothers in Wards 5, 7, and 8.

3. What barriers does your Department face when trying to: (1) make progress toward racial equity or (2) better understand racial inequity within the Department's context and operations (if any)? How does your Department's spending address existing racial inequities (grant disbursement, procurement/contracting, etc.)?

DMPED continues to make investments to address economic disparities in the District by:

- Providing housing that is affordable across incomes. In 2025, DMPED will have a new housing goal for the District. Throughout FY25, DMPED will be working with DC's housing agencies and private providers to stabilize, incentivize and innovate so that DC remains a national leader in housing production and preservation.
- Attracting and retaining businesses, by increasing marketing efforts and resources. DMPED is launching the DC Venture Fund and will continue to strengthen and broaden marketing and outreach efforts in DMPED and the Washington DC Economic Partnership (WDCEP).
- DMPED is working more closely with the Deputy Mayor for Education (DME) on workforce development strategies for high growth industries.
- Developing and expanding opportunities for minority-owned businesses. DMPED continues to strategically support small businesses through direct grants, the new DC Venture Fund and support of other capital access programs, and involvement in the ITIC.
- Positioning the District as a world-class destination and showcasing and engaging small and local businesses and creatives in festivals, small and large events, and other.

4. Please provide data on the racial diversity among leadership and at all staff grade levels. How does retention differ by race across levels? How does pay differ by race within levels?

See attached "Q 4_DMPED Race Tenure Salary.pdf."

5. Please provide an update on Interagency Working Group and Equitable Procurement Action Plan. Does the Department still plan to conduct a follow-up disparity study for Fiscal Years 2021 to 2025?

In 2023, Mayor Bowser assembled an interagency working group to evaluate the findings and recommendations of the Government of the District of Columbia Disparity Study (Fiscal Years 2016-2020) Final Report. The working group was co-chaired by the Office of Contracting and Procurement (OCP) and Department of Small and Local Business Development (DSLBD), with support from the Internal Services (IS) Division of the Office of the City Administrator (OCA), the Office of the Deputy Mayor for Planning and Economic Development (DMPED), the Office of the Chief Technology Officer (OCTO), the Office of Racial Equity (ORE), and the Mayor's Office of Legal Counsel (MOLC).

The interagency working group carefully examined each recommendation of the study to assess the anticipated benefits, legislative and regulatory requirements, IT system upgrades or changes, projected impact on the contracting and procurement process, and resource requirements (such as funding, staffing, supplies, and/or equipment). The working group then conducted a comprehensive value and risk assessment to determine whether to implement the recommendation, with a high-level project schedule to document the anticipated timeline to plan, develop, and implement each recommendation. The Working Group is finalizing the Equitable Procurement Action Plan and expects to have final recommendations in March 2025. OCP expects to conduct another study in the future.

6. Please update the Department's efforts with collecting, tracking, and evaluating demographic data, particularly on race and geographic area. DMPED noted that whenever possible, it disaggregates and analyzes quantitative data by race and geography based on voluntarily provided information. Please include any follow-up on the Department's efforts to increase response rates.

DMPED evaluates population, economic, housing and much other data from the Census Bureau and other publicly available information, as well as third-party data providers. For example, DMPED uses information from the Census Annual Business Survey to track progress against the Comeback Plan goals to increase minority business ownership in the District to 33%, and from the Census American Community Survey to track progress towards the goal of raising DC's Black median household income by \$25K. Specific sources of data DMPED collects and analyzes that offer additional information include:

- DMPED requests that applicants self-report demographic information when applying for its grant programs, including the race of business owner and address of business. While these are required questions, applicants can choose not to report their race, so response rates may vary from year to year.
- DMPED also collected race, ethnicity, and gender information from business owners as part of the 2022 [Disparity Study](#), which aimed to determine whether a disparity exists

between availability and utilization of minority- and women-owned businesses as part of the District's contracting processes.

- DMPED recently finished collecting data for and is in the analysis phase of the District's first-ever [Small Business Census](#). The Small Business Census will enable District Government to establish a baseline and make progress on its minority-owned employer business goals set forth in DC's Comeback Plan by conducting a census of all District small businesses with a focus on identifying minority- and women-owned businesses that may not have engaged previously with District government agencies through CBE registration, grants, or other channels. Business owners can choose to take the census in English, Spanish, Amharic, French, Chinese, Korean, or Vietnamese.

7. Please explain how the Department collects, tracks, and evaluates information on race and geographic area for its performance and strategic planning efforts. Are there plans to update the Comprehensive Economic Development Strategy with current data, new themes, and initiatives? If so, please describe your plans and timeline. Also, please update progress in developing tools to track progress against any relevant Comeback Plan goals with operational and outcome metrics.

DMPED is currently implementing demographic data collection and use recommendations provided by the Mayor's Office of Racial Equity in Fall 2024 as part of the [Race and Ethnicity Data Guidebook](#). DMPED collects demographic and geographic information as part of our grant application process and in the case management process for District residents involved in New Communities Initiative properties.

DMPED tracks the DC Comeback Plan's goal progress in an internal analytics data warehouse and develops reports for the Deputy Mayor and other members of leadership as needed. All current goals are being tracked with the most current information available; the most recent update included information from the Census Bureau's American Community Survey 5-year release from mid-December 2024. Action steps which align with current Mayoral and Deputy Mayoral priorities are tracked as part of their respective initiatives.

Regions must update and share their Comprehensive Economic Development Strategy with the federal Economic Development Administration [at least every five years](#) to be eligible for certain federal community revitalization funding.

8. Please explain how the Department collects, tracks, and evaluates demographic data to tailor programming to minority-owned businesses and workforce development opportunities for high-need populations. Please provide updates on your efforts and discuss the adequacy of the data collected.

Between FY24 and FY25, DMPED undertook the District's first Small Business Census, which will aid in efforts to measure progress and increase efforts towards meeting the Comeback Plan goal of 33% of DC employer businesses be minority owned by 2027. The final census product will enable DMPED to reach out to a broader set of businesses and better understand who DMPED is already reaching. The contract was awarded in February 2024 and DMPED anticipates receiving the final work product by Q2 of 2025. Once the final data has been

received, DMPED anticipates developing a business equity data collection strategy to assess progress towards this goal at a sub-District level. Without the Small Business Census, the Census Bureau's Annual Business Survey provides the only other data that definitively identifies the number of minority- and woman-owned businesses, but this dataset exists at the aggregate District level only and precludes place-based recommendations.

DMPED also develops eligibility boundaries for certain grant programs using need-based thresholds identified by the Council. For example, the Neighborhood Prosperity Fund [legislation](#) follows the federal Internal Revenue Service's definition of a "low-income community."

General Questions

9. Please provide a current organizational chart of the Department, including the number of vacant, frozen, and filled full-time equivalents (FTEs) in each division or subdivision, as well as the names and titles of all senior personnel. Please include the date when the information was collected. Additionally, please provide the following:

See attached "Q 9_DMPED Org Chart Feb 2025.pdf."

a. An explanation of the roles and responsibilities of each division and subdivision, including specific programs and projects administered by each division. Please also explain the administrative organization within each division and provide the number of personnel allocated to each division; and

- Business Development & Strategy: Responsible for implementing the Mayor's vision for business attraction, retention, expansion, and development for the District.
- Communications: Responsible for leading communications efforts (community meetings, speeches, media inquiries) for DMPED. Also responsible for coordinating all communication efforts with the Executive Office of the Mayor communications.
- Senior Housing Advisor: Responsible for overseeing housing and programs District-wide, coordinating the District's housing-focused agencies, interfacing with housing advocates and stakeholders, and serving as the senior advisor on housing for the Deputy Mayor.
- Destination Development: Responsible for coordinating DMPED's strategy to support the growth of the hospitality and tourism industry.
- Downtown Innovation: Responsible for coordinating the Mayor's strategy to revitalize Downtown DC.
- Real Estate: Responsible for the implementation of the Mayor's real estate development strategy for the District. Specifically, responsible for solicitation, evaluation, negotiation, and closing on agreements for the disposition of District owned assets.
- Industrial Revenue Bond (IRB) Program: Responsible for administering below market interest rate loans to finance cost of acquiring, constructing, rehabilitating, expanding, equipping and furnishing industrial and commercial projects in selected areas.

- General Counsel: Responsible for providing legal action and advice for projects and issues affecting DMPED.
- Legislative Affairs: Responsible for directing all legislative actions and coordination of policy issues affecting DMPED.
- Operations: Responsible for overseeing the agency's administrative, budget, office management, and human resources functions.
- Contracts, Procurement and Grants: Responsible for providing all procurement expertise for the issuance and awarding of contracts for the agency. Also responsible for administering the Department's grants programs including issuance of solicitations, coordination of grantee selection and awards, and grantee compliance.

b. A narrative explanation of any changes made during the previous year.

In FY24, DMPED created two new positions: Director of Downtown Innovation and Director of Destination Development, to provide senior level coordination of DMPED's strategy to revitalize Downtown, grow the Hospitality and Tourism Industry, coordinate with District government agencies and industry stakeholders, and serve as senior advisors to the Deputy Mayor. There are now six direct reports to the Deputy Mayor: Chief of Staff, Director of Real Estate, Director of Business Development, Director of Destination Development, Director of Downtown Innovation, and Senior Housing Advisor.

10. Please provide a current Schedule A for the Department, which identifies all employees by title/position, current salary, fringe benefits, and program. This Schedule A should also indicate whether the positions are continuing/term/temporary/contract and whether they are vacant or frozen positions.

See attached "Q 10_DMPED Schedule A.pdf."

- a. For each vacant position, please state how long the position has been vacant, and provide the status of the Department's efforts to fill the position, as well as the position number, the title, the program number, the activity number, the grade, the salary, and the fringe associated with each position. Please also indicate whether the position must be filled to comply with federal or local law, and whether there are impediments to the Department's ability to fill those vacancies.**

See attached "Q 10_DMPED Schedule A.pdf."

None of these positions must be filled to comply with federal or local law, and there are no impediments to DMPED's ability to fill these vacancies.

- b. For each filled position, please provide the employee's length of service with the Department. Please provide any available information on turnover rates and/or trends identified by the Department.**

See attached "Q 10_DMPED Schedule A.pdf."

11. Please list all employees detailed to or from the Department, if any. For each employee identified, please provide the name of the Department from/to which the employee is detailed, the reason for the detail, the date of the detail, and the employee's projected date of return.

The following one (1) employee is currently detailed from DMPED:

- Ana Reyes is detailed to the Department of Small and Local Business Development (DSLBD) which began in March 2021.

The following three (3) employees are or were detailed to DMPED in FY24:

- Chekol Mihretu is detailed from the Office of the Chief Financial Officer (OCFO) which began in June 5, 2023 to support capital and revenue financial operations. This detail is ongoing.
- Alazar Tsehaye is detailed from the Office of the Chief Financial Officer (OCFO) which began in October 2021 to support capital and revenue financial operations. This detail is ongoing.
- Antonio Yaquian-Luna was detailed from Department of Energy & Environment (DOEE) which began in September 2024 to October 2024 to support DMPED's Director of Downtown Innovation.

12. Did the Department conduct annual performance evaluations of its employees in Fiscal Year 24 or Fiscal Year 2025, to date? Who conducted the evaluations? What are the performance measures by which employees are evaluated? What steps are taken to ensure that all employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

Performance Evaluations were conducted via the Peoplesoft Performance Management System. Upon hire, employees work with hiring managers to create SMART Goals that ensure that timing and accountability remain at the forefront of all projects. Managers engaged in mid-year conversations with employees, as well as end-of-year conversations where employees received performance-based scores ranging from 1-4, and performance plans were implemented where appropriate.

13. What is the Department's current remote work policy?

DMPED follows the current DCHR remote work policy, which states that all employees work in person at their assigned work location a minimum of four days per week, with the option for routine telework one day per week. Situational telework is approved in limited circumstances on a case-by-case basis.

14. Please complete the following chart about the residency of new hires in Fiscal Year 2024, and Fiscal Year 2025, to date:

<i>Position Type</i>	<i>Total Number</i>	<i>Number of District Residents</i>
Continuing	13	9

Term	8	4
Temporary	0	N/A
Contract	1	0

15. Please provide the Committee with the following:

- a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at Department expense in Fiscal Year 2024 and Fiscal Year 2025, to date;**

See attached “Q 15 A_DMPED Issued Employee Mobile Devices.pdf.”

- b. A list of all vehicles owned, leased, or otherwise used by the Department and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the Department’s vehicles in Fiscal Year 2024 and Fiscal Year 2025, to date;**

DMPED currently has only one vehicle which the District Colombia Government owns: (751178) 2015 Dodge Caravan.

This vehicle was not involved any accidents in FY24 or FY25 to date.

- c. A list of travel expenses, arranged by employee, for Fiscal Year 2024 and Fiscal Year 2025, to date, including the justification for travel and description of activities engaged in during the travel;**

See attached “Q 15 C_Purchase Card Travel Expenses.pdf.”

- d. A list of employee bonuses or special award pay, raises, and step increases granted in Fiscal Year 2024 and Fiscal Year 2025, to date; and**

Performance Bonus

- Ketan Gada
- Jacque McDonald
- Sybongile Cook
- David Howard

Promotions

- Andree Entezari
- Nicholas Stabile
- Elna Howard
- Daryl Thomas
- Patrick Smith
- Jamie Scott
- Alexander Watson

- Juva Hepburn
- Hannah Eli
- Xenia Brown
- Darya Razavi

Step Increases

- Shirley Etwaroo
- Sandra Villareal
- Jasmine Brown
- Stanley Jackson

e. A list of the total overtime and workers' compensation payments paid in Fiscal Year 2024 and Fiscal Year 2025, to date, including the number of employees who received overtime and workers' compensation payments, in what amounts, and for what reasons.

DMPED had zero overtime earners in FY24 or FY25.

16. Regarding the use of communication devices:

a. Please describe procedures that are in place to track which individuals or units are assigned mobile devices (including, but not limited to smartphones, laptops, and tablet computers) and how the usage of these devices is monitored.

All DMPED mobile devices are tracked in InTune which allows OCTO to see and manage our mobile devices remotely at our direction. Users must also sign a user agreement when initially assigned their device which holds them responsible for the care and return of the device if they leave DMPED.

b. How does the Department limit the costs associated with its mobile devices?

Mobile devices that are not currently in use are suspended with the carrier. This saves the monthly costs for devices that are returned to inventory when an employee leaves DMPED but allows us to keep them ready as spares to be reissued to new employees. For AT&T and FirstNet devices, this reduces the monthly fee to 1 cent. For Verizon Wireless this completely eliminates the monthly fee for up to 2 increments of 90 days.

DMPED also benefits from the government rates for mobile usage that OCTO has negotiated with each of the carriers.

c. For Fiscal Year 2024 and Fiscal Year 2025, to date, what was the total cost including, but not limited to, equipment and service plans for mobile communications and devices?

FY 24: \$56,239

FY 25 (to date): \$14,399

- 17. For Fiscal Year 2024 and Fiscal Year 2025, to date, please list any purchase card spending by the Department, including the employee making each expenditure and the general purpose for each expenditure.**

See attached “Q 17_DMPED Purchase Card Transactions FY24 -FY25.pdf.”

- 18. Please provide a chart showing the Department’s approved budget, revised budget (after reprogramming, etc.) and actual spending, by division, for Fiscal Year 2024 and Fiscal Year 2025, to date. Include a description and explanation for any variance between fiscal year appropriations and actual expenditures.**

See attached “Q 18_Original Budget Revised Budget Expenditures FY24-FY25.pdf.”

- 19. For Fiscal Year 2024 and Fiscal Year 2025, to date, please identify any special purpose revenue funds maintained, used, or available for use by the Department. For each fund identified, please provide:**

- a. The revenue source name and code;**
- b. Legal authority for the fund (i.e. D.C. Code or DCMR citation);**
- c. A description of the program that generates the funds;**
- d. The amount of funds generated by each source or program;**
- e. Expenditures of funds, including the purpose of each expenditure; and**
- f. The current fund balance.**

See attached “Q 19_EB0 FY24 & FY25 Special Purpose Revenue Sources.pdf.”

- 20. For Fiscal Year 2024 and Fiscal Year 2025, to date, please list all intra-District transfers to or from the Department. For each transfer, include all the following details:**

- a. The program and activity codes and names in the sending and receiving agencies’ budgets;**
- b. Funding source (i.e., local, federal, SPR);**
- c. Description of memoranda of understanding (“MOU”) services;**
- d. Total MOU amount, including any modifications;**
- e. Whether a letter of intent was executed for Fiscal Year 2024 or Fiscal Year 2025, and if so, on what date;**
- f. The date of the submitted request from or to the other agency for the transfer;**
- g. The dates of signatures on the relevant MOU; and**
- h. The date funds were transferred to the receiving agency.**

See attached “Q 20, 21, & 23_MOU’s & Intra-Districts.pdf.”

- 21. Please list any additional intra-District transfers planned for Fiscal Year 2025, including the anticipated agency(ies), purposes, and dollar amounts.**

See attached “Q 20, 21, & 23_MOU’s & Intra-Districts.pdf.”

22. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended, or option years exercised, by the Department during Fiscal Year 2024 and Fiscal Year 2025, to date. For each contract, please provide the following information, where applicable:

- a. **The name of the contracting party;**
- b. **The nature of the contract, including the end product or service;**
- c. **The dollar amount of the contract, including amount budgeted and actually spent;**
- d. **The status of deliverables;**
- e. **The term of the contract;**
- f. **The Certified Business Enterprise status;**
- g. **Whether the contract was competitively bid;**
- h. **The name of the Department’s contract monitor and the results of any monitoring activity; and**
- i. **The funding source.**

See attached “Q 22_DMPED Contracts & Grants.pdf.”

No grants have been awarded in Fiscal Year 2025 to date.

23. Please list all MOU entered into by the Department during Fiscal Year 2024 and Fiscal Year 2025, to date, as well as any MOU currently in force. For each, indicate the date entered and the termination date.

See attached “Q 20, 21, & 23_MOU’s & Intra-Districts.pdf.”

24. Please list the ways, other than MOU, in which the Department collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in Fiscal Year 2024 and Fiscal Year 2025, to date.

In FY24 DMPED collaborated with other economic development non-governmental organizations through the award and performance of contracts and grants. Through these contracts and grants, DMPED collaborated with organizations like the DC Chamber of Commerce, Greater Washington Hispanic Chamber of Commerce, and Greater Washington Black Chamber of Commerce to support international business attraction efforts, including launching the Washington, DC Global Soft Landing program and representing the District at the SelectUSA international investment conference. DMPED also collaborated with the Coalition of Nonprofit Housing and Community Development to support the DC Community Anchor Partnership, which matches MBEs with anchor institutions on procurement opportunities. Finally, DMPED collaborated with nonprofit organizations like City First Enterprises, Capital Impact Partners, and Martha’s Table to administer small business grant programs and human services programs like the Commercial Property Acquisition Fund, NourishDC, and the Strong Families, Strong Futures program.

DMPED collaborated with several federal agencies to administer funding programs for businesses, including the Department of Commerce, Department of Treasury, and Department of Agriculture. DMPED is the recipient of a State Tourism Grant from the Economic Development Administration (EDA), part of the Department of Commerce, and collaborates with EDA on the administration of grant programs under this grant. DMPED collaborates with the Department of Treasury on the design and administration of the DC Venture Capital Program, funded through the State Small Business Credit Initiative. Finally, DMPED collaborated with the Department of Agriculture through a Cooperative Agreement to administer the Resilient Food Systems Infrastructure (RFSI) program.

Additionally, DMPED collaborated with Business Improvement Districts on several Downtown and neighborhood-based economic development priorities through stakeholder convenings, neighborhood planning and revitalization efforts, and active grants. These include the Downtown BID, Golden Triangle BID, Anacostia BID, and Southwest BID on implementation of the Downtown Action Plan; participation in the Gallery Place/Chinatown Task Force; and implementation of the Penn West Equity and Innovation District, the Anacostia Arts and Culture District, and the Southwest Mobility Innovation District.

DMPED also participates on boards, in meetings, and at events with multiple regional economic development organizations to advance housing, real estate development, transportation, workforce development, and business attraction priorities. These include the Greater Washington Board of Trade, Greater Washington Partnership, ConnectedDMV, Union Station Redevelopment Corporation, EventsDC, DestinationDC, Washington, DC Economic Partnership, and Metropolitan Washington Council of Governments.

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

D.C.'s Office of the Inspector General (OIG) began an evaluation of DMPED's hyperlocal grant programs in 2022, and they issued a final report with recommendations last year. DMPED agreed with OIG's recommendations and continues to improve its processes and collaboration in accordance with OIG's recommendations.

26. Please describe any anticipated spending pressures for Fiscal Year 2025. Please include a description of the pressure, the estimated amount, and any proposed solutions.

There are no anticipated spending pressures for Fiscal Year 2025.

27. Please list all capital projects in the financial plan and provide an update on all capital projects under the Department's purview in Fiscal Year 2024 and Fiscal Year 2025, to

date, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide the following:

- a. **An update on all capital projects begun, in progress, or concluded in Fiscal Year 2023, Fiscal Year 2024, and Fiscal Year 2025, to date, including the amount budgeted, actual dollars spent, and any remaining balances;**

See attached “Q 27 A_DMPED Capital Balance FY24 & FY25.pdf.”

- b. **An update on all capital projects planned for Fiscal Year 2025 through Fiscal Year 2030; and**

See attached “Q 27 B_DMPED FY25-FY30 CIP Project Budgets.pdf.”

- c. **Whether the capital projects begun, in progress, or concluded in Fiscal Year 2023, Fiscal Year 2024, or Fiscal Year 2025, to date, have an impact on the operating budget of the Department. If so, please provide an accounting of such impact.**

See attached “Q 27 C_DMPED Capital Projects Operating Impacts.pdf.”

28. Please provide a table showing your agency’s Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for Fiscal Years 2023, 2024, and the first quarter of 2025. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).

See attached “Q 28 A_Original Budget Revised Budget Expenditures FY23-FY25.pdf.”

- a. **Include any over- or under-spending. Explain any variances between Fiscal Year appropriations and actual expenditures for Fiscal Years 2023, 2024, and 2025, to date, for each program and activity code.**

See attached “Q 28 A_Original Budget Revised Budget Expenditures FY23-FY25.pdf.”

- b. **Attach the cost allocation plans for Fiscal Years 2024 and 2025.**

See attached “Q 28 B_Spend Plans FY2024 & FY2025.pdf.”

- c. **In Fiscal Years 2023 or 2024, did the Department have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.**

See attached “Q 28 C_Grants Received FY2023 & FY2024.pdf.”

- 29. Please provide a list of all budget enhancement requests (including, but not limited to, capital improvement needs), for Fiscal Year 2024 and Fiscal Year 2025, to date. For each, please include a description of the need and the amount of funding requested.**

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

- 30. Please list, in chronological order, every reprogramming in Fiscal Year 2024 and Fiscal Year 2025, to date, which had an impact on the Department, including those which moved funds into, out of, and within the Department. For each reprogramming, please list the date, amount, rationale, and reprogramming number, and indicate whether a reprogramming impacted the Department's ability to carry out a directive or recommendation of the Committee. Please also include the program, activity, and CSG codes for the originating and receiving funds. Finally, provide the revised, final budget for the Department after reprogramming for Fiscal Year 2024.**

See attached "Q 30_DMPED Reprogrammings FY2024 & FY2025.pdf."

- 31. Please list each grant or sub-grant received by the Department in Fiscal Year 2024 and Fiscal Year 2025, to date. List the date, amount, and purpose of the grant or sub-grant received. Additionally, provide the following:**

- a. Whether any FTEs are dependent on grant funding and, if so, how many; and**
- b. A description of the terms of this funding, and, if it is set to expire, what plans, if any, are in place to continue funding.**

See attached "Q 31_Grants Received FY2024 & FY2025.pdf."

- 32. Please describe any grant the Department is, or is considering, applying for in Fiscal Year 2025.**

DMPED is not anticipating applying for any grants in FY25.

- 33. Please list any pending lawsuits that name the Department as a party. Please identify any lawsuits that could potentially expose the District to significant financial liability and/or result in a change to Department practices, and please include the current status of the litigation. Please provide the basis and extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation of the issues involved in each case.**

EAB Global, Inc. v. The District of Columbia, et al., 2022CA4847. The Deputy Mayor was named as a defendant in a suit filed by EAB Global, Inc. (EAB) in October 2022 in which EAB disputed the Office of Tax and Revenue's (OTR) interpretation of the statute that authorized a tax abatement of real property tax for the space leased by EAB located at 2445 M Street, NW. EAB alleged the Deputy Mayor's involvement in the suit arises from the Tax Abatement Agreement and the Community Benefits Agreement executed by the Deputy Mayor and EAB as

required under the tax abatement statute. EAB sought a declaratory judgment and damages in the amount no less than \$850,373.35. The issue involved related to OTR's interpretation of the statute that the tax abatement applies only to taxes attributable to the portion of the building occupied by EAB and not to the entire building. As a result of a motion filed by the District, the case was certified to the Tax Division of the D.C. Superior Court. Judge Cordero, from the Tax Division, issued an order on September 28, 2023, granting the District's motions to dismiss, dismissing the case in its entirety on the basis that (1) the claims are barred by the Anti-Injunction Act and (2) EAB failed to join the owner of the property as a necessary party. EAB filed a Notice of Appeal on October 25, 2023, and the case is currently pending before the D.C. Court of Appeals.

TPC 5th & I Partners LLC and V Street Apartment Owners LLC v. District of Columbia, 2022CA959B. Plaintiffs brought an action against the District of Columbia alleging that in 2014 the District entered into contracts with TPC 5th & I Partners and the predecessor in interest of V Street Apartment Owners LLC concerning the development of a vacant parcel of land located at 901 5th Street, NW and an associated development of affordable housing in Ward 8. Plaintiffs allege that on the eve of closing on the property in Spring 2019, the District refused to comply with its legal and contractual obligations to approve removing a nonperforming Certified Business Enterprise (CBE) participant, The Walker Group, LLC, from the project and replace it with another CBE participant. Plaintiffs alleged a claim for breach of contract and a claim for breach of the covenant of good faith and fair dealing. Plaintiffs seek damages in an amount to be proven at trial but estimated by the Plaintiffs to be \$72,449,921. In the alternative, Plaintiffs seek specific performance of the contract. The District filed a motion for summary judgment, which was denied by the Court. Discovery in the case has been extended until March, 2025.

34. Please list all settlements entered into by the Department, or by the District on behalf of the Department, in Fiscal Year 2024 or Fiscal Year 2025, to date. Include the parties' names, the amount of the settlement, and, if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint, etc.).

The Mayor's Office of Legal Counsel (MOLC) handled the settlements of two administrative complaints on behalf of the agency during Fiscal Year 2024. MOLC is available to provide the Committee with the requested details of those settlements.

35. Please list and describe any ongoing investigations, audits, or reports on the Department or any employee of the Department, including, but not limited to, personnel complaints, or any investigations, studies, audits, or reports on the Department or any employee of the Department that were completed during Fiscal Year 2024 and Fiscal Year 2025, to date, along with the Department's compliance or non-compliance with any recommendations.

In FY24 the Office of Inspector General completed a review of DMPED's hyperlocal economic development grant programs and made recommendations to increase information sharing with DSLBD, reduce potential conflicts of interest with grantees, and reduce potential duplication of grant awards. DMPED is in compliance with the recommendations of the evaluation.

In FY24, the Department of Treasury completed a desk review of several District government COVID-19 programs, including a sample subrecipient of DMPED's FY20 Microgrant Program. DMPED complied with the auditor's request to provide documentation to demonstrate the subrecipient's compliance with the grant agreement and backup documentation to substantiate the economic hardship experienced by the applicant and necessary to award the grant. There has been no further development since DMPED's formal reply to the auditor.

36. Please provide the total number of administrative complaints or grievances filed against the Department in Fiscal Year 2024 and Fiscal Year 2025, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to Department policies or procedures that have resulted from complaints or grievances. As it relates to a constituent challenging the Department's response to grievances, please indicate:

- a. Whether a formalized process is in place to request a hearing by the Deputy Mayor;**
- b. If so, whether the Deputy Mayor's decision is appealable; and**
- c. If there is a formalized hearing process, whether that process is described on the Department's website.**

DMPED did not have any administrative complaints or grievances filed against the Department in FY24 or FY25 to date.

The Department encourages the use of processes made available by District agencies as individual cases may require such as via the Office of Human Rights, Office of Disability Rights, DC Department of Human Resources, or any other applicable agency.

37. Please describe the Department's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. Please list and describe any allegations received by the Department in Fiscal Year 2024 and Fiscal Year 2025, to date, and whether those allegations were resolved.

DMPED follows the procedures outlined in Mayor's Order 2023-131 for investing allegations of sexual harassment or misconduct committed by or against its employees. DMPED received zero sexual harassment allegations in FY24 and FY25.

- a. Has the Department identified a primary and alternate sexual harassment officer ("SHO") as required by Mayor's Order 2023-131 ("Sexual Harassment Order")? If not, why not? If yes, please provide the names of the primary and alternate SHOs.**

DMPED has designated a primary and secondary SHO. The primary SHO is Cynthia Turcios and the secondary SHO is Stephanie Baxter.

- b. Has the Department received any requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of the requirements of provisions of the Sexual Harassment Order? What was the resolution of each request? If a waiver has been granted, are there limitations on the scope of the waiver?

DMPED received zero requests for a waiver from the provisions of the Sexual Harassment Order.

38. Please provide the number of FOIA requests received by the Department during Fiscal Year 2024 and Fiscal Year 2025, to date. Please include the number of requests which were granted, partially granted, denied, or pending. Please also provide the average response time, estimated number of FTEs required to process requests, and the estimated number of hours spent responding to these requests.

FY2024		
Total Received		57
	Granted	15
	Partially Granted	26
	Denied	2
	Pending	0
	Forwarded/Other	14

FY2025 to date		
Total Received		13
	Granted	0
	Partially Granted	4
	Denied	9
	Pending	0
	Forwarded/Other	0

Average Response Time	6.33 business days
Number of FTEs Required	1 FTE
Number of Hours Spent	~695 hours per FY

- a. For FOIA requests disposed of because no records or Department records containing the requested information exist, please describe the nature of the request.

One request was denied due to non-existent records. The requestor asked for a history of the creation of the Local Food Access Grants Emergency Amendment Act of 2021, which was introduced by a Councilmember and was not drafted by DMPED. The requester also asked for an analysis of public transportation routes near grocery stores in particular wards, which this office does not maintain.

One request was for communications between staff of another agency and a non-District employee. DMPED did not have any relevant records and referred the requestor to the appropriate agency.

Other requests denied for lack of records involved requests for emails from particular staff with particular key words. There are several requests where no responsive emails were found.

39. Please provide a list of all studies, research papers, reports, and analyses that the Department prepared, or contracted for, during Fiscal Year 2024 and Fiscal Year 2025, to date. Please state the status and purpose of each and attach a copy.

Housing Demand and Neighborhood Change Study. This study will complete a forecast of housing demand, an analysis of neighborhood change and displacement, and an evaluation of housing supply policies to support and inform key housing initiatives and strategies. Final report is expected in Q2 2025.

Small Business Census. This census effort will aid in efforts to measure progress and increase efforts towards meeting the Comeback Plan goal of 33% of DC employer businesses be minority owned by 2027. The final census product will enable DMPED to reach out to a more diverse set of businesses and better understand who DMPED is already reaching. The contract was awarded in February 2024 and DMPED anticipates the final work product by Q2 of 2025.

Return on Investment Report. The ROI report is required annually by the Unified Economic Development Budget Transparency and Accountability Act of 2010. Included are all economic development incentives valued at \$75,000 or greater related to the development and redevelopment of real property to include the production or preservation of affordable housing, the employment of District residents, the participation of Certified Business Enterprises, and the production of community amenities. Find the FY23 ROI report online [here](#). The FY25 report is under development and expected to be released with the Mayor's budget as required by legislation.

Downtown Action Plan. The Downtown DC BID and the Golden Triangle BID led the development of the Downtown Action Plan outlines an economic development strategy for key areas of downtown, and across the broader neighborhood, to help build a more dynamic, inclusive, accessible, and resilient Downtown. The Action Plan was released in June 2024 and can be found online [here](#).

DC Sports Study. Study to identify potential financing models for DC investments in sports stadiums as well as the economic impact generated by sports. This study was released in June 2024 and can be found online [here](#).

Downtown Transportation Study. Study to envision ideas to connect nodes, reimagine the public realm around key assets, and identify means by which the Downtown transportation network can support a future Downtown with additional housing, anchor institutions, and a vibrant

neighborhood mix. It will also establish multi-modal priorities for future development by creating modal priority assignments, a hierarchy of streets, and the thoughtful management of sidewalks and curb space in support of the goal to bring more residents, visitors and office workers Downtown. Study to start March 2025.

40. Please list all reports or reporting currently required of the Department by the District of Columbia Code or Municipal Regulations. Please indicate whether the Department complies with these requirements, and if not, why (e.g., the purpose behind the requirement is moot, etc.).

DMPED is required to report on various programs throughout the year, as detailed below.

D.C. Official Code § 10-801 requires that the Mayor submit to the Council a semiannual report explaining the status of each disposition approved by the Council during the previous two years.

DMPED's procurement and grants adhere to regulations and laws as established by the DC Code, Procurement Practices Reform Act, 27 DCMR, Citywide Grants Manual and Sourcebook, and DMPED's internal grants manual. DMPED also submits any reports as per the establishment thresholds set by the Department of Employment Services – First Source (\$300,000), Department of Small and Local Business Development – CBE (\$250,000), and Office of Human Rights – Equal Employment Opportunities (\$10,000).

D.C. Official Code § 1-328.04 requires reporting on various grant programs, including:

- CDFI/MDI Grant Program
- Grant to an organization based in the District that promotes and supports the growth of equity impact enterprises
- Grant to an organization based on Connecticut Ave NW providing advice and resources to member businesses
- Direct Cash Assistance Program

41. Please identify any boards or commissions associated with the Department, and provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in Fiscal Year 2024 or Fiscal Year 2025, to date, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month. Finally, please indicate whether the board or commission met virtually or in person.

The Mayor's Office of Talent and Appointments (MOTA) provides updated details about boards and commissions associated with DMPED on their website, available [here](#).

42. Please describe how the Department solicits feedback from residents and other stakeholders.

DMPED is committed to advancing economic growth that addresses and responds to needs of communities across the District. Through its real estate projects and dispositions, DMPED

engages residents and community members through ANC meetings and public engagement for environmental assessments (EA) or environmental impact statement (EIS) processes.

Through large neighborhood-based planning efforts like the Gallery Place/Chinatown Task Force, DMPED met with multiple residential and community stakeholder groups to collect input on the future of the Gallery Place/Chinatown neighborhood and hosted a public forum to share and receive feedback on design concepts for investments in the neighborhood. Additionally, through the Downtown Action Plan, DMPED and its partners at the Downtown Business Improvement and Golden Triangle Business Improvement District collected input through surveys, a website, and public events, on the current and future needs of Downtown.

As part of its grant programs for small businesses, DMPED regularly receives input from applicants and grantees about their needs and challenges through information sessions, feedback on grant applications, and site visits for current grantees. Through the Washington, DC Economic Partnership, DMPED gains insight on issues facing existing corporate and retail tenants. DMPED also receives input from business community organizations, including industry trade associations, Chambers of Commerce, and Business Improvement Districts on topics that impact the business and investment climate in the District.

a. Please explain what the Department has learned from this feedback, including specific examples; and

Feedback from residents and businesses helps DMPED design the program for real estate projects, update grant program designs and processes, and pursue policy changes that improve the business climate in the District.

Specific examples of feedback include:

- Small businesses found it difficult to keep track of when applications for grant programs were opening and closing, so they could be prepared to apply for grants.
- In May 2024, Mayor Bowser and DMPED hosted a public open house to present and invite feedback on design concepts for the future of the Gallery Place/Chinatown neighborhood. Attendees were able to identify their top priorities among eight distinct projects and provide specific feedback on each.
- For the McMillan project, DMPED received feedback from the community about the importance of having a publicly accessible community center and having public spaces deliver as the first phase of the project.

b. Explain how the Department has changed its practices due to such feedback.

- In FY24, DMPED released all of its competitive grant programs at the same time, so that small business owners could prepare for a single grant season. This reduced the need for small business owners to continuously monitor program announcements over a period of several months and allowed them to collect all required documents and submit applications during a single application window.
- As a result of the Gallery Place/Chinatown Task Force open house in May 2024, DMPED has worked to further refine the 8 Big Ideas toward the creation of distinct

designs concepts and prioritize the implementation of concepts with the greatest impact and community support. The initial conceptions included: Gallery Square, Arena as a Great Neighbor, 7th Street Spine, Botanical Streets, Judiciary Gardens, Chinatown Old & New, Growing Residential Community, and Vacant to Vibrant. Projects are currently being priced and prioritized; recommendations are expected to go to the Mayor by March 2025.

- In response to community feedback on the McMillan project, DMPED negotiated with the developer to have the District build and deliver a community center, ensuring that the District would control the center, provide publicly-accessible amenities, and deliver these sites as the first phase of the project while construction progresses on the other phases. The new Reservoir Park Recreation Center opened in June 2024.

43. Please attach copies of the required annual small business enterprise (“SBE”) expenditure reports for the Department for Fiscal Year 2023, Fiscal Year 2024, and Fiscal Year 2025, to date.

See attached “Q 43_DMPED SBE Expenditure Reports.pdf.”

- a. D.C. Official Code § 2-218.53(b) requires each District agency to submit supplemental information with their annual SBE expenditure report, including a description of the activities the Department engaged in to achieve their fiscal year SBE expenditure goal and a description of any changes the Department intends to make during the next fiscal year to achieve their SBE expenditure goal. Has the Department submitted the required information for Fiscal Year 2024? If so, please provide a copy as an attachment. If not, please explain.**

The agency’s position concerning its CBE/SBE expenditures status has yet to be finalized. In compliance with D.C. Official Code § 2-218.53, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) has fulfilled all necessary requirements. DSLBD’s District Enterprise System (DES) mandates a response if the agency fails to meet its set objectives. Once a conclusive determination is reached, DMPED will provide an appropriate response.

44. Please provide a copy of the Department’s Fiscal Year 2024 performance plan. Please explain which performance plan objectives were completed in Fiscal Year 2024 and whether they were completed on time and within budget. If they were not, please provide an explanation.

See DMPED’s FY24 Performance Accountability Report on the Office of the City Administrator website [here](#).

45. Has the Department reviewed its Key Performance Indicators (“KPIs”) for alignment with its primary objectives?

Yes. Towards the end of FY24, DMPED undertook a significant review and modification of its annual performance plan. This process involved discussions and strategic planning sessions with

business unit directors, the Deputy Mayor, and other members of DMPED leadership to ensure that KPIs/measures reflect those that are most important to the way that DMPED publicly and internally measures its success. The measures present in the FY25 plan are those that are not reported elsewhere, and those that align with those repeated actions that DMPED business units consider their key success drivers.

46. What KPIs have been removed (or changed) since 2020? List each specifically and explain why it was dropped or changed.

DMPED underwent a significant review of its annual performance plan in late FY24 and early FY25 to streamline the Department's performance plan and ensure that existing metrics align with priority functions. The following KPIs were removed or changed and are not present in the FY25 performance plan. These KPIs are reported through other reports and dashboards, either by DMPED or another Department, or are related to programs that no longer exist.

- Share of affordable housing units yielded as a percent of the total DMPED residential units delivered: This is reported on the [36,000 by 2025 dashboard](#).
- Net number of jobs created in DC: This is reported by the Department of Employment Services.
- Number of jobs created from Business Development initiatives: Available as part of annual [Return on Investment report](#).
- Unemployment rate in Wards 7 and 8: This is reported by the Department of Employment Services.
- Art Venue Support: Percentage of funds disbursed: Program no longer exists.
- Business Rent Relief: Percentage of funds disbursed: Program no longer exists.
- Number of small businesses served (by program if recipient establishes multiple separate business assistance programs): Measure was redundant with other measures related to number of small businesses served.
- Share of DMPED square footage in Wards 7 and 8 as a percent of the total DMPED project square footage: Available as part of annual [Return on Investment report](#).
- Number of DC Community Anchor Partnership Program Anchor Partners: Anchor partners are available on the DC Community Anchor Partnership Program website [here](#).
- Inclusive Innovation Equity Impact Fund: Dollar amount invested in eligible businesses: Program no longer exists.
- Percentage of RFPs released with EquityRFP component: Available on DMPED's public [Project Pipeline Database](#).
- Number of DC Community Anchor Partnership Program Small Business Participants:
- Small and Medium Business Growth Program: Number of small businesses served: Program no longer exists.
- Inclusive Innovation Equity Impact Fund: Number of Small Businesses Served: Program no longer exists.
- Nourish DC: Number of Nourish-supported businesses receiving loans, grants, or technical assistance: Program has been modified; awardees will be publicly announced each fiscal year if awarded.

- Economic impact of business development investments: Measure is being redefined for consistency across grant programs.
- Great Streets initiative: Number of small businesses served: Will be made available when Great Streets awardees are announced each fiscal year.
- Number of unique Economic Intelligence Dashboard visitors: Economic intelligence dashboard was retired and is being reformatted.
- Average number of engagement mechanisms per real estate development project: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of community engagements DMPED participates in for real estate development projects: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of IRB projects closed: Available on Open Data DC “[Industrial Revenue Bond Projects](#)” table. Data will be fully refreshed in FY25.
- Number of projects in DMPED’s pipeline: Available on DMPED’S public [Project Pipeline Database](#).
- Number of RFPs awarded: Available on DMPED’S public [Project Pipeline Database](#).
- Number of financial closings for DMPED projects: Available on DMPED’S public [Project Pipeline Database](#).
- Number of Ward 7/8 initiatives and investments: Available as part of annual [Return on Investment report](#).
- Number of new businesses engaged: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of grants applications: Will be released annually if requested as part of Performance Oversight Hearing.
- Number of grants awarded: Will be released when DMPED grantees are announced each fiscal year.
- Number of employers engaged: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Dollar amount of investments in Ward 7 and 8: Available as part of annual [Return on Investment report](#).
- Number of repeat business assistance/engagement: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of international business partners engaged: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of businesses participating in Export DC: Metric was folded into new agency-wide metric, “Number of public events or stakeholder meetings across DMPED business units.”
- Number of economic analyses produced: Measure was previously redefined to align with number of RFPs released and so would be redundant.
- Number of community meetings held (MODIFIED): Modified to be more clearly defined and encompass several existing metrics: “Number of public events or stakeholder meetings across DMPED business units.”

47. Describe how the Department measures programmatic success and discuss any changes to outcome measurements in Fiscal Year 2024 and Fiscal Year 2025, to date.

DMPED measures programmatic success through internal adherence to goals set by individual agency business unit directors. These goals align with Mayoral and Deputy Mayoral priorities. Several internal process and policy assessments have been undertaken in FY24 and FY25 to date to ensure continual review of agency procedures, collaboration, and success in meeting goals to fulfill DMPED’s mission for District residents and business owners. See a full list of modifications made between the FY24 and FY25 performance plans in question 46.

48. Describe the topic metrics used by the Department to evaluate its operations, including data for those metrics over Fiscal Year 2024 and Fiscal Year 2025, to date.

Metric	Data Points Regularly Monitored	Data Point Descriptions and Notes
Retention	1. Staffing Summary 2. Vacancy Rate 3. Days Vacant Report 4. Recruitment Status Summary	1. The number of staff (FTEs or employees, detailed-in, contract, intern, and fellows) are summarized by grouping as being a Direct Report, Manager, or Detailed-Out (FTE). 2. The number of vacant FTEs divided by the total number of FTEs visualized using a simple pie chart. 3. Each vacant position is ordered highest to lowest by the number of days each has been vacant, coupled with the candidate (if applicable), number of postings, and current updates. 4. The number of vacancies is summarized by recruitment status grouping (the stage and step at which a vacancy is in the agency’s recruitment and hiring process).
Turnover	1. Turnover rate—voluntary/involuntary 2. Turnover rate – agency and by business unit 3. Rolling 12 and six-month turnover	1. The turnover of agency employees is measured in terms of voluntary and involuntary turnover, how someone separates from the agency (i.e., resignation, termination, agency transfer, etc.). 2. The turnover of agency employees is measured in whole for the agency and by business unit for the current fiscal year and previous five years. 3. The turnover of agency employees is measured utilizing a rolling 12-month and 6-month figure.
Tenure	1. Tenure of Active Staff 2. Tenure of Separated Staff	1. The average time current employees have stayed with the agency. Examining tenure can assist in targeting interventions to workers at a particular point in their careers, when they may “fall off” from the agency. 2. The average time (months) employees worked at the agency before leaving voluntarily. A calculation

		on longevity (total number of months worked before quitting) may highlight the point at which employees “fall off”
Residency	1. DC Residency of New Hire 2. Residency of Active Staff	1. The percentage of new employees in the current fiscal year that are residents of the District of Columbia. 2. The percentage of new employees in the current fiscal year that are residents of the District of Columbia.
Employee Satisfaction	New Employee Satisfaction	Surveys are sent to new employees within their first 30 to 60 days to evaluate the new employees’ satisfaction. The brief survey informs the agency about what it is doing well, and what it needs to improve regarding new staff onboarding, training, and role satisfaction. Answers to survey questions will be submitted anonymously and remain confidential. All responses are compiled with those of other survey participants. The summarized information is used to improve the way we welcome and integrate new staff at DMPED.
Workplace Culture	1. Offer-Pay Equity Analysis 2. Culture Workshop Attendance	1. The Director of Operations utilizes an analysis of a candidate’s resume of education and experience against that of a(n) existing employee(s) with a similar resume to determine equitable salary offer to candidates chosen for hire of a vacant position. 2. After 62% of staff participated in DMPED’s 2023 Workforce Culture survey, DMPED hired a contractor to assist in building on existing cultural strengths and identifying opportunities for improvement. This contractor has held several focus groups and mandatory agency all-hands workshops. DMPED will track attendance at these workshops and subsequent small-group discussions to assess staff buy-in for ongoing cultural strengths building.

49. Please provide a copy of the Department’s Fiscal Year 2025 performance plan, as submitted to the Office of the City Administrator.

DMPED’s FY25 performance plan can be found on the Office of the City Administrator’s website [here](#).

Personnel

50. Is the Department operating under a full or partial hiring freeze? If so, why?

DMPED is not currently operating under a full or partial hiring freeze.

51. Please separately list each Department employee whose salary was \$100,000 or more in Fiscal Year 2024 and Fiscal Year 2025, to date. Please provide the name, position number, position title, program number, activity number, salary, and fringe for each. In addition, please state the amount of any overtime or bonus pay received by each employee on the list.

See attached “Q 51_FY24 Employees Salaries Over \$100K.pdf.”

52. Please list, in descending order, the Department’s top 25 overtime earners during Fiscal Year 2024 and Fiscal Year 2025, to date. For each, please state the employee’s name, position number, position title, program number, activity number, salary, fringe, and the aggregate amount of overtime pay earned.

DMPED did not have any overtime earners in FY24 or FY25.

53. Please provide each collective bargaining agreement that is currently in effect for Department employees and include the bargaining unit and the duration of each agreement.

See attached “Q 53_CBA 2020-2023.pdf.”

54. Does the Department conduct employee satisfaction surveys or otherwise solicit such information from employees? If so, please explain how such information is collection and evaluated, including whether responses are anonymous and/or confidential. Please explain what steps are taken to ensure that all employees are comfortable in the work environment.

In November 2023, DMPED conducted a survey of all employees on employee satisfaction and experience in the Department. Individual respondents were not identified, and responses were aggregated to avoid the potential identification of any single individual based on the response. Following this survey, in September 2024, DMPED began working with a workplace culture consultant to engage all DMPED staff and leadership in a series of trainings on workplace culture and to help the Department develop shared values for its culture. This process has included group training for leadership, all-staff trainings, and focus groups with different demographic groups of employees. This work is ongoing and DMPED is developing specific actions to operationalize its shared organizational values.

55. Please provide the total number of complaints or grievances from employees or former employees that the Department received or was made aware of in Fiscal Year 2024 and Fiscal Year 2025, to date, including, but not limited to, matters concerning program implementation and work environment.

DMPED did not have any complaints or grievances filed in FY4 or FY25.

56. Please provide a list of any additional training or continuing education opportunities made available to Department employees. For each, provide the subject of the training, the names of the trainers, and the number of Department employees who participated. Please discuss whether the Department accepts requests from employees to engage in training opportunities.

DMPED continues to hold training and team building opportunities for all staff, including Lunch and Learn sessions, staff wellness events, and required compliance trainings.

In FY24, DMPED launched a culture initiative to strengthen the shared culture of the agency and provide training for agency staff. This culture initiative is a top priority for agency leadership and the work continues in FY25.

In-person and virtual training programs (and wellness)

- FOIA Lunch and Learn (FY24 – July 18, 2024)
- Contracting and Procurement Lunch and Learn (FY24 – August 1, 2024)
- Fiscal Year Closeout (FY24 – August 15, 2024)
- DC Government Benefits Lunch and Learn (FY25 – October 17, 2024)
- Senior Leadership Culture Workshop (FY25 – October 25, 2024)
- All Staff Culture Workshop (FY25 – November 19, 2024)
- New Employee Welcome Reception (FY25 – December 10, 2024)
- All Staff Emotional Intelligence and Cultural Competency Workshop (FY25 – February 4, 2025)
- Senior Leadership Culture Workshop (FY25 – February 5, 2025)
- Mindful Mondays and Wednesdays (FY24 – FY25 Twice Weekly)
- OCTO Cyber Security Training (FY24 – complete)
- Sexual Harassment Training (FY24 – complete)

In December of 2024, DMPED held its Annual Retreat, where all staff participated in various team building activities.

DMPED also encourages and accepts requests from employees to participate in training programs that help them develop new skills and improve their job knowledge.

57. Please discuss any training deficiencies the Department identified during Fiscal Year 2024 and Fiscal Year 2025, to date, and any plans the Department has to address those deficiencies.

DMPED has not identified any training deficiencies in FY24 and FY25. While DMPED has not identified any deficiencies, the agency is constantly seeking to improve its training options.

Department Operations

58. Please list each new program implemented by the Department during Fiscal Year 2024 and Fiscal Year 2025, to date. For each initiative, please provide:

- a. A description of the initiative;**
- b. Funding required to implement the initiative and the source of such funding; and**
- c. Any documented results of the initiative.**

Downtown Retail Recovery. The Downtown Retail Recovery incentivizes businesses to relocate or expand into downtown. The grant can cover construction, rent, and utilities. To qualify, a business must lease a space that has been vacant for at least six months in the Downtown Business Improvement District or the Golden Triangle Business Improvement District, among other requirements including completing project by September 2025 and demonstrating how the project will drive foot traffic.

Funding: FY24 (\$3,150,026)

Results: In September 2024, DMPED awarded grants to five businesses Downtown that were opening, reopening or expanding into downtown spaces that have been vacant for months. The five businesses included: H&M, Sandlot LLC, Mikey & Mel's Deli, Union Kitchen, and 1337 Manager LLC.

Housing in Downtown Program. Housing in Downtown is an innovative program designed to catalyze new residential development through commercial-to-residential conversion via a 20-year tax abatement. Projects must result in at least ten units of housing and must include affordable housing (10% must be affordable for those earning < 60% MFI, or 18% must be affordable to those earning < 80% MFI).

Funding: Tax abatements: FY24-26 (\$2.5M); FY27 (\$6.8M); FY28 (\$41M)

Results: As of January 24, 2025, DMPED has conditionally approved four commercial-to-residential developments for reservations for the Housing in Downtown (HID) tax abatement; these developments will receive the tax abatement when construction is completed, and the Certificate of Occupancy is presented to DMPED. The four conditionally approved commercial-to-residential developments would produce 973 units, of which 10% would be provided at 60% of MFI.

- 1625 Mass Ave NW. (157 units total, 16 affordable, delivering Oct. 2027)
- 1825-1875 Conn. Ave NW. (525 units total, 53 affordable, delivering May 2031)
- 613-617 H Street NW (72 units total, 8 affordable delivering Oct 2026)
- 1133 19 St NW. (220 units total, 22 affordable, delivering July 2027)

Office to Anything Conversion Program. The Office to Anything program, officially known as the Central Washington Activation Projects Temporary Tax Abatement, will support the repositioning of outdated and obsolete office space into new retail spaces, hotels, world-class office space, restaurants, and other non-residential uses by offering a 15-year temporary property tax freeze. The program is designed to complement the District's Housing in Downtown program, and, therefore, properties converting to residential use are not eligible for Office to Anything.

Funding: Tax Abatements: FY25- FY26 (\$0M); FY27 (\$5M); FY28 (\$6M); FY29 (\$8M)

Results: There has been market-driven activity for repositioning, although because of economic conditions market-driven activity has been slow. Mayor Bowser introduced the “Office to Anything” incentive to catalyze this activity. Existing market-driven office repositioning projects (unsubsidized) include:

- Redevelopment of former WMATA headquarters at 600 5th Street NW in Downtown, led by Stonebridge and Rockefeller Group, into a trophy office building.
- The redevelopment of an outdated office building at 601 Indiana Ave NW into a 122-key hotel, lead by Calco Hospitality.

Downtown Pop-up Retail Activations. This new grant program will support pop-ups and short-term retail, including for the arts and other creative uses, to utilize the vacant commercial space Downtown. This investment builds on the recent Department of Buildings announcement of the new Pop-Up Permits that will work in coordination with this new program. These funds will support events activations in the Gallery Place/Chinatown neighborhood during the months Capital One Arena is closed and under construction. Funds will support events and activations that draw visitors to the neighborhood to attend events and support neighborhood restaurants and retailers, to offset the impact of visitors not attending Capital One Arena events during this period.

Funding: FY25 (\$2M)

Results: Applications for the program are expected to launch in Q2 FY25.

Penn West & Golden Triangle Planning. This new program will support the development of two sub-area plans to reposition the Penn West and Golden Triangle neighborhoods in Downtown. The objectives for these Downtown neighborhoods are the following:

- Grow Penn West as a hub for social sciences, technology, and policy innovation, with a robust network of startups and technology companies, top tier research universities, and workforce development programs.
- Position the Golden Triangle as a new hospitality, entertainment, and cultural district to attract people from surrounding neighborhoods, leaning into the National Geographic redevelopment and a new entertainment venue in the Golden Triangle.

Funding: FY25 (\$500K)

Results: DMPED is in the process of awarding funds to the Golden Triangle BID for implementation.

Downtown Transportation Study. DMPED will work with a consultant to create a Downtown Transportation Plan. This Plan will be foundational to the revitalization of Downtown, envisioning ideas to connect nodes, reimagine the public realm around key assets, and identify means by which the transportation network can support a future Downtown with additional housing, anchor institutions, and a vibrant neighborhood mix.

Funding: FY25 (\$1M)

Results: RFP was issued in November 2024. Evaluations are in the final stage and NTP is anticipated in early March 2025.

Chinatown Lease Program. This program will provide grants to businesses and nonprofit organizations that sign or intend to sign a long-term lease of at least five years for a location in the Chinatown neighborhood. Funds will support rent payments and capital improvements. Eligible businesses will offer retail, educational programs, entertainment, food, or other services or activities that maintain and enhance the cultural heritage of the Chinatown neighborhood.

Funding: FY25 (\$125K)

Results: Applications for the program will be launched in March 2025.

Technology Incubator. Legislation passed by DC Council in July 2024 granted \$1.5M to support the new Station DC hub, an extension of Capital Factory, which will serve as a landing pad tech incubator for entrepreneurs, technology and innovation start-ups at Union Market in Washington, DC.

Funding: FY25 (\$1.5M)

Results: Station DC will supercharge the DC innovation scene and provide a place for frontier tech leaders from around the country to gather and engage with federal, regional, and local decision makers in preparing for coming disruptions. Union Market District will serve as host for a year-round calendar of programming designed to accelerate the development of frontier technology in the national interest, including quarterly summits, showcases, and networking events. DMPED has initiated the grantmaking process and funds expected to be disbursed in Q2 FY2025. To date, Station DC has held more than five events including two summits that have drawn more than 200 attendees each. The most recent event, Station DC's "How We Win" Summit, attracted 300+ people to Union Market to discuss the intersection of technology and national priorities. Station DC has begun construction on its Union Market headquarters and anticipates to open its doors in Summer of FY25. Membership options, which include free and reduced cost options for DC based companies will launch in February of 2025.

Ward 5 Business Incubator Study. DMPED will conduct a study on the feasibility of creating a business incubator in Ward 5 to assist residents with starting and growing their own businesses.

Funding: FY25 (\$100K)

Results: DMPED intends to select a contractor by the end of March 2025.

59. Please explain the impact on the Department of any legislation passed at the federal level during Fiscal Year 2024 and Fiscal Year 2025, to date, which impacted Department operations. If regulations are the shared responsibility of multiple agencies, please note.

No legislation passed at the federal level during Fiscal Year 2024 or Fiscal Year 2025 to date that impacted DMPED's operations.

60. Please list all regulations to which the Department is subject at the federal level. Please explain how the Department complies with those regulations and explain any non-compliance or lapses in compliance.

DMPED complies with all federal regulations. There are no federal regulations directed specifically at DMPED or its broad scope of work.

61. Please list all regulations for which the Department is responsible for oversight or implementation in the District. Please list by chapter and subject heading, including the date of the most recent revision.

Title 10 Chapter 66 – Tax Abatements for Housing in Downtown (March 22, 2024)

62. Please identify any statutory or regulatory impediments to the Department's operations.

There are no standing statutory or regulatory impediments to DMPED's work. DMPED will continue to work with Council to identify potential changes to improve the functioning of our office and programs.

63. Please identify all electronic databases maintained by the Department, including the following:

- a. A detailed description of the information tracked within each system;**
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and**
- c. Whether each system is publicly accessible, in whole or in part.**

A detailed description of all electronic databases maintained by DMPED are available online, [here](#).

64. Please provide a detailed description of any new technology acquired by the Department in Fiscal Year 2024 and Fiscal Year 2025, to date, including the cost and its purpose. Please explain if there have been any issues with implementation.

See attached "Q 64_Technology Acquisitions FY24-FY25.pdf."

65. Please describe any efforts by the Department in Fiscal Year 2024 and Fiscal Year 2025, to date, to improve the transparency of Department operations.

DMPED continues to update a public facing [dashboard](#) that shows all DMPED-managed real estate projects located across the District of Columbia. In addition to the dashboard, DMPED

also allows the public to access and download data related to DMPED real estate portfolio and progress toward housing production goals, through the District's Open Data portal, giving the public unparalleled access to real time information regarding business processes, project status and project details including details such as number of affordable and market rate units, commercial square footage etc. DMPED also posts information about all its grant programs on its website, including Notices of Funding Availability, Requests for Applications, and list of grant recipients for each program. Additionally, DMPED hosts events like March Madness to share information with the public about upcoming real estate development opportunities, funding opportunities for businesses, and economic development priorities for the upcoming year.

66. Please discuss how the Department engages with CBEs and SBEs to award contracts?

DMPED actively engages with Certified Business Enterprises (CBEs) and Small Business Enterprises (SBEs) to enhance the efficiency of the contract awarding process. This structured collaboration is designed to guarantee that local businesses have fair access to government contracting opportunities, thereby promoting economic growth within the community.

DMPED conducts thorough reviews of statements of work to pinpoint potential set-aside opportunities for CBEs whenever applicable. This meticulous examination is essential for ensuring that CBEs are afforded a genuine opportunity to compete for contracts that match their skills and capabilities.

DMPED maintains strong coordination with the Department of Small and Local Business Development (DSLBD). This partnership ensures that CBE vendors receive prompt notifications about our solicitations, keeping them well-informed about available contracting opportunities.

Additionally, DMPED utilizes established contracting mechanisms, such as the DC Supply Schedule, to enhance opportunities for Certified Business Enterprises (CBEs) and Small Business Enterprises (SBEs). These mechanisms are specifically designed to improve accessibility and streamline the procurement process for small businesses.

a. Did the Department meet its SBE goal for Fiscal Year 2024? If so, what was the goal?

In review of the agency's purchase order report for FY24, DMPED is confident that the SBE goal will exceed the final established goal. The CBE goal is a moving delta as funds, particularly, capital funds, are transferred in and out of the agency. DMPED anticipates that DSLBD will finalize SBE spend targets in Q2 or Q3 in FY 2025. DMPED has historically exceeded its SBE spend goal each year, including FY23 when DMPED achieved 103% (\$13,219,844) of the SBE spend target of \$12,761,914.

b. How many CBEs does the Department currently have contracts with and for what services?

The agency currently is contracted with six CBE firms.

Bond Counsel Services:

1. Bello, Bello & Associates
2. Crest Management Solutions, LLC
3. Nesmith Design Group, PLLC
4. Tiber Hudson

Community Engagement Services:

5. Brick and Story

Stakeholder Engagement:

6. Justice & Sustainability Associates, LLC

c. Do you anticipate expanding any contracting opportunities for CBEs and SBEs in the remainder of Fiscal Year 2025? How so, and for what type of opportunities?

Currently, there are active development solicitations that provide opportunities for the SBE/CBE firms. All contracts in excess of \$250,000 will continue to adhere to the 35% CBE/SBE subcontracting requirement, and any other solicitations will be reviewed for SBE/CBE set-asides and other awards.

67. Please describe DMPED's process for documenting and retaining complete records of the competitive bid process and additional funding commitments. Has DMPED made any changes in Fiscal Years 2024 and 2025 to its recordkeeping practices?

DMPED maintains its solicitation and contracts documents, along with any other related documents e.g., funding requests on the agency's universal Drive as well as attachment of appropriate documentation in the District's Procurement Automated Support System (PASS) and ARIBA contract system. Currently, no changes have been made nor anticipated to the agency's recordkeeping process.

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

DMPED contracts with Tiber Hudson for bond counsel services. They were compensated approximately \$178,000 for work in FY24.

69. Please provide data on the number of permanent and temporary jobs created by DMPED projects in Fiscal Years 2024 and 2025, to date. How (and why) has this changed from Fiscal Year 2023?

	FY23	FY24	FY25
Estimated Construction Jobs Created	3,211	1,308	302
Estimated Permanent Jobs Created	2,160	371	10

Jobs estimates may vary from year to year due to any number of factors including the size, type and number of projects being delivered.

70. Please also describe how the Department has worked to enhance workforce development initiatives through large-scale economic projects in Fiscal Years 2024 and 2025, to date? How do these efforts compare to Fiscal Year 2023?

DMPED works to enhance opportunities for residents through workforce development by collaborating with DOES on First Source implementation and leading the Mayor's Innovation and Technology Inclusion Council (ITIC).

71. Please list the top five priorities for the Department and provide a detailed explanation for how the Department expects to achieve or work toward those priorities in Fiscal Year 2025.

DMPED is focused on achieving the Mayor's economic development vision for the District and the goals articulated in the Comeback Plan. DMPED's top five priorities for FY25 are:

1. Attract and retain companies in high growth sectors: DMPED conducted an analysis of the industry subsectors that are expected to experience significant job growth over the next several years, and where the District has a competitive advantage relative to other jurisdictions in the DC region and peer jurisdictions nationally, or where DMPED sees strategic opportunity to grow. These subsectors include Artificial Intelligence, Biotech, Cybersecurity, Fintech, Consulting Services, and Media and Communications. DMPED is implementing key initiatives to attract and retain companies in these sectors in the District and create new jobs, including the following:
 - Proactively reaching out to companies in the targeted sectors to market the District as a place to do business and recruit them to the District, via the Washington, DC Economic Partnership.
 - Administering the Vitality Fund as an incentive to attract companies and exploring opportunities for additional incentives that may be necessary to support attraction.
 - Launching the DC Venture Capital Fund to provide equity investments to early-stage, DC-based technology companies to help them grow and stay in D.C.
 - Invest in organizations that support the growth of early-stage tech companies, including incubators and accelerators, and that increase the supply of tech talent.
2. Provide affordable housing at all income levels: DMPED is working to stabilize the existing affordable housing ecosystem in the District and ensure that the District can continue to build affordable housing in the future. Specific initiatives to support the preservation and delivery of affordable housing include:
 - Developing a new 2030 housing goal for the District, following achievement of the prior goal to create 36,000 new housing units by 2025.

- Make permanent changes to pandemic-era housing policies that had exacerbated rent delinquencies in affordable units.
 - Pursue the recommendations of the RENTAL Act to stabilize the affordable housing market and ensure the District continues to be able to deliver affordable housing units.
3. Create premier destinations and grow the hospitality and tourism sector: While DMPED works to invest in attracting and retain high-growth sectors, the Department is also investing in the continued growth of destination and entertainment anchors that attract regional, national, and international visitors to the District. These investments will focus on destinations that are unique to the District and are major visitor attractions. Specific initiatives include:
- Invest in the sports economy, including facilities like Capital One Arena, the RFK campus, and supporting the growth of other sports that generate activity and visitor spending.
 - Pursue the creation of entertainment and cultural districts that market and celebrate cultural and entertainment institutions in Downtown, including theatres and museums.
 - Support the attraction of entertainment anchors to Downtown.
 - Support arts and cultural organizations, and major events and festivals, through the Festival Fund.
4. Invest in programs that address economic disparities: DMPED is committed to investing in programs that address economic disparities and support economic opportunity for all residents and business owners. Through direct investments and grant programs, DMPED is ensuring small businesses have access to the resources they need to be successful. Specific examples include:
- Launch the DC Venture Capital Fund, which provides equity investment to early-stage, DC-based technology companies, with a focus on underrepresented founders who traditionally have lacked access to capital.
 - Invest in grant programs like Great Streets Retail Small Business, Neighborhood Prosperity Fund, and NourishDC, which provide support to retail businesses, food businesses, and development projects that are bringing new amenities to neighborhood commercial corridors, with a focus on Wards 5, 7, and 8.
 - Advance real estate projects in Wards 5, 7, and 8, that will deliver affordable housing and retail amenities, including McMillan, Fletcher-Johnson, Hill East, RFK Campus, Barry Farm, Poplar Point, and St. Elizabeths.
5. Invest in the revitalization of Downtown: The revitalization of Downtown continues to be a top priority for the DMPED. Through multiple initiatives to Change the Space, Fill the Space, and Bring the People, DMPED is investing in Downtown as engine of the District's economy. Specific initiatives to support Downtown revitalization include:

- Housing in Downtown (HID) Program: Provides a 20-year tax abatement for projects that convert buildings from non-residential uses to residential uses.
- Central Washington Activation Program (Office to Anything): Provides a 15-year tax freeze on projects that convert obsolete office buildings into more productive non-residential uses, including trophy office.
- Transportation Study: In partnership with DDOT, develop a comprehensive transportation vision for Downtown, envisioning ideas to connect nodes, reimagine the public realm around key assets, and identify means by which the transportation network can support a future Downtown with additional housing, anchor institutions, and a vibrant neighborhood mix.
- Gallery Place/Chinatown Task Force: Prioritize and begin implementing the public space investments recommended by the Task Force.
- Supermarket Tax Incentive Expansion: Market the expansion of the supermarket tax incentive eligible geography to attract a grocery store to Downtown that can serve current and future residents Downtown.
- Capital One Arena: Continue working with Monumental Sports and Entertainment to support the renovations to Capital One Arena, and support events and activations in Downtown that draw visitors during the period Capital One Arena is closed.

a. How did the Department address its top five priorities last year?

In FY24, DMPED made progress toward its goals to support business attraction, deliver affordable housing at all income levels, invest in programs that address economic disparities, and revitalize Downtown, including the following milestones:

- Achieved the Mayor's goal to create 36,000 new units of housing by 2025 and remained on track to create 12,000 affordable units.
- Opened the first apartment complex as part of the Barry Farm redevelopment project, a 108-unit building that has reserved 77 units specifically set aside for former residents. DMPED also completed a groundbreaking on the next major apartment complex, the Edmonson, which will reserve an additional 50 units for former residents.
- Agreed to terms with Monumental Sports and Entertainment for the Washington Wizards and Washington Capitals to remain at Capital One Arena through 2070.
- Awarded three new Vitality Fund recipients that are relocating and expanding their corporate offices in the District.
- Launched the Gallery Place/Chinatown Task Force, developing a vision for major investments for the future of the neighborhood.
- Received recommendations from the Downtown Action Plan, identifying specific projects and investments that can catalyze the continued revitalization of Downtown.
- Launched the Housing in Downtown program, and announced 4 housing conversion projects Downtown, which will produce 973 housing units, 10% of which will be affordable.
- Deployed DC's first Small Business Census, which will enable DMPED to establish a baseline and make progress on its minority-owned employer business goals set forth in DC's Comeback Plan.

- Awarded 50 grants to small businesses totaling \$11,778,356.84 through Great Streets Retail Small Business Grant, Locally Made Manufacturing, Neighborhood Prosperity Fund, and Commercial Property Acquisition Fund.
- Restructured DMPED senior leadership to create and fill new positions of Director of Downtown Innovation, Director of Destination Development, and Senior Housing Advisor.

72. Please identify any legislative requirements that the Department lacks sufficient resources to properly implement. Please identify any statutory or regulatory impediments to the Department's operations or mission.

There are no legislative requirements that DMPED lacks sufficient resources to properly implement.

73. Please describe the Department's current legislative priorities, whether consideration by the Committee is warranted, and if the Department foresees introducing additional measures for the Council's consideration during Fiscal Year 2025.

DMPED's most urgent priority is to stabilize the District's housing ecosystem. DMPED has worked closely across the government, including with its cluster agencies on the recently introduced housing omnibus legislation, the RENTAL Act.

DMPED is also prioritizing potential legislative changes to improve the climate for business attraction and retention in the District and to support the repositioning of vacant properties Downtown.

Lastly, DMPED has several real estate dispositions that are expected to be transmitted to the Council in the coming months.

74. In July 2024, the Mayor announced changes to the reporting structure of several District agencies, including DMPED. Please provide an update on the implementation of these changes.

There are four agencies that were recently realigned into the DMPED cluster: Alcoholic Beverage and Cannabis Administration (ABCA), Department of Buildings (DOB), Department of Licensing and Consumer Protection (DLCP), Department of Insurance, Securities, and Banking (DISB). DMPED has integrated these agencies into its engagement and coordination with the cluster agencies. The Deputy Mayor meets regularly with each Agency Director; DMPED's Chief of Staff convenes the Chiefs of Staff for the cluster agencies in a monthly coordinating meeting, and DMPED's Legislative Director meets monthly with each agency's legislative team.

Furthermore, DMPED support these agencies with budget formulation, performance oversight, and legislative and regulatory submissions. Finally, DMPED hosts quarterly meetings of all cluster agency staff, including these new agencies. DMPED is supporting this cluster agency coordination with existing FTEs.

Program Specific Questions – Business Development

75. Please provide a complete inventory of all available incentives and other recruitment programs the agency has and utilizes for business creation, attraction, and retention and job creation. Please include a brief explanation of each identified program and the fiscal impact in Fiscal Years 2024 and 2025, to date.

Capital Factory Grant: \$2M to support the new Station DC hub, an extension of Capital Factory, which will serve as a landing pad tech incubator for entrepreneurs, technology and innovation start-ups at Union Market in Washington, D.C.

Commercial Property Acquisition Fund (CPAF): Provides eligible businesses with down payment assistance of up to \$750,000 or 25% of the sale price, whichever is less, for the acquisition of commercial property in the District.

Creative & Open Space Modernization (COSM) Tax Rebate Program: Companies in high-growth sectors can qualify for tax rebates of up to \$1,000,000 per qualified business per year (for a maximum of five years). Companies must be in a target industry, lease at least 50,000 square feet for 12 years, and provide community benefits. Tax rebates will assist companies with improving their place of business or for the purchase and installation of heavy equipment that will be used onsite at the business location.

DC Industrial Revenue Bond Program: Provides access to tax-exempt financing for large capital improvement projects to support renovations, new construction, tenant improvements, or capital purchases by securing interest rates up to 4% lower than traditional commercial loans.

DC Venture Capital Grant Program: Designed to make equity investments in pre-seed, seed, and early-stage tech companies based in Washington, DC, prioritizing funding for businesses that traditionally lack access to capital.

Vitality Fund: Multi-year, performance-based incentive awarded in the form of grants to support companies that are relocating to, or expanding, in Washington, D.C., with a preference for companies in high-growth sectors that locate downtown. The program encourages the creation of new jobs and capital investment, attracts corporate office tenants, fosters the growth of DC based businesses, and supports Downtown revitalization. Companies must require employees to work in the office at least 50% of the time and provide community benefits. The estimated fiscal impact of 9 approved projects to date is approximately \$5.6M.

76. What are the Department's top five business development priorities? Please explain how the Department expects to address these priorities in Fiscal Year 2025. How does this compare to the Department's 2024 priorities?

The following are DMPED's top five business development priorities. The priorities are consistent with prior years, with an added focus on the growth of the District's tech sector and comprehensive strategies to revitalize key commercial corridors.

1. Business Attraction and Expansion: Attract and retain businesses in high-growth industry sectors in the District. Specific initiatives supporting this priority include the Vitality Fund; Washington, DC Global Soft Landing Program; corporate and retail attraction, retention, and marketing programs at the Washington, DC Economic Partnership; and assessment of financial tools and policy changes necessary to support a thriving business climate.
2. Growth of the Tech Sector: Invest in the development of an ecosystem that helps technology companies start and grow in DC, provides access to capital, increases the supply of tech talent, and that attracts large tech companies to DC. Specific initiatives include the development of a Tech Subsector Strategy; the DC Venture Capital Program; the Penn West Equity and Innovation District.
3. Neighborhood Commercial Corridor Revitalization: Develop strategies to attract and retain retail businesses in neighborhood commercial corridors, including conducting needs assessments, retail gap analyses, retail customer and trade area analyses, and merchandising strategies to bring additional amenities to neighborhoods. Specific initiatives include grant programs like Great Streets, Locally Made Manufacturing, Neighborhood Prosperity Fund, as well as planning initiatives like the development of retail strategies for priority corridors.
4. Downtown Revitalization: Invest in programs to support the recovery of Downtown DC, including programs that create additional retail amenities and family-friendly attractions, drive foot traffic, and create economic activity in Downtown. Specific initiatives include the Downtown Activations Program, Chinatown Long Term Lease Program, Family Fun Destinations Program, and support for recommendations from the Gallery Place/Chinatown Task Force.
5. Small Business Investments: Support the creation, growth, and long-term sustainability of small businesses in the District of Columbia, with a particular focus on addressing economic disparities. Specific initiatives include grant programs like Great Streets, Locally Made Manufacturing, Neighborhood Prosperity Fund, Commercial Property Acquisition Fund, and NourishDC; and programs like the DC Community Anchors Partnership.

77. Please provide a list of the Fiscal Years 2024 and 2025 grantees (by grant type), denoting their financial allocation, business type, Great Street location, and how many previous DMPED grants that business has received.

See attached “Q 77_FY24 Grant Awardees.pdf.” Applications for FY25 competitive grants will open in February and are expected to be disbursed by June.

78. Has the Department evaluated the current Great Streets corridors to determine what boundaries and areas, if any, should be expanded and/or contracted? Also, has the Department considered other emerging commercial corridors to determine whether they should be included in the Great Streets program? If not, does the Department intend to evaluate the boundaries and corridors of the existing program?

DMPED contracted with a CBE firm to conduct a review of the Great Streets program, including recommendations for business eligibility, award amount, use of funds, period of performance, and corridor boundaries. DMPED is currently working to implement the Great Streets Program Expansion Neighborhood Retail Priority Amendment Act of 2024 recently enacted by the Council. DMPED will assess the progress and results of this expansion alongside existing corridors in the upcoming fiscal years in order to provide more detailed recommendations.

For Fiscal Year 2026, DMPED will evaluate the prioritization of corridors, including whether any corridors should be expanded, contracted, or given priority for award, based on key metrics related to business concentration, real estate conditions, and community conditions.

79. Does the Department have a commercial corridor strategy outside of Downtown? Please describe what resources and programs the Department deploys for these other commercial corridors?

DMPED is committed to investing in commercial corridors outside of Downtown that serve neighborhood residents. Through programs like Great Streets, Locally Made, and Neighborhood Prosperity Fund, DMPED supports commercial corridors by attracting new retail businesses, helping existing businesses expand their services and products, and helping businesses improve their exterior and interior storefronts. DMPED prioritizes investments in 16 Great Streets corridors and neighborhoods lacking in retail amenities. In addition to these grant programs, DMPED is developing a corridor-revitalization plan for the H Street NE corridor, including developing a retail merchandising strategy, activating vacant storefronts, coordinating with agencies within the DMPED cluster and other clusters to abate vacant properties, addressing public safety challenges and public health needs, and making transportation improvements that enhance safety and access along the corridor. DMPED anticipates this model will be replicable for other commercial corridors where issues exist with the retail market, public realm, public safety, and perception challenges.

80. Please provide an update on the DC Community Anchor Partnership. What milestones have been achieved since this time last year? What challenges persist? How does the partnership see its role in helping to grow our local workforce?

At the end of FY24, the DC Community Anchor Partnership (DCAP) reached a milestone of \$663 million in total procurement spend by participating anchor partners with MBEs. Additionally, the Purple Line Corridor Project and the Capital One Arena project have signed on to DCAP as the newest anchor partners, increasing the total number of participating anchor institutions from 15 to 17. In FY24, DCAP referred 447 unique MBEs for anchor procurement opportunities and received 140 procurement opportunities.

81. What efforts is the Department employing to enhance international business development?

- a. Please provide a status report on international development efforts for foreign delegation trips made in Fiscal Year 2024.**

In FY24, DMPED’s international business development efforts focused on the following key priorities, in collaboration with partners such as the Washington DC Economic Partnership (WDCEP), DC Chamber of Commerce, Greater Washington Hispanic Chamber of Commerce (GWHCC), and the Greater Washington Black Chamber of Commerce (GWBCC).

- Enhanced international business development strategy by leveraging updated FDI data to reprioritize, align, and narrow strategic target markets with focus on target high-growth industries, and convening and aligning strategic partners on the city’s international business development activities.
- Developed an international soft-landing initiative with DMPED’s strategic international partners and stakeholders to increase DC’s competitiveness in attracting international companies.
- Increased participation in targeted international industry conferences such as Select USA (National Harbor, MD), London Tech Week (London, England), German American Business Forum (Hanover, Germany – WDCEP only) and World Summit AI (Montréal, Canada). Below summarizes the activities resulting from these key industry conferences:

FY24 Industry Conferences	Projects	Qualified Leads	Leads	Pre-set Meetings	Total Engagements
World AI - Montreal	3	6	8	13	21
RSA Cybersecurity Conference - San Francisco	8	23	42	4	73
London Tech Week + German American Business Forum	10	9	4	24	24
SelectUSA	25	42	69	40	158

In June 2024 DMPED joined a business development trip led by the DC Chamber of Commerce and WDCEP to London, UK to attend London Tech Week and promote DC as a global hub for technology companies, increase FDI opportunities, and identify expansion opportunities for DC-based technology companies. The focus of London Tech Week aligned with the District’s high-growth industry subsectors, including artificial intelligence, cybersecurity, and fintech. A smaller delegation participated in a business development trip to Bucharest, Romania and Berlin, Germany in June 2024 to exchange knowledge and insights on the technology and hospitality sectors, arts and cultural-activations, and placemaking initiatives.

b. Are there any trips planned for Fiscal Year 2025?

In FY25, DMPED’s international business development will continue to prioritize foreign direct investment (FDI), or international business attraction, by focusing on the implementation of the following activities identified in FY24:

- Continue to identify and pursue opportunities by engaging with partners, multipliers, and businesses in high-growth industries from strategic target markets.
- Enhance international soft-landing initiative with DMPED's strategic international partners and stakeholders
- Maintain presence at targeted international industry conferences within strategic target markets. DMPED is evaluating potential international trips for business development including:
 - o SelectUSA at National Harbor, MD from May 11 – 14, 2025
 - o Dublin Tech Summit in Dublin, Ireland from May 28 – 29, 2025
 - o Infosec Europe in London. United Kingdom from June 3 – 5, 2025

82. Please provide an update on the Washington, DC Economic Partnership, particularly on the programming provided/expected (and results achieved) based on funding enhancements.

The Washington DC Economic Partnership (WDCEP) is the organization primarily responsible for corporate attraction and retention, retail attraction and retention, and marketing the District as a place to do business. In FY24, WDCEP helped win 16 attraction and expansion projects, creating at least 583 new jobs and resulting in at least 213,000 square feet of new leased space. In FY24, WDCEP launched a retention program to engage existing District companies to build relationships and understand their needs and challenges doing business in the District. In FY24, WDCEP contacted 1,179 companies and held 189 meetings, June and July 2024, WDCEP contacted 676 companies and held 65 meetings, representing over 3.5 million square feet of occupied space and over 13,000 employees. Additionally, WDCEP leads the District's presence at key business attraction conferences, including ICSC Las Vegas, the annual retail conference, and SelectUSA, the annual international investment conference.

a. What new retail leases did WDCEP help generate in Fiscal Year 2024.

WDCEP supported the following retailers who announced new stores or opened stores in DC during FY 2024:

- Burlington
- Café Fiorello
- Flight Club
- Lidl
- Taco Bell
- Trader Joe's
- Raising Cane's
- Wing Stop
- Warby Parker
- Foxtrot (has since closed their DC locations)

WDCEP supported the following retailers who have or expected to open stores in DC during FY 2025 (as of December 2024):

- Aldi (Fort Totten)
- Aldi (H Street NE)
- UNIQLO (Union Station)

b. What types of retailers are being targeted and what locations are being prioritized by DMPED/WDCEP for Fiscal Year 2025?

WDCEP leads the District's efforts to attract retailers to DC. In FY25, WDCEP will continue to prioritize grocery stores that provide amenities for neighborhood residents, entertainment users and experiential retailers that serve as large attractions, national soft good retailers, full-service restaurants, and quick service restaurants. In FY25, DMPED is developing a retail strategy for the District, with a focus on key commercial corridors, including Gallery Place/Chinatown and H Street NE. DMPED expects to release an RFP for a retail consultant in March 2025. In addition, WDCEP is prioritizing key locations for retail attraction opportunities, including Downtown (Ward 2), Minnesota & Benning (Ward 7), St. Elizabeths (Ward 8), New York Ave/Ivy City (Ward 5), Union Market (Ward 5), NoMa (Ward 6), Capitol Riverfront (Ward 8), RFK Campus (Ward 7), Parkside (Ward 7), McMillan (Ward 5), Columbia Heights (Ward 1), Anacostia (Ward 8), Ft. Totten (Ward 4 & 5), and Friendship Heights (Ward 3).

83. Please provide an update on the Vitality Fund, including recipients, grant awards, use of funds, and business locations for the life of the program. Please also list the number of recipients to implement or participate in a workforce development program versus the number of recipients who commit to spending at least 5% of their total annual contracting with businesses eligible for certification as local business enterprises.

In FY24, there were nine Vitality Fund approved awardees. The total award amount across these nine companies totals \$3,024,000.

Six awardees have been publicly announced and public announcements for the remaining awardees are in progress. The six announced recipients are listed below, with awards totaling \$2,065,625:

1. Recipient name: Virtru
 - a. Total grant amount to be awarded through FY26: \$855,000.00
 - b. Use of funds: Rent
 - c. Address: 1801 Pennsylvania Avenue NW, Washington, DC 20006
 - d. Community Benefits: Workforce development program
2. Recipient name: Quadrant Strategies
 - a. Total grant amount to be awarded through FY26: \$302,400.00
 - b. Use of funds: Rent
 - c. Address: 4301 Connecticut Avenue, NW, Suite ML-1, Washington, DC 20008
 - d. Community Benefits: Workforce development program
3. Recipient name: Meridiam
 - a. Total grant amount to be award through FY26: \$210,938.00
 - b. Use of funds: Tenant Improvements and rent

- c. Address: 1700 Pennsylvania Avenue, NW, Washington, DC 20006
 - d. Community Benefits: Workforce development program
- 4. Recipient name: Acumen
 - a. Total grant amount to be award through FY26: \$241,287.50
 - b. Use of funds: Rent
 - c. Address: 4401 1st Street, NW, Suite 900, Washington, DC 20001
 - d. Community Benefits: Workforce development program
- 5. Recipient name: Kellen
 - a. Total grant amount to be award through FY26: \$150,000.00
 - b. Use of funds: Rent
 - c. Address: 529 14th Street, NW, Suite 1280, Washington, DC 20045
 - d. Community Benefits: Workforce development program
- 6. Recipient name: Ryan
 - a. Total grant amount to be award through FY26: \$306,000.00
 - b. Use of funds: Rent
 - c. Address: 250 M Street, NW, Suite 800, Washington, DC 20036
 - d. Community Benefits: Workforce development program

84. Please provide an update on the Commercial Property Acquisition Fund, including recipients, grant awards, use of funds, and business locations for the life of the program. How has the demand been for the program? How many people applied to receive funds? How has DMPED conducted outreach to eligible businesses? Please also detail any future plans for the program.

The Commercial Property Acquisition Fund (CPAF) provides down payment assistance to small businesses to purchase commercial property in the District of Columbia.

The program was launched in FY22. 67 businesses applied and 12 were awarded, receiving a total of \$4,489,000. In FY23, 25 businesses applied and nine were awarded, totaling \$3,357,500. In FY24, 25 businesses applied and 11 were awarded, totaling \$ 5,273,250.

The average award in FY24 was \$535,700 and the average commercial property purchase price was \$2.7 million. CPAF will continue in FY25 with \$2.5 million in funding.

85. For those that have yet to be discussed, please provide an update on each of the grant programs DMPED was authorized to establish as part of the Fiscal Year 2025 budget. To date, how many applications have been received and awarded?

DMPED is currently finalizing grant programs for FY25 and will release applications by the end of Q2, with awards made by Q4.

a. By program, how much monies have been dispersed and to which business?

Applications for FY25 competitive grants are expected to be released in March and awards made by June. Sole source grants are in the final stages of the grantmaking process

and are expected to be fully disbursed by March 2025.

- b. Please include the name of the grantee, grantee's business type, grantee's location (Ward), a description of the project (allowable use), the project timeline, and the amount awarded to the grantee.**

Applications for FY25 competitive grants are expected to be released in March and awards made by June.

86. The Fiscal Year 2022 budget amended the Supermarket Tax Incentives Program to focus eligibility to areas most in need of grocery stores, expand support to more fresh food retailers, and add community engagement requirements for grocers.

- a. Since its enactment, how many participating grocery stores opened and please list them by Ward location (and whether they are East of the River for Wards 7 and 8).**

Whole Foods Market – Ward 4

- b. How many potential sites East of the River are eligible for the program?**

DMPED has issued eligibility certification letters for two sites in Ward 7.

- c. When each participating grocery store opened, did they all accept SNAP and WIC on day 1? If not, which ones didn't accept, and do they accept these benefits now?**

All stores are required to accept SNAP upon opening and have an application filed with DC Health to become a WIC vendor. DMPED is currently working with Whole Foods in Ward 4 to accept WIC benefits and get the store authorized by DC Health.

- d. What was the average compliance rate for the required community listening sessions in Fiscal Years 2023 and 2024?**

DMPED continues to work with the recipients of the Supermarket Tax Incentive program and their community stakeholders to ensure that community voices are being heard regarding store operations. DMPED expects that the current recipients will submit their 2-year updates before the end of FY25.

- e. Please provide an update on the Department's other efforts to expand food and grocery options in Wards 5, 7, and 8.**

DMPED continues to operate additional programs which expand food and grocery access throughout the District. The Nourish DC Fund has supported 15 businesses in these Wards in FY24 with financing or technical assistance. Additionally, the final round of Food Access Fund awarded seven businesses, all located in Wards 5, 7, and 8. Outside of these

food specific funding and support services, the Great Streets and Neighborhood Prosperity Fund programs support food businesses to open new locations, improve existing locations, and offer new products and services.

87. Please provide an update on the Strong Families, Strong Future DC program, including grant recipients and awards by wards to date. Please also detail actual and/or anticipated outcomes.

The Strong Families, Strong Futures DC program (SFSF) was launched in Fiscal Year 2022 as a pilot program that provided unconditional cash assistance to new and expecting mothers living in Wards 5, 7, and 8. The program aims to support low-income mothers during the pivotal first three years of their child's life and to help families build a strong financial foundation that paves the way for lasting child and family success.

Of the 132 mothers participating in the program, 96% percent identify as Black or African American, and 77% are between the ages of 20-29. 89% of the program participants make \$32,000 or less a year, and 87% are currently receiving public benefits. The participants live in Ward 5 (18%), Ward 7 (27%), and Ward 8 (55%).

Results from the ongoing program evaluation show that mothers are utilizing cash assistance to make meaningful strides towards improving their families' economic and health outcomes. Because of these promising early results, Mayor Bowser included an additional \$1 million in both the FY24 and FY25 budgets to continue support to the mothers and make it a three-year program from start to finish. DMPED's program implementation partner, Martha's Table, is continuing the evaluation in years two and three to generate stronger evidence on unconditional cash assistance programs as a government strategy for poverty alleviation.

Ultimately, SFSF aims to directly reduce poverty and address racial inequities in economic opportunity and maternal and infant health in the District. During the ongoing evaluation of the program's first year, mothers have reported improvements in their housing, food, and financial stability. After six months of receiving payments through the program:

- Moms reporting concerns about housing security dropped by 31%.
- Moms reporting the inability to pay for utilities or bills dropped by 24%.
- There was an 11% improvement in food security.
- There was a 13% improvement in respondents reporting excellent health.

Through interviews and focus groups, moms said the program has helped them pursue education, pay off debts, acquire needed transportation, and reduce stress levels caused by financial concerns. Cash assistance gave mothers relief to focus on their health, self-care, and quality time with their newborns.

Another focus of the program has been to address the financial shock faced by families during the birth of a child. Women's earnings (and earning potential) take a major hit when they become mothers, with many pushed out of the workforce in larger numbers than men. This is particularly challenging for low-wage women whose earnings would barely offset the high costs

of childcare. By providing greater economic stability to this population, DMPED is providing pathways for family upward mobility and will impact maternal and infant health outcomes.

Data from the ongoing evaluation shows that 60% of moms in the SFSF program had to discontinue working after the birth of their child. This program allowed moms to meet their families' basic needs when they had little to no income. As a result of the cash assistance, 33% of the moms were able to afford childcare, and 29% were able to pursue employment opportunities.

DMPED is preparing to award a \$1 million grant to Martha's Table within Q2 FY2025 to complete the implementation of the program. In collaboration with DMPED, Martha's Table is in the process of updating its programming this year to include rigorous career coaching and employment services to prepare the mothers for a successful transition after they receive their final payments this year.

88. Please provide an update on the Retail Recovery Grants program, including a list of all the awardees, award amounts, and approved use of award funds for the program, any amounts allocated for the program that remain unspent, and the timeline for any additional RFA and disbursement of the remaining funds.

Grantee	Awarded Amount
H&M Fashion USA	\$1,300,000
Sandlot LLC	\$800,000
1337 Manager LLC	\$600,000
Mikey & Mel's Deli DC LLC	\$250,000

Applications for the FY24 Retail Recovery Grant Program opened on January 26, 2024. The application window closed on March 29, 2024. The program received 30 applications, four projects were awarded, and all funds have been disbursed. Eligible uses of the funds included:

- Hard costs related to the build-out of the Project space:
 - Construction materials
 - Construction labor
- Purchase and installation of heavy equipment, fixtures, or furniture that is permanently attached to a wall, floor, or ceiling;
- Soft costs related to the build-out of a vacant space, including architectural and engineering services and project management services; or
- Rent incurred by the applicant for the Project location, beginning on or after the date of execution of a lease, and not earlier than October 1, 2023.

Real Estate Development Portfolio

89. What are DMPED's top five real estate development priorities? Please explain how the Department expects to address these priorities in Fiscal Year 2025. How does this compare to the Department's 2024 priorities?

Capital One Area: The Downtown Arena Revitalization Act of 2024 was passed in December 2024. The District closed on the renovation deal with Monumental Sports and Entertainment shortly after, and construction on the arena is expected to begin in February 2025. The construction will be limited inside the arena before May 2025, at which point, MSE and Clark will sprint to complete work while the arena is shut down (summer 2025). New spaces in the arena will be ready for use in September 2025, in time for the next hockey and basketball season. DMPED and MSE will work together through 2025 to receive NCPC approval on the exterior design for the arena – work on the exterior will not start until summer 2026.

RFK: Following enactment by the U.S. Congress of the D.C. Robert F. Kennedy Memorial Stadium Campus Revitalization Act on January 6, 2025, the District has completed the transfer of administrative jurisdiction (TOJ). Planning activities will commence in Spring 2025, with resulting Master Plan to meet the requirements of the TOJ.

St. Elizabeths: The 2025 priority for the St. Elizabeths East project is to initiate work on Phase 8, which includes the 13th Street SE Connector project extending to Alabama Avenue SE, as well as the reconfiguration of the Congress Heights Bus Loop to improve traffic flow and accessibility. The overarching goal is to complete all infrastructure improvements by 2027.

Poplar Point: With the kickoff of the joint Environmental Assessment (“EA”) and Master Plan, per the DC Lands Act (Public Law 109-396), DMPED is seeking the initial transfer of Poplar Point exclusive of development rights and NPS/USPP Facilities in late 2025 upon certification of the EA and land use plan by the National Park Service (“NPS”). Simultaneously, the Master Plan will be complete prior to the zoning of Poplar Point. The relocation of the NPS Facilities, inclusive of design and construction, has commenced with revisions to an existing program. Upon certification of the relocated NPS Facilities, the balance of Poplar Point will be transferred with the right to develop a vibrant mixed-use community on the approximately 110-acre, waterfront, parcel in the heart of Ward 8.

Neighborhood Community Initiative:

- Barry Farm: The Edmonson building will achieve 50% construction completion by Sep 2025. The Asberry building has achieved final completion and aims to achieve full occupancy by the end of FY25. The Rental Flats will achieve financial closing and commencement of construction by Q3 2025
- Northwest One: Phase II received its Temporary Certificate of Occupancy in Jan of 2025. Final Completion is expected by April 2025 and completion of lease-up by Q4 2025
- Park Morton: Park Morton Phase II infrastructure commenced in Nov of 2024. Phase II residential construction is to commence by Q4 2025.
- Bruce Monroe: Bruce Monroe received council approval of the extension to disposition authority request and is awaiting Congressional approval with a projected law date of March 6, 2025. The project will be submitting for a permitting application in Q2 2025, to DCHFA’s July 2025 readiness round for bond allocation, and working with DPR to commence the community engagement for the public park design.

90. During previous performance oversight hearings, the Department noted a multipronged approach to affordable housing, including Department of Housing and

Community Development Funding, land dispositions, Housing Preservation Strike Force, and strengthening inclusionary zoning. Please describe the Department's affordable housing plan for Fiscal Years 2025, 2026, and 2027.

In 2019, Mayor Bowser challenged the District to build 36,000 new homes, expand the supply of affordable housing by 12,000 homes, and preserve 100 percent of affordable housing by 2025. Following that announcement, the Bowser Administration has worked to develop strategic initiatives and investments to achieve that goal. With 40,178 new housing units delivered since January 2019, the District has achieved 112% progress toward the 36,000-unit goal.

During that same period, 10,515 new affordable units have also been delivered, which represents 88% progress toward the affordable housing (12,000) goal. Additionally, Mayor Bowser convened the Black Homeownership Strike Force in 2022, which set a goal of 20,000 new Black homeowners by 2030 and provided 10 recommendations to help achieve this goal. DMPED's strategy for achieving these citywide targets continues to revolve around the following efforts:

- i. Maximize land use and regulatory tools to increase and accelerate affordable housing production (e.g. Comprehensive Plan, Inclusionary Zoning, process improvements),
- ii. Prioritize high-impact tools (e.g. Housing Production Trust Fund, Housing Preservation Fund, Local Rent Supplement Program, land dispositions and development),
- iii. Leverage federal and other non- District resources, and
- iv. Stabilize and preserve existing affordable housing stock.
- v. Work to implement recommendations from the Black Homeownership Strike Force with a focus on increasing the supply of affordable homes, preparing and assisting more renters to become homeowners, and helping current homeowners to stay in their homes.

The results of the Housing Demand and Neighborhood Change Assessment along with engagement and analysis accompanying the Comprehensive Plan rewrite will help to shape future iterations of DMPED's affordable housing strategy.

91. Please provide an update on the District's forecasted multifamily development pipeline for calendar years 2025, 2026, 2027, and 2028.

- a. **Given the significant reduction in projected units already seen in recent years, does the Department see continued weakness in the future development pipeline?**
- b. **What is the Department's plan to reestablish the multifamily development pipeline?**

Currently, CoStar is projecting delivery of approximately 3,300 multifamily units in the remainder of calendar year 2025, 2,400 units in 2026, 3,600 units in 2027, and 3,200 units in 2028. This represents a decrease compared to the annual average of approximately 6,850 multifamily units delivered between 2019-2024. The decrease is largely due to macroeconomic factors including elevated interest rates and increased construction costs.

92. What are the biggest opportunities that the Department has evaluated to increase the pipeline of affordable housing in the District? In what areas of the District does the Department see potential implementation of those opportunities?

DMPED continues to review District assets and identify locations capable of supporting additional density. DMPED works with other District agencies and reviews their portfolios for potential partnerships. The biggest opportunities DMPED has identified are the repositioning and/or the co-location of District assets, regardless of agency, with affordable housing. The Housing Demand and Neighborhood Change Assessment will be instrumental in informing strategies for affordable housing investments in the future.

Building the affordable housing pipeline in the District requires a market that can attract and sustain outside investment. DMPED is focused on returning the District to a system where developers, lenders, and investors can invest in the District with confidence. Passing legislation, like the Emergency Rental Assistance Reform Amendment Act of 2024, that returns the District to a pre-pandemic housing system is critical to allowing us to start increasing the affordable housing pipeline again.

In the interim, DMPED is working with its agency partners at DHCD and DCHFA to stabilize the affordable housing market and reduce uncertainty in the funding process for Low Income Housing Tax Credits and Housing Production Trust Fund.

93. Please provide an update on the Housing in Downtown Tax Abatement program.

a. How many applications for abatement have been received through the Housing in Downtown program?

As of January 24, 2025, there have been seven Housing in Downtown applications received. DMPED has had multiple discovery calls with an eighth applicant, however the owner's RFA has not yet been submitted.

b. How many commercial-to-residential conversion projects has the Department approved for abatements through the Housing in Downtown program?

As of January 24, 2025, DMPED has conditionally approved four commercial-to-residential developments.

Owner or Developer	Location of Project	Projected Cost of Abatement in FY 2025	Projected Cost of Abatement in FY 2026-29	Total Projected Cost of 20-Year Abatement	Number of Units / Number of Affordable Units	Timeline for delivery of Units
National Real Estate Advisors	1625 Mass Ave NW	\$0	Approx. \$2.3M	Approx. \$20.8M	157 / 16	October 2027

Post Brothers	1825-1875 Conn. Ave NW	\$0	\$0	Approx. \$95M	525 / 53	May 2031
Monument Realty	613-617 H Street NW	\$0	Approx. \$1.1M	Approx. \$10M	72 / 8	October 2026
Transwestern Development Corporation	1133 19 St NW	\$0	Approx. \$2.8M	Approx. \$25M	220 / 22	July 2027

c. How many units are those projects projected to produce, and how many will be affordable?

The four conditionally approved commercial-to-residential developments would produce 973 units, of which 10% would be provided at 60% of MFI.

d. Provide a table breaking down the cost of each approved project in this format:

Owner or Developer	Location of Project	Projected Cost of Abatement in FY 2025	Projected Cost of Abatement in FY 2026-29	Total Projected Cost of 20-Year Abatement	Number of Units / Number of Affordable Units	Timeline for delivery of Units
National Real Estate Advisors	1625 Mass Ave NW	\$0	Approx. \$2.3M	Approx. \$20.8M	157 / 16	October 2027
Post Brothers	1825-1875 Conn. Ave NW	\$0	\$0	Approx. \$95M	525 / 53	May 2031
Monument Realty	613-617 H Street NW	\$0	Approx. \$1.1M	Approx. \$10M	72 / 8	October 2026
Transwestern Development Corporation	1133 19 St NW	\$0	Approx. \$2.8M	Approx. \$25M	220 / 22	July 2027

e. How many additional abatements are projected to be approved in Fiscal Year 2025 through Fiscal Year 2029? And what is their total projected cost?

DMPED intends to commit the full program allocation by the end of FY28, which is \$41 million. DMPED intends to carry the abatements through FY29 and through the 20-year duration of the incentive.

f. Please describe the Department’s recruiting efforts for this program.

DMPED produces consistent and ongoing communications around the Housing in Downtown (HID) program, by marketing the program at industry events, to the press, and discussing the program with brokers and commercial real estate professionals. DMPED’s partners at WDCEP, DCBIA, and the Downtown DC and Golden Triangle BIDs also promote and educate industry stakeholders on the merits of the HID program.

g. Please explain how the Department is assessing and implementing the affordability requirement in each application.

The assessment of the affordability requirement is completed by DHCD and DOB and is administered the same way the Inclusionary Zoning program is administered. Prior to receiving a tax abatement Owners must execute and record covenant(s) with DHCD committing to the affordability on site.

94. Please provide an update on implementation of the Downtown Activation Conversion Program.

The “§ 47–870.01. Central Washington activation projects— temporary tax abatement” which DMPED refers to as the “Office to Anything” program, was launched on January 14, 2025. Since the launch DMPED has received several pre-screening forms and held numerous discovery calls.

95. Please provide an update on the Downtown Action Plan and the Department’s next steps.

DMPED meets regularly with the Downtown BID and Golden Triangle BID to monitor, prioritize, and implement recommendations of the Downtown Action Plan. DMPED is already implementing projects that advance goals of the Downtown Action Plan, including formalizing recommendations from the Gallery Place/Chinatown Task Force for public space investments, conducting a Downtown Transportation Study, administering the Vitality Fund to attract and retain business in Downtown, and administering the Housing in Downtown and Office to Anything programs to incentivize conversion of office buildings into more productive use. In the realm of public safety, DMPSJ’s Safe Commercial Corridors grants have provided additional resources to address clean and safe issues in Downtown. Toward enhancing a better Downtown retail environment, DMPED is implementing programs to support Downtown retail activity, including the FY24 Downtown Retail Recovery Grant, and the FY25 Downtown Activations program and the Chinatown Long-Term Lease Program. Toward improving the public realm, DMPED is evaluating locations and opportunities for temporary activation and permanent improvements. The Office of Planning’s Streets for People program is supporting creative and innovative public space activations in Downtown DC. For all recommendations put forward in

the Action Plan, DMPED will continue to review progress on an annual basis and evaluate where adjustments toward specific recommendations might be needed.

96. Please provide an update on the work of the Gallery Place/Chinatown Task Force and the timeline for its report and recommendations.

In January 2024, Mayor Bowser launched the new Gallery Place/Chinatown Task Force. The Gallery Place Task Force was initially convened to address pressing challenges that threatened the future of the neighborhood, with the potential loss of Monumental Sports and Entertainment (MSE) moving out of Gallery Place/Chinatown. While MSE ultimately will remain, the Task Force used the opportunity to move towards a broad goal of revitalizing this neighborhood into the premier cultural and entertainment hub they knew it could be. The Task Force framed their work around the following four priority focus areas:

- **Visioning:** Develop a strategic vision for the future of the two city blocks that make up the Capital One Arena and Gallery Place, and reimagine the potential for amenities, activities, and new uses for this vibrant neighborhood.
- **Activation:** Identify temporary and permanent activation programs, including special events, to generate foot traffic and increase visitation to Gallery Place/Chinatown. The Task Force will identify and coordinate activities to enhance public safety, cleanliness, and public health resources in and around Gallery Place/Chinatown.
- **Investments and Incentives:** Source, evaluate, and recommend investment tools to support stabilization of existing businesses, prioritize critical capital investments, and reposition real estate assets into new productive uses.
- **Community Engagement and Marketing:** Promote community activations and provide updates about changes and planning for the future of Gallery Place/Chinatown.

By March 2025, the Task Force will present final recommendations to the Mayor with defined recommendations for an updated vision of the focus areas as well as recommended funding to support this vision.

97. How does DMPED use Tax Increment Financing to ensure new residential developments include 30% or more affordable units? Are there accountability mechanisms included in the use of TIFs to ensure that the District is achieving those affordability goals?

In March 2020, DMPED implemented an internal policy requiring all new TIF applications consisting of 10 or more units meet the affordability requirements of DC Code §10-801. The requirement is incorporated into the development finance agreement for a TIF signed by the developer and the District.

98. Describe the notable milestones for dispositions approved by the Council in Fiscal Years 2023, 2024, and 2025, to date.

Project	Status	Project Schedule	Explanation of Impediments
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Hill East Phase 2, Bundle 1	The Council approved the Hill East Phase 2, Bundle 1 Surplus Declaration and Disposition Approval Act of 2022 on December 20, 2022, and the effective date, after the completion of the congressional review period, was March 10, 2023.	Q1, FY26: Closing and construction start on Phase 1 expected. Q1, FY27: Closing and construction start on Phase 2 expected. Q1, FY28: Closing and construction start on Phase 3 expected. Q1, FY28: Closing and construction start on Phase 4 expected. March 10, 2028: Disposition authority expires.	The District is required to relocate a major DC Water sewer line to allow for commencement of construction on Phase 1 (Parcels B1 and B2). This relocation has been delayed due to the extensive nature of the design and permit process for a project of this type. This in turn has delayed the Phase 1 (Parcels B1 and B2) construction timeline. The DC Water sewer line relocation work is now expected to start in the third quarter of Fiscal Year 25.
Hill East Phase 2, Bundle 2	The Council approved the Hill East Phase 2, Bundle 2 Surplus Declaration and Disposition Approval Act of 2022 on December 20, 2022, and the effective date, after the completion of the congressional review period, was March 10, 2023.	Q3, FY26: Closing and construction start on Phase 1 expected. Q2, FY27: Closing and construction start on Phase 2 expected. Q2, FY28: Closing and construction start on Phase 3 expected. March 10, 2028: Disposition authority expires.	Due to the discovery of an existing DC Water sewer line under Parcel C, the developer was required to make design changes which in turn delayed its Phase 1 (Parcel C) timeline. This phase is currently in the final design stage.
Malcolm X	The Council approved the Malcolm X Surplus and Disposition Act of 2022 on December 20, 2022, and the effective date,	March 10, 2025: Disposition authority expires Q1, 2025: Disposition	Due to a change in the selection process for the Housing Finance Agency's Multifamily Mortgage Revenue Bond

	<p>after the completion of the Congressional review period, was March 10, 2023.</p> <p>The Mayor will be transmitting legislation to extend the disposition authority by two years and to amend the term sheet in Spring 2025.</p>	<p>authority extension and term sheet amendment legislation expected to be transmitted to Council.</p>	<p>(“MMRB”) program and financing limits for tax-exempt bonds that occurred after the Council’s approval of the Malcolm X disposition, in addition to constraints on the availability of Housing Production Trust Fund gap financing, the project will be unable to close before expiration of the current disposition authority. An extension of disposition authority is necessary as the project must be redesigned to accommodate the preservation of a heritage tree and the underwriting revised to accommodate requirements of the MMRB program and other District-allocated gap financing sources.</p>
St. Elizabeths, Parcel 13	<p>The Council approved the St. Elizabeths East Parcel 13 Surplus Declaration and Disposition Approval Act of 2021 on December 20, 2022, and the effective date, after the completion of the congressional review period, was March 10, 2023.</p> <p>The Mayor will be transmitting legislation to extend the disposition authority by two years in Spring 2025.</p>	<p>August 2023: Land Disposition and Development Agreement (LDDA) was signed.</p> <p>March 10, 2025: Disposition authority expires.</p> <p>Q1, 2025: Disposition authority extension legislation expected to be transmitted to Council.</p>	<p>In September 2024, the developer announced that it would cease operations. DMPED thereafter approved an assignment of the LDDA to another established developer. The new developer has stepped in to execute the development plan.</p>
Eastern Branch Boys and Girls Club	<p>The Council approved the Eastern Branch Boys and Girls Club Disposition Approval Resolution of</p>	<p>December 6, 2024: Disposition authority expires.</p> <p>January 6, 2025:</p>	<p>Zoning applications were filed with the Zoning Commission and Board of Zoning Adjustment with</p>

	2022 on December 6, 2022. The Chairman has introduced legislation (PR26-0022) at the request of the Mayor to extend the disposition authority by two years.	Disposition extension legislation introduced. Public Roundtable on February 10, 2025. Summer, 2025: Rezoning complete.	the next hearing scheduled for March 19, 2025. The zoning process is expected to complete in Summer 2025, after the disposition authority expires on December 6, 2024.
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99. Please provide an update on all active DMPED Land Disposition and Development Agreements that have not yet broken ground.

Projects with executed disposition agreements that have not yet broken ground:

- St. Elizabeths East – Parcel 13
- St. Elizabeths East – Parcel 15 (Permanent Project)
- St. Elizabeths East – Parcel 17 (Lot 966)
- NCI – Bruce Monroe
- DC Water Parcels F1, G1, G2
- Malcom X
- Hill East Phase II – Bundle 1

100. Please provide a list of all expired Land Disposition and Development Agreements for which the Department will be seeking an extension. Please note whether any projects listed will be part of a new solicitation.

The Parcel 13 LDDA will be in effect once the DC Council approves the extension of DMPED's disposition authority for the project. Authority expires March 10, 2025. No new solicitation will be issued.

The Malcolm X LDDA for expires March 10, 2025, and an extension will be sought. No new solicitation will be issued.

The Eastern Branch Boys and Girls Club disposition authority expired December 6, 2024, an extension was introduced to Council on January 6, 2025, and is under Council review.

101. Please provide an update on the status of the Opportunity Zones Initiative. Discuss the status of this initiative to date, and what plans the Department has for encouraging participation in the initiative. What impact, if any, does the Department foresee for investment in District projects if the program expires on December 31, 2026?

The District Qualified Opportunity Zone (QOF) initiative is now entering its sixth year since it was enacted. During this period, DMPED has approved 55 applications, with all approved QOFs

being in Wards 4, 5, 6, 7, and 8. This number of applications does not include applications that will be reviewed for the 2024 tax year by the April 15, 2025, tax deadline.

1,493 affordable units created
 2,642 Jobs created
 3,816 DC Residents received job training

The peak time for applications submitted is in March and April before the April 15th tax deadline. DC QOF applicants are encouraged to submit by March 15th. Notifications to submit before the tax deadline have begun in early February.

Decrease in Private Capital Flow: Opportunity Zones provide tax benefits that attract investors to economically distressed areas. Without the program, some investors might divert funds to areas offering more favorable incentives, reducing the capital available for District projects.

Shift in Investment Strategies: Investors might look to other programs like Low-Income Housing Tax Credits (LIHTC) or New Market Tax Credits (NMTC), but these may not fully compensate the loss of OZ benefits.

102. With clear definitions that distinguish each category, please provide a project breakdown that includes:

- a. The number of projects under construction;**
- b. The number of projects in pre-development;**
- c. The number of projects in negotiation;**
- d. The number of construction jobs created; and**
- e. The number of permanent jobs created.**

# of Projects	Project Status	Construction Jobs	Permanent Jobs
8	In Negotiation	1,162	224
10	Pre-Development	8,001	1,479
26	Under Construction	22,657	33,083
44	TOTAL	31,820	34,786

“In Negotiation” is the period of time between Request for Proposals award to Council approval. “Pre-Development” is the period of time between Council approval and the start of construction. “Under Construction” is defined as the period of time between the start of construction to the completion of construction.

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

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

Barry Farm

- a. Current stage: Vertical Construction of Building 1B (aka The Asberry) is 100% Complete except for minor punch list items. Lease-up underway. As of January 2025, infrastructure phase 1A (aka Sumner Road) is 95% complete, with an estimated final completion by end of Q1 2025. Infrastructure 1B is at 72% completion and is slated to be completed by Q3 2025. Building 1A (Edmonson Building) achieved financial closing in May of 2024 and construction is currently at 14% complete.
- b. Next stage: The development team has begun the DCHFA underwriting process for Rental Flats Phase I, which is slated for a Q3 2025 financial closing.
- c. Units planned: The entire site will contain approximately 1004 units, which is broken down as follows:
 - i. Building 1B = 108 unit senior building; 100% affordable; 77 replacement units
 - ii. Building 1A = 139 affordable units; 100% affordable; 50 replacement units
 - iii. Building 2 = 187 mixed income units; 60 replacement units
 - iv. Phase 1 Rental Townhomes = 98 units, 100% affordable; 42 replacement units
 - v. Phase 1 For Sale Townhomes = 50 mixed income units
 - vi. Building 3 = 125 mixed income units; 40 replacement units
 - vii. Building 4 = 125 mixed income units; 40 replacement units
 - viii. Phase 2 Rental Townhomes = 122 units; 100% affordable; 71 rental replacement units
 - ix. Phase 2 For Sale Townhomes = 50 mixed income units
- d. Challenges/solutions: Closing and commencement of construction of the Rental Flats Phase I is contingent upon approval by Council of a \$12.5 million Development Finance Agreement (DFA) which is anticipated to be submitted by Q3. DMPED has been working with the budget office to obtain this funding as it is not currently in the capital budget for this fiscal year. DMPED will ensure timely predevelopment draw processing so the milestones needed to obtain financial closing are met and will submit the DFA to Council as early as possible to mitigate time delays. DMPED will ensure timely predevelopment and infrastructure draw processing so the milestones needed to obtain financial closing are met. The challenge for the Asberry will be in the coordination between developer and DCHA regarding the timely lease-up of units. DCHA's inspection department is short staffed and stretched thin. DMPED has been working with DCHA to identify solutions such as outsourcing inspections.

Northwest One

- a. Current stage: Phase 1 completed in July 2022. Phase 2 is in lease-up. Phase 3 is in predevelopment.
- b. Next stage: Phase 3, the third and final stage, is working through entitlements.

- c. Units Planned: Phase 1 includes 220 total units comprised of 65 replacement units, 11 PSH units, 70 market rate units, and 85 ADU. Phase 2 includes 212 affordable units inclusive of 72 replacement units and 11 PHS units. Phase 3 is expected to deliver 268 housing units, of which 74 will be replacement units for former residents of the site.
- d. Challenges/solutions: The challenge for Phase 2 will be in the coordination between developer and DCHA regarding the timely lease-up of units. Phase 3 requires a map amendment for the site and pursuit of affordable housing gap financing.

Park Morton

- a. Current stage: Phase I has overcome construction delays and is now anticipating substantial completion by early February 2025 for delivery of 142 affordable rental units containing 40 replacement units. Phase 2 infrastructure commenced in November of 2024 which will be comprised of demolition of remaining vacant buildings, abatement/remediation and removal of site utilities.
- b. Next stage: Closing and construction commencement for Phase II is slated for Q4 2025. This phase will deliver 47 townhomes (affordable and market rate homeownership units and affordable rental units). The unit mix is still TBD.
- c. Total units: 189 units inclusive of 102 affordable housing units, 30 townhomes for sale with unit mix TBD, 17 rental ADU townhomes, and 57 replacement units.
- d. Challenges/solutions: DMPED will need Council approval of a \$26M DFA by Q4 2025 for the rental portion (17 units), of which \$24M was allocated in FY24. An additional \$3M has been requested to support affordability levels on the homeownership portion (30 units). DCHA and the developer will need to come to an agreement on the affordability levels to advance to closing. Phase I requires coordination between developer and DCHA regarding the timely lease-up of units. DCHA's inspection department is short staffed and stretched thin. DMPED has been working with DCHA to identify solutions such as outsourcing inspections.

Bruce Monroe

- a. Current stage: Disposition Authority Extension legislation transmitted to Congress and has a projected law date of March 6, 2025.
- b. Next stage: Update/advance architectural plans, apply for permits and to DCHFA July readiness round. DPR to commence community engagement activities related to design of the Bruce Monroe public park.
- c. Units planned: 273 inclusive of 111 affordable units, 72 market rate units, 8 rental townhomes, and 90 replacement units for former Park Morton residents.
- d. Challenges/solutions: Capital funding availability continues to be a challenge to the project considering the increase in total development costs. Bond cap availability is also a potential risk. Additionally, the project schedule is highly compressed due to the delays caused by zoning litigation, and in obtaining DC Council approval of the extension to the disposition agreement. PUD deadlines

of 3/2026 (permit filing) and 3/2027 (construction start) are critical as an extension request to the PUD will trigger the ability for further zoning litigation. DMPED has made the capital budget requests and will continue to advocate for the project. DMPED will also work with DHCD on any potential bond allocation solutions for critical affordable housing projects such as NCI. DMPED will ensure timely predevelopment and infrastructure draw processing so the milestones needed to obtain financial closing are met.

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

DMPED and OCFO continue to work with Standard Development on progressing the TIF. A term sheet was agreed to in July 2024. Negotiation over the Development Financing Agreement is ongoing. The DFA will be submitted to the DC Council as part of a Resolution under the TIF Act. Submission to the DC Council is expected in Q2 2025.

105. Please provide an update on the Department's plans for the Robert F. Kennedy Memorial Stadium Campus, including an updated planning timeline.

Following enactment by the U.S. Congress of the D.C. Robert F. Kennedy Memorial Stadium Campus Revitalization Act on January 6, 2025, the District has completed the transfer of administrative jurisdiction (TOJ). Planning activities will commence in Spring 2025, with resulting Master Plan to meet the requirements of the TOJ.

106. Please provide data on the Department's Industrial Revenue Bond Program tax-exempt financing program, including the applications received, applications approved, total transaction value for Fiscal Years 2019, 2020, 2021, 2022, 2023, and 2024.

See attached "Q 106_IRB Program Data.pdf."