Evaluating the Contribution of City Initiatives towards Sustainability

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Introduction and Overview

Growing concerns over environmental degradation and resource availability issues have prompted an increased interest in strategic planning, aimed at better protecting environmental and ecosystem services while simultaneously promoting social inclusion and economic development. As large centers of population, economic activity and resource consumption, cities play an especially important role in achieving improved environmental quality, economic stability and social character.   However, managing these impacts without compromising the economic and social character of the city can be challenging and complicated to implement.

The response to this challenge has varied across metropolitan regions of the U.S. Several cities, including New York, Philadelphia and Seattle, have adopted comprehensive and broadly-framed sustainability plans that address environmental, economic and social concerns. However, other cities have chosen to address urban sustainability by adopting separate environmental plans and social or economic initiatives that aim to address specific issues, such as energy efficiency, water quality, or economic development. While several frameworks and evaluations have been undertaken to determine whether a single comprehensive city sustainability plan can be considered adequate or effective, few have investigated the adequacy of the combined impact from multiple environmental, energy, climate, economic and/or social plans in cities without overarching sustainability plans.

In this study, the proposed and recently accomplished initiatives undertaken by two cities, Washington, DC and Detroit, are compiled and evaluated against a set of sustainability criteria. Because the cities' initiatives are not part of a comprehensive plan, the assembled initiatives were also evaluated against a set of governance criteria. This evaluation aims to identify, (1) whether the environmental, social and economic initiatives undertaken by two well-established cities can be looked at together to address the common elements of comprehensive sustainability plans, and (2) whether they may be considered effective implementation plans. The paper will also investigate if there are particular strengths and weaknesses to these informal contributions toward sustainability. Evaluating these "decentralized" plans against a sustainability evaluation framework provides the following opportunities:

- Determine if or whether the cities' ongoing environmental, economic and social initiatives meet the general indicators associated with formal sustainability plans.
- Identify the strengths and gaps in each city's plans, and whether the strengths or gaps are consistent among multiple cities.

- Investigate the potential effectiveness of the cities' ongoing initiatives as an informal sustainability plan, especially with respect to implementation and tracking.

The evaluation indicates that while both cities have established a number of initiatives in support of sustainable tenets, there are opportunities for improvement with regard to tracking and promoting the initiatives.

Methodology

Undertaking the study involved selecting two cities which did not have a formal sustainability approach in place at the time of the study, investigating and gathering all municipally-directed initiatives, and developing an evaluation framework and scoring system. The methodologies for each step are described below.

Selection of Cities

The selection of cities was conducted using a methodology designed to avoid the arbitrary selection of cities and to normalize the differences between infrastructure and population density to the extent possible. First, cities were selected based on presence or absence of a comprehensive sustainability plan. Cities without a formal, municipally-adopted sustainability plan were selected.

Age of infrastructure was identified as a factor. For example, cities with relatively new sewage and transportation systems may have vastly different budget priorities. Therefore, cities which ranked among the 30 most populous cities in 1910 and also in 2009 were selected from the list of cities without comprehensive sustainability plans (U.S. Census, 1998; U.S. Census, 2010). Although each city may have received various updates to infrastructure over the past century, these cities are most likely to have similar historical and underlying infrastructure systems. The city histories were also briefly reviewed to ensure that no citywide, catastrophic event may have occurred to completely upheave the infrastructure.

Lastly, the population densities of the remaining cities were reviewed. Of the five remaining cities within the top 30 most populous cities in the U.S., two cities with the most similar population and density were selected. **Table 1** presents a brief overview of the selected cities.

Table 1. Overview of city selection criteria. Selected cities are bolded.

City	Sustainability Plan?	Population rank in 2009	Population rank in 1910	Density (#/sq mi)	Population (millions)	Primary Economy
Chicago, IL	No	3	2	12,561	2.8	Diverse, Finance
Detroit, MI	**No**	**11**	**9**	**6,601**	**0.9**	**Steel, Automotive**
Columbus, OH[1]	No	16	29	3,663	1.3	Diverse, Military
Milwaukee, WI[2]	No[2]	26	12	6,302	0.6	Brewing, Manufacturing
Washington, DC	**No**	**27**	**16**	**9,766**	**0.6**	**Government**

Based on the selection criteria, Detroit, Michigan and Washington, DC (DC) were chosen for evaluation. The cities were selected due to the longevity of their infrastructure and their comparable gross population and density. Milwaukee was also initially considered for the analysis however further investigation revealed that although Milwaukee does not have a formal sustainability plan, the city has established an office of sustainability and which incorporates sustainability into the city's plans and tracks progress.

A literature review was performed in order to collect Detroit and Washington DC's ongoing environmental, economic, and social plans. Many independent initiatives and plans exist within each city however for the purposes of the evaluation, only plans and initiatives which are ongoing, part of a city campaign and adopted and promoted by the city, city council and/or mayor were considered. This approach aimed to keep the pool of applicable plans as consistent with formal sustainability plans as possible since a formal plan would require the same approvals and temporal and spatial scope. The city's main website as well as the websites for relevant municipal agencies was searched for initiatives and plans promoting and/or supporting sustainability in order to more uniformly evaluate the goals.

The analysis indicates that the initiatives being undertaken in DC and Detroit generally meet many types of efforts associated with formal sustainability plans, but that clear metrics, progress reporting and effective and transparent communications strategies may be prevent the cities from both taking credit for its sustainability

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[1] Major water infrastructure updates due to 1913 flood.
[2] Milwaukee does not have an official sustainability plan but was excluded from the initial evaluation due to an office of sustainability, a set of sustainability goals published in a 2005 letter to the mayor, and semi-annual sustainability newsletters which together act as a sustainability plan.

accomplishments and from gaining recognition from prospective volunteers, organizations and funding mechanisms.

Framework Development and Evaluation

In order to conduct an unbiased comparative analysis, a set of evaluation criteria was developed to collectively form an evaluation framework. Because sustainability has several meanings and applications, several references which discuss how cities can successfully and comprehensively achieve sustainability were identified to help guide the development of the criteria and overall framework structure. Portney's "Taking Sustainable Cities Seriously Index", Melbourne Principles for Sustainable Cities, STAR Community Index Sustainability Goals and Guiding Principles, the Perlman Principles, and McDonald et al.'s Green Infrastructure Plan Evaluation Framework were consulted. Their main principles for success and effectiveness of a sustainability plan will be adapted into the evaluation framework (Portney, 2003; UNEP, 2002; ICLEI, 2010; Perlman and Sheehan, 2007; McDonald et al., 2005). A brief description of the references is provided below:

- Portney's Index outlines 34 elements that have been incorporated into sustainability plans which were identified as effective. These include specific initiatives involving smart growth, transportation, and pollution prevention.
- The Melbourne Principles are a collection of guidelines adopted by the United Nations Environmental Programme in 2002 to aid leaders, planners and decisionmakers in the development and maintenance of a sustainable city. The principles include the incorporation of long-term vision and security, transparency, public engagement, recognition and enhancement of the sustainability 'triple bottom line'.
- The goals and principles developed for the STAR Community Index are considered a roadmap for local governments interested in sustainability. The goals outline the areas which communities should bear in mind when developing environmental, economic and social goals. The principles are a set of guidelines for successfully implementing those goals, such as instilling collaboration and using broad sets of indicators to track progress.
- The Perlman Principles are a set of statements that link social justice to the economic and environmental health of the city. The principles stress that sustainability of a city is not possible if all people and places of the city's socioeconomic spectra are not addressed.
- McDonald et al.'s Green Infrastructure Plan Evaluation Framework contains a series of best practices and concepts that should be included in green infrastructure plans and in the planning process. While not all of the indicators

and elements discussed in the paper are directly applicable at the citywide sustainability plan level, the Implementation and Goal Setting practices outlined are extensive and significant enough to inform the sustainability framework proposed here.

These references were used to guide the selection and development of criteria for inclusion in the framework. The resulting framework is designed to evaluate cities with respect to overarching sustainability themes- Environment, Equity, and Economy- as well as their approach towards transparency, governance, and feasibility. The elements will be individually evaluated and scored for:

- **Comprehensiveness** (2 points): 1 point will be scored for partially addressing the environment, equity or economic criteria. An additional point will be scored if the criteria have been addressed through multiple approaches. For example, if energy efficiency has been addressed by a residential outreach campaign and retrofitting city infrastructure for energy efficiency, 2 points will be assigned for energy conservation because the city is considering energy conservation through multiple avenues.
- **Timeliness** (2 points): 1 point will be scored for providing a timeline for the initiatives associated with the element. An additional point will be assigned if the initiatives within the element contain short-term and long-term goals.
- **Practicability** (2 points): 1 point will be scored if funding or resources are ascribed f. An additional point will be assigned or outlining the methods or process designed to address the element (e.g., do I know how they are tackling the issue?).
- **Progress** (2 points): 1 point will be scored for describing a process for tracking and reevaluating the goal as the initiative(s) progresses. An additional point will be scored for providing metrics or numerical targets to assist the tracking.
- **Engagement** (2 points): 1 point will be assigned for including an outreach or education component into the initiative. An additional point will be scored for initiatives in which the public has been involved in the development and implementation of the initiative.

Each environment, equity and economic element can be ascribed a total of 10 points. These criteria are outlined and described below:

Environment Criteria

The framework's environmental criteria were selected in order to evaluate each city's attention towards environmental systems, natural resources, and energy and

climate change through its policies, plans and designs. The environmental element of the framework investigates the city's efforts to:

- **Protect and enhance environmentally sensitive areas and green space.** This element is included to capture initiatives that aim to protect ecosystems or incorporate green infrastructure through open space planning and projects. Initiatives include revised zoning codes or land use planning to protect ecosystems or add multiple uses, native vegetation planting practices, and green infrastructure techniques that add open space.

- **Foster solid waste recycling.** Recycling has been included because it can help cities conserve resources and minimize space allocated for solid waste disposal. Several types of recycling initiatives may be considered here including household recycling, municipal facility recycling, and recycling in public locations.

- **Include waste reduction initiatives in city government practices.** Similar to recycling, waste reduction has the potential to allow space to be used for purposes other solid waste disposal. Initiatives might include paperless office initiatives or revised procurement practices to reduce packaging.

- **Encourage green building through defined programs and other efforts.** This element is included to capture initiatives that promote reduce resource usage through more efficient building practices. Possible initiatives may include revising building policies to include updated construction codes, promoting LEED and EnergySTAR practices and other incentives for green building.

- **Practice and promote water quality and conservation through defined programs and other efforts.** Initiatives may include stormwater management programs or policies, public outreach and education and installation of water-saving fixtures and infrastructure.

- **Practice and promote energy conservation through defined programs and other efforts.** Initiatives may include public education and outreach, retrofitting of lighting and energy-consuming appliances in municipal and public areas, reduction of non-essential or redundant energy consuming practices.

- **Improve air quality and reduces greenhouse gases though transit or industrial oriented efforts.** Although energy conservation efforts and increased building densities ultimately contribute to reduce pollutant emissions by reduced fossil fuel use, this criterion is focused on transportation and industrial initiatives in order to avoid double counting. Efforts include reduced parking ratios, reduced fuel use, strengthened air quality standards for industry, and other air quality initiatives.

- **Practice and promote site cleanup activities**. Restoration and remediation of blighted land can reduce the levels of pollutants within the city while creating land that can reduce greenfield development, promote better land use practices and create healthy open spaces. Initiatives include site cleanups as well as incentives and policies that promote brownfield restoration.

Equity Criteria

The equity criteria have been selected to evaluate the types of social initiatives the city is undertaking to positively influence the wellbeing of its residents. The criteria are heavily based on the Perlman principles, which posits that sustainability is not possible if services and support are disproportionately provided socially or spatially. Subsequently, the equity criteria are focused on the extent to which communities that may have less access to opportunities such as mentoring, education, healthy spaces for physical activities and low-turnover jobs are served by city initiatives. The equity criteria evaluate how cities:

- **Prioritizes infrastructure updates in the most critical and underserved areas**. Healthy infrastructure is vital to preventing the deterioration of communities. If fundamental services falter, the community become incapable of meeting its own needs and can result in decreased population, resource pools and community pride. Prioritized infrastructure initiatives can include increased public transportation, improved streets, replacement of water and electrical systems, etc.
- **Target recreational and green space development in underserved communities.** Recreation centers are often referred to as community anchors because they can provide safe social interaction. Likewise, increased green space can provide areas for sports and other physical activities as well as educational opportunity.
- **Expands/optimizes public transportation options.** Increased options, such as safe walking and biking paths can promote public health, active lifestyles and savings on transportation costs. Furthermore, expanded motorized public transportation can increase the area where individuals can seek work.
- **Promote volunteerism.** Volunteerism can promote social interaction, community pride and educational opportunities while accomplished needed community tasks.
- **Improves nutrition in underserved communities.** At a minimum, lack of nutrition can increase health care costs and time away from work. Initiatives

include education, leveraging of community garden produce to feed low-income areas without access to fresh foods.

- **Includes community protection.** This criteria aims to credit attention toward pollution prevention activities as well as crime and accident deterring efforts, particularly in areas where these issues may disproportionately occur. Initiatives may include traffic calming measure, site cleanup, community crime controls.

Economy Criteria

- **Encourages locally owned and operated business.** Local businesses are considered sustainable because the economic activity generated from the company generally stays within the city. Initiatives include:
- **Provides planning and funding for infrastructure updates**. New economic development may be disincentivized by a lack of adequate infrastructure.
- **Includes focus on Transit-oriented development.** Transit oriented development can help residents avoid traveling to other areas to fulfill their errands, increasing the likelihood that money spent remains within the city.
- **Promotes renewable energy and efficiency business development. Renewable energy and energy efficiency represent emerging business areas.** By promoting these sectors, the city would potentially recruit new jobs and increase public awareness of renewable energy and energy efficiency via the presence of sustainable business fields physically and economically contributing to the local community.
- **Includes jobs training and education in sustainability-related fields.** Like the above criteria, providing education in sustainability-related fields, may attract business looking to for knowledgeable employment pools and increase public awareness of sustainability.

The points will be tabulated and analyzed for trends and general conclusions regarding the cities' sustainability.

Detroit, MI

Detroit has two overarching citywide initiatives that are organized and operated by the Mayor's office- Believe in Detroit and the Detroit Works Project- and a number of ongoing initiatives and programs supported by the city's services departments. Currently, these projects primarily aim to address Detroit's ailing economy, the over 100,000 vacant properties (over 12% of the city by area), and the rising crime rates (City of Detroit, 2011a).

Figure 1. Detroit, MI. (Source: WCHB News, 2011)

Detroit Works Project. The project was initiated in September 2010 and is anticipated to be the "Vision for the City", designed to help the physical, social and economic landscape of the city. The first phase of the project was marked by the completion of a set of short-term strategies to help address economic development concerns, underutilized and abandoned land issues, and infrastructure improvement needs. The short-term strategies were developed through a series of community meetings and with the aid of a neighborhood analysis that analyzed the overall conditions of Detroit's neighborhood using several indicators including sales prices, vacant lands, and number of dangerous structures. Neighborhoods were then characterized as stable, transitional, or distressed.

The short-term strategies aim to prioritize neighborhoods that are considered stable or vulnerable to decline and aim to maintain and by using proportionally more of

Detroit's limited city funds and service to enhance the neighborhood by improving water, recreation and transportation structures, enticing businesses, maintaining vegetation, as well as prioritizing vacant land maintenance and development in these areas. By contrast, neighborhoods that were deemed "distressed" according to the neighborhood analysis will receive less attention and funding for infrastructure improvements and economic development. Implementation is initially anticipated in select "demonstration" neighborhoods and then evaluated for effectiveness six months after the prioritization begins. No implementation schedule could be located on the website, but based on observed media coverage, the short-term strategy was rolled out in July 2011; therefore, the evaluation would likely begin in early 2012.

With regard to long-term goals and strategies, the first phase also involves complete audits on Detroit's policies on Land Disposition; Urban and Regional Economy Urban Agriculture and Food Security; Neighborhood, Community Development and Housing; Landscape, Ecology and Open Space; Land Use and Urban Form; Environmental Remediation and Health; and City Systems (Infrastructure, Transportation and Sustainability). Although the analysis is complete and a preliminary set of recommendations has been made, the final results and implications of the audit were not available at the time of this study. The policy audits were conducted to aid the formulation of a formal Detroit Works Plan, expected in early 2012.

The Detroit Works Project is led by Mayor Dave Bing, directed by the Department of Planning and Development and supported by two task forces. The interagency task force, comprised of staff from 18 various Detroit agencies and departments, is enlisted with guiding the vision of the project. An Advisory Task Force, comprised of members of the community as well public, private and non-profit organizations, also supports the project. It is assumed that the Advisory Task Force aids in engage the community and support the community meetings.

According to the city's website, over 10,000 individuals have been engaged in the project through the community meetings. Additionally, nearly 2,000 people follow the social media feeds maintained by the Detroit Works Project, which reports upcoming events and accomplishments of the Detroit Works Project as well shares media coverage regarding Detroit revitalization and other accomplishments associated with Detroit. The social media feeds appear to comprise the summary and progress reporting mechanism for the initiative. The Detroit Works Project incorporates the ongoing Neighborhood Stabilization and the Residential Demolition programs (City of Detroit, 2011a).

Believe in Detroit. The 'Believe in Detroit' Initiative is part of a mayor's coalition to encourage citizens to become engaged in their city by volunteering. In 2010, Detroit

received a Cities of Service leadership grant to implement the initiative, which aims to increase safety and the sense of security in Detroit communities, enhance Detroit's open spaces, and improve education and career opportunities by reducing the city's 47% literacy rates. The Believe in Detroit initiative is guided by an action plan that lays out qualitative objectives, baseline information, anticipated metrics, and timeframes. Additionally, the program receives guidance and training from local universities on how to measure the effectiveness over time. The initiative is promoted through the Believe in Detroit Website, which allows prospective volunteers to filter the available volunteer opportunities to find those that are best suited to their interests and age group. Volunteers register for each event, allowing the program to track the number of participants. Believe in Detroit has incorporate the 'Catch the Spirit' and 'Motor City Makeover' campaigns (City of Detroit, 2011b).

Additionally, the city has as several utility and infrastructure plans managed by Detroit's municipal departments and offices that aim to improve city services:

Water and Sewerage Department's Alternative Rouge River CSO Control Program*:* Phased implementation stormwater management program using both green and grey infrastructure techniques to reduce Clean Water Act violations due to combined sewer outfall overflows (CSOs). The plan has dedicated a discrete set of tasks ordered by timeline, lists the funding mechanisms and managing partners, and estimates the percent improvement anticipated from the CSO reduction measures. However, this plan does not describe the progress reporting timeline or mechanisms, nor is the plan listed under the plans page of the department website (it is located under the Announcement and Media section). The plans page contains plans which the Alternative Rouge River CSO Control Program states it replaces. The previous plans had been partially implemented and have been successful at reducing CSOs by through expanding treatment plants, installing storage devices and improving infrastructure prior to being cancelled due to funding issues (DWSD, 2011).

Water and Sewerage Department's Energy Management Program Plan: Although this 2006 plan is not published online, the most recent quarterly newsletter report highlights the lighting retrofits implemented and in the process of being implemented in the departments' buildings (DWSD, 2011).

Department of Transportation Program Management Plan*.* This plan was published in March 2011 and identifies the short-term goals for Detroit transportation as increasing coordination among public transportation providers, improving service to low-income and mobility-impaired citizens, and identifying additional funds for implementation. The long-term goal is to increase regional public transportation. Metrics and measurements are not discussed in the plan but it is stated that quarterly progress reports are

developed. These reports are not published online and their target audience is not readily apparent (DOT, 2011).

City Planning Commission 2010-2011 Work Plan. The city planning commission aims to promote the city's initiatives by identifying funding sources, promoting enforcement of existing codes, amending zoning codes to improve neighborhoods and encourage sustainable practices, review land use opportunities to include green infrastructure in re-use of vacant land and allow other property types such as urban agriculture and farmer's markets. The plan states the goals and proposes ways to achieve the goals, but does not provide information regarding tracking progress, responsible parties, or timelines. (DCPC, 2011)

Individual Site Cleanup Plans. The Department of Environmental Affairs lists three site cleanup plans on their website. Each plan details the site cleanup and/or soil remediation actions and the proposed multi-use redevelopment, funded through EPA Cleanup grants. No updates have been provided since 2009 (DDEA, 2011).

Refresh Detroit, Restore Detroit, Detroit Microloans. The Office of Neighborhood Commercial Revitalization developed three initiatives to collaboratively assist local business by providing technical support, grants, and loans to local businesses. The programs support improvement of existing businesses and development of new businesses. No updates have been provided since 2009 (DNCR, 2011).

Several of the accomplishments of the departments, such as the Department of Public Works neighborhood safety achievements, have been incorporated and highlighted by the citywide initiatives communication lines. However, any additional accomplishments and initiatives are briefly described in **Table 2**, which provides a summary of all of the recent accomplishments and initiatives found through the city of Detroit's website. It should be noted that any initiative whose sole activity was to plan or create a goal at an undisclosed future date to develop strategies to implement initiatives was not included since no tentative or confirmed plan or accomplishment is currently underway.

Table 2. Summary of Detroit's Initiatives.

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Social	Believe in Detroit	Provide citizens the opportunity to volunteer to make their communities safer, cleaner, etc.	Believe in Detroit	Cities of Service grant
	Prioritization of neighborhood services to optimize usage of available funds	Increased public lighting, increased presence of police, fire and EMS forces and other security related services for steady neighborhoods and those in decline; disincentive for distressed neighborhoods such as reduced infrastructure updates and maintenance.	Detroit Works Project	U.S. Department of Housing and Urban Development
	Neighborhood Action Strategy	Demolition of dangerous structures	Detroit Works Project/ BSEED	Federal funding
	Project 14: Local police officer program	Free housing or assisted downpayments for Police Officers	Detroit Works Project	Bank of America, Citizens Bank; JP Morgan Chase
	Improved Local and Regional Public Transit	Construction of Light Rail System (anticipated 1st phase in 2011 with the full system by 2016); Improved public transportation for mobility-impaired and low-income riders through Detroit Mobility 1st (DM1) service.	Department of Transportation	FTA New Starts Funding, private funding and city bonds
	Department of Public Works activities	Installation and upgrading of pedestrian crosswalks; Researched and implemented Safe Route to School projects to implement traffic-calming measures, create safe walking routes and prioritize infrastructure improvements around schools;	Department of Public Works	City service funds
	Call it Home: repair program	Provides grants for homeowners to repair and renovate homes within prioritized neighborhoods.	Detroit Works Project	Citizens Bank
	Increase Sense of Security	Creation of citizens patrol group; creation of a patrol group for Safe Routes to Schools	Believe in Detroit/ Detroit Police Department	Private Funding, Community volunteers
	Increase Educational Opportunities for Detroit Youth	Create mentorships and volunteer programs to promote child and adult literacy; Encouraging youth to participate in community service opportunities.	Believe in Detroit; AARP	Cities of Service grant, Community volunteers

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Environ mental	Revitalization of vacant lots	Conversion of vacant lots to green space	Believe in Detroit	Private Funding, Community volunteers
	Increased non-motorized transportation	16 miles of bike lanes added; Additional sidewalks and over 400 miles of bike lanes planned;	Michigan Department of Transportation (MDOT)	Michigan DOT, unspecified grants and fundraisers.
	Site Cleanup Grant Projects	4 plans listed on website to remediate soil and promote redevelopment	Environmental Department	EPA Grants
	Prioritization of neighborhood services	Areas which are considered stable or transitional will Tree Maintenance	Detroit Works Project	City service funds
	Increase Beautification of Public Space	Develop Adopt-a-Lot and Adopt-a-Park programs; Urban Tree Planting; Create urban gardens	Believe in Detroit; Planning and Development Department; MSU Extension Program; The Greening of Detroit	Cities of Service grant, Community volunteers
	Increase recycling curbside program	Expand pilot program to a citywide curbside recycling program	Department of Public Works	City service funds
	Energy Management	Lighting retrofits in Water and Sewerage Department Buildings; Upgraded traffic signal system with energy-efficient LED lights, reducing energy consumption by ~ 90%	Water and Sewerage Department	DTE Energy Rebate Program
	Reduction of combined sewer outfall overflows	Water and sewer infrastructure improvements; treatment plant improvements; disconnection of downspouts, replacing CSOs with separated systems; public education programs; and prioritization of properties for "clean & green" activities; Implement pilot project to install stormwater capture tanks	Water and Sewerage Department	City service funds
	Resource Recovery	Conversion of waste to energy	Greater Detroit Resource Recovery Authority	City Service funds

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Economy	Tax incentives for businesses	Waiver for income and property taxes in areas which business development is prioritized	Renaissance Zones	City funds, Wayne County, State of Michigan
	Introduce urban garden produce into local economy	Sell produce from urban gardens initiative at Farmers Markets for low costs	Believe in Detroit; Planning and Development Department; MSU Extension Program	Cities of Service grant, Community volunteers
	Improve Job Creation	Attract jobs through business development, such as health care jobs	Detroit Works Project	
	Prioritization of neighborhood services	Business attraction/retention; Improved Commercial Corridors	Detroit Works Project	
	Increase Career Opportunities for Detroit Youth	Create mentorships and volunteer programs to promote child and adult literacy; Encouraging youth to participate in community service opportunities.	Believe in Detroit	Private Funding, Community volunteers
	Re$tore Detroit, Refresh Detroit, Detroit Microloan	Provide grants and funding to local business for startup and retrofits; assist with business promotion, provide training	Office of Neighborhood Commercial Revitalization	

Washington, DC

Washington, DC has a number of initiatives and plans that are aimed at improving the social, environmental and economic conditions of the city. Although DC has not been as hard hit by economic conditions as Detroit, the city has a number of urban issues it aims to address through its initiatives. Among the most visible issues and initiatives involve increasing unemployment, lack of affordable housing, and degraded water quality.

Figure 2. Washington, DC (Source: City-Data, 2011).

DC's website does not prominently list citywide initiatives, however nine community revitalization initiatives are listed managed under the Deputy Mayor for Planning and Economic Development (DMPED). Although the only the Anacostia Watershed Initiative provides a link to the underlying plan, those which were described in detail on the city's website are summarized below:

Anacostia Waterfront Initiative is a multi-year, $10 billion collaboration of projects to restore and revitalize the Anacostia River. The project boasts 19 regional and federal agency partners and includes completed, ongoing and anticipated projects such as multi-use developments, infrastructure redevelopment, recreational, cultural, residential and commercial centers. The initiative has four goals: preservation of historic

structures, support job training, increased access to youth education and attract local businesses. No strategic targets, baselines or goal timelines are provided, but the initiative is tied in with the Great Streets and New Communities Initiative and may be leveraging these plans and resources to accomplish its goals (DMPED, 2011).

The Great Streets Initiative is a $200 million interdisciplinary initiative to revitalize nine neighborhood centers by installing new mixed use development projects, storefront improvements, streetscape, and transit improvements along these corridors. The initiative is managed by Office of the Deputy Mayor for Planning and Economic Development, District Department of Transportation (DDOT) and the Office of Planning (OP) and is funded through Tax Increment Financing and private funding (DMPED, 2011).

The New Communities Initiative was created to redevelop targeted neighborhoods by protect and expand affordable housing, promote mixed-income communities, provide better jobs, education, training, and human service programs to underserved residents, and rebuild community anchors like schools, libraries and recreation centers. The program aims to allow the communities to help design the program and is funded through the Housing Production Trust Fund. The DMPED Annual Report lists the metrics by which it intends to track progress, such as number of youth engages and affordable housing units developed, and include quantitative goals such as increase community attendance at outreach meetings by 20%, enroll 75% of youth in youth programs, and establish medical treatment plans for all seniors. No baseline or reporting method is provided (DMPED, 2011).

DC also has several additional initiatives supported by various agencies within the government:

One City, One Hire. Directed through the mayor's office and supported by DOES, the initiative aims to combat the city's 10.8% employment rates by facilitating training, recruitment, and screening processes of DC businesses to identify qualified candidates while coaching and mentoring potential candidates. The website does not contain a plan nor any information on the development process, implementation, or progress tracking. The plan provides a web form for employers to indicate they've hired residents, but all other engagement practices appear to be handled through individual phone calls or emails (DCOEM, 2011).

Clean Rivers Project. In 2005, DC entered into a consent decree to reduce CSOs. As part of the decree, DC has developed a long-term control plan to implement the city's stormwater management program, the Clean Rivers Project (DCWater, 2011a). The project has several planned improvement initiatives, including system-wide partnerships

to install green infrastructure and various other low impact development retrofit practices, development of storage tunnels able to hold approximately 200 million gallons of stormwater and control peak stormwater volumes, and separation and elimination of several CSOs. Throughout the Clean Rivers Project, DC Water has encouraged public participation the through public meetings, development of a Stakeholder Advisory Panel, and a public outreach campaign. Additionally, DC Water and DC Department of the Environment (DDOE) have updated sewer charge rates and stormwater fees to be dependent on landowner impervious surface area (DC Water, 2008). DDOE has recently created a fee reduction program that reduces fees for residents that implement low impact development practices on their property, creating an additional method through which the public can participate. The stormwater improvements are tracked by DC water and have an ultimate goal of reducing CSOs by 96% (DDOE, 2011).

Clean City Initiative. Through the Residents' information pages of DC's website, you can also reach a volunteer page which links to the several volunteer organizations which focus of various social, economic and environmental efforts and the Clean City Initiative. The Clean City Initiative is primarily responsible for annually measuring the cleanliness of DC streets, but also houses outreach material on DC littering. Volunteer engagement is tracked through the Serve DC office key performance indicators.

Under the community tab of DC's website is a link to GreenDC, which is self-defined as the "comprehensive resource on environmental issues in the District of Columbia". The GreenDC agenda is a compilation of environmental initiatives that have been proposed, are currently in progress, or have been completed within the past three years and includes over 500 environmental initiatives such as:

- Installation of pedestrian and bike trails,
- Energy efficiency retrofits in various municipal buildings,
- Enactment of the Skip the Bag, Save the River campaign which levies a 5 cent charge for plastic bags distributed at stores,
- Environmental education and jobs training such as Low Impact Development Management courses offered,
- Adoption of LEED and Green Building Standards in various DC government and government funded buildings,
- Installation of urban gardens,
- Remediation of toxics and use of low VOC paint,
- Development of Voluntary Cleanup program, and
- Strengthen Underground Storage Tank (UST) pollution prevention polices and clean up leaking USTs.

34 city and federal agencies have contributed to GreenDC agenda, which lists the anticipated deadline, the responsible agency and contact person, brief description of the initiative and any available updates. Initiatives which are no longer being pursued are also included (e.g., lack of funding, change in legislation, etc.). No metrics, funding information, baseline information or reporting methods are provided in the database (District of Columbia, 2011a).

Initiatives can also be found in the responsible agency's Annual Reports. Each of the 140 DC agencies provide annual information on department objectives and strategies as well as the agencies key performance indicators. If an initiative directly contributes to one of the agencies' proposed key performance indicators, then baseline information, targets and actual performance are listed in the annual report and on track DC. For example, the Department of the Environment lists # of applications received for the RiverSmart Homes program and # of applications received for the Low Income Home Energy Assistance Program as Key Performance indicators (District of Columbia, 2011b)

All of the initiatives[3] identified during the investigation of the DC's website are summarized in **Table 3.**

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[3] In September 2011, Mayor Vincent Gray launched the Sustainable DC Initiative, tasked with developing a Sustainability Strategy for the city. At the time of this study, the initiative was in the first weeks of seeking community engagement to develop the strategy, and no strategy or plan was available.

Table 3. Summary of DC's initiatives.

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Social	Great Streets Initiative	Develop neighborhood centers installing new mixed use development projects, storefront improvements, streetscape, and transit improvements	DMPED	Tax Increment Funds, private investments
	Expand Recreational Trail System	Complete the recreational trail along the Anacostia River and bikeway from Union Station to Takoma Park. The Metropolitan Branch Trail connects to the Capital Crescent Trail, the Anacostia Tributaries Trail System and the National Mall, and will be part of the East Coast Greenway.	DDOT	City funds
	New Communities Initiative	Protect and expand affordable housing, provide education and human service programs, rebuild community anchors like schools, libraries and recreation centers	DMPED	Housing Production Trust Fund
	Bank on DC	Provide financial literacy classes to District residents at the DC Works! Career Centers throughout the city.	DOES	National League of Cities, William J. Clinton F., Annie E. Casey F., United Way, PEW Charitable Trusts
	Track DC	Provide real-time data on each agency's Key Performance Indicators and financial information	OCA	City funds
	Expand volunteer engagement and opportunities	Provide citizens the opportunity to volunteer to make their communities safer, cleaner, etc.	Serve DC	City funding, Americorps grants
	Healthy Schools Initiative	Increase locally grown foods purchase for schools	DC Public Schools	
	Promote alternative transportation methods	Install bike lanes, bike sharing program and additional bike racks	Department of Transportation	City funds

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Environment	Conduct Environmental Education, Workshops and Events	Environmental and energy education to residents and to students and teachers via school curriculum development.	DDOE	City funds
	Achieve LEED for Homes Certification for Affordable Housing	Achieve LEED for Homes green building certification for a redevelopment project in Ward 8 with 183 affordable rental units and 161 home ownership units. Phase one includes 104 affordable and public housing rental units.	DC Housing Authority	
	Long-term Combined Sewer Overflow Control Plan	Replace aging small diameter water main to reduce system main breaks, improve flow capacity, and improve water quality. Mitigate bio-film and bacteriological growth; Construct CSO storage and conveyance tunnel; Develop a stormwater fee discount program to encourage and reward property owners who install practices that reduce stormwater runoff; tree planting and maintenance, and expand the green roofs incentive program, expansion of RiverSmart Homes Stormwater Reduction Program using native plants	DDOE, WASA	DC WASA Budgeted Funding
	Increase recycling opportunities and reduce waste in the District	Expansion of public space recycling opportunities and the number of staff working with its commercial recycling enforcement program, simplified regulations governing recycling in commercial buildings; Expand pilot comprehensive school recycling program. Continue working with food vendors to reduce packaging waste. Implement Skip the Bag, Save the River campaign to reduce plastic bag use; expand accepted recycling types	Department of Public Works; DC Public Schools	City funds
	Reduce fleet carbon emissions	Convert fuels to natural gas or alternative fuels and explore other transportation options; upgrade fleet vehicles to hybrid and electric vehicles; use GIS mapping to identify more efficient bulk, trash and recycling collection routes	Department of Public Works	
	Water reuse	Reuse water from water features in parks, residential rain barrels for irrigation.	DPR and DDOE	DC WASA Budgeted Funding

	Activity	Examples of activities	Project / Responsible Agency(s)	Reported Funding Mechanisms
Environment (cont'd)	District building energy Infrastructure retrofits	Install Building Management systems; Install Energy Efficient Materials and lighting retrofits; Metro lighting retrofits; Conduct educational campaign on energy conservation in the workplace	DRES; FEMS; WMATA; OPM	ARRA funds; unspecified
	Paperless office and Paper-reduction initiatives	Conversion of electronic systems to paperless at Office of Notary Commissions and Authentications, Office of the Secretary, DC Human Resources, Police Departments	ONCR, OS, DCHR, MPD	
	Environmentally Preferable Purchasing	Procurement of environmentally preferable products (EPP) through new policies to promote use of EPP product types	OCP and DDOE	
	Reduce residential energy use and increase renewables	Provide free home energy audits; replace inefficient air conditioners or refrigerators with Energy Star in households that meet income qualifications; give rebates for onsite renewable energy generation	DDOE	ARRA and REIP funds
	Green Communities Standards for All New Public Housing	All new public housing and mixed-income developments will achieve Enterprise's Green Communities standards for green construction.	DDOE, HUD	
Economy	Expand green jobs training	Expand green job training programs to provide training in high demand sector to youth and hard to employ populations	DOES; GreenDMV	2009 Federal Stimulus Bill
	Increase locally grown foods in schools	Support local farms and gardens by purchasing locally grown foods.	DC Public Schools	
	Increase elderly employment and training services	Job training and placement; Provide gardening and urban agriculture training for seniors.	DOES; DCOA	City funds
	Add Green Search to District Job Database	Add capability to specify green as a key word search when looking for jobs.	DOES	City funds
	Certification of Green DC Businesses	Assess and verify that businesses meet the City's "green business standard" and DSLBD will track, document and report which businesses are Green Business Enterprise (GBE).	Department of the Environment	
	Foster development, retention of District-based businesses	Assist local businesses by disseminating funding opportunities; promoting small business; counseling services and trainings;	Department of Small and Local Business Development	Washington Area Community Investment Fund
	New Communities Initiative	Provide education and job training	DMPED	Housing Production Trust Fund

Results and Discussion

During the investigation, it was observed that DC and Detroit appear to have different approaches to establishing and implementing initiatives. While the majority of the DC's initiatives were found through investigation of departmental websites, Detroit's initiatives were primarily located under the umbrella of the larger initiatives (i.e., Detroit Works Project and Believe in Detroit). In general, this approach made it easier to find the initiatives but did not yield detailed information about timelines or tracking. However, these larger initiatives are highly promoted, involve clear overarching goals, and most likely have the capability to include more information on the website and adopt progress reporting mechanisms, such as number of volunteers participating in Believe in Detroit, without significant additional expenditure. As discussed above, Detroit is currently experiencing unprecedented economic upheaval and transformation, and all of the initiatives must be implemented both within the constraints of an overwhelmed municipal budget and according to the opportunities provided by Detroit's industrial and population decline.

In contrast, many of DC's initiatives are managed through the municipal departments, each of which report overarching goals and progress towards those goals annually. Although this approach made identifying the city's initiatives more tedious, more information was generally available regarding the timeline and tracking of initiatives (See **Appendix A** for an example of progress reporting for each department). However, information on long-term goals, public engagement and funding mechanisms was inconsistent across initiatives and departments. DC's website is currently undergoing updates and as discussed previously, a DC sustainability program is anticipated in the coming months, so it may be interesting to see if these issues are addressed and/or resolved.

Using the initiatives uncovered in this investigation, both cities were evaluated using the developed framework. The design of the framework allows initiatives to be evaluated on both a micro and macro scale, using the following evaluation methods:

- Overall comprehensiveness and performance towards a more sustainable city**.**
- Comprehensiveness of initiatives toward individual sustainability criteria (e.g., Ecosystems and Green Space, Public Transportation Options, etc.).
- Performance of initiatives toward each element of sustainability (i.e., Environment, Equity, and Economy)
- Performance of the initiatives toward each element of comprehensiveness (i.e. Timeliness, Practicability, Engagement and Progress)

Table 4 presents the detailed results of the evaluation and the overall performance of each city.

Table 4. Evaluation Framework.

Detroit					Indices	Washington, D.C.				
Depth	Timeliness	Practicability	Engagement	Progress		Depth	Timeliness	Practicability	Engagement	Progress
Environment										
2	1	0	1	1	Ecosystems & green space	2	1	2	2	1
1	1	1	1	1	Solid waste recycling	2	1	2	1	2
1	1	0	0	1	Waste reduction	2	1	2	2	2
0	0	0	0	0	Green building programs	2	1	1	0	1
1	1	2	1	0	Water quality & conservation	2	2	2	2	2
2	1	1	0	1	Energy conservation	2	1	2	2	1
2	2	1	0	1	Air quality & climate change	2	1	2	0	1
2	1	0	0	1	Site cleanup	2	1	0	0	1
33 (41%)					**Total**	**58 (73%)**				

Table 4 (continued). Evaluation Framework.

Detroit					Indices	Washington, D.C.				
Depth	Timeliness	Practicability	Engagement	Progress		Depth	Timeliness	Practicability	Engagement	Progress
Equity										
1	0	0	0	0	Infrastructure updates to underserved areas	2	1	1	1	2
0	0	0	0	0	Recreation development in underserved areas	1	1	1	1	2
2	2	2	0	0	Public transportation options	2	1	1	2	2
0	0	0	0	0	Nutrition in underserved communities	1	1	1	1	1
2	1	2	2	0	Volunteerism	2	1	1	2	2
2	1	2	2	0	Community protection	2	1	1	1	1
21 (35%)					Total	40 (67%)				

Table 4 (continued). Evaluation Framework.

Detroit					Indices	Washington, D.C.				
Depth	Timeliness	Practicability	Engagement	Progress		Depth	Timeliness	Practicability	Engagement	Progress
Economy										
2	1	1	1	0	Incentives for Local business	2	1	2	1	2
1	0	1	0	1	Infrastructure updates	2	1	1	1	1
0	0	0	0	0	Sustainable Business Incentives	1	1	1	1	1
1	1	1	0	0	Transit oriented & multi-use development	2	0	0	0	0
0	0	0	0	0	Provides green jobs training and education	2	1	1	1	2
11 (22%)					Total	28 (56%)				

Detroit		
Indicator	Score	Percentage
Depth	21	55%
Timeliness	14	37%
Practicability	14	37%
Engagement	8	21%
Progress	7	18%
Total Score	56	34%

Washington, D.C.		
Indicator	Score	Percentage
Depth	35	92%
Timeliness	19	50%
Practicability	24	63%
Engagement	21	55%
Progress	27	71%
Total Score	126	66%

As expected, DC performed better against the framework, in part because the city's funding has not been nearly as impacted by the economic downturn. When evaluated by individual criteria, DC scored highest in water quality, waste reduction, energy conservation, local business incentives and public transportation. DC scored lowest in multi-use development and site cleanup.

Detroit scored highest in volunteerism, water quality, public transportation and local business incentives and lowest on attention to green building, underserved communities, and sustainable business incentives. With the exception of the court-ordered water quality updates, these findings are supported by the mayor's most recent message to Detroit's citizens, which stated that the city's sparse funds have been dedicated to keeping the city's urban core productive (City of Detroit, 2011d).

To further support the results of each city's relative performance against the framework, the number of LEED-certified and LEED-registered buildings for Detroit and DC were obtained to support or refute the conclusion of the green building criteria evaluation. According to the LEED certification database, Detroit currently has 7 Certified and 27 registered LEED buildings, whereas Washington, DC has 183 Certified and 445 registered LEED buildings (USGBC, 2011). This is consistent with the findings of the framework in which Detroit scored much lower than Washington, DC for the green buildings criterion.

Figure 3 illustrates the contributions of the environmental, equity and economic initiatives towards the sustainability elements evaluated here.
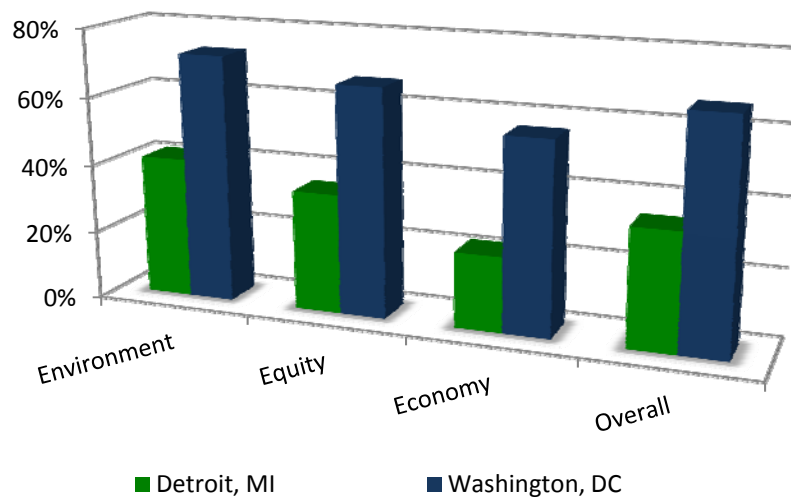

Figure 3. Overall Results of the Evaluation.

Both cities performed better against the environmental criteria and least effective against the economic criteria. These results are consistent with a tight economy as some of the environmental initiatives potentially have a shorter return on investment time via reduced operational spending through energy efficient retrofits, more efficient fuel use, and possible alleviation in trash hauling fees from waste reduction efforts. Additionally, several water-related initiatives contribute to court-ordered CSO improvements, which are less likely to be cut during budget examinations. In contrast, economic and equity initiatives generally require more upfront capital and require neighborhood and business transformations before the return on investment can be realized through increased taxes, services fees or other measures.

Figures 4 and 5 illustrate the overall governance of each city's environmental, equity and economic initiatives. The spider chart was chosen to effectively demonstrate how each city performed with regard to comprehensiveness of the initiatives. Both cities performed best in the depth category, suggesting that each city has placed more emphasis on developing initiatives than promoting, tracking, explaining, and mapping out timelines for the initiatives.
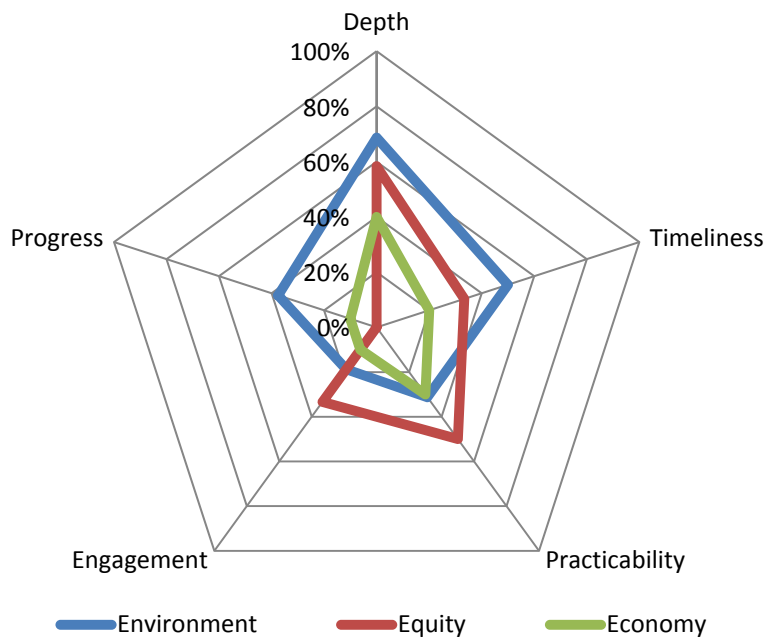

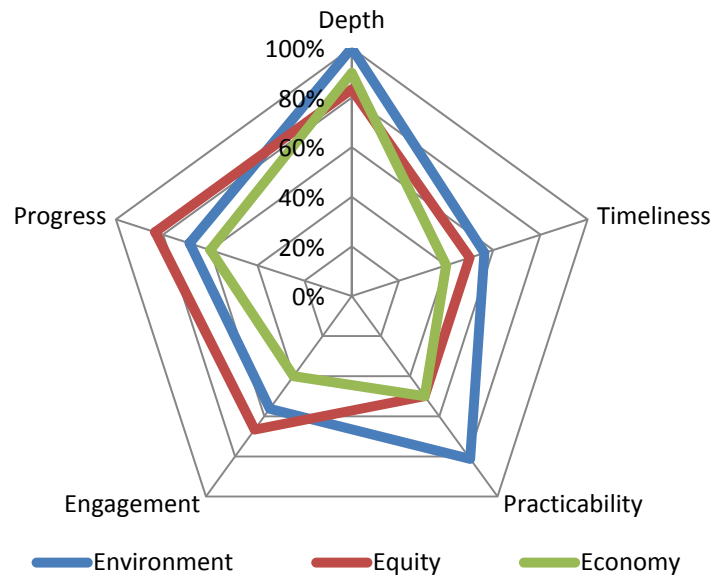**Figure 4. Results of evaluation of Detroit, MI towards sustainability.**

Figure 5. Results of evaluation of Washington, DC towards sustainability.

As illustrated in **Figure 4**, Detroit's overall score was heavily impacted by the lack of information on timeliness, funding, public engagement in the development process and progress tracking. While the economic difficulties facing Detroit most likely have a large role in these results, it is anticipated that a strong evaluation, monitoring and assessment program to determine the success and need of existing and future initiatives would help to save money by identifying underperforming initiatives for reform or reduction. Successful initiatives could also most likely provide an economically efficient template for future initiative development and implementation.

Although DC scored better than Detroit with regard to progress tracking and reporting, both cities could benefit from clearly defined and described metrics and reports. DC's performance tracking system is difficult to navigate and requires investigation of each agency's tracking website. Additionally, there is no discussion on why the targets and indicators were chosen, how the targets were met, why they were not met, what the long-term goals are, and how the agency plans to use that information to move forward. Answering these questions can present an opportunity to fix small barriers to complete implementation, and future projects cannot take advantage of lessons learned.

In a study by the U.S. Green Building Council, Market Conditions, Investment Outlook, Green Adoption & Implementation, Local Mandates & Incentives, State Energy Initiatives and Green Culture were investigated in 25 U.S. to identify the relative green building opportunities in each city. Washington, DC scored 8th overall, with above average marks across each category whereas Detroit ranked 25th, with severe

deficiencies in Green Culture and Green Adoption and Implementation, among others (USGBC, 2011). These findings support the overall findings of the framework.

Due to the desire to keep the framework simple, the evaluation may be biased toward a minimum amount of contribution by the number of potential initiatives that can be counted towards each criterion and the dynamic nature of cities. Although the 'depth' element aims to distinguish between elements that have received some attention and elements that a city has endeavored to tackle through multiple mediums, the framework is limited to reducing depth to 'partially' or 'sufficiently' addressed. An alternative scoring technique was considered which would incrementally add points for each initiative that contributed to the element, but no amount of point allocation could adequately communicate whether the element was sufficiently addressed.

Additionally, it is difficult to objectively account for the dynamic nature of initiatives without biasing the results towards previous accomplishments or towards planned improvements. For example, in the case where an initiative has already been implemented, it was necessary to award 1 point for both feasibility and timeliness because funding and the timeline for the initial implementation for the initiative has already occurred, regardless of whether the funding and timeline were explicitly defined. However, initial funding and implementation does not guarantee that the project has been funded to ensure long-term maintenance and operation, nor does it imply how long the project will be in place for. Furthermore, elements with multiple initiatives may not have the same types of information available. Evaluating the initiatives separately and splitting the framework between planned and accomplished initiatives were considered but ultimately rejected due to the added level of complexity.

Recommendations based on the Evaluation

Despite the difficulties encountered during the evaluation, the study still yielded valid observations, as already discussed, and indicated several viable recommendations for improvements. Based on the process undertaken to perform the evaluation, the following observations were made:

Washington, DC

- GreenDC is an excellent collaboration across agencies to report environmental initiatives. Addition of social and economic initiatives as well as a brief description of the targets and funding strategies would create increase transparency and provide more opportunity to identify overlap or areas for collaboration.
- The key performance indicators provided on each agency's trackDC site may disseminate the baselines, goals and targets more effectively if there were more

ways to access the information than investigating each of the 140 agencies performance reports.

- Detroit's volunteer website and Detroit Works Project social media outreach display relevant information in an easy to understand and navigate manner. If DC were to adopt the format and functions of these websites for DC's initiatives, the city would score higher against the engagement elements of the evaluation framework, suggesting that public involvement in the DC's initiatives would increase.

Detroit, MI

- Detroit Public Works annual report displays the total tonnage of disposed and recycled solid wastes, however only the annual amount is provided. The report indicates that the city is currently developing a municipal solid waste plan, but no progress tracking is currently available.

- Detroit's performance dashboard indicates that Detroit has begun to track several city attributes. However, the dashboard does not track the progress of the city's initiatives as defined, nor are indicators and timeline well defined. The Dashboard may be enhanced by further describing the existing information, assigning dates to the progress tracking elements, and requesting that municipal departments submit any relevant quantifiable information such as recycling volumes, number of CSOs, and miles of alternative transportation routes added.

Both Detroit and DC have a number of sustainability plans and initiatives that are led by various organizations and partnerships across the cities, such as Detroit Brownfield Redevelopment Authority, Greening of Detroit, Anacostia Watershed Society, Downtown DC Business Improvement District that have the potential to complement and support the cities' sustainability initiatives. Without formal recognition from the city and overall governance plan in place, Detroit and DC miss the ability to leverage the resources with partnerships and show the contributions of the cities' entire community to sustainability.

Conclusion

Sustainability is prominently described by the Brundtland Commission as meeting "the needs of current generations without compromising the ability of future generations to meet their own needs" (UNCSD, 2007). Although both Detroit and DC have many initiatives which address sustainability elements, the analysis indicates that these initiatives are not consistently supported by short-term and long-term goals, public outreach and engagement, and effective tracking and reporting. These elements make it difficult to ensure that the needs of future generations will be met, and prevent the cities from both taking credit for its sustainability accomplishments and from gaining recognition from prospective volunteers, organizations and funding mechanisms.

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Appendix A- Example of DC Agency's Progress Tracking and Reporting.

OP - Planning, Office of

OP - Planning, Office of

There are no press releases for this agency

Agency Profile

OP - Planning, Office of

OP performs planning for neighborhoods, corridors, district, historic preservation, public facilities, parks and open spaces, and individual sites. In addition, OP engages in urban design, land use, and historic preservation >> more

Harriet Tregoning
Since February 2007

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Agency Website

Performance Plans & Reports

FY11 Performance Plan*
FY10 Performance Accountability Report*
FY10 Performance Plan*
FY09 Performance Accountability Report*
FY09 Performance Plan*
FY08 Performance Accountability Report*

* This document is presented in Portable Document Format (PDF). A PDF reader is required for viewing. Download a PDF Reader or Learn More About PDFs.

Budget & Operational Information

○ Budget ○ FTE

Current Year Budget
No data

Budget
No data

Personnel
Vacant: 5 out of 66 (7.58%)

66 — Budgeted positions
61 — Filled positions

Financial

○ Gross ○ General Funds

as of October 18, 2011
Gross NPS available: $382,720

Personnel Spending

	Budget	Spent	Burn Rate
Pay Periods	26	26	100%
Total	$5,667,589	$5,581,359	98%
Salary	$4,803,271	$4,621,183	96%
Overtime	$0	$545	N/A

Customer Service

Agency Responsiveness Quality Assurance Results Q1, 2011

84% — Citywide Average
100.00% — OP

Website Traffic (page views)

Performance Indicators

FY11 YTD

2	13	8

FY10 Details

KPI Name	YTD Actual	FY10 Goal
● # of new workforce partnerships created that provide Green Collar job skills	1	5
● $ of historic homeowner grants issued	201486	298000
● % change in transit ridership	2.19	3
● % of DC government project applications responded to within 5 business days	89.7	90
● Positive change in neighb. indicator - Change in median single family home sales price	4.98	6.6
● % of Dev. Rev. reports that meet the expectations of boards/commissions	93.84	90
● % of OP small area plans approved by the Council	100	90
● % of OP-responsible Comp Plan implementation items from the current plan and future amendments that are newly achieved during the fiscal year	36.71	25
● % of customers who have the data and analysis needed to fulfill their role in		

Data