ONE CITY ACTION PLAN

"One City" means that by choosing to live in this great city, we share the same civic destiny. We share a yearning to live in a prosperous, equitable, sustainable city. We choose to live here because we know that living in a vibrant, multicultural city makes us better as a city and better as a people. As we contemplate the future of the District of Columbia, we have before us a chance to remake and reinvent our city for the next generation. Let us take advantage of this moment in our city's history to seize our future, harness change for the better and build the elusive "One City" that we all dream of."

– Mayor Vincent C. Gray

DISTRICT OF COLUMBIA
"One City, One Future"
Mayor Vincent C. Gray

ONE CITY

THE DISTRICT OF COLUMBIA
"One City, One Future"
Mayor Vincent C. Gray

July 2012

As we contemplate the future of the District of Columbia, we have before us a chance to remake and reinvent our city for the next generation, to harness change for the better and build a more prosperous, equitable, sustainable city for all – a vision I have often referred to as "One City."

We must not sit by, satisfied with the progress we have made over the past decade, content to let the next chapter in the District's history simply write itself. We must seize this moment and chart the course to the new future that we want for the District. We must forge our future together to develop a growing and diverse economy accessible to all, where we grow the pie for everyone, where everyone does their fair share and where everyone has a chance to succeed. We must embrace the ambition that we are all better off together. These are the aspirations that drive my passion to build the One City I know we can become.

The "One City Action Plan" brings together in one document the concrete goals, strategies and action steps my administration is working on to make this vision of One City a reality. These goals, strategies and actions combine commitments I made when I ran for mayor, ideas I have laid out in my two State of the District Addresses and important recommendations I heard at the One City Summit this past February as well as in countless other meetings I've had across the District since I became Mayor.

We have pulled these many goals, strategies and action steps together into a comprehensive plan because if we are to make real progress toward One City, all of the programs must understand their interdependence and ability to work toward common goals. Those working to grow and diversify the District's economy must understand how their work connects with those focused on workforce preparedness. Those working with infants and toddlers must connect with those creating high-quality educational opportunities. Those who are building affordable housing must connect with those who are increasing the District's transportation options. One City is about breaking silos down, helping people see the big picture and taking critical, actionable steps that move us all forward.

This work will guide the efforts of my administration for the next 30 months. But more importantly, its intention is to set a course toward One City and measure progress beyond the next few years. We need to carefully monitor citywide trends and respond with course corrections. This is why we will have regular reports and community engagement efforts that will help monitor and shape the "One City Action Plan." In each of our goal areas, we have significant planning processes working to galvanize new partnerships.

However, we need to set reasonable expectations. No administration can singularly change the District's economy and, given fiscal realities, it is impossible to invest new resources without private-sector partnerships. We are dependent on a wide variety of economic, political and social forces. At the same time, leadership is about action—and this plan will deliver new results across the District.

Our ability to achieve success is dependent upon the contributions of countless citizens, building and maintaining partnerships in neighborhoods and stakeholders working together across sectors and organizational lines. Help us seize our future!

Vincent C. Gray
Mayor

OVERVIEW AND EXECUTIVE SUMMARY:

There are three top goals in the "One City Action Plan:" ***(1) Grow and Diversify the District Economy; (2) Educate and Prepare the Workforce for the New Economy and (3) Improve the Quality of Life for All.***

For each goal there are clear strategies and specific actions the Gray administration is taking to achieve results. We have provided key indicators, based on citizen input, to add accountability and to demonstrate how the District will move toward the One City vision.

The One City Vision:

One City is the recognition that all District residents, no matter their differences, are bound together by a common destiny and a shared desire to make the city even better for the people who live here. Regardless of race, religion, ethnicity, sexual orientation, gender identity, ward or neighborhood, we all want a vibrant, sustainable city, where all residents have an opportunity to provide for themselves and their families, where every neighborhood is safe, where every student goes to a good school, where every tax dollar is spent wisely on a government that works and where citizens' voices really count.

The purpose of the "One City Action Plan" is to provide District residents with one document to show how we can move toward the One City vision and measure its progress along the way. Most importantly, it will provide a high degree of accountability by documenting outcomes.

We are currently developing an economic development strategy to bring more jobs and businesses to the District. We have developed and launched *Early Success*, a framework to ensure that all children and families in the District are able to access high quality early learning and development opportunities. We developed and launched *Raise D.C.*, a cradle-to-career partnership that will align strategies so that all youth are career ready by age 24. These are examples of the types of partnerships that are vital to the "One City Action Plan."

I. WHAT WILL THIS ACTION PLAN MEAN FOR ONE CITY?

We need to know how we are doing as we work to improve the economy, education and quality of life in the District of Columbia. Based on input from the One City Summit, we have selected a core set of indicators to illustrate progress under each strategic goal. These are the central measures by which we will determine if we are moving closer to the One City vision. In addition, we will track and check off each of the action steps so that we can comprehensively report on all of the work going forward through this "One City Action Plan." There will be two sets of measures in this action plan:

1. **Long-Term Indicators For One City:** These are the key overall trends that measure how well we are doing on a long-term basis as we work to become One City. Some of the important overall trends include: population growth, unemployment, crime, graduation rates, housing affordability, etc.

2. **Action Plan Report Card:** We will regularly report on whether we have completed key action steps. The report card will share the direct results of work we do through our administration and partnerships for each action step. Additionally we have provided a check-list at the end of this action plan so that you can keep track of our movement forward.

The primary objective of this "One City Action Plan" is to catalyze important changes in the District and bring it closer to becoming One City. We expect a better education system with more young people graduating, obtaining college degrees and going on to productive careers. We expect a healthier city with a lower obesity rate and better prenatal care. We expect a safer city with a lower crime rate and we expect a more affordable city in terms of housing and a city with diverse transportation options. This plan will incite action and make a difference across the city; it will move us forward together.

II. WHAT WE CAN ACHIEVE TOGETHER

Economic Indicators

1. We will continue to grow and diversify the District's economy by improving our existing economic sectors, attracting new and innovative enterprises, building new opportunities in our neighborhoods and becoming one of the most sustainable cities in the world.

Key strategies include:

a. Establish new technology incentive programs to help diversify the economy.
b. Establish a business regulatory task force to reduce the cost of doing business and to streamline business regulations.
c. Establish a new innovation hub at St. Elizabeths and complete the citywide 100-gigabit network.
d. Develop major neighborhood projects that combine affordable housing, retail, commercial and community uses in neighborhoods.
e. Increase the use of *First Source* contracts hiring D.C. residents and local Certified Business Enterprises.
f. Increase small business exports and international business opportunities through the new *ExportDC* program, especially in China.
g. Implement the *Sustainable DC* vision, which will stimulate demand for renewable energy, increase renewable energy retrofits and lead to improvements in transportation, increases in investing in transportation and bike share improvements and engaging the university community.

Long-Term Indicators For One City: Job Growth; Diversification of the Economy; Unemployment Rate, and Use of Renewable Energy.

Educational and Workforce Development Indicators

2. We will educate and prepare the workforce for the New Economy by starting early with our infants and toddlers, improving the education system and aligning residents' job skills with new job openings.

Key strategies include:

a. Implement the *Early Success* framework to provide access to high quality centers for early learning; expand slots for quality childcare; serve a greater number of children at-risk for developmental delays, and increase child-readiness rates for kindergarten-aged children.

b. Improve educational experience and high school graduation rates by focusing on the 40 lowest performing schools, increase proficiency in reading and math, improve enrollment and quality in our schools and modernize and renovate our public school buildings.

c. Provide quality job training that aligns with growing occupation fields, focus on jobless youth and build a more collaborative job training network that increases apprenticeship programs, on-the-job training, college graduation and industry certifications.

Long-Term Indicators For One City: Children Entering Kindergarten Ready to Learn; Quality Standards of Childcare Programs; Four Year Graduation Rate; Young Adult Employment Rate; College Degrees and Industry Certification, and Jobs Filled by D.C. Residents.

Quality of Life Indicators

3. We will improve the quality of life for all by increasing the safety of our neighborhoods, improving the health of our residents, providing greater affordable housing options and strengthening overall government accountability.

Key strategies include:

a. Improve neighborhood safety by hiring and training new police officers and fire fighters, expanding traffic enforcement and decreasing cellular phone theft by removing incentives for such theft.
b. Improve the health of D.C. residents starting with creating greater access to pre-natal care and reducing infant mortality, increasing access to quality health care, increasing education about nutrition and healthy living habits and reducing HIV/AIDS.
c. Ensure older adults and residents with disabilities have access to support services and eldercare resources so that they may continue living as they choose in their communities.
d. Provide greater access to healthy foods and quality recreation through expanding local food production and improving playgrounds and libraries.
e. Expand affordable housing choices through the D.C. Housing Authority and the Housing Production Trust Fund and provide matching grants for *Live Near Your Work* (LNYW).
f. Increase transportation options by expanding bike share stations and bike lanes, modernizing the taxi system and opening the first street car line in decades.
g. Strengthen government accountability by instituting a government-wide ethics pledge backed by training of all government employees, launching the Board of Ethics and Government Accountability and implementing grade.dc.gov to improve customer service to D.C. residents.

Long-Term Indicators For One City: District Population Increase; Homicide Rate; Infant Mortality Rate; Health Care for Uninsured, and Obesity Rate.

GOAL 1

GROW AND DIVERSIFY THE DISTRICT'S ECONOMY

How Will This Goal Help Create One City?

A growing and diversified economy gives the city resilience in economic downturns as well as an expanded tax base and provides a more robust set of employment opportunities for D.C. residents. By focusing on economic sectors with growth potential, we will distribute the benefits of new businesses by adding more jobs and increasing employment and services throughout the whole city.

STRATEGY 1: GROW EXISTING SECTORS

Why This Strategy? Significant growth comes from expanding existing sectors of the D.C. economy that have a comparative advantage and potential for diversification. These types of industries have the potential to become strong, stable forces in the District's economy for years to come. Currently, the District is the fastest growing metro area for private companies in America and in 2010 it had the second largest economy. However, growing the economy is still the top priority given likely reductions in spending by the federal government and that less than 60% of all District land is nontaxable property.

Action 1.1.1: Develop An Economic Development Strategy.

The Gray administration is committed to a long-term, coordinated economic development strategy to grow and diversify the District's economy. This five-year economic development strategy will provide a roadmap for continuous growth and ultimately create jobs for District residents. Developing this strategy will be a collaborative effort between the private sector, university community and the Deputy Mayor for Planning and Economic Development (DMPED) and other D.C. government agencies.

Action 1.1.2: Advance International Business And Investment Opportunities With China.

In June 2012, Mayor Gray traveled to Asia to strengthen the business relationship between China and the District of Columbia as well as renew and expand the sister city agreement between the District and Beijing to include an economic focus. The trip was also used to attract foreign direct investment for District projects and to create additional business opportunities for small and medium sized businesses through exports.

"Our comprehensive plan for creating a New Economy must result in a diversified, more resilient and more balanced approach to economic growth. We must engage important partners like our universities, non-profits, organized labor and the business community in order to more strategically reinforce our efforts." – Mayor Vincent C. Gray

Action 1.1.3: Increase Small Business Exports Through *ExportDC.*

The D.C. Department of Small and Local Business Development (DSLBD) recently launched its *ExportDC* program. This program is designed to increase the number of D.C. small businesses that export in order to grow the dollar value of exports from District businesses and coordinate trade missions for qualified District-based businesses. The *ExportDC* program is funded by the US Small Business Administration (SBA) through the State Trade and Export Promotion (STEP) grant, a three-year pilot program launched by the President's Small Business Jobs Act. By the end of 2012, twenty local businesses are expected to take part in this program.

Action 1.1.4: Implement A Business Regulatory Reform Task Force.

To make it easier for the private sector to do business in the District, a business regulatory task force will be appointed by September 2012. It is essential that the District's regulatory functions promote rather than hinder economic expansion and fair regulatory enforcement. The task force will be charged with providing recommendations to the Mayor to streamline business regulations and make it easier to start and grow a business in the District.

Action 1.1.5: Increase Number Of Residents Hired By District-Funded Contracts.

In an effort to ensure that employers of District-funded contracts hire a minimum of 51% of city residents on new jobs created by those contracts and to prepare for reforms in the *First Source* law, the Department of Employment Services (DOES) will continue to implement the first phase of the online compliance database. This database provides employers covered by the *First Source* law the ability to enter compliance data online and allows DOES to capture and track *First Source* employers' performance and new hires. The online compliance database improves the ability to identify non-compliant employers and secures feedback from employers. The program will also revise all forms, internal business processes as well as develop multi-agency collaborations.

Action 1.1.6: Increase Participation Of Certified Business Enterprises.

The Department of General Services (DGS) currently awards 50% of its contracts to Certified Business Enterprises (CBEs), which is a local business headquartered in the District and certified by the DSLBD. While the requirement is only 35%, DGS will strive to expand and maximize CBE participation even more by strengthening partnerships with sister agencies, advertising solicitations in a manner that reaches the broadest audience and implementing training and other programs designed to build capacity of CBE Firms. DGS and DSLBD will also review the CBE program and will consider legislative, regulatory or operational revisions needed to maximize the achievement of program goals. The District government directs spending to CBEs, which in turn supports and contributes to job creation and the city tax base thus strengthening the local economy.

STRATEGY 2: ATTRACT, NURTURE AND GROW NEW INNOVATIVE SECTORS

Why This Strategy? The District has quickly become a center for new talent, innovation and business formation in the past decade. Attracting new and innovative sectors not only adds to the District's tax base but also creates the jobs and economic growth needed for a more diversified local economy.

Action 1.2.1: Expand Tech Sector Growth Through Incentive Program.

The Mayor introduced new legislation to the D.C. City Council to make it more attractive for District residents to invest in District technology businesses and to reduce the cost of doing business for high-tech companies. These business incentives will help companies start, grow and thrive in the District. In addition, Mayor Gray recently signed into law an incentive package to retain one of the District's leading technology companies, LivingSocial, which already employs 1,000 people and is seeking to expand by another 1,000.

Action 1.2.2: Create A New Innovation Hub At St. Elizabeths.

Led by the Office of Planning and DMPED, we will develop an innovation hub on the East Campus of St. Elizabeths. This effort represents an enormous opportunity to jump start job creation and employment east of the Anacostia River. The hub is envisioned as an integrated center of research, education, training and entrepreneurship, and a place for technology transfer and private sector commercial activities. The hub will be the core of a regional innovation economy that leverages the homeland security and national defense industries and by offering programs and services to link residents and local firms to employment, education and business opportunity. We are also working with technology companies on developing a plan to relocate them to the East Campus.

Action 1.2.3: Expand DC-NET's 100-Gigabit Network.

The 100-gigabit network is an ultra-high speed network which, when fully built out, will feature 12 key points of interconnection across the city, including District government locations, telecommunications carrier sites and key educational, research and community anchors. This ultra-high speed network will allow affordable broadband to be delivered to residents and businesses in underserved areas of the city. In addition to helping increase broadband adoption, the network will foster innovation and support economic development by providing a platform for next-generation broadband applications in health, education and public safety.

"Long-stalled development projects in all parts of our city are now under construction adding jobs and retail choices, even in parts of the city where development hasn't been seen in decades."

– Mayor Vincent C. Gray

STRATEGY 3: PROMOTE OPPORTUNITIES IN NEIGHBORHOODS

Why This Strategy? One City means economic development occurring in all wards of the District. The District is actively promoting business and job opportunities in emerging and existing neighborhoods. It is also working with partners to produce new retail and mixed-use developments by providing highly valued infrastructure, cultural, recreation and retail benefits amenities, which promote growth and opportunity in District neighborhoods. This strategy also includes support for the District's nonprofit sector, which provides vital human services throughout the District and promotes job training and other important neighborhood services.

Action 1.3.1: Create Business Opportunities Throughout The District With New Developments.

As of July 2012, there are 17 major projects under construction in nearly every ward of the city creating over 4,600 temporary construction jobs and 7,300 permanent jobs totaling $18 billion of private investment. These projects include a variety of retail, market rate and affordable housing, office, institutional and community uses. Many more projects are currently in the pipeline and several will break ground in 2013.

Action 1.3.2: Support Small Business With A "Temporary Urbanism" Program.

The Department of General Services (DGS) will initiate a pilot program for "Temporary Urbanism" which is the utilization of otherwise unused or underutilized District properties as venues with a short-term lease for temporary community uses such as fairs, events, temporary retail, flea markets etc. The pilot program will include three kiosks, usually 200 to 1600 square feet distributed throughout the city. Residents will complete a streamlined license agreement on the DGS website to participate in the program. DGS will also work to expand the number of kiosks available for use.

Action 1.3.3: Train Local Nonprofit Organizations To Deliver Effective Employment Services.

Drawing from national best practices, the Office of Partnerships and Grant Services (OPGS) will launch a collaborative initiative with local workforce development service providers to identify ways to leverage resources to lower the District unemployment rate. The pilot project will train a small group of nonprofits that provide job readiness, placement and retention services to local job seekers such as displaced workers and veterans.

STRATEGY 4: INVEST IN A SUSTAINABLE D.C.

Why This Strategy? Investing in a green economy not only encourages a healthy environment and improves the quality of life for all our residents, but it also promotes long-term economic growth. We will link business growth with multiple environmental benefits that accrue from more effectively managed infrastructures (e.g., storm water management, low impact development); energy efficiency and the retrofit of existing buildings; diversified transportation choices; and an increased use of renewable energy and other initiatives. In April 2012, the Mayor announced his vision for a *Sustainable DC*. This 20-year vision will move the District toward his goal of making the it the healthiest, greenest and most livable city in the United States. An international destination for people and investment, the District will be a model of innovative policies and practices that improve quality of life and economic opportunity. We will demonstrate how enhancing our natural and built environments—investing in a diverse clean economy and reducing disparities among residents—can create an educated, equitable and prosperous society. The vision focuses on several areas: jobs, health, built environment, climate, energy, food, nature, transportation, waste, water and the green economy.

Action 1.4.1: Develop Comprehensive Implementation Plan For Achieving Mayor Gray's *Vision For A Sustainable DC*

During the summer of 2012, the recommendations of nine working groups, the Green Ribbon Committee, the Mayor's Green Cabinet and the community as a whole will be developed into a full implementation plan. The community will have several opportunities to weigh in on various draft plans throughout the coming months. The final implementation plan, anticipated to be completed in early 2013, will be the District's comprehensive strategy for achieving Mayor Gray's vision for a sustainable D.C., outlined in the report titled, "A Vision for a Sustainable DC."

Action 1.4.2: Expand Use Of Renewable Energy.

The District Department of the Environment's (DDOE) Renewable Energy Incentive Program (REIP) offers rebates for the installation of photovoltaic (solar electric) and solar thermal water heating systems and continues to enjoy great success. The program has supported 505 solar systems. By the end of Fiscal Year (FY) 2012, we plan to have provided incentives for over 600 solar projects.

Action 1.4.3: Stimulate Demand For Renewable Energy Improvements.

The D.C. Sustainable Energy Utility (D.C. SEU) will make millions of dollars available for investment in sustainable energy for difficult to serve market segments in the District. This additional flow of funds into sustainable energy will stimulate demand for renewable energy improvements, which will then trigger demand for additional hiring of employees. The potential for job creation is estimated at 300 jobs per year in the renewable energy and energy efficiency sectors. DDOE will oversee the D.C. SEU's performance, ensuring that it meets its annual benchmarks.

Action 1.4.4: Advance Sustainability In The District Through Local University Collaboration.

In February 2012, nine District colleges and universities signed the Mayor's College and University Sustainability Pledge (CUSP). The pledge invited the District's institutions of higher education to commit to the pursuit of sustainability and to fully engaging the Mayor's ambitious goal of making the District the most sustainable city in America. The Mayor's CUSP recognizes the leadership role the District's higher education institutions play in advancing sustainability both on campus and in the community. By signing the CUSP these colleges and universities committed to creating environmental goals that impact energy and building, jobs, water, education and training, transportation, waste, research, purchasing and management. Each participating university in the CUSP will produce a sustainability plan by the end of 2012.

"Sustainability is the smart and responsible way to go."
– One City Summit participant

Action 1.4.5: Convert All Streetlights To Energy-Efficient LED Bulbs.

The District Department of Transportation (DDOT) pilot-tested different LED technologies and selected a preferred solution. DDOT then completed the conversion of 1,700 existing alley light fixtures to LED. LED lights consume 50% less electricity and have a life span of 15 years (compared to six months for incandescent, two years for mercury vapor and five years for high pressure sodium). Over the next five years, DDOT will convert all streetlights to LED bulbs paid with money from the energy savings.

Action 1.4.6: Increase The Number Of Government Retrofitted Buildings.

Building on a strong foundation of green buildings within the District government portfolio, including a 2012 national "Green Ribbon School Award" from the Obama administration, the Department of General Services' newly created Energy and Sustainability Division, will execute a major existing building retrofit plan. With $8.9 million in capital for FY13 and another $4 million in capital proposed for FY14 through FY16), DGS will significantly improve the energy efficiency of government facilities, use cutting-edge technology to manage buildings and incentivize occupants to conserve power. Retrofits will seek to reduce District utility costs by over $2 million per year.

KEY INDICATORS FOR GROWING AND DIVERSIFYING THE DISTRICT'S ECONOMY					
Indicators	**What We Expect**	**Current Baseline**	**Target**	**Target Date**	**Responsible Agency**
Job Growth	The District will increase job growth.	1.9%	2.28%	2014	DMPED
Percent Make-up Of Private Sector In The Local Economy	We will decrease the District's reliance on the federal government and diversify the industrial make-up of the District's economy.	66%	68% 70%	2013 2021	DMPED WIC
Unemployment Rates	We will reduce unemployment rates across the city and in each ward.	9.1	8	2015	DOES
D.C. Residents Filling New Jobs	The percentage of D.C. residents filling new available positions will increase.	27.6%	33.12%	2014	DOES
Percentage Of Renewal Energy Usage	We will continue to reduce support infrastructure to increase the amount of renewable energy used.	8.5%	20%	2020	DDOE

GOAL 2

EDUCATE AND PREPARE THE WORKFORCE FOR THE NEW ECONOMY

How Will This Goal Help Create One City?

The Mayor supports the preparation of residents at every stage of life so that they can seize the opportunities we are working to create for the District in the New Economy. Currently, many job openings in the District exist but they go unfilled or are filled by non-residents because of a mismatch between the skills needed by employers and the skills possessed by District residents. It is becoming increasingly important for schools and workforce development programs across the District to support students in their acquisition of the skills and abilities required for a changing economy.

STRATEGY 1: ENSURE GREATER EARLY SUCCESS FOR ALL INFANTS AND TODDLERS

Why This Strategy? Decades of research indicate that intensive, high quality early education can close the achievement gap and ensure better outcomes for all children. When we invest early in a child's education, that child will achieve more and thus the city will spend fewer tax dollars on costly social programs. In April 2012, the Mayor launched *Early Success,* a framework to ensure that all children and families in the District are able to access high quality early learning and development opportunities for their young children. *Early Success* is a collaborative, cross-agency framework with common goals and measurable outcomes for children, families, providers and communities. The framework sets forth the following four goals:

1. All children will develop in comprehensive and enriching environments.
2. Families are linked to opportunities and resources that strengthen their roles as parents.
3. Professionals who work with young children will have the knowledge, skills and supports to work effectively with and on behalf of children and families.
4. Communities are safe places where resources are available to help children and families thrive.

Action 2.1.1: Increase The Number Of Children Served Who Are Diagnosed With Developmental Delays Or Disabilities And Children At-Risk Of A Similar Diagnosis.

Developmental delays can have a profound impact on future social and academic achievement. For this reason, changing the eligibility criteria for early intervention services is essential. In FY13, the Gray administration will change eligibility criteria to serve more infants and toddlers who are at risk of or diagnosed with developmental delays or disabilities. This increase in children served may ultimately decrease the number of children who need to access special education services in the future.

Action 2.1.2: Increase Child-Readiness Rates For Kindergarten-Aged Children.

As a national leader in achieving universal Pre-K, the District must build on this momentum by ensuring that children who enter kindergarten are ready to succeed. With a wealth of center-based, charter school and D.C. public school options, the District is moving toward implementing a developmentally appropriate assessment by Fall 2013. This assessment will help us know where our youngest children are in meeting academic and developmental benchmarks, providing the essential information we need to serve them more effectively before they reach kindergarten.

Action 2.1.3: Increase The Percentage Of Early Childhood Development Programs That Meet High Quality Standards.

The Gray administration has committed that by 2014, at least 50% of early childhood and development programs will meet the highest quality standards. To ensure that the District meets this target, the Office of the State Superintendent for Education (OSSE) will enhance the Quality Rating and Improvement System (QRIS). The QRIS is a systemic approach to assess, improve and communicate the level of quality in early and school-age care and education programs. By participating in the QRIS, early-care education providers will embark on a path of continuous quality improvement. The enhancements include rigorously developed standards for family-based childcare and center-based programs and focus on areas that impact quality the most.

Action 2.1.4: Increase The Number Of Affordable Childcare Slots.

In the FY13 budget, the Mayor provided funding for additional children to be served in child development centers.

"Research shows that some of the most critical brain development occurs between birth and three years of age, and those investments in early childhood development pay huge dividends in closing and even preventing achievement gaps caused by environmental factors."
– Mayor Vincent C. Gray

STRATEGY 2: EDUCATE OUR YOUTH FOR THE ECONOMY OF TOMORROW

Why This Strategy? Once children are properly prepared to advance to their next level of education, they deserve the opportunity to attend high-quality public schools that will adequately prepare them for the real-world. In April 2012 Mayor Gray announced, Raise DC, the District's Cradle-to-Career Partnership, a set of citywide outcome goals across the education continuum in the areas of early childhood, K-12, and Post-Secondary Education, Reconnecting Disconnected Youth, and Youth Employment to better align existing strategies and resources so that all youth are career-ready by age 24. The Deputy Mayor for Education (DME) is responsible for coordinating and supporting agency and community partners towards achieving the Raise DC goals and outcomes. The Mayor, DME, and D.C. Public Schools (DCPS) have also established additional goals to improve the quality of academic programs and the facilities of our District schools[1]. The Raise DC partnership will drive improvement in outcomes for children and youth at all parts of the cradle-to- career continuum through five broad goals:

1. Every child is prepared for school.
2. Every child succeeds in school.
3. Every youth who is not in school reconnects to education, training and employment.
4. Every youth attains a post-secondary credential.
5. Every youth is prepared for a career.

[1] The Public Charter School Board (PCSB) has its own separate initiatives designed to improve academic performance. Considering that public charter schools design their academic programs independent of D.C. Government, PCSB and individual charter school's specific goals are not included in this document.

Action: 2.2.1: Modernize All Public School Buildings.

Our youth deserve the best educational environments possible. The District is currently implementing a comprehensive schools modernization initiative. So far, over $2 billion has been invested, and an additional investment of $1.5 billion during the next six years will modernize many more elementary, middle, and high school facilities. For example, Ballou High School in Ward 8 will be fully funded for new construction, and Cardozo High School and Coolidge High School will be pushed one year ahead of their original modernization schedules in FY13 and FY14, respectively. As critical centers for learning, a special emphasis will be placed on middle schools, including the construction of two new middle schools in Ward 5 and the complete modernization of all others. Also in Ward 5, design work for a middle school in a currently unoccupied wing of McKinley Technical High School will begin shortly, as will design work to modernize Johnson Middle School in Ward 8. Additionally, construction will begin soon on the new Brookland Middle School (Ward 5) and the $33.6 million modernization of Stuart-Hobson Middle School (Ward 6).

Action 2.2.2: Develop Strategies To Create "Quality Academic Seats" In D.C. Public Schools And D.C. Public Charter Schools.

The IFF study, *Quality Schools: Every Child, Every School, Every Neighborhood* commissioned by the Mayor and the Deputy Mayor for Education, indicated that the District will need to increase the number of educational options or "quality seats" that prepare children for future academic success in both DCPS and D.C. public charter school system. The study identified ten neighborhood clusters with a high need for quality academic seats. In conjunction with the report's findings, the DME will engage the community in conversations to further examine academic needs in each of the neighborhood clusters. At the conclusion of the community conversations, the DME will release a report with recommended strategies to bring forth more quality seats in the District.

"….when it comes to education reform, we need to think even bigger. We need to set our sights on becoming the best urban education system in the nation." – Mayor Vincent C. Gray

Action 2.2.3: Increase Capacity To Serve Special Education Students.

All students in the District should have an opportunity to be educated in their city. The DME has worked with OSSE, the Public Charter School Board (PCSB) and DCPS to establish strategies and goals to increase the District public schools' capacity to serve student needs and reduce non-public school enrollment. A central strategy of the DCPS Office of Special Education (OSE) is to develop new classrooms with highly qualified teachers to serve student needs within the DCPS system. This will allow DCPS to reduce the inflow of students into non-public placements by providing increased services in neighborhood schools. In preparation for and in conjunction with these new classrooms, OSE will focus on providing on-going professional development and technical support for school staff.

Action 2.2.4: Increase Four-Year High School Graduation Rate.

To ensure that more students graduate on time, DCPS will leverage technology to provide targeted support to middle and high schools. For example, using an electronic portfolio, students in grades 6-12 will discover their interests, set goals and create a thoughtful plan for high school and beyond. DCPS will also:

1. Provide targeted resources to schools with low promotion rates for first-time 9th graders, including an intensive summer bridge program.
2. Invest in an early warning intervention system so we can identify students who need additional support to stay on track for on-time graduation.
3. Explore new ways to make the high school experience vibrant and relevant for all.

Action 2.2.5: Increase Student Proficiency In Reading And Math.

Students must be proficient in reading and math to meet the New Economy head on. By 2017, at least 70% of DCPS students (up from 43% in 2010-2011) will be proficient in math and language arts and the number of advanced level students in the school district will double. DCPS will achieve this by investing in high quality instruction, improving attendance, reducing tardiness and truancy, reducing bullying, improving wellness and investing in gifted and talented programming. We have set an ambitious target to increase proficiency rates by an average of at least 5% per year over the next five years.

Action 2.2.6: Improve Performance in 40 Of The Lowest Performing Schools.

The One City vision will not become a reality as long as inequality in education persists. The Mayor is committed to investing in our 40 lowest performing schools by increasing proficiency within those schools by 40 percentage points over the next five years. Improving instruction, extending learning time and making targeted technology investments will lead to the accomplishment of this goal. DCPS will also ensure highly effective educators are teaching in these 40 schools.

Action 2.2.7: Increase Enrollment In DCPS Over Five Years.

As enrollment increases, DCPS will be able to expand the range of courses and experiences offered at each school and make DCPS the school district of choice for more residents. Three efforts will help DCPS expand enrollment in the coming years:

1. DCPS will be prepared to serve all students, including special education students who were previously served outside the school district.
2. DCPS will continue the use of targeted recruitment to raise the profile of high-performing schools. As part of this effort, DCPS will continue to make school performance data easily accessible for families.
3. DCPS will continually improve the quality of education at every school to attract new families.

STRATEGY 3: ALIGN RESIDENTS' JOB SKILLS WITH OUR GROWING ECONOMY TO LOWER UNEMPLOYMENT

Why This Strategy? Investments in education and workforce development that prepare and match job seekers with available living wage jobs have the potential to create long-term benefits for the District by:

1. Increasing income and spending power of residents.
2. Increasing residents' ability to live in the district and support district businesses.
3. Reducing public subsidies and costs incurred through government income assistance and supportive service programs.
4. Increasing revenues earned by the District through income and sales taxes.

Action 2.3.1: Establish Performance Benchmarks For Job-Training Providers.

The District's recently reconstituted Workforce Investment Council (WIC), is a 33-member board, with a private sector majority. The WIC is responsible for advising the Mayor, the D.C. City Council and District government on the development, implementation and continuous improvement of an integrated and effective workforce investment system. The WIC is currently working with DOES and other key partners to establish performance benchmarks that will be used to assess the effectiveness of job training providers in meeting the skill needs of D.C. job seekers and businesses. This information will help improve the range of training available for in-demand occupations and industry sectors, while fostering systems accountability by ensuring access to timely outcome data to partners and the public.

"Improve job training program quality through better monitoring and accountability." – One City Summit participant

Action 2.3.2: Improve Quality And Focus Of Job Training Programs.

In FY13, the WIC will evaluate the selection and performance mentoring process used to assess job training providers under the Individual Training Account and make recommendations regarding its improvement. This information will then be used to establish a system for improving the range of training made available in occupations in high demand, as well as for sharing training provider outcomes with partners and the public.

Action 2.3.3: Form A Youth Employment Change Network.

The WIC has been working to align the work of its Youth Investment Council (YIC) with *Raise DC.* Together, *Raise DC* and the WIC will form a "Youth Employment Change Network" that will serve as both a subcommittee for *Raise DC* that focuses on youth employment issues District-wide, as well as the District's Youth Investment Committee, under the Workforce Investment Act (WIA). Core members have been identified and recruitment efforts will continue to ensure that the requirements of the WIA are satisfied. The full WIC board approved the alignment efforts of the WIC's Youth Investment Committee with *Raise DC*.

Action 2.3.4: Provide Wrap-Around Services For Disconnected Youth.

DOES will develop a comprehensive, citywide action plan to increase wrap-around support to the District's disconnected youth population. Disconnected youth are young people who have dropped out of high school, are transitioning from foster care or the juvenile justice system, are runaways, or are homeless, consistently unemployed, or underemployed. A core component of the action plan will be DOES' *Year-Round Youth Program*, which provides job training, employment and educational support to youth 14-21 who have dropped out of school or at-risk of dropping out. The *Year-Round Youth Program* will serve as a catalyst for fostering innovative linkages between employment and social services, which are so critical to re-engaging disconnected youth. Additionally, we recognize the connection between truancy intervention and preventing school dropout and disconnection. The District's Truancy Taskforce is employing several strategies focused on providing students with critical family support services needed to combat the root causes of truancy and increase school attendance and completion. Specific efforts underway include

case management partnerships across agencies to support families and school-based programs that pair students and their parents/guardians with family support professionals.

Action 2.3.5: Move Temporary Assistance To Needy Families (TANF) Recipients To Independence.

In an effort to help TANF recipients move to independence, the Department of Human Services (DHS) will implement a new program that includes the administration of a comprehensive Online Work Readiness Assessment developed by the federal Department of Health and Human Services. This assessment will be given to TANF recipients who have received benefits for over 60 months and those who are re-certifying their benefits. Once assessed, the TANF recipient will be given a customized referral to a range of services based on the customer's presenting circumstances. TANF recipients will then develop an Individual Responsibility Plan, which may include mitigating barriers to self-sufficiency, pursuing education and job training and acquiring employment.

Action 2.3.6: Expand The Use Of Local *On-The-Job Training* Initiative.

The *On-the-Job Training* initiative (OJT) offers a financial incentive to employers for hiring District residents experiencing long-term unemployment. An agreement is established between participating organizations and DOES that outlines job details and training needs. The OJT participant is hired as a permanent, full-time employee receiving the same rate of pay and benefits as other employees doing similar work. DOES will continue to promote and expand the program to help additional unemployed residents receive on-the-job training.

Action 2.3.7: Match District Residents With Jobs Through *First Source* Law And *One City One Hire* Program.

DOES has begun improving its screening and preparation process aimed to match District residents with *First Source* jobs and other employment opportunities in the region. In addition, DOES has established the *One City One Hire* program that provides incentives to employers and the unemployed to ensure that there is a trained and well-qualified pool of candidates for Greater Washington employers.

Action 2.3.8: Launch A "Workforce Intermediary" To Develop Targeted Workforce Development Strategies.

Launch a new locally funded "Workforce Intermediary" that will work with employers to spawn workforce development strategies in two-targeted industry sectors: hospitality and construction. It will also strengthen private-sector involvement with the District's workforce development system. The initial collaboration between these two industries and the District will help develop a detailed picture of job growth in our economy. The collaboration will also provide an understanding of hiring needs and of employer processes in these industries, in addition to information on job opportunity and requirements among providers. It is anticipated that the "Workforce Intermediary" will be expanded to target office service and entry-level IT-related occupations in FY13.

Action 2.3.9: Increase The Percentage Of Youth Who Attain A College Degree Or Industry-Recognized License/Certification.

The Office of the State Superintendent (OSSE) will increase the percentage of youth in post-secondary education through the implementation of the *Smart College Choices* program. This program will provide greater access to dual enrollment programs (high school students enrolled in community college while in high school and graduate with college credits); summer bridge programs supporting academic and college going skills; greater financial literacy and preparation; training for all college counselors in DCPS and D.C. public charter high schools, and mentors on college campuses and other similar highly effective college preparatory programs.

KEY INDICATORS FOR EDUCATING AND PREPARING THE WORKFORCE FOR THE NEW ECONOMY					
Indicators	**What We Expect**	**Current Baseline**	**Target**	**Target Date**	**Responsible Agency**
Percentage Of Children Entering Kindergarten Meeting Expected Benchmarks In Multiple Domains	As a new measure, we will increase the percentage of children prepared for kindergarten.	Baseline will be set in 2013	N/A	N/A	DCPS
Percentage Of Childhood And Development Programs That Meet Highest Quality Standards	Increase the percentage of high quality childhood and development programs.	Baseline will be established by 2013	50%	2014	OSSE
Percentage Of Young Adults Who Are Employed	Increase in the employment of 20-24 year olds.	56%	66%	2014	DOES, DME
DCPS Four-Year Graduation Rate	Decrease the dropout rate.	53%	75%	2017	DCPS
Percentage Of Youth Who Attain A College Degree Or An Industry Recognized/ Certification	Increase the percentage of post-graduation qualifications and credentials.	35%	60%	2014	DME
Number Of Disconnected Youth	Decrease the number of youth who are disconnected.	10,000	7,000	2017	DME

GOAL 3

IMPROVE THE QUALITY OF LIFE FOR ALL

How Will This Goal Help Create One City?

To fully achieve the vision of One City, there must be an opportunity for everyone to enjoy a high quality of life. This will be realized only when all residents of the city feel safe, have proper housing, enjoy quality recreational opportunities and transportation choices, and have access to health care, fresh food and other important amenities. Creating strategies that produce these life necessities will provide a better lifestyle for residents currently living in the District and make the District attractive to others who may also want to make it their home.

STRATEGY 1: ENSURE THAT EVERY NEIGHBORHOOD IS SAFE

Why This Strategy? It is the responsibility of the government to ensure the safety and well being of the people it serves. In 2011, the District hit a nearly 50-year low in its homicide rate. The Gray administration will continue to employ strategies that reduce homicides and overall crime. District residents deserve to be safe and feel safe regardless of where they live, work or play.

Action 3.1.1: Develop A Workforce Development Program For The Fire And Emergency Medical Services Department.

The Fire and Emergency Medical Services Department (FEMS) will maintain its workforce though a workforce development program that will focus on employment opportunities for District residents. It will continue its cadet program, which hires graduating high school seniors who after a year in the cadet program graduate as active duty fire fighters.

Action 3.1.2: Recruit, Hire And Train New Police Officers.

A stable police force is important to public safety in the District. Although the Metropolitan Police Department (MPD) has an annual attrition rate that is lower than attrition in the federal government and in private industry, due to the large number of eligible retirees attrition is expected to rise in the coming years. The MPD will ensure that they hire and train as many officers as funded and establish a steady hiring pipeline for the coming years to ensure an adequate supply of officers needed to protect District residents.

"Among the basic priorities that all members of any community demand of their government is the expectation that their home, their neighborhood and the city's streets are safe."
– Mayor Vincent C. Gray

Action 3.1.3: Expand The Use Of Automated Traffic Enforcement To Improve Safety Of District Roadways.

MPD will strategically deploy mobile photo enforcement units to address speeding trends throughout the District. The MPD will implement additional automated traffic enforcement tools to limit the following: stop sign and no-through-truck violations at non-signalized intersections in neighborhoods; over-height and over-weight violations that cause damage to the District's streets and other infrastructure; gridlock at major thoroughfares that impede traffic flow and cause congestion; and risks to pedestrian safety in work and school zones.

Action 3.1.4: Decrease Theft Of Smart Phones And Other Mobile Devices.

The District is partnering with the Federal Communications Commission and the wireless telecommunications industry to institute technical measures to make cell phones useless if stolen. This measure will help curb retail operations that sell stolen devices, thereby reducing the incentive for criminals to steal them.

Action 3.1.5: Develop Anti-Bullying Strategies.

The Anti-Bullying Task Force, which will be appointed by Mayor Gray in the fall of 2012, was established through the Youth Bullying Prevention Act. The task force will be charged with creating a comprehensive model policy to be used as a framework for agencies adopting anti-bullying policies. The law requires a report and model policy to be submitted for approval to the Mayor by January 2013.

Action 3.1.6: Provide Community Outreach For Smart 911.

The District is one of the first major cities to launch Smart 911. This new service allows users to provide a safety profile for their households which gives first responders vital information such as medical conditions, disabilities, allergies, physical descriptions and photos of family members to help them better serve in the field. When users call 911, their profile is immediately available allowing call takers and first responders to provide assistance faster and more effectively. The Office of Unified Communications and the Office of the Chief Technology Officer will work together to bring a mobile lab into the community to assist residents without computer access to submit their information into the new system.

STRATEGY 2: ENSURE RESIDENTS HAVE ACCESS TO QUALITY HEALTH CARE

Why This Strategy? As the District has long recognized, all residents deserve equal access to quality health care which can help reduce deaths due to preventable diseases and ultimately lower health care costs. The Mayor is committed to ensuring that all District residents have equal access to health care.

Action 3.2.1: Expand Access To Quality Health Care.

The District has taken important steps to expanding health care services in its underserved areas, including recent investments of more than $90 million for the construction of new primary health care clinics and approximately $3 million to the District's loan repayment program (HPLRP) that assists with recruiting and retaining primary care, mental health and dental providers to serve in underserved areas. The District's capital investments have funded a total of 16 projects over the last five years. We have supported construction of a new health center on Georgia Avenue, NW, owned and operated by Mary's Center for Child and Maternal Health, and a new Anacostia health center owned and operated by Unity Health Care. Ground-breaking ceremonies were held for health centers on South Capitol Street, SW and in the Parkside community, which will come online in the next 18 months. These health centers are focused on expanding access to prevention and primary care.

Action 3.2.2: Reduce Infant Morality.

The District recently reduced its Infant Mortality Rate (IMR) to eight infant deaths per 1,000 live births—the lowest it has been in decades. The IMR is the best known indicator of a community's health status and this historic low and positive trend in the District's IMR indicates that we are on track to achieve the ambitious goal set 10 years prior. The Department of Health (DOH) will continue to utilize the Infant Mortality Action Plan in the following three ways: (1) increasing the capacity of home visitation for pregnant women; (2) enhancing collaboration within DOH and between other agencies, and (3) increasing coordination between the government and community organizations. In conjunction with these efforts, DOH will for the first time conduct multidisciplinary studies based on the unique collaboration between market research and public health data. Geographically summarized demographic data on lifestyle preferences, spending habits and on health care utilization will enable DOH to make data-driven decisions targeting areas with high infant mortality rates in the District.

Action 3.2.3: Reduce HIV/AIDS Infection And Increase The Life Span Of Those Living With HIV/AIDS.

The District is scaling up the National HIV/AIDS Strategy through a set of services that address targets set to be accomplished by 2015, including reducing HIV transmission, improving HIV/AIDS services and reducing disparities associated with HIV/AIDS. Services include education, condom distribution and promotion of proper use, HIV testing, connection to care, medical and social services (including housing) for people living with HIV/AIDS and the needle exchange program. These strategies focus resources on high-risk populations and address disparities based on racial/ethnicity groups, gender, sexual orientation, age and ward.

STRATEGY 3: ENSURE RESIDENTS WITH DISABILITIES HAVE ACCESS TO SERVICES

Why This Strategy? The Gray administration is committed to providing equal access to services for residents who are elderly and disabled. Currently, the Administration is working to improve facilities and lower transportation barriers for these residents.

Action 3.3.1: Develop And Implement The Americans With Disabilities Act (ADA) Access Master Plan For Parks And Recreation Centers.

The D.C. Office of Disability Rights (ODR), the Department of Parks and Recreation (DPR) and the Department of General Services (DGS) are working together to ensure ADA access to DPR facilities throughout the District. Currently, DPR and DGS are prioritizing and matching capital projects with ADA needs to develop a master plan.

Action 3.3.2: Increase Aging And Disability Resource Center (ADRC) Presence In Each Ward.

The ADRC will address the needs of elderly and disabled residents by creatively reaching out to them in their neighborhoods, at wellness centers and in the satellite ADRC offices as a part of the District's *Aging In The Community* efforts. The ADRC works to assist older adults and persons with disabilities in locating supportive services and eldercare resources in order to continue living as they choose in their communities. The ADRC houses a number of resources and staff to assist clients. Staff resources include social workers, an options counselor, income maintenance liaison, housing coordinator and public health advisors.

STRATEGY 4: ENSURE RESIDENTS HAVE ACCESS TO HEALTHY FOODS AND QUALITY RECREATION

Why This Strategy? In order for District residents to be healthy they must have access to fresh foods and quality recreational activities. The Mayor is committed to ensuring that all District residents have an equal opportunity to lead a healthy life by providing access to these amenities.

Action 3.4.1: Improve Access To Healthy Food – Farmer's Markets, Community Gardens And Grocery Stores.

The Office of Planning (OP) is partnering with DPR, DGS and other agencies to develop a system whereby land or space is made available for a variety of agricultural purposes. As part of Mayor Gray's *Sustainable DC* initiative, the District is setting ambitious goals for access to fresh and healthy foods bringing locally grown food within a quarter mile of 75% of the population by 2032. To achieve this goal, specific actions include:

1. Ensuring healthy food access by expanding, "Double Dollars" programs such as *Women, Infants and Children* (WIC) and *Supplemental Nutrition Assistance Program – Education* (*SNAP-Ed*) for fresh and healthy foods in farmers' markets citywide.
2. Ensuring that all residents are within one mile of a full service grocery store.
3. Dramatically expand local food production by putting 20 additional acres of land under cultivation and producing or obtaining 25% of District food within a 100 mile radius.

Action 3.4.2: Expand Nutrition Education And Increase Access To Healthy Foods.

The Department of Health (DOH) will increase the number of District residents participating in *SNAP-Ed* sessions by three percent annually starting at 25,000 residents. *SNAP-Ed* sessions focus on encouraging low-income participants (the majority of whom are potentially *SNAP*-eligible) to purchase foods that promote a healthier diet. Additionally, DOH launched the *Live Well D.C.!* initiative, a District-wide wellness program which aims to improve individual health behaviors by educating the public. The program also aims to increase public awareness of the importance of making healthy lifestyle choices as a means of improving health outcomes for all of the District's residents. Through a Kaiser Permanente grant and in partnership with D.C. Central Kitchen, DOH is providing outreach and education through community and in-store cooking demos and taste tests in and around the 30 neighborhood stores in Wards 5, 7 and 8 that are participating in the *D.C. Healthy Corner Store* program. Lastly, a pilot program called *D.C. Fresh!* will help increase healthy food access. A system of mobile healthy fresh food carts will sell fresh produce and minimally processed foods in high-traffic low-income neighborhoods, especially Wards 5, 7 and 8.

Action 3.4.3: Improve District Playgrounds.

Every child in the District should have a safe and inviting place to play. Since September 2011, DPR and DGS have made improvements to 12 playgrounds. In the fall of 2012, the District will launch the *Playground Improvement Project*, a multi-year effort to renovate 66 remaining playgrounds that have not been renovated within the last two years. In FY13, up to 12 playgrounds will be renovated.

Action 3.4.4: Improve, Renovate Or Rebuild Public Libraries.

Public libraries throughout the District should be open and inviting, clean and stocked with books and offer Wi-Fi Internet access and public computers. The District will improve, renovate or rebuild all public libraries by the end of 2015 for a total of 25 new, rebuilt or significantly enhanced libraries.

STRATEGY 5: EXPAND AFFORDABLE HOUSING

Why This Strategy? Clean, safe and affordable housing for residents of all income levels helps create an improved quality life for all. Affordable housing also helps the District maintain diverse communities and it gives residents greater freedom to live in neighborhoods of their choice. The Mayor is deeply committed to preserving and expanding affordable housing options for District residents.

Action 3.5.1: Develop An Affordable Housing Plan.

The goal of the Comprehensive Housing Strategy Task Force, appointed by Mayor Gray earlier this year, is to ensure that public sector leaders and private and non-profit leaders are focused on the most efficient ways to support affordable housing for the residents of the District. The Task Force has been charged with drafting a comprehensive strategy for affordable housing development by fall of 2012. The plan, which will be implemented in the coming years, will cover the following issues:

1. Funding.
2. The regulatory environment.
3. Collaboration among housing developers, service providers, job training programs and educational institutions.
4. Roles and functions of District of Columbia housing agencies.
5. New tools for housing development.

Action 3.5.2: Support The Development Of Affordable Housing.

Since January 2011, the District has added 1,096 units of affordable housing with 1,114 additional units in the pipeline. In the FY13 budget, we continue to increase support to affordable housing by adding $6.2 million in new local funds to the D.C. Housing Authority to fund the increase in the *Local Rent Supplement Program*. The Housing Production Trust Fund also dedicated $19.9 million to ensure residents currently enrolled in the *Local Rent Supplement Program* remain in housing. In addition, that new development projects in the District will continue contributing funds to the Housing Production Trust Fund to support the development of even more affordable housing units. Additionally, the Department of Mental Health will increase the number of subsidized housing by 200 units.

Action 3.5.3: Provide Matching Grants For The *Live Near Your Work* (LNYW) Program.

The *Live Near Your Work* program works with major employers to provide matching grants for down payment and closing costs for their employees on the purchase of homes in the District and near their jobs or a transit station. Through LNYW, the Office of Planning (OP) will match the contribution made by the employer toward the employee's purchase of a home up to:

- $6,000 when the home is within two miles of their job.
- $3,000 when the home is within a half mile of a Metro station or within a quarter mile of frequent bus service.

With the cooperation of three pilot partners, OP hopes to help a minimum of 30 to 60 employees afford homes near their jobs or transit stations by the end of 2012. The total number helped will depend on the size of the average grant.

Matthews Memorial Terrace

STRATEGY 6: ENSURE THAT THE DISTRICT BECOMES THE GREENEST CITY IN THE NATION

Why This Strategy? An environmentally healthy city increases the quality of life for its residents by offering a cleaner environment, connecting people to nature, ensuring clean rivers and green landscapes, reducing the amount of waste we produce in addition to minimizing and offsetting greenhouse gas emissions. In just 20 years the District will be the healthiest, greenest and most livable city in the United States.

Action 3.6.1: Minimize And Offset Greenhouse Gas Emissions.

The District will minimize and offset its greenhouse gas emissions while adapting to climate change in ways that protect the most vulnerable residents and create economic opportunity for all. We will adopt a climate action plan that establishes emissions reduction for each emission source and sector of the economy.

Action 3.6.2: Reduce The Amount Of Waste Produced In The District.

The District will reduce the amount of solid waste it produces by reusing and recycling materials for their economic value in manufacturing, energy production and agriculture and by reducing the amount of waste it generates. We will begin by expanding the number of public recycling and litter receptacles, concentrating on neighborhoods with large amounts of litter.

Action 3.6.3: Make District Waterways Clean And Provide More Green Landscapes.

The District will install 1.5 million square feet of green roofs in an effort to make the Anacostia River, Rock Creek, Potomac River and all District waterways fishable and swimmable. Additionally, up to 75% of the District's landscape will be able to naturally filter or capture rainwater for reuse.

STRATEGY 7: EXPAND ACCESS TO A VARIETY OF TRANSPORTATION OPTIONS

Why This Strategy? Access to a variety of transportation options helps to create a more sustainable city, lowers traffic congestion and provides residents with convenient access to home, work and play.

Action 3.7.1: Expand The *Capital Bikeshare* Program By 84 Stations.

The District Department of Transportation (DDOT) will expand the number of *Capital Bikeshare* stations throughout the District to meet existing demand and to provide alternate modes of transportation to residents throughout the District. DDOT has already installed 37 new stations and has secured funding from the federal government to install the remaining stations by the end of 2012.

Action 3.7.2: Increase Safety And Number Of Bike Lanes.

Currently, the District has 56 miles of bike lanes and plans to increase the number of miles of bike lanes to 61 by 2014. DDOT will also add high visibility bike lanes with green paint beginning on L Street and in other high conflict areas. Lastly, additional pavement markers that help to better identify bike lanes will also be added to help increase bicycle safety.

Action 3.7.3: Open The First Streetcar Line By 2013.

DDOT recently completed laying the tracks for the inaugural H Street/Benning Road Line, which is set to open in late 2013. Additionally, by the end of 2012, DDOT will complete the required environmental study which will help inform the location and operation date of the East of the River streetcar line.

Action 3.7.4: Install Smart Meters In All D.C. Taxicabs.

A uniform Taxicab Smart Meter System will be installed in all of the District's licensed cabs by the end of 2012. The system will offer payment of fares by credit card, driver verification, safety-response mechanisms, GPS tracking and other advanced features. The Taxicab Smart Meter System will make the District's taxicab system among the most advanced in the country and represents another important step toward bringing the District's taxicab fleet into the 21st century. This is the second major step in the District's comprehensive taxi-modernization program. The first was the adoption of the vehicle-modernization regulation, which will phase out outdated vehicles over the next several years. The third step will be increasing the number of handicap accessible taxicabs and creating a uniform color scheme.

"Streetcars provide an additional mode of public transportation, improved transportation and increase accessibility and energy efficiency."
– One City Summit participant

STRATEGY 8: STRENGTHEN GOVERNMENT ACCOUNTABILITY

Why This Strategy? The Mayor is committed to an accountable, results-oriented, responsible and ethical government. Residents must be assured that their tax dollars are spent wisely on a government that works and every public servant remembers for whom they work.

Action 3.8.1: Implement grade.dc.gov To Improve Customer Service To District Residents.

We must provide District residents with the best return on their investment. The grade.dc.gov initiative, developed by emerging District technology company newBrandAnalytics, will allow residents via online survey, Twitter, or text message to instantaneously provide feedback on city services. Feedback will be harvested from various other social media sites as well. This first-in-the-nation pilot will cover the Department of Consumer and Regulatory Affairs, Department of Public Works, District Department of Transportation, Department of Parks and Recreation and the Department of Motor Vehicles. When fully operational, grade.dc.gov will have a transparent, near real-time grade for every public-facing District government agency.

Action 3.8.2: Institute Government-Wide Ethics Pledge And Training Among All District Government Employees.

The Mayor is committed to an ethical and trustworthy government, a government the public can trust. By December 2012, all District government employees will sign the pledge and participate in basic ethics training or in the alternative, participate in basic and supplemental ethics training.

Action 3.8.3: Launch The Board Of Ethics And Government Accountability.

The Board of Ethics and Government Accountability is responsible for investigating alleged violations of new, enhanced ethics laws by District government employees and public officials. In addition, the Board will issue new rules and regulations regarding the ethical conduct of employees and public officials and conduct mandatory training on the District government's Code of Conduct, which will help prevent unethical behavior and the appearance of such behavior.

KEY INDICATORS FOR IMPROVING THE QUALITY OF LIFE FOR ALL					
Indicator	**What We Expect**	**Current Baseline**	**Target**	**Target Date**	**Responsible Agency**
Increase In District Population	Continue increase in population growth (indicating the attractiveness of moving into the District).	+3.06%	+3.00%	2013	OP
Number Of New Units Of Affordable Housing Developed	Increase the number of affordable housing units.	N/A	900	2014	DMPED/ DHCD
Number of Miles of Bike Lanes	Increase the number of bike lanes to facilitate additional transportation options throughout the city.	56	61	2014	DDOT
Percent Change In Homicide Rate	Continue decrease in the homicide rate.	108	99	2012	MPD
Percent Change In Violent Crimes	Decrease in violent crimes.	-4.9%	-5%	2012	MPD

KEY INDICATORS FOR IMPROVING THE QUALITY OF LIFE FOR ALL					
Indicator	**What We Expect**	**Current Baseline**	**Target**	**Target Date**	**Responsible Agency**
Infant Mortality Rate	Continue decrease in the infant mortality rate (IMR). IMR is the death of a child prior to their first birthday.	8 deaths per 1000 live births.	Target will be set by DOH's Healthy People 2020 Plan.	2020	DOH
Percentage Of District Residents Insured	Increase the number of residents with health insurance and decrease health care costs later in life.	93.8%	94%	2012	DHCF
Obesity Rate	Lower the obesity rate.	22.2%	Target will be set by DOH's Healthy People 2020 Plan.	2020	DOH

ONE CITY ACTION PLAN CHECK LIST

ONE CITY ACTION PLAN CHECK LIST

✔ OFF OUR PROGRESS AS WE GO ALONG

GOAL 1: GROW AND DIVERSIFY THE DISTRICT'S ECONOMY

STRATEGY 1: GROW EXISTING SECTORS

- ❑ **Action 1.1.1:** Develop an economic development strategy.
- ❑ **Action 1.1.2:** Advance international business and investment opportunities with China.
- ❑ **Action 1.1.3:** Increase small business exports through *ExportDC*.
- ❑ **Action 1.1.4**: Implement a business regulatory reform task force.
- ❑ **Action 1.1.5:** Increase number of residents hired by District-funded contracts.
- ❑ **Action 1.1.6:** Increase participation of certified business enterprises.

STRATEGY 2: ATTRACT, NURTURE AND GROW NEW INNOVATIVE SECTORS

- ❑ **Action 1.2.1:** Expand tech sector growth through incentive program.
- ❑ **Action 1.2.2:** Create a new innovation hub at St. Elizabeths.
- ❑ **Action 1.2.3**: Expand DC-NET's 100-gigabit network.

STRATEGY 3: PROMOTE OPPORTUNITIES IN NEIGHBORHOODS

- ❑ **Action 1.3.1:** Create business opportunities throughout the District with new developments.
- ❑ **Action 1.3.2:** Support small business with "Temporary Urbanism" program.
- ❑ **Action 1.3.3:** Train local nonprofit organizations to deliver effective employment services.

STRATEGY 4: INVEST IN A SUSTAINABLE D.C.

- ❑ **Action 1.4.1:** Develop comprehensive implementation plan for achieving Mayor Gray's *Vision for a Sustainable DC*.
- ❑ **Action 1.4.2:** Expand use of renewable energy.
- ❑ **Action 1.4.3:** Stimulate demand for renewable energy improvements.
- ❑ **Action 1.4.4:** Advance sustainability in the District through local university collaboration.
- ❑ **Action 1.4.5:** Convert all streetlights to energy-efficient LED bulbs.
- ❑ **Action 1.4.6:** Increase the number of government retrofitted buildings.

GOAL 2: EDUCATE AND PREPARE THE WORKFORCE FOR THE NEW ECONOMY

STRATEGY 1: ENSURE GREATER EARLY SUCCESS FOR ALL INFANTS AND TODDLERS

- ❑ **Action 2.1.1:** Increase the number of children served who are diagnosed with developmental delays or disabilities and children at-risk of a similar diagnosis.
- ❑ **Action 2.1.2:** Increase child-readiness rates for kindergarten-aged children.
- ❑ **Action 2.1.3:** Increase the percentage of early childhood development programs that meet high quality standards.
- ❑ **Action 2.1.4:** Increase the number of affordable childcare slots.

STRATEGY 2: EDUCATE OUR YOUTH FOR THE ECONOMY OF TOMORROW

- ❑ **Action 2.2.1:** Modernize all public school buildings.
- ❑ **Action 2.2.2:** Develop strategies to create "Quality Academic Seats" in D.C. Public Schools and D.C. Public Charter Schools.
- ❑ **Action 2.2.3:** Increase capacity to serve special education students.
- ❑ **Action 2.2.4:** Increase four-year high school graduation rate.
- ❑ **Action 2.2.5:** Increase student proficiency in reading and math.
- ❑ **Action 2.2.6:** Improve performance in 40 of the lowest performing schools.
- ❑ **Action 2.2.7:** Increase enrollment in DCPS over five years.

STRATEGY 3: ALIGN RESIDENTS' JOB SKILLS WITH OUR GROWING ECONOMY TO LOWER UNEMPLOYMENT

- ❑ **Action 2.3.1**: Establish performance benchmarks for job training providers.
- ❑ **Action 2.3.2:** Improve quality and focus of job training programs.
- ❑ **Action 2.3.3:** Form a Youth Employment Change Network.
- ❑ **Action 2.3.4:** Provide wrap-around services for disconnected youth.
- ❑ **Action 2.3.5:** Move TANF recipients to independence.
- ❑ **Action 2.3.6:** Expand the use of local on-the-job training initiative.
- ❑ **Action 2.3.7:** Match District residents with jobs through *First Source* law and *One City One Hire* program.

- ❑ **Action 2.3.8:** Launch a "Workforce Intermediary" to develop targeted workforce development strategies.

- ❑ **Action 2.3.9:** Increase the percentage of youth who attain a college degree or industry-recognized license/ certification.

GOAL 3: IMPROVE THE QUALITY OF LIFE FOR ALL

STRATEGY 1: ENSURE THAT EVERY NEIGHBORHOOD IS SAFE

- ❑ **Action 3.1.1:** Develop a workforce development program for the Fire and Emergency Medical Services Department.

- ❑ **Action 3.1.2:** Recruit, hire and train new police officers.

- ❑ **Action 3.1.3:** Expand the use of automated traffic enforcement to improve safety of District roadways.

- ❑ **Action 3.1.4:** Decrease theft of smart phones and other mobile devices.

- ❑ **Action 3.1.5:** Develop anti-bullying strategies.
- ❑ **Action 3.1.6:** Provide community outreach for Smart 911.

STRATEGY 2: ENSURE RESIDENTS HAVE QUALITY HEALTH CARE

- ❑ **Action 3.2.1:** Expand access to quality health care.
- ❑ **Action 3.2.2:** Reduce infant morality.
- ❑ **Action 3.2.3:** Reduce HIV/AIDS infection and increase the life span of those living with HIV/AIDS.

STRATEGY 3: ENSURE RESIDENTS WITH DISABILITIES HAVE ACCESS TO SERVICES

- ❑ **Action 3.3.1:** Develop and implement the Americans with Disabilities Act (ADA) Access Master Plan for parks and recreation centers.
- ❑ **Action 3.3.2:** Increase Aging and Disability Resource Center (ADRC) presence in each ward.

STRATEGY 4: ENSURE RESIDENTS HAVE ACCESS TO HEALTHY FOODS AND QUALITY RECREATION

- ❑ **Action 3.4.1:** Improve access to healthy food—farmer's markets, community gardens and grocery stores.
- ❑ **Action 3.4.2:** Expand nutrition education and increase access to healthy foods.
- ❑ **Action 3.4.3:** Improve District playgrounds.
- ❑ **Action 3.4.4:** Improve, renovate or rebuild public libraries.

STRATEGY 5: EXPAND AFFORDABLE HOUSING

- ❑ **Action 3.5.1:** Develop an affordable housing plan.

- ❑ **Action 3.5.2:** Support the development of affordable housing.
- ❑ **Action 3.5.3:** Provide matching grants for the *Live Near Your Work* (LNYW) program.

STRATEGY 6: ENSURE THAT THE DISTRICT BECOMES THE GREENEST CITY IN THE NATION

- ❑ **Action 3.6.1:** Minimize and offset greenhouse gas emissions.
- ❑ **Action 3.6.2:** Reduce the amount of waste produced in the District.
- ❑ **Action 3.6.3:** Make District waterways clean and provide more green landscapes.

STRATEGY 7: EXPAND ACCESS TO A VARIETY OF TRANSPORTATION OPTIONS

- ❑ **Action 3.7.1:** Expand the *Capital Bikeshare* program by 84 stations.
- ❑ **Action 3.7.2**: Increase safety and number of bike lanes.
- ❑ **Action 3.7.3:** Open the first streetcar line by 2013.
- ❑ **Action 3.7.4:** Install Smart Meters in all D.C. taxicabs.

STRATEGY 8: STRENGTHEN GOVERNMENT ACCOUNTABILITY

- ❑ **Action 3.8.1:** Implement grade.dc.gov to improve customer service to District residents.
- ❑ **Action 3.8.2:** Institute government-wide ethics pledge and training among all District government employees.
- ❑ **Action 3.8.3:** Launch the Board of Ethics and Government Accountability.

Executive Office of the Mayor
1350 Pennsylvania Avenue, NW, Suite 316
Washington, D.C. 20004

Phone: (202) 727-6300
Fax: (202) 727-0505
TTY: (202) 724-8815

Check back regularly to see our progress:
onecityactionplan.dc.gov