

Mayor Muriel Bowser's
Year 2 Transition Plan Accountability Report

Area	Priority	Agency	Status 2016	Update 2016
EDUCATION	Expand SchoolStat, a data-driven performance-management system currently used by DCPS, to evaluate the success of public education policies and procedures across the District (pre-K, K-12, Charter and DCPS, OSSE, UDC, and the Community College), with a focus on specific areas in need of improvement.	DME	Reconsidered	<p><i>Data continues to drive management, planning and oversight of public education delivery, however, one data management tool will not be applied across the cluster, instead data focused systems will be used to monitor outcomes:</i></p> <p>Continued use of EdStat by the Truancy Taskforce brings together agency leaders, community members, students and others, to evaluate data and make recommendations regarding how best to reduce the impact of truancy on student learning and success.</p> <p>Launched RecStat at the Department of Parks and Recreation, a similar model to SchoolStat, to ensure conversations about policy and programming are grounded in data and analysis.</p> <p>Continued use of SchoolStat by DC Public Schools allows the leadership team to evaluate its investments and areas for improved services and supports for students, in the interest of sharing greater information with the community regarding the performance of its schools.</p> <p>Launched Qlik Sense, a new data tool managed by the Office of the State Superintendent for Education (OSSE), which allows LEAs to see their data in multiple ways, so the data is actionable at the school-, teacher- and grade-level. The number of errors in student longitudinal education data (or SLED) under the new system has decreased by 71%. Held a data summit in July 2016 to enable LEAs to share best practices, followed by workshops with LEAs and educators to support the use of PARCC data in strengthening common-core aligned instruction.</p>
EDUCATION	Prioritize efforts to make the budget process, both overall and at the school-level, more transparent and participatory, to increase the ability of stakeholders to be active and engaged.	DME / OSSE	Ongoing	<p>Continued focus on community engagement to ensure the budget process is transparent and informed by the public, including annually during the Mayor's Budget Engagement Forums in February. Next year's budget process is already underway: DCPS held a community meeting on November 29, 2016 at Kelly Miller MS on the formulation of the FY18 budget.</p> <p>Made historic investments in education in the latest budget, investing an additional \$220 million in the modernization of schools and increasing the Uniform Per-Student Funding Formula by two percent.</p>
EDUCATION	Prioritize the attraction, development, and retention of outstanding educators and school leaders and support the continued leadership of DCPS Chancellor Kaya Henderson	DME	Done	<p>Appointed Antwan Wilson as DCPS Chancellor. With increased enrollment and graduation rates and increased academic achievement, DCPS continues to be the fastest improving urban school district. Mr. Wilson's experiences make him well-qualified to build on these successes while focusing more attention on closing the District's opportunity gap. Additionally, through investments in professional development and support for educators, DCPS saw an increase in its rate of retention of Highly Effective educators, from 90% to 92%. The overall teacher retention rate is approximately 82%.</p>

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EDUCATION	Launch an initiative to target those schools on the brink of being highly-regarded by parents	DCPS	Launched	<p>Continue to make investments in teachers, facilities and school electives - areas parents have continued to highlight as important. These investments are paying off, as seen through increased enrollment in traditional and charter public schools.</p> <p>200 teachers attended the three-week Cornerstones Summer Development Institute to revise and augment offerings based on educator feedback- to ensure that each student completes the richest educational lessons available and that are designed by the best teachers in DCPS. 260 Cornerstones will have been made available in SY16-17.</p>
EDUCATION	Expand quality early childhood education programs to reach more students at a younger age across the District to ensure that all children are prepared to succeed in K-12 education and beyond.	DMHHS / OSSE OSSE PCSB DCPL	Ongoing	<p>Continued investments to ensure more children have access to high-quality early childhood programs. Estimated PreK seat capacity increased by 912 seats from FY15 to FY16.</p> <p>More than 440 children were served by 18 centers and homes in the QIN last year. New regulations include a benefit for the QIN, but also some overall subsidy rate increases that will impact the 250+ child development facilities that accept subsidy, serving approximately 5,000 infants and toddlers a year. Leveraged local dollars to attract nearly \$500,000 of federal funds to improve child development facilities' physical condition through renovations and enhanced materials and supplies.</p> <p>Implemented the Early Development Instrument in PreK 4 classrooms to assess data on educational growth based on neighborhood cluster.</p> <p>Released the Early Childhood School Quality Report, which allowed parents to make even more informed decisions about where to send their children.</p> <p>Launched STAR Books from Birth in February 2016 and exceeded its goal of registering 5,000 children by registering 18,600 children throughout the city.</p>

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EDUCATION	Provide additional resources to chronically underperforming schools in all eight wards, with a specific focus on the 25 lowest performing schools in the District.	DCPS / DGS	Launched	<p>To support its lowest-performing schools, DCPS focuses on: (1) Rigorous Academic Content with a Focus on Literacy; (2) Highly Effective Educators; and (3) Engaged and Motivated Students and Families.</p> <p>Some of the investments for these schools include:</p> <ul style="list-style-type: none"> • Extended Day Program: Opportunity for each 40/40 elementary school to the extend school day until 4:15PM daily (excluding Friday). • Reading Partners: Opportunity for each 40/40 elementary school to work with a reading partner to ensure they have this resource in their building. • Reading Teachers/Specialists: A Reading Teacher or a Reading Specialist for all middle grade schools. • RTI: More coaching opportunities on RTI best practices for schools with an AP of Literacy and a Reading Specialist. • Ninth Grade Academies: Continued investment in Ninth Grade Academies for high schools. • Attendance & School Culture: 2015 summer reading materials, professional development and incentives for improving attendance rates, and school culture improvement professional development with expert partners. <p>DCPS also named a Deputy Chief of Student for Turnaround and Performance to accelerate our support our lowest performing schools.</p>
EDUCATION	Prioritize the improvement and expansion of career and technical education opportunities that are aligned with workforce options and expectations in the region	DCPS / DOES DCPS OSSE DPR	Ongoing	<p>Provided NAF Academy students with a premier wage and summer job placement related to their course of study, including students at the 4 new NAF Career Academies awarded last year.</p> <p>Opened Metropolitan Police Department Career Academy in 16-17 at Anacostia High School.</p> <p>First state diplomas granted to 500 residents, who previously might have passed the GED but did not receive a high school diploma from DC.</p> <p>Piloted a lifeguard training program for students in select DCPS high schools. Several of these students went on to work full time over the summer.</p>
EDUCATION	Prioritize increased investment in University of the District of Columbia and the Community College	UDC / CC	Ongoing	<p>Ranked Best Community College in the region on 12 key metrics.</p> <p>Received Middle State Reaffirmation (Accreditation) with 11 commendations.</p> <p>Enrolled largest number of valedictorians and salutatorians in UDC history and increased graduate enrollment by 19%.</p> <p>Ranked #9 HBCU in the nation by WSJ. Ranking based on student/faculty ratio, instructional spending, graduate salaries and debt load, as well as value added by the degree.</p> <p>Opened state of the art, nearly 100,000 sq ft Student Center that includes a fitness studio, ballroom, conference hall and a green roof.</p>

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EDUCATION	Ensure that parents are in the best position possible to participate in the process of creating high-quality public schools in every neighborhood, by working to ensure the collection of citywide student and parent satisfaction data from both DCPS and charter schools	DCPS PCSB	Ongoing	Continue to ensure families have access and information, so they can play a role in helping improve DC schools. Expanded partnership with Flamboyant Foundation to serve more schools and families. Increased participation at EdFest 2016, with more than 4,800 parents and 200 schools in attendance. Established the Parent and Alumni Leadership Council to help other residents understand charters, share opinions/concerns, and consult with schools on their parent/community outreach efforts to improve them.
EDUCATION	Work to double the number of community schools (6 community schools in 2014) in the District in an effort to better meet the needs of all communities	OSSE	Ongoing	Continued support and evaluation of the impact of the Community School model on student achievement and well-being. Supported 8 community schools (opening the 2 additional community schools this year), and continue to collect data on impact.
EDUCATION	Reengage private sector partners and raise an additional \$50 million to support new school reform efforts in the District to better prepare our students for success and make Washington, DC schools a proof point for the nation	DCPS	Ongoing	Exceeded the DC Ed Fund's FY16 fundraising goal of \$6 million, raising a total of \$7.6 million, and laid the groundwork for a \$5M investment in private funds to support LEAP, DCPS's new professional development system for educators, which started in the fall. <ul style="list-style-type: none"> • Raised over \$3M for continued Cornerstone Assignment implementation, and an additional \$1M to enable DCPS to share its Cornerstone strategy with districts across the country who are interested in implementing their own similar curricular and performance development approach. • Raised over \$1M to support the Empowering Males of Color initiative, including launching a new educator pipeline for DCPS' male graduates of color, The Leading Men Fellowship, which brought a new national donor to the district, WK Kellogg Foundation. • Over \$1M raised for Standing Ovation, an event celebrating DCPS' top educators.
EDUCATION	Support innovative efforts to better educate our students, beginning with a proposal to lengthen the school day for every public school student in the District	DCPS DPR OSSE	Ongoing	Implemented the Extended Day Initiative at 32 schools in SY15-16, and opened 10 extended year schools in SY16-17. Increased summer camp participation by 21%, increased outdoor pool attendance by 38%, and increased participation in the Roving Leaders evening events by 90%. Launched an SAT prep pilot program and awarded over \$365,000 to 23 schools, impacting over 3,000 students in order to score competitively on the SAT. Reenrolled 204 students in the ReEngagement Center and offered wrap around services to the 400 students reenrolled since its inception.

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EDUCATION	Support efforts to provide greater autonomy to high-performing schools and support the development of a more holistic approach to evaluating school success that looks beyond standardized test scores	DME / OSSE OSSE	Launched	<p>Launched work to establish a common accountability system. Under Every Student Succeeds Act (ESSA) requirements, the proposal will be submitted in spring 2017 to the U.S. Department of Education; taking a more holistic approach to communicating school success to families and the community, establishing DC as a model for the nation.</p> <p>Launched comprehensive training program to support data use in schools.</p> <p>Supported IT Academies at high schools to increase students' digital literacy resulting in 599 students obtaining Microsoft certifications, up from 365 last year.</p>
EDUCATION	Support the District's shift in the direction identified by the Department of Education to focus more on outcomes for students with special needs, while continuing the progress that has been made on basic compliance and delivery of services.	DDS / OSSE	Ongoing	<p>Provided a variety of pre-employment transition services to more than 1,300 students with disabilities during the school year, to support a trajectory towards post-secondary education and employment when those students graduate from high school. Services included: job exploration counseling; work-based learning experiences; counseling related to transition or post-secondary education (e.g., college); workplace readiness training; and peer supports for self-advocacy. This year the pre-employment transition program, which was launched in 2015, surpassed their goal of engaging 50 percent of transition age youth with disabilities. Of those students, 141 students have significant mental and physical disabilities, including intellectual disabilities, autism, and emotional disturbances, engaged in work-based learning. This includes 57 students that were supported by the DDS Summer Institute (launched in 2015) for a week-long boot camp prior to the start of the Marion Barry Summer Youth Employment Program (MBSYEP) which focused on soft-skills development and work-place readiness skills, prior to going to their MBSYEP placements. This is significant because students who have work experience prior to exiting high school are much more likely to be employed once they leave school.</p>
EDUCATION	Increase the District's investment in professional development for teachers of students with disabilities, promote cross-sector collaboration on promising practices for closing achievement gaps and raising performance through different instructional strategies, and commit to expanding the District's monitoring of special education beyond simple compliance measures to the development of aggressive goals for improving student outcomes.	OSSE	Ongoing	<p>Increased investments for training, developing and supporting educators:</p> <p>Launched LEAP (Learning together to Advance our Practice) as the new approach to professional learning for DCPS educators; this system enables educators to receive targeted feedback and support to improve their practice.</p>

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EDUCATION	Committed to mayoral control of public schools and to leading an effort to evaluate the current model of school governance in the District to ensure that all pieces of the school governance apparatus fit together in a way that positions the school system and its students for long-term success.	DME	Done	<p>Evaluated the school governance model and determined current alignment works to push forward school reform. Continued focus on the following initiatives will serve to bring about great education outcomes for students in all eight wards:</p> <ol style="list-style-type: none"> 1. Greater collaboration and partnership among education serving offices and agencies. 2. Alignment of DME, DCPS, OSSE, and charter schools, on issues such as common accountability, enrollment stability, and LEA payment. Through the Cross-Sector Task Force, leaders from these groups meet monthly, if not more often. 3. Expanded and supported partnerships with DPR, UDC and DCPL to increase alignment of efforts in support of children and families in the District.
JOBS & ECONOMIC DEVELOPMENT	Demonstrate that DC is business-ready by reforming business taxes, including our capital gains tax, regulations and licensing fees to bring them in line with our regional neighbors.	DMPED	Ongoing	<p>As part of the tax reduction package, business franchise taxes were reduced from 9.2% to 9% and the estate tax threshold was raised from \$1 million to \$2 million for tax year 2017.</p> <p>Initiated the DC Fee Study, led by the Mayor's budget team, to assist in determining the appropriate level of a number of fees across District agencies. The study utilizes six comparable local governments and 20 District agencies to develop a fee policy framework for District government. Scheduled for completion in 2017, the final DC Fee Study report will offer clear recommendations on restructuring fees that underscore regional norms, service(s) utilization, and community/business impacts.</p>
JOBS & ECONOMIC DEVELOPMENT	Work with the business community and the public to make sure the complex system of fees, fines and taxes are understandable and incentives are consistent to promote responsible business practices.	DMPED / DMGEO	Ongoing	<p>Announced plans to establish the Working Group on Jobs, Wages, and Benefits during the Mayor's 2016 State of the District Address and formally established the Working Group by Mayor's Order 2016-083 on May 26, 2016. The Working Group provided draft recommendations to the Mayor and the Council on legislative, programmatic, and policy recommendations to improve the District's economic competitiveness in the region, attract and retain businesses and employees, protect and promote commercial diversity, and create and preserve good paying jobs.</p> <p>Created a performance-based incentive, through the "Local Jobs and Tax Incentive Act of 2015", that allowed DC to retain Advisory Board's headquarters - DC's largest tech company - in the District. Advisory Board has committed to creating at least 1,000 new jobs for District residents.</p>

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JOB & ECONOMIC DEVELOPMENT	Demand that our government agencies are pro-active in their approach to interacting with businesses, including the Department of Consumer and Regulatory Affairs, the Department of Small and Local Business Development, and the Office of Tax and Revenue.	DMPED / DCRA / DDOT / DSLBD	Ongoing	<p>Engaged with many businesses on a regular basis to develop, test, and implement DCRA improvements. Conducted monthly training sessions on site, visited business locations to provide instruction, and conducted webinars to reach business owners. Additional information technology improvements to provide "Safe and Simple" solutions for DC businesses will be implemented in Fiscal Year 2017.</p> <p>Released the 2nd Annual FY17 SBEs Opportunity Guide - better known as the Green Book - and launched CBEconnect.dc.gov to proactively support small businesses searching for local government procurement opportunities. The site provides an online platform for small business enterprises to identify procurement opportunities.</p> <p>Improved the Procurement Technical Assistance Center (PTAC), which provides personalized business counseling, confidential one-on-one business advice on bid matching, marketing plans, proposal preparation, subcontracting, certifications and post award counseling. In FY17, more than 3,000 small businesses received services offered through PTAC.</p>
JOB & ECONOMIC DEVELOPMENT	Provide a one-stop-shop, online and on site, that provides up-to-date and easily accessible information and processes for businesses seeking permits, licenses, and other government services and documents. The process will be streamlined to enable a new business owner to obtain a business license in less than one day – and renew it quickly online.	DCRA DSLBD	Ongoing	<p>Fully launched the DC Business Portal for customers to apply for new and/or renewal licenses, pay online and receive the license. This is the first time in DC history that most Basic Business Licenses (BBLs) can be issued or renewed without customers ever having to visit DCRA. Customers can also now able to upload documents for review, as well. Since the portal's August launch, 7,200 additional customers have utilized the portal.</p> <p>Streamlined the CBE recertification process so that small businesses are now able to recertify within minutes. Previously recertification took up to 30 days.</p>

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JOB & ECONOMIC DEVELOPMENT	Elevate the mission of the Department of Small and Local Business Development (DSLBD), not as a business certification center, but as a real resource to connect small business owners to real economic opportunities, informed and relevant training programs and skilled workers in order to grow their business in the District. The reformed DSLBD will provide incentives for companies to share their office space with new businesses and promote collaborative workspace environments to build and grow DC businesses, including incubators and accelerators succeeding today.	DSLBD	Ongoing	<p>Graduated the first cohort of Compete DC participants in the CEO Growth Academy portion of the program, whose small businesses in the real estate and construction industries received more than \$14.4 million in contracts.</p> <p>Worked with new and seasoned exporters looking to expand their international presence through the Export DC Program. Local exporters participated in two trade missions to Azerbaijan and Georgia. One grantee was recently awarded a \$17.2 million contract from USAID to deliver services in Monrovia, Liberia.</p> <p>Launched Nosotros, an entrepreneurship training program targeted to Hispanic women entrepreneurs, and ASPIRE to Entrepreneurship, a pilot program for returning citizens interested in starting their own businesses. Currently, there are 16 participants in the ASPIRE program and all have successfully obtained licenses to start their own businesses. One participant has obtained a \$240,000 contract to transport individuals with disabilities and a loan of \$41,000 to support the business from CityFirst.</p>
JOB & ECONOMIC DEVELOPMENT	Focus local procurement power to support small enterprises by holding agencies accountable for doing business with qualified small businesses in the city.	DSLBD / DGS	Ongoing	<p>Spent over \$600 million dollars with CBEs - the most the DC government has ever spent since the small business certification program's inception.</p> <p>Continued work with 88 agencies to create a more streamlined process to determine agency expendable budgets and to monitor small business spending. Identified \$563 million in possible CBE opportunities during Fiscal Year 2017, as highlighted in the 2nd Annual FY17 SBEs Opportunity Guide - better known as the Green Book, connecting businesses to real opportunities. CBEConnect.dc.gov shows real time information and assists businesses in navigating contracting and procurement opportunities.</p>
JOB & ECONOMIC DEVELOPMENT	Target financial support to growing small businesses by taking a comprehensive look at the programs the DC government currently offers and consolidating the various programs to give small businesses access to necessary services and resources.	DMGEO / DISB / DSLBD DISB	Ongoing	<p>Coordinating various funding programs and services to offer programs to small businesses and entrepreneurs, including preparing for the launch of Financially Fit, designed to help DC residents understand and improve their financial health and well-being.</p> <p>Secured additional \$4.3 million from the U.S. Treasury for the State Small Business Credit Initiative to provide capital to District-based small businesses.</p> <p>Delivered the Innovation Finance Program, part of District of Columbia Business Capital Programs (DC BizCAP), to facilitate investments and private lending to local small businesses - including a \$485,000 investment in the social payment technology company GoodWorld.</p>

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		DMPED		Awarded over \$5M in in Great Streets small business funding - nearly five times more money than 2014 and offered to over two times the number of recipients. Also announced \$300,000 in new funding for the Emerging Business Improvement Districts. In FY2016, 83 Great Streets grants were awarded, creating 770 jobs.
		DHCD		Funded 14 nonprofit organizations, through DHCD's Small Business Technical Assistance program, to provide small business technical assistance, support and training to small and retail businesses focusing on neglected commercial corridors in low and moderate income areas in DC. Assistance provided includes micro-loan packaging, business planning, entrepreneurial training, one-on-one business technical assistance, tax preparation assistance, accounting assistance, or legal assistance.
JOB & ECONOMIC DEVELOPMENT	Invest in new and growing business sectors.	DMPED	Ongoing	<p>Social Tables HQ: Helped secure new headquarters for DC-based tech company that will retain nearly 150 jobs, 70% of which are DC employees.</p> <p>Optoro: Celebrated the growth of Optoro in downtown DC with a new 30,000 SF space.</p> <p>Uber HQ: Growing company choses the District as its hub for east coast operations-a major milestone for the District's tech scene. The DC East Coast Headquarters will house 500 employees, many of which are DC residents.</p> <p>With EventsDC: Announced several new local businesses that will occupy long-vacant space in and around the Convention Center, bringing new services to residents, tourists, and the Shaw community.</p>
		DSLBD		Launched Made in DC, a brand promotion and capacity building campaign designed to capture, highlight and promote the intellectual and creative ingenuity of DC's local maker community. Made in DC raises awareness for more than 200 businesses that create, manufacture, or assemble in DC.
		DOES		Expanded the L.E.A.P. (Learn Earn Advance Prosper) Academy program to the private sector by placing 105 DC residents in high demand industries, including security, administrative and green infrastructure. The L.E.A.P. program, launched in 2015, originally served to train DC residents and place them in existing jobs within the District government.

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JOBS & ECONOMIC DEVELOPMENT	Launch Invest DC to attract and grow new industry sectors in DC through a series of incentives and benefits in order to diversify our economy and create new jobs for DC residents, making DC less dependent on federal government spending.	DMPED DSLBD	Ongoing	<p>Raised \$61.5 million, via the InvestDC forum, through Chinese investment in the Highline at Union Market (\$27.5 million), Canal Park Residences (\$14 million) and Capital Park Tower II (\$20 million).</p> <p>Secured over \$216 million of EB-5 investments for development projects for both the Wharf and Skyland Town Center - projects that will bring nearly 5,000 jobs to Washington, DC.</p> <p>Joined regional delegation to lay the groundwork for future relationships and potential economic and cultural opportunities in Cuba.</p> <p>Expanded Export DC Program (as referenced above) by sending local exporters on two trade missions to Azerbaijan and Georgia.</p>
JOBS & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by further bolstering Digital DC offerings.	DMPED DMGEO DSLBD	Ongoing	<p>Held 2nd Annual InnoMAYtion with over 2 million media impressions and 30+ events in May, including the launch of Project 500 (mentioned above), the opening of Pigmental Studios (mentioned groundbreaking in 2015 update), and the 1776 Festival.</p> <p>Led DC participation at SXSW in Austin, TX, including featuring Made in DC products and new sports collaborations, as well as a major DC music showcase. SXSW helps further brand DC as a vibrant technology, business, entertainment, and culinary hub – and exposes entrepreneurs, talent and investors to opportunities in DC. More than 200 business leads were made through the 9,000 in person visitors to the “WeDC” House and more than 61 million social media impressions using the #WeDC, making DC the most active and productive city represented at SXSW in 2016.</p> <p>Partnered with the ABC Television Show “Shark Tank to host a “pitch call” East of the River.</p> <p>Funded VentureDC, a pitch competition to support businesses East of the River and provided first-line counseling for federal technology grant applications. Additionally,</p> <p>Assisted 185 ConnectTech participants find federal funding opportunities and small business innovation research grants (SBIR).</p>
JOBS & ECONOMIC DEVELOPMENT	Support innovative industries and entrepreneurship by appointing the DC government’s first innovation officer.	OCTO	Reconsidered	<p>Reconsidered the appointment of a Director of Technology Innovation. The Chief Technology Officer took on the Innovation role and is leveraging agency strengths to drive innovation Districtwide through Smarter DC.</p> <p>Launched Phase I of the Pennsylvania Avenue (PA) 2040 on the west corridor of Pennsylvania Avenue. PA 2040 provides a better more rewarding experience for everyone by delivering publicly accessible internet through OCTO-sponsored outdoor DC-Net Wi-Fi and remotely managed, sensor-based LED streetlights.</p> <p>Hosted 3 Industry Demo Days inviting over 50+ businesses (including CBEs and startups) to engage with government innovators.</p>

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		WIC DSLBD DMGEO		Worked with development projects at the Wharf and the new DC United Stadium via the Workforce Investment Council's (WIC) Workforce Intermediary Program. Specifically, hiring through the Wharf initiative exceeded First Source requirements (51% of new hours must be DC residents per first source). While the DC United Stadium project is not currently hiring, the WIC was able to connect with 25 community-based organizations and business partners, reach 120 residents, review 92 resumes, make 61 referrals to training and employment programs. So far, through the WIC's efforts with the DC United Stadium project, 14 residents were placed in pre-apprenticeships, and five residents found permanent employment. Co-hosted a CBE Opportunity session for the Walter Reed Development. Partnered with SKANSA to host CBE Opportunity sessions and conduct community outreach related to development East of the River.
JOBS & ECONOMIC DEVELOPMENT	Launch the DC First Program to focus government resources, procurement dollars and hiring incentives to bring DC residents, business owners, developers, and community investors together in historically overlooked corridors to work together to foster sustainable, long-term development.	DMPED	Launched	Released the DC Works Plan, a strategic plan drafted by the Workforce Investment Council (WIC) to improve the workforce system by laying out specific strategies and operational components for overall workforce system improvements. Special attention is paid to high-growth industries and youth programs to support residents – today, and in the years to come. The WIC now falls under the Deputy Mayor for Greater Economic Development.
JOBS & ECONOMIC DEVELOPMENT	Create a deputy mayor position responsible for ensuring that greater economic opportunities are delivered to overlooked neighborhoods.	DMGEO	<i>Done (2015)</i>	2015 Update: Created the Office of the Deputy Mayor for Greater Economic Opportunity and hired Courtney Snowden and team.
JOBS & ECONOMIC DEVELOPMENT	Work with our federal government partners to identify areas near major transit hubs to invest in new buildings as federal departments continue to consolidate in order to spur new economic development in DC neighborhoods. Keep and attract federal workers in DC by investing in "Live Near Your Work" programs, which help working class federal employees save money by living in the City.	DMPED	<i>Reconsidered (2015)</i>	2015 Update: Instead of focusing on job attraction and retention in new innovative sectors allows the District to become less reliant on the federal government. While a continued focus to keep federal jobs in the District will always exist, the Administration has focused even more energy on attracting and retaining private job creators by creating an innovative policy which has already allowed the District's largest technology firm, The Advisory Board, to maintain its headquarters in the District, and requires that the company create 1,000 new jobs for DC residents by 2030

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PUBLIC SAFETY	Ensure that all District agencies have fully operational emergency plans that are reviewed and amended on a quarterly basis, as well as regularly tested/drilled.	HSEMA	Ongoing	<p>Worked to create, update, and test/drill agencies' emergency plans. 95% of District agencies have a plan in place. Regularly presents at the Emergency Preparedness Council, DC Emergency Response System, and Risk Council on the requirement for continuity planning and continues to work with District agencies to meet this requirement. Held 19 Continuity of Operations Programs (COOP) exercises. This is an ongoing effort because emergency plans are always evolving and being validated.</p> <p>Emergency plans are considered limited distribution documents due to the sensitive nature of their contents and therefore are not readily available online.</p>
PUBLIC SAFETY	Ensure that all District agencies, particularly MPD, FEMS and HSEMA, are fully equipped and prepared to deal with emergent situations including natural disasters, public health emergencies and terrorist and criminal threats.	<p>OCA</p> <p>OCME</p> <p>OUC</p> <p>HSEMA</p> <p>ODR</p>	Ongoing	<p>Established the DC Office of Resilience within the City Administrator's Office to coordinate the city's strategic investments and scale-up innovations that better prepare us for disasters and lessen the impact of chronic social stresses from globalization, urbanization, and climate change, including important social and economic impacts – having been inducted into 100 Resilient Cities (100RC) – a prestigious global network pioneered by the Rockefeller Foundation.</p> <p>Launched city-wide Fatality Management Symposium and Exercise to update DC Mass Fatality Plan and ensure that District agencies are equipped and prepared for emergent situations - including a knowledge exchange with the San Bernardino and Paris Chief Medical Examiner offices, which both recently experienced fatality incidents, as well as specialized sessions to assess District gaps in emergency management in regards to personnel, resources and training. Provided enhanced training to Consequence Incident Team during the symposium, as well as all personnel of the various agencies through the city-wide exercise.</p> <p>Increased resiliency of our 911 operations by now operating both primary and backup 911 call centers on a 24/7 basis.</p> <p>Coordinated 12 emergent situation exercises, including 1 full scale exercise to test the District's response to hazardous materials rail incident and sheltering of a population.</p> <p>Held a Citywide Snow Summit to streamline response protocols and prepare for winter weather.</p> <p>Surveyed all 152 polling sites, 9 early voting sites and 143 regular voting sites. Continued surveys on accessibility at public schools. In FY16, 50 schools were surveyed - the remaining 60 schools are slated to be surveyed in Fiscal Year 17.</p>

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PUBLIC SAFETY	Focus on opportunities to proactively engage and support young people before violence occurs by creating a confidential crime and violence prevention hotline that can be promoted in schools and utilized by young people across the District.	All agencies DC Trust (now DMHHS) DYRS DMHHS	Reconsidered (2015)	<p>2015 Update: Instead of simply creating a hotline, the Administration established programming and community investment programs to address youth violence prevention. Launched FRESH Summer, targeted programming in 5 PSAs and around the city to provide productive opportunities for the city's young people.</p> <p>2016: Continued refinements to 2016 summer planning, named Summer Strong. Reduced violent crime by 11% in Summer Strong focus areas.</p> <p>In Summer 2016, a second round of mini-grants were awarded to 43 grantees through a community-driven process, serving 1,300 youth and adults in priority neighborhoods. In FY2017, a total investment of \$1.5 million has been identified for programming for our priority neighborhoods.</p> <p>Building on the success of the Covenant of Peace initiative, DYRS conducted call-ins in 2016 engaging 114 youth.</p> <p>In 2016, the Safer, Stronger DC Community Partnerships (SSDC) Office focused on community engagement and service referrals for residents in priority neighborhoods. Connected over 300 residents directly to economic and educational opportunities and health/social Services through the Safer, Stronger DC Community Partnerships (SSDC) Office, which is focused on community engagement and service referrals for residents in priority neighborhoods - assisting with community building, resource allocation, and structured activities in an effort to provide a non-policing approach to violence prevention.</p>
PUBLIC SAFETY	Increase opportunities that promote community engagement with MPD and all of the District's public safety agencies by convening bi-annual town hall meetings with District residents in all eight wards to ensure District residents have an opportunity to participate in an open and honest dialogue about public safety in their neighborhoods.	MPD	Ongoing	<p>Continued the Community Engagement Academy - 80 community members participated in three cohorts.</p> <p>Conducted multiple outreach efforts to the limited English proficiency population to improve relationships and strengthen knowledge of public safety within those communities - joining the Mayor's Offices of Latino Affairs, African Affairs and Asian & Pacific Islander Affairs for several townhall forums.</p> <p>MPD officers continue to participate in monthly Advisory Neighborhood Commission meetings throughout the District, providing updates on crime and strategies for reducing crime - including Chief Newsham, who has participated in 40 community meeting since taking the role in September 2016. MPD also continues to conduct regular meetings with Citizens Advisory Councils in each of the seven police districts. MPD command staff has participated in numerous neighborhood walkthroughs with the Mayor, Councilmembers and other high-level District government officials to hear directly from residents on their public safety concerns.</p>
PUBLIC SAFETY	Support Chief Lanier's continued leadership of MPD and work with her to achieve their shared vision of making Washington, DC the safest big city in America.	MPD	Ongoing	Initiated search for new police chief after Chief Cathy Lanier's retirement was announced in 2016.

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PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to bring the size of the force to its authorized strength of 4,000 sworn officers as quickly as possible and, when it becomes necessary, propose funding to increase the size of the force to meet the District's growing policing needs, in a way that preserves the quality of officers/recruits and ensures the safety of all District neighborhoods, from those that still struggle with crime and violence, to those that need more police attention due to development and rising populations.	MPD DFS	Ongoing	<p>In FY16, MPD attrition fell by 7 percent and hiring rose by 2 percent, due to a combination of the following programs:</p> <p>Raised the maximum age of eligibility for the MPD Cadet Program from 20 to 24 in order to increase the pool of talented recruit officers from DC who are available in the coming years.</p> <p>Created an incentive for experienced sergeants and detectives to remain with MPD after they are eligible to retire through implementation of a senior police officer career program.</p> <p>Provided education based incentives to 89 officers in exchange for multi-year obligated service agreements.</p> <p>Hired 44 civilians for civilianization positions (hired more than 100 over the past 2 years) that enable MPD to replace officers with civilians, fill positions being vacated by retiring officers with civilians, or fill new positions (such as the Body Worn Camera program coordinators) with civilians instead of officers.</p> <p>Enacted legislation to make applying to MPD more attractive to military veterans and officers from other police departments by allowing time in service to stand in lieu of college credit hour requirements.</p>
PUBLIC SAFETY	Provide the Chief with the resources necessary to recruit, hire, and train as many officers as possible in a responsible way, with a commitment to hire qualified District residents and increase the availability of resources available for MPD and FEMS training programs at UDC and the Community College.	MPD	Ongoing	<p>Launched the Public Safety Academy at Anacostia HS to train DC students and give them a direct path to the MPD Cadet Program from high school. The Academy prepares students for career opportunities in law enforcement, offering a rigorous core academic curriculum complemented by a series of law enforcement electives, mentoring by cadets in the MPD Cadet Academy, and paid summer internships in the law enforcement field. Upon successful completion of the academy course requirements and graduation, students can enroll in the MPD Cadet Academy.</p>

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PUBLIC SAFETY	Support community policing and targeted, collaborative efforts that focus specifically on those neighborhoods in most need of dedicated MPD resources.	DCA / DMHHS DYRS	Ongoing	<p>Expanded the Community Stabilization Protocol, under the Safer, Stronger DC Initiative, to include responses to all homicides that occur in the District. As of December 6, 2016, the CSP has been activated for 140 cases, including 85 homicides and 55 non-fatal shootings and stabbings. The CSP continues to connect families most affected by violent crime to tailored services and support offered by District agencies and community partners.</p> <p>Launched the DYRS Credible Messenger Mentoring Program for DYRS youth and their families, with a focus on Safer, Stronger DC target neighborhoods. Credible messengers are neighborhood leaders, experienced youth advocates, and individuals with relatable life experiences whose role is to help youth and their families transform attitudes and behaviors around violence. The program will also bring restorative justice practices to communities, beginning a process to address conflict peacefully within the bounds of neighborhoods.</p> <p>Trained over 80% of DYRS staff in the effect trauma has on our youth during 2016, specifically through Trauma Systems Therapy (TST). This training provides our staff awareness of the nature of trauma and how it impacts the lives of the youth in DYRS care in order to connect better with, and better serve the youth in DYRS custody.</p> <p>Reached historic lows (3%) in DYRS youth absconding during 2016 by focusing on various preventative measures, including intensive supervision and youth engagement. In years past, the agency was more reactive. However, DYRS now targets youth at risk of absconding by providing proactive intervention.</p>
PUBLIC SAFETY	Appoint a Deputy Mayor to focus on issues of specific concern to residents living east of the river, including job creation, housing, transportation, and public safety. (NOTE: This goal exists in the Jobs & Economic Development section, and is only counted once.)	DMGEO	Done (2015)	2015 Update: Created the Office of the Deputy Mayor for Greater Economic Opportunity and hired Courtney Snowden and team.
PUBLIC SAFETY	Invest in technology that enables the men and women of the Metropolitan Police Department to do their work in new and innovative ways, specifically by allocating funding for the purchase and use of body cameras and mobile devices, both of which increase officer effectiveness in the field. In addition, the strategic use of body cameras can decrease both the number of police complaints filed and the use of force, thereby increasing the community's trust and confidence.	MPD	Done	<p>Completed the distribution of body-worn cameras to MPD patrol officers on December 15. All MPD patrol officers are now equipped with body-worn cameras. All newly hired/incoming MPD patrol officers will also receive a body-worn camera as part of their standard issued equipment.</p> <p>MPD Body-Worn Camera Statistics: Body-worn cameras have been assigned to over 2600 patrol officers to include:</p> <ul style="list-style-type: none"> • 2,427 to patrol services and select specialty units • Assigned to the MPD Training Academy • Over 100 to be assigned to Specialty Units (non-patrol officers from divisions such as Special Operations and NSID/Narcotics) <p>2016 Body-Worn Camera Usage: Over 500,000 videos with over 113,000 hours in 153TB of data (which is a little more than twice that of the Google Earth database)</p>

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PUBLIC SAFETY	Work proactively with MPD and community partners to connect domestic violence victims with the services needed to leave violent situations and work to ensure the safety and well-being of domestic violence victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG / DMHHS	Ongoing	<p>Incorporated the goal of the 2015 legislative proposal into the improved access to justice for juvenile intimate partner violence victims in terms of housing services and other services.</p> <p>Continued evaluation of domestic violence cases to increase the safety of victims of intimate partner violence through greater access to services, assessment for risk and advocacy by the High Risk Domestic Violence Initiative. The Initiative shares key data to identify critical gaps in services, develops best practices, increases knowledge on violent offenders, and improves victim needs and experiences.</p>
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect sexual abuse victims with the services needed to leave violent situations and work to ensure the safety and well-being of sexual abuse victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG DOC	Ongoing	<p>Continued push for awareness of ASK (college-focused) and UASK (city-wide focus) app, which are still functional and are updated periodically.</p> <p>Launched the DC Crime Victim Hotline in April, which provides a single point of entry for victims of any crime to access information and resources by phone, text, and chat.</p> <p>Continued 100% compliance of all DOC facilities - the DC Jail, Halfway Houses, Central Cell Block, and Correctional Treatment Facility - with PREA, having completed comprehensive audits of USDOJ requirements for each type of facility associated with the elimination of sexual abuse in correctional institutions and holding facilities nationwide. PREA compliance is a continuous practice at all DOC facilities.</p>
PUBLIC SAFETY	ADDITIONAL: Work proactively with MPD and community partners to connect victims of violent crimes with the services needed to leave violent situations and work to ensure the safety and well-being of violent crime victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.	OVSJG	Ongoing	<p>Provided over 80 individuals with immediate care through the Crisis Continuum, which launched in 2015, on the scenes of homicides in the District. During the last six months of FY 2016, the Crisis Continuum provided medical forensic care to 182 victims of intentional, life-threatening injury; long-term case management/advocacy to 28 victims; and on-site crisis intervention to 147 individuals.</p> <p>Added a crisis case management component through Prince George's Hospital Center.</p>

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PUBLIC SAFETY	Support the Chief's efforts to end hate crimes, work to create a comprehensive multi-agency strategy to identify and reduce violence directed towards the LGBTQ community and improve the city's strategic efforts to reduce bullying and ensure all youth can be safe in and out of school.	MPD	Ongoing	<p>Implemented direct oversight by Chief of Police of Special Liaison Division units that assist in investigating hate crimes, including the city's lesbian, gay, bisexual and transgender populations, Asians, Latinos and the deaf and hard-of-hearing communities.</p> <p>Held Public Safety Summits, hosted by Mayor's Office on LGBTQ Affairs, on intimate partner violence in the LGBTQ community and public safety in the transgender community for more than 100 DC residents.</p> <p>Completed enhanced training curriculum for all MPD members on hate crimes and LGBT cultural competency, as initiated in 2015 - recommended by a 2014 task report, including input from the Anti-Defamation League, a national leader on the issue of hate crimes. Major course topics include: LGBT Cultural Competency; Handling Interactions with Transgender Individuals; Domestic Violence in LGBT Relationships; and Bias-Motivated Crimes. The training includes four online presentations to review MPD policies and previous trainings, and to introduce some new concepts. The online presentations are followed by a 4-hour classroom training, led by experienced core or affiliate officers of the LGBTLU. The classroom session focuses on scenarios designed to present officers with situations they will likely encounter, and provide a forum for discussing how they would respond to the incident and individuals on the scene. The emphasis on interactive and hands-on exercises requires officers to demonstrate the skills learned in training. The training also includes videos of community members discussing their experiences with police and the impact of those interactions.</p>
PUBLIC SAFETY	Improve the administration of the program by preserving the utilization of speed enforcement cameras deployed in a manner that is supportable by data showing a reduction in driver speed and an increase in pedestrian, bicyclist, and motorist safety.	MPD	Ongoing	Worked to request bids on a contract for the operation and maintenance of the District's automated traffic enforcement cameras. Expect to finalize this fixed price contract in early 2017.
PUBLIC SAFETY	Support the upgrade and modernization of MPD Headquarters and police stations across the District to ensure that MPD officers work in an environment that reflects the value of their work and supports their ability to do their jobs effectively.	MPD / DGS OP3	Ongoing	<p>Moved the Sixth District and Youth Division into a newly renovated building at the former Merritt School.</p> <p>All 7 District Stations, plus 3 substations received security system upgrades including bulletproof glass and controlled entry systems. The locker rooms at Fourth District, Fifth District, and Seventh District were all renovated. Third District received upgrades to their report-writing room, detectives' offices, and community room. Fourth District received renovations to detectives' offices, gym, and HVAC system. In addition, the roof at the Patrol Services Bureau was replaced.</p> <p>The Office of Public-Private Partnerships (P3) is now open to publish and receive solicitations, and the MPD Headquarters at the Henry J. Daly Building is one of the highest priorities.</p> <p>Initiated the public-private partnership process to identify innovative financial options to construct a modernized DC Jail.</p>

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PUBLIC SAFETY	Hire an experienced, forward-thinking leader with a strong EMS background to improve the department's performance, improve provider and customer confidence, and ensure results.	FEMS	Done (2015)	2015 Update: Hired FEMS Chief Gregory Dean, who has a strong background and proven accomplishments in the dual-role, cross-training of Fire and Emergency Medical Services providers in a high performing system.
PUBLIC SAFETY	Support the delivery of quality emergency medical services backed by evidence-based data, including providing additional resources to allow for better assessment of service delivery, including the evaluation of patient care indicators and other data that goes beyond merely measuring response times.	FEMS ServeDC / FEMS	Ongoing	<p>Invested additional resources in the FEMS Office of the Medical Director to support medically-driven system reforms, including two additional nurses in the Continuous Quality Improvement office and an Assistant Medical Director for the first time in several years.</p> <p>Included first-time key performance indicators in the FEMS performance plan measuring cardiac arrest survival rates, as well as FEMS providers' compliance with medical protocols for time-sensitive illnesses (STEMI, stroke and trauma cases). The cardiac arrest survival rates are based on national CARES registry standards and so can be compared to other jurisdictions. All of this data is available on the FEMS website at fems.dc.gov/page/performance-measures</p> <p>Initiated negotiations to enter into data sharing agreement with local hospitals that will allow the Medical Director to use additional patient outcome data (beyond the CARES data) to evaluate provider performance.</p> <p>Launched the Hands on Hearts program in order to train residents in hands-only CPR in order to improve the District's rate of survival from sudden cardiac arrest. In FY 15, 2,163 residents were trained in CPR. In FY 16, over 10,000 residents were trained, doubling the initial goal. As of publication, 15,000 residents have been trained in Hands on Hearts CPR.</p>

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HOUSING	Dedicate \$100 million every year to meet DC's affordable production goals.	DHCD DCHFA	Ongoing	Continued investment in Housing Production Trust Fund at \$100 million annually. Obligated \$106 million of HPTF to produce or preserve more than 1,200 affordable housing units in all 8 wards. Currently, 5,300 affordable housing units — capable of housing nearly 12,000 District residents — are in the development pipeline. Issued \$247 million in tax exempt bonds and underwrote \$157.2 million in Low Income Housing Tax Credit financing in Calendar Year 2016. Both financing vehicles resulted in the financing of twelve multifamily properties that yielded 1,705 units of housing priced at or below 80% percent of Area Median income (AMI). With the anticipated closing of an additional 2 multifamily properties, total yield of properties priced at or below 80% AMI is expected to increase to 1,967. To date in CY'16, eight DCHFA-financed properties were placed in service, delivering 836 units of new (544 units at 80%AMI), and 527 units of rehabilitated housing (499 units at 80% AMI). One additional property is expected to be placed in service before the end of CY 2016, which includes an additional 195 (39 units at 80% of AMI) units of new housing.
HOUSING	Increase housing production with greater private sector accountability, by demanding that at the very least 20% of units built on District-owned land be reserved for low-income households.	DMPED	Ongoing	Continued the policy of requiring 30% of all units built on District-disposed land to be affordable housing, while requiring even more affordability out of New Communities projects, such as Bruce Monroe.
HOUSING	Increase housing production with greater private sector accountability, by evaluating the new District low-income housing tax credit program (LIHTC), modeled after a similar federal program, and, if successful, will work to expand dedicated resources to the program.	DHCD	Launched	Hired legal consultant to guide implementation of the DC LIHTC program. The first step was to redraft and finalize a new Qualified Action Plan for the federal LIHTC. The QAP is expected to be finalized in the second quarter of FY2017. Received recommendations from the DC Housing Preservation Strike Force, including opportunities for a public-private preservation fund to be established in FY2016.
HOUSING	Increase resources and expand eligibility for the single-family rehab program that awards grants and loans for residents—especially seniors—to renovate and make their homes accessible	DHCD / DCOA DHCD	Launched	Implemented the Safe at Home Program, which helped seniors and residents living with disabilities age in place. Eligible households received accessibility adaptation grants up to \$10,000 to cover equipment and labor costs in order to reduce the risk of falls and reduce barriers that limit mobility. 223 homes have been adapted to allow seniors and residents living with disabilities to age in place. Continued streamlining the Single Family Rehab Program. In FY2016, 95 homes were provided Single Family Rehab and Lead Safe Washington loans and grants.

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HOUSING	Improve tax subsidies and cap property tax increases for long-time residents so they aren't priced out of neighborhoods that they helped establish in the first place. A particular focus will be to increase homeownership in Ward 8.	DCHFA	Ongoing	<p>Produced the following, as a result of DC Open Doors (a program which offers both FHA and Fannie Mae mortgage loan products that provide up to 3.5% down payment assistance to borrowers earning at or below \$131,040 per year in DC): Total Loans Closed = 199 for \$60,040,584 in Total First Trust Mortgages Funded., and \$1,616,104 in Forgivable Downpayment Assistance Loans</p> <ul style="list-style-type: none"> • Average Sales Price = \$315,756 • Average Loan Amount = \$301,711 • Ward Breakdown: Ward 1 = 17 (%9); Ward 2 = 8 (%4); Ward 3 = 14 (7%); Ward 4 = 16; (%8) Ward 5 = 32; (16%) Ward 6 = 10 (5%); Ward 7 = 74 (37%); Ward 8 = 28 (14%) <p>Implemented a Mortgage Credit Certificate product, which provides borrowers with a tax credit of up to 20% of the interest annually paid. CY2016 MCC closings (launch date of 6/16/16):</p> <ul style="list-style-type: none"> • 32 DC Open Doors Loans closed with MCCs – total loan amounts = \$9,630,013. • 13 non-DC Open Doors loans closed with MCCs – total loan amount = \$4,673,730 <p>Planning increased marketing efforts in Ward 8, including outreach to churches and civic organizations.</p>
HOUSING	Work with the Chief Financial Officer so that families never again lose their homes over minor or mistaken tax debts.	DISB	Done	<p><i>Should have been reported as "Done" in 2015. Residential Real Property Equity and Transparency Amendment Act of 2014, passed in December 2014, allows for the exclusion of residential properties from tax sales where the amount owed the District is less than \$2500. This update should have been marked "Done" last year.</i></p> <p>Assisted 686 District homeowners with judicial foreclosures in FY2016 through the Housing Counseling program. DISB also ensured financial services companies are treating District residents fairly by assisting them through the Consumer Complaint Resolution program. In FY2016, DISB returned \$963,345 to District residents through the program. Additionally, by assisting distressed homeowners with mortgage loan modifications, DISB estimates its actions will save District residents approximately \$1.2 million over the life of their loans and possibly saving their homes from foreclosure. DISB continues to provide mediation assistance and legal reviews to District residents facing foreclosure through its contract with Housing Counseling Services, Inc. Information about DISB's Foreclosure Assistance program can be found on DISB's website: disb.dc.gov and on the Housing Counseling Services website: housingetc.org.</p>

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HOUSING	Double the amount of down-payment assistance under the Home Purchase Assistance Program (HPAP) program from \$40,000 to \$80,000 so that more families can realize the American dream of owning their own home.	DHCD	Done	<p>Helped 226 households finance their home purchases in 2016. Expecting to grow that number in 2017 by 75 households.</p> <p>Announced increase to the HPAP loan cap from \$50,000 to \$80,000 for new homebuyers that access HPAP assistance, starting January 2017. In addition, DHCD will revise the repayment terms for 70 percent of HPAP borrowers. Currently, HPAP has a five-year loan deferral period, and when that period ends, some borrowers get sticker shock because of the higher mortgage payments. For borrowers with incomes below 80 percent AMI, the change will defer their loans until the property is sold, refinanced to take out equity, or is no longer their primary residence. Moderate-income borrowers who earn between 80 percent and 110 percent AMI will have payments deferred for five years with a 40 year principal-only repayment period.</p> <p>Added a second HPAP administrator to enable the District to more efficiently and effectively implement these major enhancements to the program. The program will be co-administered by the DC Housing Finance Agency and the Greater Washington Urban League to accommodate the anticipated growth in requests for assistance from District residents.</p>
HOUSING	Refocus DCHousingSearch.org to include all affordable housing in the District, allowing residents to find homes and access government resources to get and stay in those homes. This system will ensure that housing units subsidized by the government, including those built on public land or required by inclusionary zoning regulations, and the application requirements are easily accessible. The search tool should be made available across the city at libraries and recreation centers, but should also be accessible by phone.	DMPED	Launched	<p>Launched the Economic Intelligence Dashboard, which tracks demographic data and investments in all 8 Wards. It includes an affordable housing tracker that tracks the production and preservation of affordable housing units in the District. It also includes the Real Estate Project Pipeline, which allows residents to see, for the first-time ever, the status of development projects in their ward.</p>

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HOUSING	Focus greater public subsidies on mixed-income developments coupled with greater accountability and clear delegation of responsibility to the agencies tasked with realizing these projects, at the same time, committing to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.	DMPED	Ongoing	<p>For the first-time ever, there is substantial progress being made on all four New Community development projects. Additionally, we made unprecedented progress moving forward the New Communities Initiative:</p> <p>BARRY FARM:</p> <ul style="list-style-type: none"> • Provided \$13M for predevelopment to fund relocation, design and planning work • Negotiated a new phasing plan to bring back more units faster, with 170+ replacement units coming back in the first phase and the first units coming online in 2020. • Launched “Barry Farm Summer Series” (which continued into the fall/winter to focus on preparing residents for successful relocation, continued engagement in the design and development process, and setting priorities for the return of residents to the redeveloped property. • Annual Barry Farm Day attracted 200 - 250 participants. • Human Capital – Far Southeast Family Strengthening Collaborative providing comprehensive case management services; National Organization of Concerned Black men providing youth development services; and Whitman-Walker Health providing wellness services. <p>LINCOLN HEIGHTS/RICHARDSON DWELLINGS:</p> <ul style="list-style-type: none"> • 5201 Hayes – 150 units/50 replacement – began construction, with \$9.5M in gap financing • Strand Development - 86 units/28 replacement, 8K of commercial space – approved by DC Council with \$9.9M in gap financing • Continued convening monthly NCI steering committee meetings. • Annual “Lincoln Heights Day” attracted 350 - 400 participants. • Human Capital – Homes for Hope providing comprehensive case management services; Higher Achievement and DC Scores providing youth development services.

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				<p>NORTHWEST ONE:</p> <ul style="list-style-type: none"> • OurRFP process launched to solicit a master developer for North Capital & K site; In 2 community meetings, DMPED got input that was used in writing the RFP. • RFP released, and responses received in December. Selection panel currently convening. • Held NW1 “Homecoming” event that attracted 150-200 participants. • Human Capital – Housing Opportunities Unlimited providing comprehensive case management services and Literacy Lab providing youth development services. <p>PARK MORTON:</p> <ul style="list-style-type: none"> • Developed a new Park Morton master plan through a community-driven planning process that meets all of the core NCI principles (including “build first” through inclusion of a nearby public parcel, Bruce Monroe) • Submitted Consolidated PUD application for Park Morton and Bruce Monroe. Zoning Commission Hearings completed. (Vote expected January 2017.) • LDA for Bruce Monroe approved by DC Council, including an anticipated \$37M in gap financing for the project. • Worked with DCHA to convene a Park Morton steering committee made up of Park Morton residents, local electeds (ANC and Council), and neighborhood stakeholders. • Convened or presented at over 50 community and stakeholder meetings to inform and receive feedback about the Park Morton redevelopment plan. • Human Capital – Housing Opportunities Unlimited providing comprehensive case management services; Dance Institute of Washington and Athletes United for Social Justice providing youth development services. <p>HUMAN CAPITAL (GENERAL):</p> <ul style="list-style-type: none"> • Provided a total of \$2.28M in grants to nonprofits to provide human capital services in NCI communities. • Completed evaluation of human capital program in partnership with the Urban Institute. • Launched training and peer-learning series for human capital providers to focus on trauma-informed approaches to community building and service delivery. (As part of the series, 10 NCI case/outreach workers completed the Department of Behavioral Health’s certification on Co-Occurring Disorders.)

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HOUSING	Restructure reporting lines so that all agencies with affordable housing budgets are coordinating, sharing best practices and working together to meet the demand for affordable and subsidized housing.	DMPED / DHCD / DMHHS / DHS DHCD	Ongoing	Continued to coordinate efforts with the other housing agencies through the consolidated RFP, the Interagency Council on Homelessness, and similar standing efforts. DHCD also used the five year HUD Consolidated Plan requirement to cooperate with other DC Housing Agencies in setting priorities and sharing information about programs. In addition, the DC Housing Preservation Strike Force convened 15 times during an 11 month time period. The Strike Force members engaged in rigorous research and deliberations and then released a final report on November 9, 2016. The final report included a six point plan including the following: 1) Establish a Preservation Unit 2) Create a Public-Private Preservation Fund 3) Create a Small Properties Preservation and Affordability Program 4) Implement the District Opportunity to Purchase Act (DOPA) 5) Advance preservation under the Tenant Opportunity to Purchase Act (TOPA) 6) Allow low income senior renters to age in place. DHCD will lead the implementation plan with the goal to implement all six recommendations by the end of 2018
HOUSING	Commit to ending family homelessness by 2018, by investing greater resources in preventing homelessness, such that families don't have to enter the homeless system to access needed services and housing, and by producing quality affordable and subsidized housing options for these families, including rapid rehousing and permanent supportive housing.	DHS	Ongoing	Advanced reforms to system of care for families experiencing homelessness: 1) Achieved earlier interventions for families confronting a housing crisis preventing more than 2,200 families from needing a shelter stay. 2) Continued to provide access to emergency shelter for families year round and supported more than 2,314 families to exit shelter over the last two years, with a 20% increase in exits year over year for the past two years. 3) Insourced Virginia Williams Family Resource Center, our point of entry for families experiencing homelessness, and redesigned the family intake process. 4) Developed interim eligibility, which ensures the safety of families by offering immediate shelter for a limited time in situations when deeper engagement with families is needed to determine when a shelter stay is appropriate. 5) Improved OSSE/DHS policy to allow 12 month certification for childcare for TANF participants, improving stability for early learners and supporting parents to pursue employment. Developed interim eligibility, which ensures the safety of families by offering immediate shelter for a limited time in situations when deeper engagement with families is needed to determine when a shelter stay is appropriate. Expanded permanent supportive housing and rapid rehousing. In FY16 nearly 1250 families exited homelessness—a 25% increase over the previous year. Opened the brand new Patricia Handy Place for Women, as a part the 8 Ward strategy to close DC General and implemented a new, innovative program model that will lead the way to re-imaging and redeveloping our outdated low-barrier shelter system.

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		DCOA / CFSA		Genesis, an intergenerational housing model for teen mothers and seniors, opened its doors in September 2015 to eight young mothers and their children along with 15 seniors and four low income District residents. Since its opening, all eight young mothers have remained and maintained employment and/or educational endeavors and are supporting their own subsidized rental cost. These young ladies continue to receive supportive services through Georgia Avenue Collaborative for aftercare until they have reached age 24.
HOUSING	Commit to finding long-term solutions for would-be homeless families and individuals before turning to a shelter, developing smaller shelter alternatives, and, ultimately, closing DC General.	DMHHS	Ongoing	<p>In February, the Mayor unveiled an all eight ward strategy to close DC General and open small, service-enriched short-term family housing facilities across the District, as one piece of the larger plan to transform our homeless services.</p> <p>In February and March, the Administration shared the plan to close DC General with the community in a series of public meetings across the city and also sought public feedback on building designs.</p> <p>Council made changes to that plan including changing the location of three of the sites to District government-owned land – Wards 3, 5 and 6 – and requiring the District to purchase the sites in Wards 1 and 4, which extended our timeline to close DC General by more than a year to January 2020.</p> <p>Over the summer, the Administration convened Advisory Teams in wards where the Council had designated a new site, so that we could solicit feedback and assuage community concerns.</p> <p>In December, the Administration hosted community meetings to share the designs for the new sites.</p>
HOUSING	Implement an integrated human services case management system that ensures a pro-active approach to providing human services, so we can identify those among us most at risk of becoming homeless before homeless services are needed.	DMHHS / DHS	Ongoing	<p>In 2015, the new Medicaid eligibility system -- DCAS -- was malfunctioning creating a serious 12,000 case backlog. In addition, the promise of a more efficient process for persons seeking to renew their coverage was unrealized, comprised by technological problems which left the problems of the legacy system unaddressed. In 2016, the underlying technology problems that delayed completion of application processing within 45 days have been resolved. All complete applications are processed within 45 days -- many in real time. In addition, on October 18, 2016, the District completed the needed software upgrades to address system defects that were affecting the renewal process. This has significantly increased the rate at which beneficiaries are able to renew their coverage without coming into a service center -- so-called "passive renewals". By the third renewal cycle following the upgrade, roughly 93 percent of the all Medicaid renewals were passively executed -- this was more than a 30 percent increase. The DCAS system now offers District residents who are seeking non-long term care Medicaid services the full functionality to apply and renew their eligibility on line in addition to accepting applications by telephone, in person, and by mail.</p> <p>Opened the redesigned Congress Heights Service Center in December 2016.</p> <p>Began Business Process Redesign at Anacostia Service Center, with a plan to roll out to all Service Centers.</p>

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HOUSING	Review the organizational structure of the human services agencies to evaluate whether the District could be providing human services in more efficient and effective ways, based on best practices from other jurisdictions and even within the District government, including whether the service models, including service centers, are best equipped to deliver the District's full range of human services or if alternative options would enhance services for District residents.	DMHHS	Ongoing	<p>Made key changes to the DHS Continuum of Care contract including requiring intensive case management with robust expectations regarding stability and housing placement, which is expected to impact rate of exits.</p> <p>Integrated case management services for customers receiving TANF and participating in rapid re-housing. With TANF workers providing case management, there is continuity for the customer after their exit from shelter and it helps put the family on a pathway to greater economic security.</p>
HOUSING	Work to fully implement the Interagency Council on Homelessness' strategic plan to end homelessness by 2025.	DHS	Ongoing	<p>Adopted the Interagency Council on Homelessness (ICH) strategic plan and made historic investments in proven strategies outlined in the plan.</p> <p>Increased permanent housing resources (permanent supportive housing or PSH, rapid re-housing and targeted affordable housing) by more than 57% over the past 2 years.</p> <p>HSRA Modernization: The ICH convened a community process (July - September 2016) to support an update to the Homeless Services Reform Act (HSRA). For the first phase of follow up, the Administration introduced legislation, which included several high priority items. For the second phase, the ICH is hosting meetings throughout the fall and winter to continue working on language for a second package, which will move forward during the next session.</p> <p>Leveraging Medicaid: After an initial level setting meeting to bring PSH providers up to speed on the framework for My Health GPS (the proposed mechanism for leveraging Medicaid to pay for PSH services), the ICH organized deeper dives with PSH providers to further flesh out options, questions and concerns. The goal is to create a Plan for Capacity Building and Ramp Up to address constraints identified as critical in the Deeper Dives.</p> <p>Youth Strategic Plan and Demonstration Project: Drafted a Youth Strategic Plan.</p>

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TRANSPORTATION	Adopt "Vision Zero," a transportation safety approach that focuses on key areas including engineering, education, enforcement, and policy formulation, to eliminate dangerous behavior on our roadways, in all communities. The goal of "Vision Zero" is straightforward: reduce serious injuries and fatalities on our streets to zero by 2024.	DDOT	Ongoing	<p>Continued implementation of the Vision Zero Action Plan. FY17 Vision Zero grantees have been selected. The Office of Risk Management, Gearin' Up Bicycles, George Washington Hospital, DC Villages, and the Department of For Hire Vehicles will focus their efforts on a combined focus on education, enforcement, and community engagement initiatives. Slated to release a public Year One Progress Report in February 2017, along with a more user-friendly Vision Zero website that complies with the safety reporting requirements of the Bicycle and Pedestrian Safety Amendment Act of 2016. A year-one progress meeting will be scheduled with all participating agencies in conjunction with the Year One Progress Report release.</p> <p>Prioritized addressing High-Hazard Intersections by conducting site visits to five high-crash intersections in fall 2015 and implementing safety improvements at all five in 2016. The intersections were New York Avenue and Bladensburg Road NE, Minnesota Avenue and Benning Road NE, 14th and U Streets NW, Wisconsin Avenue and M Street NW, and First Street and Massachusetts Avenue NE.</p> <p>Conducting a second round of site visits to high crash intersections.</p>

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TRANSPORTATION	Designate a senior DDOT official to be the agency's Transportation Equity and Inclusion Officer, in order to ensure that the District's policies and plans make accessibility a priority.	DDOT	Done	<p>Created the position of Transportation Equity and Inclusion Officer and hired Tyra Redus for this role. Fostered strong relationships with internal and external stakeholders. Eliminated the backlog of plans and goal documents that are required by our federal funding partners. Participates on the Age Friendly Task Force to ensure all modes of transportation are accessible for District residents of all ages and abilities, as well as the AccessDC Study to identify ways to give people with disabilities and older adults in the District of Columbia better service.</p> <p>The team responsible for addressing accessibility issues around the Americans with Disabilities Act (ADA Team) is making significant strides towards ensuring accessibility of the District's public rights of way for all residents through the following initiatives:</p> <ul style="list-style-type: none"> • Conducting an inventory of accessibility barriers to District rights of way to be completed in early 2017; • Developing prioritization criteria to address non-compliant locations; • Implementing a public interface that will allow constituents to file ADA complaints with DDOT and track specific locations in the prioritization process; • Utilizing \$2 million in funding currently dedicated for addressing ADA compliance; <p>and</p> <ul style="list-style-type: none"> • Pursuing additional dedicated funding for repairs specific to sidewalks. <p>The Transportation Equity and Inclusion Officer has improved DDOT compliance with Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) goals as prescribed by the Federal Highway Administration (FHWA). Made the DDOT's DBE goal setting methodology more accurate, in compliance with the most recent regulations promulgated by FHWA, netting a nine percent increase in the overall DBE goal.</p> <p>Led the Office of Civil Rights in planning and implementing DDOT's 6th Annual DBE Summit. The summit saw increased participation above past years and included the launch of the new DDOT SBE program, including online certification. To date, 40% of DBEs that have contracted with DDOT are now reciprocally certified as SBEs.</p>

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TRANSPORTATION	Lead a comprehensive assessment of the DC Streetcar project to learn from missteps made, correct planning and operational deficiencies by reforming the District's procurement apparatus, and responsibly and confidently move forward with an expansion of streetcar service in a way that meets the needs of District residents and visitors.	DDOT	Launched	<p>Launched the DC Streetcar for passenger service on February 27, 2016 - #choochoo7. Expanded service in September 2016 to cover every day of the week, while also reducing waiting time between trains from 15 minutes to 12 minutes. The DC Streetcar has seen solid ridership numbers since it launched. Average weekday ridership has increased from 2,419 in March to a weekday average of 2,795 in November, with a high of 2,836 in October 2016.</p> <p>Advanced planning efforts for the westward extensions are currently underway. The Environmental Assessment is underway, with final environmental clearance in 2017 and initiation of Preliminary Engineering for the streetcar and rehabilitation of the Benning Road Bridges anticipated in mid-2017. Anticipated completion of the environmental process is late 2017. Restarted public engagement for westward extension in May 2016 with additional exploration of historic preservation concerns, off-wire technologies, and dedicated transit lanes as part of the alternatives analysis.</p>
TRANSPORTATION	Continue efforts to expand bicycle lanes throughout the District to ensure that bicyclists have a safe space to ride and pedestrians and drivers alike have more predictable streets and traffic patterns, including by expanding the Capital Bikeshare program to more neighborhoods, including those that have been historically underserved by public transit, by increasing educational outreach to promote bicycle safety, and by dedicating the appropriate resources to complete the Metropolitan Branch Trail (MBT).	DDOT	Ongoing	<p>Added over six miles of bike lanes and installed 31 new Capital Bikeshare stations, raising the total number of stations to 239. There are 22,000 total DC annual Bikeshare membership holders, including 1,300 DC government employees.</p> <p>Launched the Capital Bikeshare Community Partners program to work with community-based organizations and service agencies to offer discounted bikeshare memberships and bike education in underserved parts of the District. To date, the program has eight partner organizations, 171 members and has seen 7,446 trips in 2016.</p> <p>Completed the Kenilworth section of the Anacostia River Trail in October 2016, completing the 20-mile network of riverfront trails in DC and connecting to the 26-mile Anacostia Tributary trail system in Maryland.</p> <p>Completed preliminary design for the Metropolitan Branch Trail around Fort Totten in November 2016, and pursuing a design-build approach for the Fort Totten to Brookland section. The contract will be advertised in early 2017, with construction to start by the end of 2017. For the section between Fort Totten and Takoma, final design will take place in 2017 and construction in 2019. Worked to implement trail upgrades on the existing NoMa and Brookland sections, and lighting upgrades are in the design phase. Lighting improvements to the existing trail will be complete by the end of 2017.</p>

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TRANSPORTATION	Create Seniors on the Move, a District-wide initiative designed to ensure the District's Seniors are aware and can take advantage of the new and exciting transit options that are making District neighborhoods more accessible than ever before. Additionally, work with the Office of Disability Rights (ODR) to ensure that residents with disabilities are also able to enjoy the expanding transit options available in the District.	DMHHS / DDOT / DCTC	Ongoing	<p>Budgeted over \$71 million in transportation funding to serve seniors and people with disabilities – a \$10 million increase from FY 2015.</p> <p>Provided 193,000 taxicab trips through TransportDC for residents with disabilities including seniors. TransportDC averaged about 16,200 trips per month in Fiscal Year 2016 compared to about 4,000 in the previous the fiscal year - a 4-fold increase. Recognizing this success, funding was increased for the program in FY16 to \$1.1 million (up from \$963K in FY15). An additional \$1.2 million was injected into TransportDC over the summer to ensure the program was funded for the remainder of the fiscal year.</p> <p>Seabury Resources for the Aging's ConnectorCard Program provides eligible district residents 60 years and over and people with disabilities between 18 -59 years old a debit card that can be used for public and private transportation services to a destination of choice. It is a cost-share option subsidized in part by the customer and the District based on a sliding-fee scale. In FY 2016, the ConnectorCard Program received a federal grant to expand and serve more customers in FY 2017.</p> <p>Budgeted \$62,947,674 for serving seniors and people with disabilities in FY17. This includes services provided by Seabury Connector, Transport DC, MTM, and Metro Access.</p> <p>Studying ways improve transportation access for older adults and people with disabilities. The study includes a project advisory committee comprised of five community members (older adults and seniors) as well as agency representatives from DCOA, DHCF, DFHV and MetroAccess. The study is currently in its early stages - surveying users and completing an existing conditions report - and will be complete in July 2017.</p> <p>Identifying ways to eliminate duplications in services, which has resulted in cost-savings leveraged by Medicaid, and will further enable providers to become Medicaid transportation provider, resulting in cost savings.</p>
TRANSPORTATION	Utilize public private partnerships to expedite major infrastructure projects.	OP3 / DDOT	Launched	<p>Announced the acceptance of unsolicited proposals by the DC Office of Public-Private Partnerships (DC OP3) during limited time periods each year to spur innovative solutions to the District's infrastructure needs. For a list of some of the projects currently being contemplated for P3 procurement by the District, please visit http://op3.dc.gov/page/project-pipeline.</p> <p>Identified a pipeline of projects ready for P3 investments, available at: http://op3.dc.gov/pipeline</p> <p>Hosted DC Builds!, a half-day forum that brought together public officials, potential partners, policy experts, and residents to discuss the state of the District's infrastructure. The forum gave attendees the opportunity to meet the Office of Public-Private Partnerships and other key agencies; learn about the public-private partnership (P3) model and the procurement process; and discover what projects the District intends to procure as P3s.</p>

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TRANSPORTATION	<p>Appoint an innovative leader to guide DDOT as it increases focus on meeting the basic needs of District residents, including sidewalk improvements, alley repairs and street paving needs, while exploring cutting-edge ways to increase transit options for all who visit, live, and work in the District. This individual will work together with city officials to incorporate transportation into every component of city planning while maintaining a fully functioning agency that is responsive to the safety needs of District residents.</p>	DDOT	Done (2015)	<p><i>2015 Update: Appointed Leif Dormsjo in March 2015 to be an innovative leader to guide DDOT as it increases focus on meeting the basic needs of District residents, including sidewalk improvements, alley repairs and street paving needs, while exploring cutting-edge ways to increase transit options for all who visit, live, and work in the District. DDOT has made progress this year addressing fundamentals like pothole and alley repairs and street resurfacing.</i></p> <p>Director Leif Dormsjo has increased the focus on meeting the basic infrastructure needs of District residents through data-driven analysis and decision-making. DDOT has increased overall production rates in street repaving, alley restoration and sidewalk repairs. Also, DDOT expanded the work on alleys, roads and sidewalks due to the increase in funding that Mayor Bowers provided the agency compared to previous fiscal years.</p> <ul style="list-style-type: none"> • Alleys: FY16 expenditures were 10 percent higher than FY15 expenditures and more than twice the FY2010-2014 five-year average (FY16- \$15.4 million); • Sidewalks: FY16 expenditures were 62 percent higher than FY15 expenditures and over five times the FY2010-2014 five-year average (FY 16 - \$18.2 million); and • Local Streets: FY16 expenditures were 77 percent higher than FY15 expenditures, and over three times more than the FY2010-2014 five-year average (FY16-\$18.8 million). <p>Additionally, the South Capitol Street Corridor project is the largest construction project in the agency's history. Phase 1 includes the replacement of the 67-year old Frederick Douglass Memorial Bridge over the Anacostia River. The design-build project includes an innovative Project Labor Agreement and locally-based hiring preferences.</p>

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TRANSPORTATION	Create a Parking and Congestion Task Force to identify and recommend legislative and regulatory solutions to ease congestion and address the long-term parking needs and concerns of District residents and visitors. (e.g. accommodating parking near city churches). The Task Force will look at best practices employed by jurisdictions in the region, and across the country, to make sure that District efforts are current and evidence-based.	DDOT	<i>Reconsidered (2015)</i>	<p>Instead of creating a new Task Force, the following actions have been taken to ease congestion and parking constraints:</p> <p>Launched the District Mobility Study to systematically document congestion, access, and reliability for all modes throughout the District. This intensive data gathering and analysis effort lays the groundwork for short- and long-term congestion relief strategies that include infrastructure and operational approaches. The study is almost complete. Plan to launch a public-facing website in 2017 and begin long-term trend analysis. Used the data from this initiative to form the basis of a TrafficStat with WMATA, DPW, DFHV, and MPD to identify further strategies for improving mobility and accessibility.</p> <p>Completed retiming of more than 1,200 traffic signals in last two and a half years with the remaining 400 will be optimized in late summer 2017, as part of the city-wide signal optimization initiative to reduce traffic congestion and improve multi-modal traffic operations. The second five-year cycle of this initiative will begin in late 2017.</p> <p>Set up a Traffic Operations Center at the Reeves Center to monitor traffic flows in real-time and support any District-wide traffic signal timing changes, in response to the WMATA SafeTrack surges.</p>

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				<p>Launched the dynamic parking pilot in Penn Quarter/Chinatown in December 2015 and the first price adjustment went into effect in October 2016. The purpose of this pilot project is to increase parking turnover and availability through a combination of price adjustment and improved public information, with the goal of reducing congestion generated by motorists circling the block looking for parking. Price adjustments and occupancy evaluation will continue through 2017 program effectiveness and the feasibility of extending this approach to other areas of the District is evaluated.</p> <p>Completed a post-construction analysis of three recent projects and developed a performance metric toolkit that will be used to improve before/after data collection to share results of projects and assess whether projected improvements are achieved. The toolkit includes congestion, safety, and multi-modal travel metrics. The projects include the M Street NW protected bike lane, Sherman Avenue NW streetscape project, and the Naylor Road SE pedestrian safety project. All three included reconfiguration of travel lanes and parking. The analysis was used to determine if the planning assumptions were realized in practice. Overall, the analysis was positive in the realization of the projected benefits.</p> <p>Completed the Crosstown Study, which assessed east-west travel options between the Columbia Heights and Brookland neighborhoods in an effort to increase multi-modal options and address congestion and mobility. The study identified a series of new capital projects and operational improvements that will link with economic development opportunities to improve multi-modal travel. As a result, two short term projects are moving forward. The first, a retiming of the intersection at 14th and Irving to improve pedestrian safety and vehicular and bus flow this year. Second, a protected bicycle facility on Irving Street, NE/NW between Michigan Avenue, NE and Warder Street, NW. Design and community engagement will happen this year.</p>
TRANSPORTATION	Convene a cross-agency team of government officials to review the District's model of transportation governance, with the goal of identifying potential savings and/or efficiencies that could be realized by increased collaboration or consolidation.	DDOT	Done	Reorganization of DDOT was approved by the DC Council in 2016. The 2018 budget will reflect this new structure and DDOT is operating under the new infrastructure to deliver projects, manage transit programs, and integrate a focus of equity and inclusion into all activities.

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TRANSPORTATION	Encourage and promote transportation innovation by convening a working group comprised of transportation policy experts, thought leaders, inventors, and local residents, to identify efficiencies and technologies that can be utilized to expand and improve transportation access, including mobile application advances, roadway design, and the expanded use of electric vehicles to provide safe, efficient and cost-saving services to District residents. These efforts will also focus on climate action and ensuring that the District is leading the way in reducing carbon emissions and incorporating green technology into future planning.	DDOT	Ongoing	<p>Hosted civic hackers, transportation experts, urban planners, academics and advocates at the first-of-its-kind Vision Zero Hackathon. During the event, participants brainstormed and coded their way to fresh insights about transportation safety, using more than 20 million newly released open data sets on crashes and enforcement. The in-person Hackathon convened groups to perform further analysis and showcase new data visualizations, apps, and GIS analysis. The event encouraged dialog about transportation safety policy and services, as well as provided an opportunity for hacking to offer new perspectives for using safety data. DDOT and OCTO (with help from MPD, DMV, and DPW) published three new data sets, containing records from 2010 to 2014: More than 100,000 crash data points, more than 4 million moving violations, and more than 17 million parking violations.</p> <p>Participated in Transportation Techies meetups, providing open data and presenters for several Capital Bikeshare Hack Nights, Bike Hack Nights, and Walk Hack Nights.</p> <p>Engaged in the SmartDC initiative and is coordinating with industry and thought leaders on innovative transportation initiatives and data sharing opportunities</p>
ENVIRONMENT	Lead efforts to develop a modern, comprehensive, innovative energy policy that ensures District residents and businesses have the best service – and the lowest rates – from reliable sources of energy, with the smallest environmental footprint possible.	DOEE DGS	Ongoing	<p>Completed Clean Energy DC, a draft comprehensive energy and climate mitigation plan. This innovative plan will serve as a reference document for the District's efforts on greenhouse gas reduction (GHG), energy efficiency, and renewable energy. The plan is organized around the central goal of cutting GHG emissions 50% by 2032, as well as reducing energy use and increasing renewable energy, using measures that can support all three goals.</p> <p>Participated in the initial round of Formal Case 1130 (Modernizing the Energy Delivery System for Increased Sustainability) led by the Public Service Commission, and provided recommendations to ensure that the District's energy system can incorporate and maximize renewable energy and reduce costs by minimizing costly investments in traditional infrastructure upgrades and instead relying more on energy efficiency, demand response, and locally generated energy.</p> <p>Installed roughly 7.6MW of solar photovoltaic (PV) systems on a total of 30 District government properties with more than 17,300 panels installed, to further the District's 20-year Power Purchase Agreement established in 2015. Coupled with another DGS initiative, this effort will save District taxpayers roughly \$30M over 20 years and invest \$25M in the local economy.</p>
ENVIRONMENT	Ramp up programs and policies that encourage and incentivize the use of solar technologies, particularly by middle and low-income households.	DOEE	Ongoing	<p>Implemented the Affordable Solar Program and the Small Business Solar Pilot Program. The Affordable Solar Program successfully installed solar on 158 low-income homes and the Small Business Solar Pilot Program completed installations on 13 small businesses all east of the Anacostia River.</p> <p>Began implementation of the Solar for All program to benefit low-income households using solar power from 2017 to 2032. Convened a stakeholder task force to help develop recommendations on program design and implementation, which will be finalized in 2017.</p>

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ENVIRONMENT	Work with community partners, both public and private, to aggressively expand the District's urban tree canopy efforts with the goal of planting the requisite number of trees five years ahead of schedule.	DOEE	Ongoing	<p>Oversaw the planting of 9,893 trees in the District in FY2016, and plans to exceed this number in FY2017.</p> <p>Coordinated citywide tree planting policies and plans to further support the District's goal of achieving at least a 40% tree canopy through the Urban Forestry Advisory Council.</p> <p>Awarded grants to non-profit partners to plant at least an additional 3,650 trees on schoolyards, parklands, and private property by spring 2018.</p>
ENVIRONMENT	Require the inclusion of greening initiatives in all economic development proposals to maximize opportunities for job creation and economic growth in the District.	DOEE	Ongoing	<p>Continued to support the green economy by enhancing the District's Green Zone Environmental Program (GZEP), which produced a job training solar installation program for 18-24 year olds.</p> <p>Hired its inaugural cohort of Green Fellows—highly competitive paid opportunities for graduate students attending DC-based higher education institutions. In FY 17, DOEE will: hire 6 new Green Fellows; establish a pilot to train young adults to inspect and maintain green infrastructure; and help implement the Renewable Portfolio Standard Amendment Act of 2016, which will provide the District the opportunity to create approximately 100 green jobs.</p> <p>Initiated plans to develop a new "green procurement" process for capital projects and support the implementation.</p>
ENVIRONMENT	Implement the brownfields tax incentive, approved by the Council in 1999, tailoring deployment so as to advance cleanups that would not have otherwise happened.	DOEE	To Launch	Seeking contractual support and legislative update. DOEE will prioritize updating the Brownfields Tax incentive in FY17 to make the incentive available as soon as possible.
ENVIRONMENT	Ensure cross-agency and cross-government collaboration to accelerate the return of this important and iconic waterway to DC residents, and provide agencies with the resources and support necessary to complete the Anacostia Riverwalk Trail.	DOEE DDOT	Ongoing	<p>Initiated phase two of the remedial investigation of the Anacostia River and began work on the feasibility study. Entered into a partnership with the National Parks Service to exercise more leverage in the remediation project. Hired an Anacostia Coordinator to help facilitate inter-agency coordination and collaboration for Anacostia River/Watershed restoration efforts.</p> <p>Completed two large stream restoration projects for tributaries of the Anacostia River: Nash Run and Pope Branch, and will complete the Watts Branch restoration in 2017.</p> <p>Additional projects that benefited the Anacostia River include: installation of 59 rain gardens, 78 pervious paver projects, 110 native landscape gardens, 281 rain barrels, 9,893 newly planted trees, 5 schoolyard stormwater retrofits, 2 LID projects on DPR lands, and 12 RiverSmart Communities projects.</p> <p>Completed the Anacostia Riverwalk Trail.</p>

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ENVIRONMENT	Improve the District's sustainability (specifically to improve the District's Siemens rankings of the District, from 8th most sustainable city in North America in 2011) by focusing on the implementation of environmental policies and practices that reflect the best practices of urban jurisdictions around the world, conducting a top to bottom sustainability audit of District government to realize tangible gains within her first 100 days in office, and ensuring that all DC agencies are in compliance with the District's environmental laws by designating a Sustainability Officer to coordinate compliance efforts.	DOEE	Ongoing	<p>Completed the Sustainable DC Progress Report in April 2016, which assesses progress towards District sustainability goals for 2032. Currently, 15% of actions are completed and 80% of actions are underway.</p> <p>Convened an interagency task force of over one hundred DC Government agency staff who work on sustainability issues to improve the sustainability of the District, particularly District Government.</p> <p>Relaunched the Diplomatic Institution Sustainability Pledge with 100 embassies and the College and University Sustainability Pledge with eight universities in DC.</p> <p>Continued robust community engagement to encourage residents to reduce the amount of energy and water used, and waste generated.</p>
ENVIRONMENT	Promote and expand efforts to make the District a zero waste city, which will result in both economic growth and a reduction in carbon emissions and toxins	DOEE / DPW	Ongoing	<p>Established the Interagency Waste Reduction Working Group which included representatives from DGS, DPR, DPW, and DOEE, charged with the design and development of waste diversion education and outreach materials and the development of a District zero waste plan.</p> <p>Coordinated the first zero waste music festival in the District, Kingman Island Bluegrass & Folk Festival, in April 2016 reaching over 12,000 residents and visitors.</p> <p>Partnered with local and international organizations for one day event to educate District residents and visitors on opportunities to reduce food waste and save money. Conducted a "Feeding the 5,000" event where over 6,700 members of the public were fed a meal using recycled food.</p> <p>Hosted an Organic Waste Summit in April 2016 – a Path to Zero Waste forum to demonstrate support for newly adopted goals of United Nations, EPA, USDA to reduce food waste by 50% by 2030.</p> <p>Commenced education and outreach on waste reduction through online and social media outreach, including a dedicated DPW webpage providing waste prevention tips such as opting out of catalogs. Implemented foam ban which will reduce waste and litter in the District.</p> <p>While the residential recycling diversion rate was 22.88% in FY16, a new and improved performance metric was developed for FY 17</p> <p>Launched the Paint Product Stewardship program in the District on November 1, 2016. There are currently 7 retail stores operating as dropoff sites for paint. On November 19th, PaintCare held its first one-day event at RFK. Over 220 District residents and businesses dropped off over 27,000 lbs. of paint.</p> <p>Hosted a listening session on textile diversion. The session will help inform the agencies as they work to decrease textiles from the waste stream.</p>

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ENVIRONMENT	Create a neighborhood-based Green Space Task Force to identify 1) existing green spaces in need of modernization and/or improvement and 2) new District-owned spaces (unused land) that can be utilized for innovative purposes, like community gardens.	DOEE / DGS / DPR / DPW	Reconsidered (2015)	<p><i>Instead of creating an additional Task Force, the Administration set to work creating additional green space.</i></p> <p>Developing a small parks plan for improving triangle parks and other small parcels in the District.</p> <p>Working on DC government project to install stormwater retrofits on DPR and DCPS lands in an effort to retrofit 5–7 sites annually.</p> <p>Identifying and converting high maintenance green spaces into low mow, no mow, native meadow, and early successional habitats.</p>
ENVIRONMENT	Increase funding for repairs and improvements to public parks and playgrounds to encourage health and fitness District-wide and ensure the safety of all District residents who utilize the District's recreational facilities, particularly children and young adults.	DPR	Ongoing	Invested \$115 million in capital funds over six years for recreation centers, parks and pools in the FY16 budget. Broke ground on Marvin Gaye Recreation Center in Ward 7; opened the new Ridge Road Community Center in Ward 7; renovated the Oxon Run Pool in Ward 8; installed two solar-powered Wi-Fi Soofa benches at the Columbia Heights Plaza and the Eastern Market Plaza; installed the first concession stand at Banneker Pool in Ward 1; and upgraded five fitness centers and three playgrounds.
ENVIRONMENT	Increase the resources available to District agencies to combat quality of life issues like rodent infestation, to ensure that the District remains among the healthiest, most livable and enjoyable cities in America.	DOH	Launched	<p>Conducts rodent abatement and pest code enforcement in all 8 wards of the District.</p> <p>Launched Rat Riddance Initiative in spring 2016, which provides residents with free wire mesh to prevent rat burrowing.</p> <p>Purchased 25 solar compactor litter cans for dissemination in the wards. The solar cans can hold five times the amount of litter; hence, decreasing overflow of trash.</p> <p>Entered into an agreement with the National Park Service (NPS) to conduct inspection and baiting for rodents at 52 parks. The agreement was implemented on October 1, 2016. DOH pest controllers inspect and bait, on average, 20 parks every week. High priority parks are baited weekly and low priority are inspected quarterly. This partnership has yielded over 350 additional hours of rodent surveillance in its first quarter of implementation.</p>
ENVIRONMENT	Demonstrate the leadership needed to make the District "climate ready."	DOEE	Ongoing	Released the final Climate Ready DC plan, which identifies 77 actions that the District will take to prepare for climate change. The plan identifies a lead agency for each of the actions, which cut across many District agencies and the private sector.

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HEALTH & WELLNESS	Fully fund Health in All Policies (HiAP) related work and policies and promote cross-agency collaboration to eradicate health inequities in the District.	DOH	Ongoing	Expanded the Office of Health Equity and has increasingly engaged in a range of city-wide initiatives, including the Amendment to the Comprehensive Plan, Vision Zero, and the 100 Resilient Cities Initiative. OHE has also engaged and applied an equity lens to the discussion of a public health approach to violence prevention, as well as improved processes for working with neighborhoods and communities related to major redevelopment efforts. These efforts have delivered produced two significant publications in 2016: the Buzzard Point Community Health and Safety Study (CHASS) and the Safer Stronger DC Advisory Committee Final Report. OHE will continue in 2017 to bring an applied approach to health equity practice to an expanding range of projects outside the traditional public health sphere.
HEALTH & WELLNESS	Increase the amount of local funds dedicated to preventing and treating HIV/AIDS in the District, with a particular focus on efforts to promote testing and encourage treatment across all populations.	DOH	Ongoing	Released "90/90/90/50 Plan Ending the HIV Epidemic in the District of Columbia by 2020" on December 1, in collaboration with DC Appleseed and the Washington AIDS Partnership. Generated more "local" type funds by redesigning its HIV medication program to collect pharmaceutical rebate dollars and implementing third-party billing at its new DC Health and Wellness Center sexual and TB health clinical program. Formed public-private partnerships with the M*A*C AIDS Fund and the Washington AIDS Partnership on two demonstration projects included in the Mayor's plan. M*A*C is contributing \$1 million for a two-year PrEP for Women program and \$500,000 for Project MORE (Mobile Outreach Retention and Engagement) to provide medical care and reengage person in HIV treatment.
HEALTH & WELLNESS	Utilize the best practices of other jurisdictions including San Francisco and New York, to create a Board of Health that will be responsible for advising the Mayor and the agencies under her lead jointly responsible for health and wellness, on policies and regulations that best serve the community.	DOH	<i>Reconsidered (2015)</i>	<i>Instead of creating a new board, the Administration is evaluating the efficacy and missions of the many health boards and commissions currently in existence.</i>
HEALTH & WELLNESS	Promote healthy living and reduce the incidence of chronic diseases, with the launch of FitDC, a government-wide initiative to comprehensively assess the District's efforts to promote healthy living and encourage District residents to be fit and healthy. The effort, to be led collaboratively by the EOM, DPR, and DOH, will compliment and bolster Live Well DC, but also focus on promoting access to parks and other recreation and sporting facilities, to ensure that all District residents who desire to lead a more healthy and active lifestyle have the ability to do so.	DOH / DPR / EOM	Ongoing	Announced that D.C. residents' fees at all 22 DPR fitness centers would be free to residents starting in 2016. Kicked off Funky Fitness First Fridays, which links residents to physical fitness and nutrition resources in their communities. Hosted the Third Annual Fresh Start 5K on January 1.
HEALTH & WELLNESS	Empower innovative and experienced public health leadership at the helm of the Department of Health to work closely with our federal partners as well as local government agency heads and private-sector partners, to develop a long-term plan for healthcare in the District that can be utilized to improve health outcomes for District residents for years to come.	DOH	<i>Done (2015)</i>	Recruited DOH Director Laquandra Nesbitt, a leading public health expert, who has previously worked in the District.

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HEALTH & WELLNESS	Bring together community stakeholders from the public and private sector to develop a long-term strategy to support the District's safety net hospitals.	DMHHS	Launched	<p>Hired Veritas of Washington, LLC ("Veritas") in April 2016 to assume control of the operations of UMC to help stabilize the hospital while the District continues its efforts to find a permanent partner;</p> <p>Worked with Veritas and the UMC Board of Directors to produce a Management Action Plan (MAP) that will guide better hospital performance, operations and control expenses in 2017;</p> <p>Contracted Healthcare Building Solutions (HBS) to conduct a site evaluation and selection study for a new replacement Hospital east of the river with the goal of addressing the long-term healthcare needs of residents in Wards 7 and 8; and</p> <p>Established a new collaboration between the Howard University College of Medicine and United Medical Center (UMC) to enhance medical services east of the Anacostia River by allowing Howard University to provide general and specialized physicians to UMC and medical services to patients in the areas of otolaryngology, neurology, infectious diseases and other specialties.</p>
HEALTH & WELLNESS	Improve mental and behavioral health in the District, with a particular focus on the provision of mental health services to children and young adults, by targeting for investment those communities in which there exists a shortage of mental and behavioral health providers, expanding the number of community schools in the District to ensure broader availability of mental and behavioral health services for children and young adults in settings other than hospitals, clinics, and mental health facilities, and concentrating on the reduction of barriers to access to care including affordability, awareness, and stigma.	DBH	Ongoing	<p>Completed implementation of the new certification regulations for substance use disorder providers, which supports increased quality of care and enables certified providers, who have a valid Human Care Agreement Contract, to bill Medicaid for reimbursement of eligible services. For the first time in the District, all contracted substance use disorder services providers are eligible for Medicaid payments. By the end of FY15, nearly half or 47 percent of clients were enrolled in Medicaid. DBH received \$2.2 million new Medicaid dollars that enabled local dollars to be reinvested in substance use disorders treatment and recovery services.</p> <p>Awarded sub-grants for the Cooperative Agreement to Benefit Homeless Individuals (CABHI) grant to four community agencies and providers: Miriam's Kitchen, Green Door, Community Connections and Pathways to Housing. From March–September 2016, 354 individuals were engaged by outreach teams.</p> <p>Expanded School Mental Health program from 64 to 68 DC public schools. The agency also worked with a diverse group of government and community stakeholders to establish a comprehensive strategy for the expansion of school-based behavioral health services. The plan is expected to be completed in 2017.</p> <p>Worked with the health plans to stress the importance of working with the provider community to identify persons who have undiagnosed mental health problems and to ensure that mental health providers receive an adequate rate to guarantee access for those needed treatment. In 2016, the number of persons who received mental health treatment funded by the Medicaid health plans increased by 33 percent from levels that were observed in FY2012. In addition, over this time period, the health plans per-member, per-month spending on this population more than tripled.</p>

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HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by working to bring the District's rate of infant mortality below the national average.	DHCF / DOH	Ongoing	<p>Based on the observed infant deaths over the last 10 years, District of Columbia Infant Mortality Rates (IMR) are trending downward, from an IMR rate of 13.6 in 2005 to 7.6 in 2014.</p> <ul style="list-style-type: none"> • Healthy Start provided case management services to 236 high risk prenatal women; • Safe sleep program standardized all safe sleep education material and reporting guidelines for all partner agencies; • Began integration of One Key Question (reproductive life planning) into school based health centers and home visiting programs; • Partnered with the Office of the Chief Medical Officer (OCME) to implement a Maternal Mortality Review Committee. <p>Worked to improve preconception health and well-being of women of child bearing age. Worked in collaboration with the District's MCOs, DCPCA, practitioners and other community stakeholders on a multiyear initiative to improve perinatal birth outcomes for District residents enrolled in Managed Care. The specific goal of the quality improvement collaborative is to reduce the rate of adverse perinatal events as well as infant mortality, ages 0-365 days.</p>
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by promoting innovative policies and programs to end food insecurity, including targeted efforts to increase the availability of healthy food options in underserved communities.	DOH	Ongoing	<p>Administered more than 8 million dollars in healthful food access benefits to women, children and families through programs like WIC, Farmers' Market Nutrition Program (FMNP), SNAP-Ed, Joyful Food Markets, Produce Plus, and Home Delivered Meals. Program dollars reached more than 13,000 unduplicated residents.</p> <ul style="list-style-type: none"> • In FY 16, 43,448 nutrition education contacts were made to low income District residents participating in the DOH Healthy Food Access Program. DOH exceeded its FY16 target of 42,000 contacts on this indicator. • In FY 16, 17,408 District residents received farmer's market incentive benefits from DOH administered programs. This was nearly double the FY 16 target of 8,600 residents. • In FY 16, 93 farmer's markets accepted Produce Plus benefits, up from 75 in FY 15 and 52 in FY 14.

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HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by ensuring the adequate provision of healthcare services to immigrant families.	DHCF	Ongoing	<p>A long-standing problem in the District's managed care program has been the failure of the MCOs to effectively coordinate care for their members and, in the process, improve patient outcomes. As of October 2016, DHCF's three full-risk health plans are required to meet performance goals in order to receive their full capitated payment rate. These performance goals require the MCOs to reduce the incidence of the following three patient outcomes for their beneficiaries:</p> <ul style="list-style-type: none"> • Potentially preventable hospital admissions • Use of the emergency room (and by extension 911 services) for non-emergency hospital visits • Hospital readmissions within 30-days of a previous discharge <p>The program is funded through a two-percent (2%) withholding of each MCOs actuarially sound capitation payments. This amount represents the profit margin for each MCO that is factored into the base per-member, per-month payment rate and puts approximately \$16 million at-risk for the MCOs if they fail to improve performance.</p> <p>The new enrollment process was implemented April 1. Beneficiaries enrolled in the Immigrant's Children Program (ICP) are immediately auto-assigned to a Managed Care Organization (MCO), resulting in immediate access to care. Since the new process has been implemented, there have been over 1,400 children enrolled in the ICP who have benefited from this improvement.</p> <p>More information about the ICP can be found at http://dhcf.dc.gov/page/medical-assistance-programs-information-and-eligibility.</p>
HEALTH & WELLNESS	Expand efforts to improve the health of women, children and families by supporting the continued improvement of DC Health Link and the programs administered by the Department of Health Care Finance (DHCF).	HBX	Ongoing	Continued outreach and communications campaign to enroll hard-to-reach uninsured District families and residents and achieve the goal of universal health insurance for all. The campaign employs multiple tactics to engage community partners and enlist their support to spread the word and help others get coverage.
HEALTH & WELLNESS	Increase funding for healthcare-related job and career training to equip more District residents with the knowledge and skills required to take advantage in the healthcare services industry.	WIC	Launched	<p>Piloted a healthcare job training program through the workforce intermediary program.</p> <p>Evaluating the size and growth of the healthcare industry and the gaps that exist within the industry.</p> <p>Targeting the healthcare/IT industry to develop strong health care pathway linkages, via the career pathways taskforce.</p>
HEALTH & WELLNESS	Create a Healthcare Employment Opportunity Council to advise the Mayor about the best strategies to ensure that District residents are fully prepared and able to meet the growing needs of area hospitals and healthcare providers.	WIC	Launched	<p>Appointed 2 members to the WIC Board from the healthcare field.</p> <p>Evaluating the size and growth of the healthcare industry and the gaps that exist within the industry.</p> <p>Targeting the healthcare/IT industry to develop strong health care pathway linkages, via the career pathways taskforce.</p>

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GOOD GOVERNMENT & FULL DEMOCRACY	Commit to holding government officials and public sector employees to the highest standards.	EOM OHR OCA	Ongoing	Conducted ethics trainings for appointees. Delivered trainings and presentations to key agency personnel and HR managers on anti-discrimination laws in the District, including specific trainings on gender-identity/expression. Established an executive leadership performance evaluation program that will link agency performance (using the annual agency performance plans process) and progress towards the Mayor's priorities into an accountability tool of performance evaluations.
GOOD GOVERNMENT & FULL DEMOCRACY	Commit to making our local government one of the most accessible systems in the country.	ODR / OCTO DMPED DMV OCA DFHV	Ongoing	Performed comprehensive automated and manual testing and analysis of agency websites to help ensure websites are accessible to all users, and the websites are compatible with assistive technology, such as screen readers. Launched the Economic Intelligence Dashboard, which includes an affordable housing tracker, key economic metrics, as well as a ward by ward tool to investigate projects and metrics at the Ward level. Announced that the city was expanding the list of acceptable documents required to obtain a District-issued Real ID for D.C. residents age 70 and older. Removed appointment system for residents applying for Limited Purpose driver licenses and identification cards. Launched the Open Government Advisory Group (www.ogag.dc.gov) which is made up of representatives from the public and government. The duties of the group include: <ul style="list-style-type: none"> • Monitor the District's progress on and make specific recommendations about improving information access. • Evaluate progress on and make specific recommendations about implementation of the District's data policy. • Make specific recommendations about best practices for open data and access to records. • Make recommendations about specific datasets/records that should be made available. The group has met five times since it's creation and is getting ready to submit its first set of recommended actions to the Mayor for the group to take in January 2017. Launched For Hire Vehicles Data Dashboard at dfhv.dc.gov to show information about the District's vehicle-for-hire industry, including the number of vehicles in service, revenue generated, trip concentration, and research reports. DFHV continues its growing investment in good governance and public transparency. This newly launched beta version of the data visualization and data sets enables the public to access agency information that we hope will generate more robust debates about DFHV regulations and programs, better inform the public about the industry and the agency, encourage innovators to design new programs, and help improve safety.

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GOOD GOVERNMENT & FULL DEMOCRACY	Launch OpenDC, a practical solution to opening access to government data and information in order to collaborate with public and private sector innovators in setting budget priorities, tracking city service requests and procurement dollars, monitoring infrastructure and other development projects.	OCTO	To Launch	<p>Hired a Chief Data Officer (CDO) in June 2016 and established an interagency DC Data Team.</p> <p>Published 313 new and updated public datasets highlights included: Basic Business Licenses, Campaign Financial Expenditures, Campaign Financial Contributions, Parking Violations, Moving Violations, Douglas Commonwealth Boundary, Summer Camps, and Zoning.</p> <p>Launched enhanced DC311 system which includes Text 311 and Live Agent support on the 311 website and and mobile application, and the ability for users to view additional details on service requests. The Open311 systems enables API access to OCTO-GIS, Citywide Data Warehouse, SeeClickFix, Downtown Bid, Georgetown Bid, District Agency applications (Trakster, RouteSmart, and Cityworks), and Ready311.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Implement an open budget system that relies on public input before agency heads propose their priorities and hold agencies accountable for the investments made by opening the budget and the budget process to all.	OCA EOM	Launched	<p>Launched OpenBudgetDC, an on-line tool - openbudget.dc.gov - that shows the District's budget in detail, including expenditures. Through this tool, users can view budget and expenditures for agencies, programs and activities, and individual line items.</p> <p>Hosted three budget engagement forums for the second year to understand resident budget priorities before finalizing the budget.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Implement Data-driven Performance Management Accountability, specifically performance goals tied to budget priorities for all city agencies.	OCA	Ongoing	<p>Revised the annual agency performance planning process to more clearly communicate all of the important work each agency plans to do over the coming year, how each agency will work to improve its performance, what steps the agency is taking to improve its internal operations and delivery of programs and services, and how an agencies performance plan aligns to the District Priority Goals.</p> <p>Improved the flexibility of the performance plan structure to help all agencies more clearly communicate what they plan to achieve and track their performance throughout the year.</p> <p>Initiated a process whereby progress on annual performance plans is reviewed quarterly. The goal of the quarterly updates is to drive progress on key priorities and give agencies the opportunity to voice barriers and challenges to making progress on goals.</p> <p>Held CapSTAT's on the following topics: EMS Reform, 911 Response, 311 Services, Reasonable Accommodations, Robberies, Grounds Maintenance, Sexual Assaults, Non-Psychoactive Substances, and Traffic & Congestion.</p>

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GOOD GOVERNMENT & FULL DEMOCRACY	Overhaul procurement to provide greater openness and accountability in our procurement system as well as targeted resources to help the small business community.	OCP	Ongoing	<p>Launched the Procurement Accountability Review Board (PARB) in June 2015 and held quarterly meetings to date, improving the efficiency and transparency of procurement.</p> <p>Completed comprehensive fiscal year acquisition planning process for over \$4.4 billion worth of acquisitions funded by federal, local, and capital funds.</p> <p>Established an online forecasting portal on OCP's website that provides a searchable listing of planned procurements for industry.</p> <p>Revamped the Procurement Training Institute utilizing certification curricula developed in partnership with George Washington University.</p> <p>Executed a series of signature outreach events and provided ongoing support to the business community through: DC Buys, OCP in the Wards, training and workshops and the OCP Customer Contact Center. The goal with our expanded industry engagement is to demystify the District's procurement process and attract industry to do business with the District, ultimately increasing competition in the procurement process and achieving best value for District taxpayer dollars. This outreach effort reached over 2,000 members of the business community, and is in addition to the 2,000 monthly calls handled by OCP's Customer Contact Center.</p>

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GOOD GOVERNMENT & FULL DEMOCRACY	Hire the DC government's first Chief Innovation Officer to help find new and more fiscally responsible ways for the government to partner with the private sector and non-profit community in order to find more open and accountable ways to create government efficiencies.	OCTO OCA	Reconsidered	<p>Reconsidered appointing a separate Director of Technology Innovation, instead the Chief Technology Officer. The OCTO Director took on the Innovation role and is leveraging agency strengths to drive innovation through Smarter DC including private sector engagement through public private partnerships.</p> <p>Named the first CISCO Lighthouse City in the United States. The CISCO Lighthouse City Program was created to classify CISCO customers with a commitment and progressive agenda toward Smart City technology. Through the Lighthouse Program CISCO has committed to set up two Networking Academies in FY17, support the Inclusive Innovation Lab at Howard and commit to conducting public-private research to can help the district improve services.</p> <p>Partnered with several non-profits (for example Byte Back) to bring training and helpful services to DC residents through the Mobile Tech Lab. Training is critical to close the District's digital divide. Partnered with Project Reboot to help increase the number of District residents who will have access to affordable computer hardware.</p> <p>Championed the Connect Home Initiative, providing and sponsoring wireless connectivity for 1,500 households identified by the Housing Authority.</p> <p>Continued partnership with the non-profit EveryoneOn to help provide low to no cost broadband subscriptions for District residents.</p> <p>Launched The Lab @ DC to provide capacity in DC Government to: (1) translate evidence from academic and private research into concrete policy and program interventions; (2) connect, analyze, and make open administrative data; and (3) conduct high-quality evaluations—including randomized evaluations and rapid, iterative experimentation—to continually test and improve policy.</p>
GOOD GOVERNMENT & FULL DEMOCRACY	Hold quarterly innovation challenges to bring experts and other community members to the table to share information and find innovative solutions to solving some of our local problems, such as affordable housing creation, homelessness prevention and parental engagement in school reform. The Administration will set the standard in municipal challenges by launching DC Challenge opening them up not only to technologists, but to federal partners and civic-minded entrepreneurs as well, with education challenges and civic challenges and health challenges and even "challenge challenges," which will let the public submit ideas for DC Challenges.	DDOT / OCTO DMPED OCTO Lab @ DC	Ongoing	<p>Hosted a DC Vision Zero Hackathon with over 17 million data points released for participants to analyze, relating to pedestrian and bicycle safety on opendata.dc.gov</p> <p>Hosted a Great Streets Hackathon to determine how to better serve small businesses and utilize data-driven approaches to technical assistance and business supports.</p> <p>Hosted "Hack for Good - DC Fem Tech" in June 2016. More than 100 women hackers participated in a 2-day event to build apps and websites to promote social good.</p> <p>Launched Form-A-Palooza to use insights from the behavioral sciences and rapid A/B testing to systematically improve the quality of District form processes. Individuals and organizations interact with their government by way of forms—paper and online documents that serve as portals to applying for benefits, securing permits, filing complaints, paying tickets, and countless other activities. A form that is difficult to use can cause annoyance, waste time, and prompt errors, which collectively undermine the quality of customer service. A set of the highest priority forms will be selected and targeted for improvement.</p>

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GOOD GOVERNMENT & FULL DEMOCRACY	Achieve transparent budget autonomy and pushing forward to achieve statehood for all District residents.	All	Ongoing	Launched "A Bold Path to Statehood" with the Statehood Commission - resulting in defined boundaries, a ratified constitution, a commitment to representative government, and, most importantly, the will of the voters - in order to request admission to the United States. DC voters overwhelmingly approved the advisory referendum in support of statehood. 244,134 DC residents, making up 86% of voters, voted in favor of statehood.
ARTS	Support and Expand the District's Creative Economy, by working with the arts and business communities to create the synergies needed to grow our creative economy to rival New York and Chicago in terms of quality of programming, number of visitors, jobs created and sustained and economic activity.	OCTFME OCTFME / CAH	Ongoing	Continued support for the creative economy by activating the DC Film, Television and Entertainment Rebate Fund in FY16 Launched the first cohort of the Creative Economy Career Access Program (CECAP) in FY16 Launched Mayor Muriel Bowser Presents: 202Creates Initiative to highlight the work of the Creative Economy sector in the District. 2016 events included: • Labor Day Weekend Music Festival at the Lincoln which spotlighted local musical artists on the stage of the Lincoln Theatre for three nights. • The 31st Annual Mayor's Arts Awards, celebrating the achievements of arts and humanities individuals and organizations. • 202 Arts and Music Festival in Canal Park, which included visual arts exhibitions and interactive mural-making, concerts featuring local musical artists and a resource fair spotlighting local nonprofits and government agencies. Over 11,000 individuals completed online reservations and, at its peak, 3,500 were in attendance for the headlining concert by George Clinton and the Parliament Funkadelic.
ARTS	Revitalize the D.C. Commission on Arts and Humanities to be a major actor in the creative economy tasked to equitably supporting artists and arts organizations in all eight wards, working closely with cultural tourism partners to attract visitors, supporting more parades and festivals, and establishing a world-class public art program. The results will include more employment and engagement opportunities for DCbased artists and arts organizations, a lively arts scene, and a thriving creative economy.	CAH	Ongoing	Developed the Heritage Grant Program, to launch in 2017, which will provide general operating support to nonprofits in the arts and humanities in all 8 wards. Created new I.D.E.A. framework, which ensures that all agency initiatives and grantmaking are addressing Inclusion, Diversity, Equity and Access. Completed an open call and awarded grants to purchase artwork as part of its FY17 Art Bank Collection, and launched a new District-specific art collection known as The Washingtonia Collection. Six large scale public art projects have entered the fabrication phase, including: the Vision Zero Anti-Street Harassment projects in Columbia Heights and outside the Reeves Center; the K Street Gateway project with Golden Triangle BID; and the Howard Theatre Walk of Fame; and the Barry Commission. Engaged Blind Whino to commission renowned artists to create 10 abstract murals in all 8 wards.

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ARTS	Invest in Arts Education in School. working with private and non-profit partners to ensure all students have access to arts education. Access to arts programming, like graphic design for example, in our schools can lead directly to future employment for our students.	CAH	Ongoing	Continued implementation for the second year of the Creative Spark initiative, bringing artists into 40 classrooms and supporting teachers. Launched a series of town hall-style meetings occurred to continue the conversation with stakeholders on working in strategic ways with local education agencies to achieved greater systemic impact. Continued the Fillmore Arts Center in school year 2017-2018 to provide arts and music education to elementary schools that do not have space for school-based arts and music programming.
ARTS	Incentivize Artists to Live, Collaborate and Create. commits to helping create an environment whereby these artists can afford to live in the District by creating housing incentives.	OCTFME OP / OCTFME / CAH	Ongoing	Identified and facilitated access to "creative spaces" in the District where artists can work, collaborate, and network. Activated OCTFME's I Street SE office with a new series of "pop-up" co-working space events to help advance this industry. Identifying specific support strategies that can advance this priority going forward in the Cultural Plan, to be released in 2017.
ARTS	Incentivize Artists to Live, Collaborate and Create.	OP / OCTFME / CAH CAH	Launched	Launched the Cultural Plan process in April 2016. HR&A was hired to facilitate the process. The plan's community engagement began in July 2016, followed by sessions in each ward in October. Sessions focused on four themes, including: partnerships, DC culture, space and entrepreneurship. Cultural Plan strategies will be drafted in 2017. Developed a series of workshops for professional artists focused on business skills necessary to succeed, such as marketing, managing copyrights and tax strategies for artists.