



GRAY ADMINISTRATION YEAR TWO REPORT

January 2013



When Mayor Vincent C. Gray took office in January of 2011, he promised to focus on creating jobs, reducing unemployment and growing the District's economy while educating and preparing residents for jobs in emerging industries and improving the quality of life for all our residents. Throughout his two years in office, using the *One City Action Plan* as a guide, Mayor Gray has continued aggressively to move D.C. forward, towards his vision of a more prosperous, equitable, safe, sustainable city for all. On Mayor Gray's watch:

- The District's economy is booming, with more than 28,000 private sector jobs created over the past two years and the unemployment rate falling by nearly three percentage points;
- The District has hit a 50-year low in homicides – with the numbers dropping dramatically each of the last two years;
- The District is growing rapidly – adding more than 1,100 people a month – and is now bigger than both Vermont and Wyoming. The District has not been this populous since the 1970s;
- Public education enrollment is now at nearly 81,000 students and is growing at a rate not seen in 45 years as families return to the city and to public education; and
- Fiscal responsibility has been restored – the District now spends only what it takes in and the practice of raiding the District's reserves to balance the budget has been eliminated. In addition, the city's long-term fiscal health has again been preserved and protected by growing our rainy-day fund to \$1.5 billion.

This report summarizes the major accomplishments Mayor Gray's administration has achieved over the past two years, and outlines the trajectory of a city on the rise, moving quickly towards achieving the Mayor's ambitious vision.

I. GROWING & DIVERSIFYING THE DISTRICT'S ECONOMY

Creating Jobs and Reducing Unemployment

Since taking office in January 2011, the District's unemployment rate has dropped from a high of 11.2 percent to 8.4 percent in November 2012 – the lowest unemployment rate in four years. And last November marked the ninth consecutive month that the District's unemployment rate has dropped. Thanks to efforts such as Mayor Gray's innovative One City · One Hire initiative and his focus on job-creating economic development projects, in 2012 the District experienced one of the largest unemployment-rate drops in the country. Under the Gray Administration, 24,100 jobs have been created in the District – including 28,300 private sector jobs even as the public sector lost jobs due to federal government downsizing.

Putting People Back to Work: One City · One Hire

In September 2011, with the District's unemployment rate at a three-decade high of more than 11 percent, Mayor Gray and the Department of Employment Services (DOES) launched One City · One Hire. Just over one year later, this innovative program has reached the milestone of helping place more than 5,200 previously unemployed District residents in jobs by connecting them with over 870 participating employers. The program has significantly contributed to bringing the District's unemployment rate to the lowest level it has been in nearly four years.



Accelerating Economic Development District-wide

In 2012, a record number of major development projects – many of them long-stalled – in each of the District's four quadrants moved forward, creating jobs and helping to grow and diversify the District's economy. Projects include:

- **Costco/Shops at Dakota Crossing:** After years of delay, in January 2012 the development partners at the Shops at Dakota Crossing broke ground on the District's first Costco Wholesale warehouse. Just 10 months later, the store held a hugely successful grand opening and was visited by Vice President Joe Biden in its first full day of operation. The new 154,000-square-foot warehouse is located in one of the District's gateway communities, Fort Lincoln New Town in Ward 5. The project will create 1,200 new jobs (permanent and construction) in the District and generate \$634 million in tax revenue over the next 30 years.
- **CityMarket at O Street:** Following several false starts preceding the Gray Administration, the CityMarket at O, built around the historic O Street Market's façade, is now fully under construction on an aggressive timeline. The project will feature a one-of-a-kind 75,000 square foot Giant supermarket, a 182-room Cambria Suites hotel, 400 market-rate apartments and 90 affordable units for seniors.
- **CityCenterDC:** Gone are the memories of the old Convention Center site parking lot as the CityCenterDC project nears completion. The massive, private, mixed-use

development broke ground in April of 2011 and made significant progress in 2012. CityCenterDC is one of the largest downtown developments in the world, and will bring 2.5 million square feet of residential, office, hotel and retail options to the heart of D.C.'s central business district.

- **Continuing Revitalization in Other Neighborhoods:** Corridors like H street NE, Georgia Avenue NW and 14th Street NW continue to see rapid residential and retail redevelopment, with new shops, restaurants and homes opening weekly.
- **Walter Reed:** The District successfully submitted its Homeless Assistance Submission and Base Reuse Plan to the Department of Housing and Urban Development (HUD). The Final Draft Plan is a key component of the District's application to the Department of Defense and HUD for the successful conveyance of the property to the District. The Reuse Plan will serve as the preferred federal land-use plan for the future development of the site. A Request for Quotation (RFQ) for a Master Developer at Walter Reed will be issued in February 2013.
- **St. Elizabeths:** In October 2012 the Mayor announced the design-and-construction team and unveiled the plans for the new St. Elizabeths East Gateway Pavilion. KADCON, Davis Brody Bond and Robert Silman Associates – a collaboration of firms whose individual portfolios include such internationally renowned landmarks as the National September 11th Memorial and Museum, the reconstruction of Eastern Market and the forthcoming National Museum of African American History and Culture – were awarded the contract to construct the first stage in the massive revitalization effort of this long-neglected site. The Gateway Pavilion will open in August 2013 with the arrival of 4,400 new U.S. Coast Guard employees at St. Elizabeths West. A Request for Expressions of Interest (RFEI) for a Development Team for the Phase 1 Development, which includes a mixed-use town center style-development and adjacent residences, was issued in November 2012. Responses are due in April with a selection of the development team likely over the summer.
- **Skyland:** After languishing for nearly two decades, under the Gray Administration the redevelopment of Skyland Shopping Center in Ward 7 is a reality at last. After seven years of litigation of a dozen eminent domain cases in both District and Superior Court, in 2012 the Attorney General's office resolved the last remaining case and demolition began. In addition, District officials successfully lobbied Walmart to serve as the anchor tenant thereby ensuring the necessary financing for the overall development. When complete, the new Skyland Town Center will include more than 315,000 square feet of retail space that will combine high-quality, large format national-brand retailers, shops and restaurants, and 468 units of housing.



Implementing an Ambitious Economic Development Strategy to Create 100,000 New Jobs and Grow Revenue by \$1 Billion



Mayor Gray released and immediately began implementing an ambitious, forward-thinking Five-Year Economic Development Strategy last fall, which delivered on his promise to provide a bold, comprehensive plan to advance economic development in the District. The strategy serves as a roadmap for adding 100,000 new jobs and \$1 billion in new tax revenue over the next five years. The strategy includes six transformative visions for the D.C. economy:

- Create the most business-friendly economy in the nation;
- Grow the largest technology center on the East Coast;
- Become the nation's destination of choice;
- End retail leakage to neighboring jurisdictions;
- Develop a best-in-class global medical center; and
- Become the top North American destination for foreign investors, businesses and tourists.

Restoring and Growing the District's Rainy-Day Fund

Thanks to Mayor Gray's strong fiscal management, the District ended Fiscal Year 2011 with a \$239.7 million surplus and Fiscal Year 2012 with a \$417 million surplus. These surpluses allowed the administration to rebuild the city's previously depleted Fund Balance, its crucial rainy-day reserve. After years of being raided to balance the budget, the District now spends only what it takes in and the Fund Balance now exceeds \$1.5 billion. This renewed fiscal responsibility has restored the District's reputation with Wall Street's bond-rating firms, which is critical to keeping interest rates – and therefore interest payments – low on borrowing to pay for important long-term capital investments like modernizing our schools, recreation centers and rebuilding our roads and bridges.

Diversifying the Economy by Growing the District's Homegrown Technology Sector

Mayor Gray proposed and signed into law the Technology Sector Enhancement Act of 2012. The law is helping to grow the District's economy and create jobs by more effectively attracting, nurturing, and retaining companies in our growing technology sector. The law also provides enhanced financial tools for the District's tech industry, expanding existing incentives to provide benefits to all qualifying District technology businesses. In addition, Mayor Gray successfully negotiated an agreement with the technology firm Living Social that guarantees the company will remain a District-based company and without risk or downside to District taxpayers.



II. EDUCATING CHILDREN & PREPARING THE WORKFORCE FOR THE NEW ECONOMY

Improving Education: Test Scores, Enrollment, and Graduation Rates Show Significant Gains

The District's Comprehensive Assessment System (DC CAS) scores collected over the past five years show significant gains in elementary math as well as secondary reading and math throughout the District since 2007. D.C. Public Schools (DCPS) students showed an 18.1 percentage-point improvement in math and a 9.5 percentage-point improvement in reading since 2007.



And District students who participated in pre-kindergarten and early-childhood programs championed by Mayor Gray demonstrated even stronger gains in overall proficiency by 3rd and 4th grade on the 2012 DC CAS, affirming the Mayor's strategy of investing in the early years. Results show increases for both reading and math in multiple grades District-wide and include students from both DCPS and D.C. Public Charter Schools (PCS).

Overall, DCPS scores showed DC CAS growth in math (up 2.8 percent from 2011) and science (up 5.3 percent), and reversed a two-year trend of declining reading scores (with a 0.5 percent increase). PCS students displayed a 1.4 percent growth in math scores from the previous year and scored above the D.C. state average in all subject areas.

And, for the first time in more than a decade, last year the number of students enrolled in the District's traditional and charter public schools reached nearly 81,000 and is growing at a rate not seen in 45 years. With growing confidence in public education and expanded educational choices, more and more parents are taking advantage of public education in the District.

Finally, the District's high-school graduation rate for the Class of 2012 increased 2 percent over the 2010-2011 school year. And in an encouraging sign, the 2012 graduation rates for economically disadvantaged District high school students improved 13 percent and graduation rates for special education students increased 9 percent.

Leading the Nation in Early Childhood Education

Thanks to Mayor Gray's leadership, the District is now the first city in America where there are enough seats in publicly-supported early childhood education programs for all three and four-year-olds. Furthermore, as touted in a DC Action for Children's policy brief, the benefits of the Mayor's pre-kindergarten investments demonstrate that this early education leads to higher proficiency levels in later grades. The District continues to focus on this important initiative with a focus on expanding early childhood education classes equitably across the city in order to meet the rising demand.

Modernizing Our Schools

School buildings reflect a community's investment in its children's education, and better buildings help create better learning environments. The District's ongoing school-modernization efforts accelerated over the past two years. In 2012 alone, the Gray Administration opened a new H.D. Woodson Senior High School along with a fully modernized Anacostia Senior High School and Turner and Moten Elementary Schools while breaking ground on a new Dunbar Senior High School, and unveiling the breathtaking design for the new Ballou Senior High School. In addition, a full modernization began on Cardozo Senior High School and Stuart-Hobson Middle School. Phase 1 modernizations were completed for Amidon-Bowen Elementary, Brookland Education Campus at Bunker Hill, Bruce-Monroe at Parkview Elementary, Ketcham Elementary, LaSalle-Backus Education Campus, Leckie Elementary, Nalle Elementary, and Ross Elementary.



Increasing Support for Charter Schools

Last fall, Mayor Gray announced that the Fiscal Year 2013 facilities allocation for D.C. Public Charter Schools will be fully funded using local funds, at the \$3,000-per-pupil level. He also committed to funding the facilities allotment entirely with local funds for future years as well. By solely using local funds to cover the per-pupil allotment, approximately \$7 million in federal funds have been freed up to support other important charter school funding priorities.

Helping Charter Schools Find a Home

Since coming into office, Mayor Gray has moved to put unneeded D.C. Public School buildings back to good use while helping high quality charter schools find an appropriate home. Under the Gray Administration, the District government has already leased to charter schools space in eight school buildings and expects to award at least four additional schools to charter schools in 2013 (Young, Langston, J.F. Cook, and the old Randle Highlands). In the entire four years prior to the Gray Administration, just seven unused D.C. Public School buildings were leased to charters.

Creating a True Statewide Athletic Association

Mayor Gray established the first statewide athletics championships, enabling public, private, parochial, independent and charter schools to compete against each other for titles. For the first time in D.C. history, the winner of the D.C. Public Charter Schools football championship played against the winner of the D.C. Public Schools league to determine a true statewide football champion. On December 1st at Howard



University's Greene Stadium, Friendship Collegiate Academy beat Dunbar Senior High School in this historic game.

Improving Services to Special Education Students

Mayor Gray oversaw significant progress in reducing non-public placements of children with disabilities from 2,204 students to fewer than 1,400. This puts the District well on its way to fulfilling a commitment to reduce the number of outside placements by 50% by 2014. Budget savings have been reinvested to continue building the capacity of the District's public education system to serve our children with disabilities closer to home.

Training our Workforce for the Jobs of the Future

Mayor Gray reactivated the District's previously dormant Workforce Investment Council (WIC), the private-sector-led board responsible for developing an integrated and effective workforce-investment system. The WIC serves as both the state and local workforce-investment board under the federal Workforce Investment Act (WIA) and, as such, is the mandated oversight body responsible for approving the expenditure of, and measuring the effectiveness of, WIA-funded programs.

In 2012, in consultation with businesses, agency partners and other stakeholders, for the first time in memory, the WIC developed and began implementing a five-year strategic plan for the District's workforce-investment system, identifying key labor-market information and job-seeker data and a corresponding set of strategies that support the Mayor's vision for investing in the skills of District residents and meeting the hiring needs of District businesses. These long-overdue reforms will ensure that we are preparing our residents for the real jobs of tomorrow rather than the dead-end jobs of yesterday.

III. Improving the Quality of Life for All

Making Our Neighborhoods Safe; Homicide Rate Plunges to 50-Year Low

In 2012, for the first time in half a century, the District had fewer than 100 homicides – a longtime goal of city leaders and indicative of a significant two-year drop in homicides. A far cry from the 1980s – when the District was known as the “murder capital” of the United States and there were as many as 400 annual homicides – last year the District saw 88 homicides, an 18 percent drop from 2011 and the lowest number since 1961. Although the District's plummeting homicide rate is consistent with national trends, the city's homicide rate is dropping at a pace nearly 20 times faster than the national average.



Putting More Police Officers on the Street

Mayor Gray continued to push to increase the Metropolitan Police Department's (MPD) officer corps to help protect a city that is growing not only in population, but also in economic activity

and nightlife. The Mayor's efforts have added 310 new officers to MPD's ranks – marking a steep reversal of what had been a disturbing trend of decline. In December, Mayor Gray brought a plan to the D.C. Council to hire 100 additional police officers. This proposal did not pass the Council, but in 2013 the Mayor and MPD Chief Cathy Lanier will continue to advocate forcefully for a more robust police force right-sized to the needs of a growing city.

Strengthening Impaired Driving Laws

Mayor Gray sponsored and succeeded in getting passed by the Council two bills that provide a comprehensive overhaul of the District's impaired driving laws. One bill enables requiring some first offenders to use ignition-interlock devices to operate their vehicles, and another outlines the criteria for admitting breath-test results in court proceedings involving impaired driving. This legislation provides significant new tools that will help keep city streets safe and allow the District to successfully prosecute drivers impaired by alcohol or drugs.

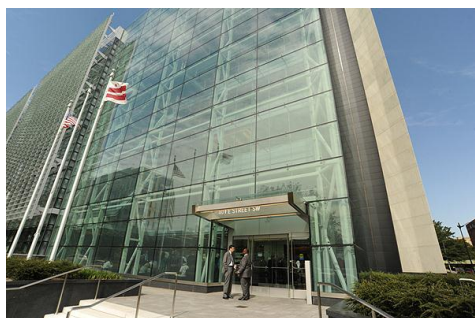
Taking On Smartphone Theft

Noting that smartphone theft is now the major driver of street crime, Mayor Gray and Chief Cathy Lanier announced the availability of a new tool to fight this trend by disrupting the black market for stolen smart phones and eliminating the incentive to steal them. Thanks to a partnership with the Federal Communications Commission, if a person's smartphone is lost or stolen, he or she may now contact the carrier and have the device remotely disabled. If a smartphone is rendered inactive in such a manner, it's often considered to be as useful as a brick by criminal fencing operations. These "bricked" phones are of little use to thieves or buyers of stolen devices because they cannot be reactivated after being sold on the black market. In addition, MPD has continued to focus on rising levels of smartphone theft by deploying extra units to high-theft areas of the city and working effectively with federal and local partners, including Metro.



Building a 21st Century Forensic Sciences Lab

Mayor Gray opened the District's new Consolidated Forensic Laboratory (CFL) in October 2012. The CFL is a 351,000-square-foot building in Southwest that consolidates the District's public-safety forensic science departments into a single world-class, state-of-the-art facility.



The CFL houses the new Department of Forensic Sciences, the Office of the Chief Medical Examiner, the District's Public Health Laboratory and the Metropolitan Police Department's crime-scene units under one roof and provides them with the best equipment and technology that modern science has to offer. The new building will play a vital role in advancing and improving public-safety support by improving crime-scene investigation.

Additionally, the new Department of Forensic Sciences includes the Forensic Crime Lab DNA, firearms, fingerprint and trace-evidence units.

Making Streets Safer for Pedestrians and Bikers

Recognizing the need to keep residents and visitors safe on District streets, Mayor Gray and MPD expanded the city's traffic cameras. As a result, traffic fatalities dropped from 72 in 2001 to just 19 in 2012 – a 74 percent reduction. At the same time, in an effort to make clear that the District's automated traffic enforcement program is about safety and not revenue, in 2012 Mayor Gray lowered most fines and, where appropriate, increased the speed limit.

Improving Customer Service at District Government Agencies

In a continued effort to improve customer service, transparency and the overall effectiveness of District government agencies, the Gray Administration launched grade.dc.gov in June 2012.

Grade.dc.gov allows residents to provide comments and opinions on agency service via text, Twitter or Facebook as well as via the initiative's eponymous website that is converted into a monthly grade. Comments and feedback are also shared with agency leaders in real time, offering a continuous feedback loop that is being used to make data-driven decisions to improve agency operations. Since grade.dc.gov went live it has received more than 6,000 comments focused on 10 of the most public-facing government agencies. In February 2013, the program will add five more District government agencies that residents can rate.



Moving People from Welfare to Work

Mayor Gray took on the challenging task of welfare reform starting in April 2011. Temporary Assistance for Needy Families (TANF) provides cash assistance and career-development services to qualifying families with dependent children, with the goal of moving them toward self-sufficiency. After years of perpetuating dependency long past the five-year federally-imposed timelines, the District is now making a major investment in building the capacity of TANF recipients to become self-sufficient by tailoring services to the needs of individual families.

In just two years, the Gray Administration has transitioned more than 3,300 people from welfare to work. And, with the additional supports put in place by the Department of Human Services and an improving economy, we are seeing the pace of those transitions accelerating (550 in just the first quarter of Fiscal Year 2013 versus 1,642 in all of Fiscal Year 2012).

Combating Homelessness and Expanding Affordable Housing

Mayor Gray continues his commitment to eradicating homelessness in the District through job creation, welfare reform and expanding affordable housing. Since January 2011, the Gray Administration has completed construction of 1,428 units of affordable housing and has broken ground on 1,655 more affordable units. In September 2012, Mayor Gray announced that more than \$35.1 million in financing will be made available to create and preserve affordable housing units, provide housing counseling services to District residents, and provide technical assistance

to support small businesses.

Notable recent affordable-housing construction in the District includes the Avenue at Park Morton, completing the first phase of the Park Morton New Communities development initiative. The project is a 100 percent affordable rental community that includes 83 housing units. A second New Communities project at 2 M Street NE progresses towards a scheduled March 2013 completion date. The project has a mix of affordable and market rate units including 59 replacement units for former Temple Courts residents. Nearly 350 of the apartments are affordable housing units.

The CityMarket at O Street project, which broke ground in 2012, includes 80 affordable senior rental units – part of a mixed income development that will include a Giant supermarket and other retail amenities.

And recently the Mayor broke ground on the La Casa Project in Mount Pleasant/Columbia Heights. Once completed, La Casa is slated to be the first single-site initiative designed for chronically homeless men under the Permanent Supportive Housing Program (PSHP), with a preference for veterans and those with mental illness.

Improving Services to the District's Most Vulnerable Residents

In 2012, District government agencies continued to make huge strides in providing quality care to some of our most vulnerable residents. After decades of court-imposed supervision in four separate legal cases, the Gray Administration regained local control over several important programs.

After 17 years of federal court supervision over the District's special-education-transportation program and special-education payments, a federal judge signed an order on December 19th returning control of the transportation system to the District. The dismissal ends the long-running *Petties v. D.C.* case, a class-action lawsuit over reliable transportation for the District's 3,200 special-education students and timely payments to non-public schools and related service providers funded by the District.

Additionally, a component of the 15 year-old *Blackman/Jones v. D.C.* case, involving complaints about educational plans for special-education students, was dismissed last July. And in February, a U.S. District Court judge ended 37 years of court oversight of the city's mental-health system with dismissal of the *Dixon v. Gray* lawsuit. Most recently, in December the independent court monitor overseeing D.C.'s child welfare services (*LaShawn A. v. Gray*) filed a report that noted "the high energy and rapid change" that has resulted in a "renewed focus...on positive outcomes for children, youth and families." At the most recent status conference, federal District Judge Hogan congratulated the director of CFSA and her staff on an encouraging report. And the city continues to make similar progress in the long-standing *Evans v. Gray* case involving former residents of the now closed Forest Haven institution.

Mitigating Flooding in Bloomingdale and LeDroit Park

To mitigate flooding and sewer backups that have afflicted the Bloomingdale and LeDroit Park neighborhoods for generations, Mayor Gray and DC Water announced a major new infrastructure project at the site of the former McMillan Sand Filtration Plant. The Northeast Boundary Neighborhood Protection Project is a product of the *Mayor's Task Force on the Prevention of Flooding* and significantly accelerates plans to help residents of these long-affected



neighborhoods. The first phase, to be completed in Spring 2014, will store up to 6 million gallons of storm water, using two existing underground basins at the McMillan site. Flow will be diverted from feeder sewers adjacent to the McMillan site, capturing stormwater before it arrives in Bloomingdale and LeDroit Park and reaches the sewer system.

The second phase of the project will bring the construction of a 19-foot-diameter tunnel under 1st Street NW. DC Water will construct the tunnel to hold an additional 6 million gallons of wastewater and stormwater during heavy rain events, using a temporary pumping station to carry flow into the Northeast Boundary sewer after the storm passes. Completion for the second phase is projected for spring 2016.

Modernizing the District's Neighborhood Libraries

In 2012, the District opened four state-of-the-art libraries across the city. Two extraordinary, nationally recognized new libraries were built in Wards 7 and 8. The Francis A. Gregory Public Library and the William O. Lockridge/Bellevue Public Library were both designed by world-renowned architect David Adjaye, who is also part of the design team for the new National Museum of African American History and Culture. 2012 also saw the renovation of the Mount Pleasant Public Library in the heart of Ward 1 and the building of a new Rosedale Public Library in Northeast.

Renovating Neighborhood Playgrounds

In 2012, the District embarked on the largest playground renovation project in the city's history. Through *Play DC*, the Department of Parks and Recreation (DPR) and the Department of General Services (DGS) will improve and renovate 32 playgrounds – nearly half of all playgrounds in the city – by the end of 2013. DPR has already led dozens of neighborhood meetings to learn what features residents want to see in their parks and play spaces – seven playgrounds are already in the planning or design phase. With the help of community input, every renovated playground will have a design that fits appropriately in to the fabric of each individual neighborhood. Moving forward, DPR and DGS will regularly monitor all of DPR's 78 playgrounds in the District and going forward, use consistent evaluation data to prioritize maintenance and capital improvements.

Modernizing the District's Taxicab System

Mayor Gray continues to push for major improvements to the District's taxicab industry to bring it in to the 21st Century. Modernization efforts include ensuring that every cab accepts credit-cards as well as a uniform color scheme, enhanced safety regulations, and consumer-friendly features like roof lights. Mayor Gray firmly believes that a world-class city like D.C. deserves a world-class taxi industry.

Building a Diverse and Sustainable Transit Network

Working together with the District's Department of Transportation (DDOT), the Mayor has overseen the creation of nearly 6 miles of bike lanes, 9.3 miles of shared lanes, and 20 miles of signed bike routes, including 1.2 miles of protected cycle tracks on Pennsylvania Avenue NW, 15th Street NW and L Street NW. Plans are in place to grow the District's number of bike lanes from 56 to 80 miles over the next year. Roughly 500 public bike racks have also been installed since January 2011, significantly growing the District's biking infrastructure.



Capital Bikeshare has continued to grow as well, adding 21 new stations in 2012 for a total of 138 stations within the District's borders. Membership has surpassed 22,000, with over 3 million trips taken to date -- offsetting 1.43 million pounds of carbon and burning 92 million calories. DDOT also has plans to add an additional 54 new Capital Bikeshare stations this winter, with completion scheduled for late March.

2012 saw the District moving forward with its Streetcar program. DDOT is finalizing plans to complete the H Street/Benning Road line, expected to start revenue-service in the latter half of 2013. Planning is underway for additional segments in Anacostia and across the city. Plans are in place to build a streetcar car barn near a modernized Spingarn High School that will serve as a transportation-focused technical high school. The expected synergy between the car barn and the school will enable students to pursue careers in the region's fast growing transportation sector.

Modernizing the 11th Street Bridge and Easing Congestion



The Mayor has worked to ensure that transit infrastructure is maintained and meets the needs of the overall region. For more than 40 years drivers have had to use makeshift routes and maneuver through neighborhoods to get from freeway to freeway when crossing the Anacostia River. In 2012, the massive 11th Street Bridge Project – designed to solve one such problem – passed another significant milestone. Phase I of the project moved a step closer

to completion when the outbound ramp between I-695 outbound and northbound DC 295 officially opened for traffic in mid-December 2012. The new ramp from the southbound DC 295

ramp to the I-695 inbound freeway bridge opened in July 2012. Together, these new ramps provide the long-awaited missing interstate connections that will ease congestion, improve commutes and connect communities. The entire 11th Street Bridge project is scheduled to be finished in mid-2015 after all three phases are complete. The project, which is the largest ever overseen by DDOT, is on budget and on time.

IV. Other Key Accomplishments

Growing the District's Population; D.C. is Booming

For the second year in a row, the District remained among the nation's fastest-growing states, outpacing even rapidly growing Sun Belt states such as Texas. Since Mayor Gray took office in January 2010, the District has grown by more than 28,000 people. The latest numbers from the U.S. Census Bureau show that the District's population is growing by 2.1 percent a year and is now estimated to be nearly 632,000 – a population not seen since 1979. The District now has more residents than two states, Vermont and Wyoming.

Tackling Campaign Finance Reform

In 2012, Mayor Gray took important steps to reform the District's campaign finance laws. In August, the Mayor introduced proposed reforms that would end so-called "pay-to-play" culture by barring local government contractors from contributing to candidates for office with any say over their contracts. The bill also aims to prohibit registered lobbyists from acting as campaign bundlers and strengthen disclosure rules for organizations that act on behalf of a candidate. Although the Council did not act on the Mayor's campaign finance reform legislation in 2012, it was the first bill the Mayor re-introduced in January 2013 and he will work diligently to ensure its ultimate passage.

Creating a Sustainable DC

In 2012, the Mayor announced his *Vision for a Sustainable DC* to make the District the greenest, healthiest, most livable city in the United States. This groundbreaking vision laid out 11 ambitious goals that the District must achieve in order to become truly sustainable. As a follow up to his *Vision* document and to translate that vision into action, the *Sustainable DC Implementation Plan* will be rolled out in early 2013. And as a

down payment towards his sustainability agenda, in 2012 Mayor Gray also allocated \$4.5 million in grants towards innovative sustainability projects across the city. He also proposed and signed into law the *Sustainable DC Act of 2012* which addresses such diverse sustainability issues as energy efficiency, renewable energy, water quality, urban agriculture and children's health.



Updating the Height Act Restrictions on District Buildings

In 2012, Mayor Gray and members of his administration began working jointly with the National Capital Planning Commission (NCPCC) to explore the impact of strategic changes to the federal Height of Buildings Act of 1910 (the Height Act), which limits building heights in the

District. The study will look at the Height Act and determine if it continues to serve the interests of both the federal and District governments. Certain limited and strategic changes permitted outside the downtown core, could help spur economic development in long-neglected parts of the city and add millions of dollars to the local economy.

Streamlining the Government by Reforming the District's Boards and Commissions

When Mayor Gray took office in 2011, he inherited approximately 900 vacancies – or roughly 40 percent of all available appointments – on various boards and commissions that had gone unfilled by the previous administration. Mayor Gray's administration has worked diligently to fill this staggering number of vacancies, making more than 850 appointments in just two years. Additionally, in an effort to streamline the government, after rigorous analysis and an open and transparent process that included public input, the Mayor announced plans to abolish 38 of the District's more than 200 Mayor-appointed boards and commissions and to merge two others. Eight of these boards were abolished by Mayor's Order in December, with the remaining 30 boards contained in the Mayor's "Boards and Commissions Reform Act of 2012." Many boards and commissions have long since fulfilled their mandate, no longer serve an important purpose or have been dormant for years. In some cases, board members have not been appointed in decades. These changes aim to strike the right balance between ensuring residents are able to provide critical input and allowing our government to move forward expeditiously. Although the Council did not take up this reform legislation in 2012, Mayor Gray has re-introduced it in 2013 and looks forward to working with the Council to secure its passage.

Responding Effectively to Natural Disasters

Mayor Gray and the District's Homeland Security and Emergency Management Agency (HSEMA), along with supporting District government agencies, responded to two major weather events in 2012: Hurricane Sandy and July's *derecho* storm. During both events, city agencies communicated effectively with residents and responded quickly, minimizing loss of life and property and alleviating problems caused by loss of power and blocked streets. Mayor Gray effectively lobbied President Obama to approve the city's request for a Major Disaster Declaration for Public Assistance to supplement recovery efforts resulting from the effects of Hurricane Sandy. President Obama's approval means that federal aid was made available to help the District recoup some of the costs associated with response to the storm.

