



**Bowser Administration
Transition Plan**

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“We are Washington, D.C. - a city headed in the right direction. Our hardworking and compassionate residents know that there is still work to be done and progress to be made – in all eight wards – to help the District reach its full potential. ”

- Mayor-Elect Muriel Bowser



I. Introduction and Purpose

On November 4, 2014, Washington, D.C. residents voted for a fresh start by electing Muriel Bowser to serve as the next mayor of the District of Columbia. The past weeks and months of spirited campaigning were just a prelude to the critical work that must now take place to move our city forward. Between Election Day and her inauguration on January 2, 2015, the Mayor-Elect has established a strong plan—as laid out in this document—to ensure an efficient and effective transition into office. This process will be highly open and transparent, and will ensure that D.C. residents are proud of their government because *We Are Washington, D.C.*

II. Goal

The goal of Mayor-Elect Bowser’s transition is to recruit the best people to serve the residents of Washington, D.C. and implement the Mayor-Elect’s vision with innovative government solutions. Ultimately, the transition will refine the plan and process for a fresh start that will move the District forward. The hours will be long, the work hard, and the challenges great. But, this work—if done right—will lay a strong foundation for the next four years and guide the D.C. government on a path to making the District greater than it already is for all Washingtonians.

III. The Transition Committee

The Transition Committee will be led by a group of co-chairs, selected by the Mayor-Elect to review the current status of the various government agencies and the vision of the Mayor-Elect to develop recommendations to be included in the Mayor-Elect’s 100 day plan. The Transition Committee will also identify ideas and people to execute the policy objectives of the Bowser Administration.



The Mayor-Elect: The Honorable Muriel Bowser

Mayor-Elect Muriel Bowser brings a pragmatic, hands-on approach to finding solutions to address the needs of residents in Washington, DC. A fifth-generation Washingtonian, she was elected the city’s next mayor on November 4, 2014, becoming only the second woman in D.C. history to be elected Mayor.

The Mayor-Elect was first elected to the D.C. Council in a special election in 2007, re-elected in 2008, and again in 2012. Each time, residents supported the Mayor-Elect’s ambitious agenda focused on open and ethical government, rebuilding quality neighborhoods, and transforming our schools and commercial corridors.

During Mayor-Elect Bowser’s tenure as Councilmember, the population of Ward 4 has grown, quality school choices and public spaces have increased, and hundreds of units of housing have



been created. Dozens of new stores, restaurants, and small businesses have opened and violent crime has plummeted.

The Mayor-Elect's tireless efforts have been heralded by the Washington Post editorial board, which wrote: "Smart, hardworking and independent-minded, Ms. Bowser has shown herself to be an effective advocate for the interests of her demanding ward and a leading voice for education reform and good government."

Mayor-Elect Bowser began her service in D.C. elected office as an Advisory Neighborhood Commissioner for her Riggs Park neighborhood, and continues to be an active member of Lamond Riggs Citizens Association. Mayor-Elect Bowser earned a Bachelor of Arts in History from Chatham College and a Master's degree in Public Policy from American University.

Honorary Co-Chairs:

The Transition Committee includes Washington, D.C.'s former mayors as honorary co-chairs and advisors. Combined, the honorary co-chairs have more than three decades of mayoral experience and many more years of executive and leadership experience. In the Transition, these honorary co-chairs will advise the Mayor-Elect on regional, national, and international innovative practices in the nine subject matters being examined by the Transition.



The Honorable Marion Barry, Former Mayor, Washington, D.C.
District of Columbia City Council, Ward 8 Councilman

Marion Barry represents Ward 8 on the Council of the District of Columbia, a seat he won in 2004. Barry's service to the District began in 1971 and includes two non-consecutive seats as mayor with four total terms, three non-consecutive seats on the D.C. Council, including service as Chairman of the Finance Committee in 1974, and a seat on the City's first School Board. Barry has a B.A. from LeMoyne College, an M.S. from Fisk University and has completed Doctoral Studies at the University of Kansas.



The Honorable Sharon Pratt, Former Mayor, Washington, D.C.
Pratt Consulting, Founder and Manager

Sharon Pratt served as mayor of Washington, D.C. from 1991 to 1995. Pratt was the first African American woman to serve as mayor of a major American city. Pratt's long career began as a lawyer in private practice, she has also served as Professor of Law at the Antioch School of Law in Washington, D.C. and Vice President of Public Policy for PEPCO. Pratt received both her B.A. and J.D. from Howard University.



The Honorable Anthony Williams, Former Mayor, Washington, D.C.
McKenna Long & Aldridge LLP, Senior Strategic Advisor and
Independent Consultant

Anthony Williams is CEO and Executive Director of the Federal City Council. Williams previously served as mayor of Washington, D.C. for two terms, from 1999 to 2007. Prior to that, Williams was the chief financial officer for the District, and also deputy state comptroller of Connecticut, executive director of the Community Development Agency in St. Louis, MO, assistant director of the Boston Redevelopment Authority and adjunct professor at Columbia University. Williams was appointed by President Bill Clinton to serve as the first chief financial officer for the U.S. Department of Agriculture. Williams holds a B.A. from Yale University, both a J.D. and M.A. from Harvard University.



The Honorable Adrian Fenty, Former Mayor, Washington, D.C.
Perkins Coie LLP, Business Development Manager

Adrian Fenty served as mayor of Washington, D.C. from 2007 to 2011. Prior to that, Fenty represented Ward 4 on the Council of the District of Columbia. Fenty is currently working in Business Development for Perkins Coie and has served as special advisor with Andreessen Horowitz and been a distinguished visiting professor of politics at his alma mater, Oberlin College. Fenty received his B.A. from Oberlin College and a J.D. from Howard University.

Leadership Co-Chairs: The leadership co-chairs, who represent business, labor, academia, healthcare services, and legal sectors, will serve as co-chairs to the Open and Good Government & Full Democracy Committee as well as oversight chairs to the other eight committees. Each leader will be engaged with two of the other eight committees, in addition to being tasked with special projects which represent the core of the Mayor-Elect's vision.



John Boardman, Executive Secretary-Treasurer, UNITE HERE Local 25

John Boardman currently serves as the Executive Secretary-Treasurer for UNITE HERE Local 25, representing 7,000 workers in the hospitality industry, including members employed by each of the major hotels in Washington, D.C. He is also Executive Vice President for the UNITE HERE International Union. Mr. Boardman has been working in the labor movement for nearly 40 years, and recently oversaw the training and hiring project for the staffing of the Marriott Marquis hotel. Mr. Boardman received a B.A. from American University and an MBA from George Washington University.

Mr. Boardman will focus on workforce development and job creation.



Maria Gomez, President and CEO, Mary's Center

Maria Gomez founded Mary's Center in 1988 with the mission to build better futures through the delivery of health care, education, and social services. With a \$37 million dollar annual budget, Mary's Center serves nearly 40,000 participants at four medical locations, a senior wellness center and two mobile units in D.C. and Maryland. Maria holds a Bachelor of Science degree in Nursing from Georgetown University and a Master's degree in Public Health from the University of California at Berkeley. Prior to establishing Mary's Center, Maria was a public health nurse with the D.C. Department of Health. She has also worked for the Red Cross, directing community education programming and disaster services, and with the Visiting Nurses Association.

Ms. Gomez will focus on homelessness and the development of an integrated case management system for the delivery of housing, health care, and social services.



Beverly Perry, Former Senior Vice President & Special Advisor to the Chairman, Pepco Holdings, Incorporated

Beverly Perry recently retired as Senior Vice President and Special Advisor to the Chairman of Pepco Holdings, Inc. (PHI), a regional energy holding company that provides utility service to 1.9 million customers. Ms. Perry currently chairs the Board of the African American Civil War Memorial and Museum, and is an active board member of the Smithsonian American Arts Museum, the Greater Washington Urban League, Arena Stage, Congressional Black Caucus Institute, and the Federal Judicial Nomination Commission for the District of Columbia. Ms. Perry received her B.A. from George Washington University and her J.D. from Georgetown University.

Ms. Perry will serve as the chief liaison to ensure a smooth transition between the Gray and Bowser administrations.



The Honorable Alice Rivlin, Senior Fellow, Brookings Institution

Alice Rivlin is a senior fellow in the Economic Studies Program at Brookings, a visiting professor at the McCourt School of Public Policy at Georgetown University and the director of the Engelberg Center for Health Care Reform. Ms. Rivlin was the founding director of the Congressional Budget Office (1975-1983), vice chair of the Federal Reserve Board (1996-1999) and also chaired the District of Columbia Financial Management Assistance Authority (1998-2001). Ms. Rivlin received her B.A. from Bryn Mawr College and a PhD from Radcliffe College at Harvard University.

Dr. Rivlin will focus on fiscal responsibility and management accountability.



The Honorable Mary Terrell, Former Associate Judge, Superior Court of the District of Columbia

The Honorable Mary Terrell is a former Associate Judge for the Superior Court of the District of Columbia, appointed by President Clinton in 1997 and retiring in 2008. Judge Terrell’s extensive career also includes positions with the U.S. Attorney’s Office for the District of Columbia, the Federal Home Loan Bank Board, the Resolution Trust Corporation and the Federal Deposit Insurance Corporation. Judge Terrell received her

B.A. from Howard University, J.D. from Georgetown University and M.A. from Antioch College.

Judge Terrell will focus on continuing adult education, apprenticeship programs, and the Department of General Services Academy proposed by Mayor-Elect Bowser.

Priority Committees:

The Transition Committee will focus on the Mayor-Elect’s priorities in the following areas:

Affordable Housing Committee:

Housing is one of the most pressing issues we face as a city. One of every five D.C. households—over 50,000 families—spend half of their income on housing. Many families feel forced to look outside D.C. for an affordable home while others face homelessness – these are not choices we want any of our residents to face. This committee will work to recommend strategies to accelerate production of more affordable housing as well as finding ways to preserve what we have.

Government agencies: Department of Housing and Community Development; Housing Finance Agency; D.C. Housing Authority; Office of Tenant Advocate

Co-chairs:

Polly Donaldson, Executive Director, Transitional Housing Corporation & THC Affordable Housing, Inc.

Polly Donaldson currently serves as the Executive Director of the Transitional Housing Corporation (THC) and THC Affordable Housing Inc. Ms. Donaldson also serves as a Continuum of Care Community Member on the D.C. Interagency Council on Homelessness. Prior to her current role with THC, Ms. Donaldson worked with the Institute of International Education, Partners of the Americas, the Center for Democracy and as a school teacher in history and social studies. Ms. Donaldson received her B.A. from Johns Hopkins University and has a Teaching Certificate from Plymouth State University.



Carol Thompson Cole, President and CEO, Venture Philanthropy Partners

Carol Thompson Cole is President & CEO of Venture Philanthropy Partners (VPP), which is a philanthropic investment organization that helps build strong high performing non-profit institutions. Ms. Cole has also served in the Executive Office of the President (US) as Special Advisor on the District of Columbia and has twelve years in the government of the District of Columbia holding major management and staff positions, City Administrator, Deputy Mayor for Economic Development; Chief of Staff, Executive Office of the Mayor; and Director, Department of Consumer and Regulatory Affairs. Ms. Cole holds a B.A. from Smith College, an MPA from New York University and has completed studies with Harvard's Kennedy School and the International City Management Association.

Arts & the Creative Economy Committee:

The Committee will identify strategies to further nurture our creative economy and recommend approaches that engage residents across the city to come together to celebrate our rich arts culture, invest in public installments for our neighborhoods and find more private partners to stand up robust arts learning programs in our schools.

Government agencies: D.C. Commission on the Arts & Humanities; Commission on Fashion Arts and Events; Office of Motion Picture Development; EventsDC

Co-chairs:

Marvin Bowser, Director, Mission Systems, LEIDOS

Marvin Bowser directs the autonomous Missions Systems programs at Leidos. Mr. Bowser currently serves the District of Columbia representing Ward 7 on the D.C. Commission on the Arts and Humanities. He is a former Vice Chair, DCCAH. Mr. Bowser is also a stained glass artist. Marvin Bowser is a fifth generation Washingtonian and holds a B.S. from American University and an M.A. from George Washington University.

Kay Kendall, Former Executive Director & Board President, Washington Ballet

Kay Kendall is currently President of KayKendall+Associates, which provides consulting services to non-profits on fundraising and board governance. Ms. Kendall is a longtime advocate for the Arts in Washington, D.C. and recently served as Board President of the Washington Ballet, as well as its interim Executive Director. Ms. Kendall also served as Chair of the Centennial for Maret School. She holds a B.A. from Hollins University.



Economic Development & Jobs:

The District's future is bright. We have more people moving into the District every day – learning, eating, shopping, working – and thriving. We weathered the recession better than most cities. People around the world are taking notice of DC. The progressive values that we have advanced in recent years have given our local government a solid financial footing; now it is time to make sure we're positioned to take advantage of future opportunities to become an economic leader in the region and across the country and the world. This committee will recommend how to grow our tax base to reinvest in job creation and economic opportunities for all D.C. residents, including strategies to diversify our economy, strengthen our business climate, foster entrepreneurship and small business growth, and focus workforce training on quality jobs available today in all eight wards.

Government agencies: Department of Employment Services; Department of Small and Local Business Development; Department of Consumer and Regulatory Affairs; Department of Insurance, Securities and Banking; Events DC; Office of Planning; Office of Zoning

Co-chairs:

Jim Dinegar, President and CEO, Greater Washington Board of Trade

James C. Dinegar joined the Greater Washington Board of Trade as President and CEO in July 2006. Previously, Mr. Dinegar served as chief operating officer of the American Institute for Architects (AIA), as well as its vice president of government and industry affairs. Mr. Dinegar has also worked in Washington with the Independent Insurance Agents of America, the American Society of Association Executives and the Building Owners and Managers Association, International. Mr. Dinegar has a B.A. from the Catholic University of America.

Marie Johns, President, L&L Consulting

Marie C. Johns is the founder and President of L&L Consulting LLC, and has been a leader in business, community and government service for more than 30 years. Ms. Johns extensive public career includes serving as Deputy Administrator of the U.S. Small Business Administration (SBA) and chair of the President's Interagency Task Force on Veterans' Small Business Development. Prior to government service, Ms. Johns held senior positions in the telecommunications industry, including serving as President of Verizon Washington. Ms. Johns earned her B.A. and M.A. from Indiana University, and has been awarded Honorary Doctorate's from Howard University and Trinity University.



LaRuby May, Executive Director, Vision of Victory Community Development Corporation (CDC)

LaRuby May is the current Executive Director of the Vision of Victory Community Development Corporation (CDC). Ms. May has extensive experience in D.C. advocating for economic development, human capital development and workforce development. Ms. May holds a B.A. from Eckerd College, an M.A. from George Washington University and a J.D. from the University of the District of Columbia.

Andy Shallal, Proprietor, Busboys and Poets

Anas “Andy” Shallal is the founder and proprietor of Busboys and Poets, an activism center and café in Washington, DC. Mr. Shallal is a member of the board of trustees for The Institute for Policy Studies, The Washington Peace Center, The Institute of Conflict Analysis and Resolution at GMU, DC Vote, Think Local First, Social Venture Network, The National Arab American Museum and Split This Rock Poetry Festival. Mr. Shallal graduated from the Catholic University of America.

Harry Wingo, President & CEO, DC Chamber of Commerce

Harry Wingo currently serves as the President and CEO of the DC Chamber of Commerce. Mr. Wingo was formerly a technology consultant, Google executive, counsel to the US Senate’s Commerce Committee and a special counsel to the Federal Communications Commission. Mr. Wingo is a graduate of the US Naval Academy and served as a Naval Special Warfare Officer (SEAL). He also holds a J.D. from Yale Law School.

Joslyn Williams, President, Metropolitan Washington Council (of the AFL-CIO)

Joslyn Williams currently serves as the President of the Metropolitan Washington Council of the AFL-CIO. This labor council, chartered in 1896, boasts 175 local unions representing 150,000 union members in the nation's capital as well as suburban Maryland. Mr. Williams became President in 1982 and was formerly a union activist, Executive Director of Council 26, American Federation of State, County and Municipal Employees (represented approx.. 5,000 federal workers) and Executive Assistant to the President of the Metropolitan Washington Council, AFL-CIO. Mr. Williams is an original member of the Central Labor Council Advisory Committee which advises the President of the AFL-CIO about local labor council needs, activities and structure, and currently serves as 2nd Vice-President of the Maryland State and D.C. AFL-CIO, the state labor federation



Education Committee:

Every child in the District of Columbia deserves the opportunity to attend a clean, safe, modern, high-quality public school in their own neighborhood. All of our students, regardless of where they live, should be college- and career-ready when they graduate from high school. This committee will provide recommendations on how we can provide a world-class public education that prepares all students in all eight wards for success, including transforming middle schools by 2020, launching a Good to Great Initiative, improving accountability and results, broadening STEM education, and expanding early childhood education opportunities.

Government agencies: D.C. Public Schools; Public Charter Schools; University of the District of Columbia; UDC Community College; Office of the State Superintendent of Education; State Board of Education; D.C. Public Libraries; D.C. Parks and Recreation

Co-chairs:

Dr. Wayne Frederick, President, Howard University

Dr. Wayne Frederick is the 17th President of Howard University. Dr. Frederick also served with the University as Deputy Provost for Health Sciences and as the Director of Howard University Cancer Center. He is a tenured Professor of Surgery in the Howard University College of Medicine. Dr. Frederick enrolled in Howard University at the age of 16, matriculating into a combined B.S./M.D. program, with degrees received in 6 years. He completed his residency at Howard University and has also completed other work with the M.D. Anderson Cancer Center.

Michela English, President & CEO, Fight for Children

Michela English was named President & CEO of Fight For Children in 2006. Prior to joining Fight For Children, Ms. English served as president of Discovery Consumer Products and president and COO of Discovery.com. She has held senior positions with the National Geographic Society, Marriott Corporation, and McKinsey and Co. Throughout her professional life, Ms. English has held leadership roles in a variety of education, youth-related and other non-profit and corporate initiatives, including managing the K-12 education programs at both Discovery and National Geographic. Ms. English graduated from Sweet Briar College and earned a Master of Public and Private Management degree from Yale School of Management.

Health, Human Services & Homelessness Committee

We need to ensure that every resident, regardless of where they live, is able to access quality healthcare and human services and live a full, healthy, and fulfilling life here in the nation's capital. The Mayor-Elect has committed to ending homelessness in the District by 2025. The committee is tasked with recommending ways to achieve this goal, as well as ways to improve maternal and infant health, reduce HIV/AIDS infection rates, lower childhood obesity, and provide more preventative health measures in all neighborhoods. The committee should discuss ways to expand the scope and quality of our recreational facilities and programming.



Government agencies: Department of Health Care Finance; D.C. Health Benefit Exchange; Department of Health; Department of Behavioral Health; Not-for-profit Hospital Corporation; Department of Disability Services; Department of Disability Rights; Department of Youth Rehabilitation Services; Child and Family Services; Pretrial Services Agency; Department of Human Services; Emergency Housing / DC General; Office on Aging

Co-chairs:

Laura Meyers, Chief Executive Officer, Planned Parenthood of Metropolitan Washington

Laura Meyers began her tenure as CEO of PPMW in September 2008, leaving the same position with Planned Parenthood of Buffalo and Erie County which she had held since 2003. Prior to Planned Parenthood, Dr. Meyers was Vice President of National Program for EPIC (Every Person Influences Children) headquartered in Buffalo where she supervised evaluation research and curriculum development including its award-winning program, "Ready, Set, Read," a parenting literacy initiative. In addition, Dr. Meyers oversaw a US Department of Education-funded project to increase parental involvement in education within economically disadvantaged communities. She holds a Ph.D. in social foundations of education and a masters in counseling from the University at Buffalo and an undergraduate degree from the State University of New York at Albany. She is a graduate of the Jacobs School of Management Center for Entrepreneurial Leadership Core Program as well as the Community Health Foundation of Western and Central New York's Community Health Leadership Fellowship program.

Louvenia Williams, Executive Director, Edgewood/Brookland Family Support Collaborative

Ms. Williams is one of the founders and currently the Executive Director of Edgewood/Brookland Family Support Collaborative (E/BFSC), which is located in Ward 5 of Washington D.C. She has played a major role in the development of the city's Healthy Families, Thriving Communities Collaborative initiative. Williams has a masters in social work and more than 30 years of experience in family and children's services, criminal justice, program planning and development, mental health, community organizing, and the education of social work students. Williams is also a native Washingtonian, having grown up in the Kenilworth Courts Public Housing Project in Northeast, D.C. In addition, Williams serves on the boards of the The Community Partnership for the Prevention of Homelessness and the Beacon House.

Open & Good Government and Full Democracy

We deserve a government that is representative of, and accountable to, each and every one of us. Mayor-Elect Bowser will work to restore faith in our local government and push for the most open and transparent administration possible, so as to provide better and more efficient city services. The committee will focus on recommending ideas to help citizens know where their tax



dollars are going and why, and to expand involvement in the budget creation process. The committee will also be tasked with identifying the best minds in information technology to inform the hiring of the District's first Chief Innovation Officer, who will work to improve how our government provides critical services.

Government agencies: Executive Office of the Mayor; Office of Chief Technology Officer; Office of City Administrator; Office of Contracts & Procurement; Department of General Services; OpenDC; Office of Risk Management; Board of Elections; Board of Ethics and Government; Statehood Commission

The Transition Committee Leadership Co-Chairs – John Boardman, Maria Gomez, Beverly Perry, Honorable Alice Rivlin and Honorable Mary Terrell – will co-chair this committee.

Public Safety Committee

Ensuring the safety of the public is among the highest priorities of city government. Mayor-Elect Bowser is committed to making sure the District's police officers, firefighters, and emergency services personnel have the support, training, and resources they need to do their jobs effectively. The committee will focus on recommending ideas on how to curtail youth violence with targeted investment. The committee will also be tasked with identifying public safety leaders who will work with all our first responders to build a sense of community and strengthen public trust.

Government agencies: Metropolitan Police Department; Homeland Security and Emergency Management Administration; Fire & Emergency Management Service; Office of Unified Communications; Department of Corrections; Office of Chief Medical Examiner; Office of Forensic Sciences

Co-chairs:

Karma Cottman, Executive Director, DC Coalition Against Domestic Violence

Karma joined the DC Coalition Against Domestic Violence (DCCADV), as Executive Director in 2010. As the membership agency for the twelve primary purpose domestic violence agencies in the District, DCCADV provides leadership to all sectors of the Washington, DC Community to respond effectively to the needs of domestic violence survivors and their children. The coalition works to strengthen city-wide domestic violence prevention and intervention efforts.

From 2000 through 2010, Karma was employed at the National Network to End Domestic Violence (NNEDV). As the Vice President of Policy and Emerging Issues, she directed the agency's policy agenda as well as, supervised NNEDV's state coalition and housing technical assistance projects. Since 1994, Karma, who is a Washington D.C. native, has worked with numerous national partners to address emerging issues in domestic violence service provision and sits on several national committees.



Judith Sandalow, Executive Director, Children’s Law Center

Judith Sandalow has led Children’s Law Center as its Executive Director since January 2000. Under her leadership, the organization has grown from a staff of three to more than 90 attorneys, social workers, investigators and other professionals. Together with the assistance of hundreds of pro bono attorneys from dozens of area law firms, Children's Law Center now helps more than 5,000 at-risk children and families in the District each year. She is frequently cited in the media and is an expert on issues related public interest law, child welfare, education and D.C. policy related to vulnerable children and families. Ms. Sandalow was also named one of Washington’s Most Influential Women Lawyers by the National Law Journal in 2010.

Transportation, Environment, Sustainability & Infrastructure Committee

A healthy environment is not only important for the well being of District residents, it can also be an economic driver that makes our city more livable. Healthier, greener, cities dramatically improve the quality of life for residents, save cities money, and increase their competitiveness and ability to attract new residents, businesses, and tourism. The District of Columbia should be at the forefront of these efforts, both regionally and nationally, and Mayor-Elect Bowser is committed to making that happen. Enhancing and preserving our local transit and transportation options is a matter of economic and environmental necessity, not merely a matter of convenience. Smart transportation policy must be about more than simply moving people, it must also be about providing innovative options that promote economic activity and connect our neighborhoods and region to ensure the vitality of our city for years to come. As we prepare for more new residents and preserve our quality of life for long-term residents, we must encourage technological innovation, ensure that we can get where we need to go with the least impact on our environment, and do so thoughtfully and equitably. And we must guarantee that our senior citizens are provided for in all our transportation planning. Above all else the District’s Department of Transportation must make safety its number one priority. This committee should recommend ideas to bring about these priorities.

Government agencies: D.C. Department of Transportation; Department of Motor Vehicles; Department of Public Works; WMATA; D.C. Department of Environment; Public Service Commission; Office of People’s Counsel; D.C. Water

Co-chairs:

Ted Trabue, Jr., Managing Director, DC Sustainable Energy Utility (DCSEU)

Ted Trabue, Jr. is managing director of the D.C. Sustainable Energy Utility (DCSEU), which is a quasi-governmental entity designed to help District households, businesses, and institutions save energy and money through energy efficiency and renewable energy programs. Trabue comes to the D.C. SEU with over 30 years of experience in public affairs, most recently as executive director of the Green Builders Council of DC. Trabue is a fourth generation Washingtonian, and like his mother and grandmother, he attended



D.C. public schools. He received his undergraduate degree in economics from Dartmouth College, and a law degree from Howard University School of Law. Trabue is a member of the D.C. Bar and has previously served as president of the District of Columbia State Board of Education, as a board member of the D.C. Chamber of Commerce, D.C. Appleseed, and the D.C. Building Industry Association (DCBIA).

The Honorable Tommy Wells, Councilmember, Ward 6

Since joining the D.C. Council in 2006, Wells has won support throughout Washington for his fundamental goal: creating a livable and walkable city for all. Wells currently serves as chair of the Committee on Public Safety and the Judiciary. He previously served as chair of the Committee on Libraries, Parks, Recreation and Planning, the Committee on Public Works and Transportation, the Committee on Human Services, and the Washington Metropolitan Area Transit Authority Board of Directors. He started his Washington career in 1983 as a social worker in the D.C. foster care system and went on to lead the D.C. Consortium for Child Welfare. During his 15 years with the Consortium, Wells also served as an ANC Commissioner from 1994 to 2000 and a member of the D.C. Board of Education, representing Wards 5 and 6, from 2000 to 2006. He graduated from the Columbus School of Law at Catholic University in 1991 and earned a master's degree in social work from the University of Minnesota in 1983.

IV. The Transition Office

The Transition Committee is located at 441 4th Street, NW, Suite 727 North, Washington, D.C. The Mayor-Elect's transition office will be open Monday through Friday from 8:00am to 5:00pm. Contact information for the Mayor-Elect's transition office:

Phone: 202-434-0079

Email: info@wearewashingtondc.org

Website: www.wearewashingtondc.org

Members of the Mayor-Elect's senior transition staff include:

John Falcicchio, Transition Director

John Falcicchio is currently on leave from DKC where he is a Senior Vice President. Prior to joining DKC, Falcicchio was a Regional Political Director at the Democratic National Committee where he led political outreach on behalf of President Obama to elected officials, state parties and allied organizations in the Northeast and Florida.



He is a veteran of a number of candidate campaigns across the country with over a decade of experience. While at the DNC, Falcicchio served as the organization's national liaison to Democratic mayors, activating and engaging them in promoting and defending the President Obama's agenda. Following the election, he did a stint at the President Inaugural Committee before returning to the DNC. Before joining the DNC, Falcicchio served Mayor Adrian Fenty in various capacities including campaign manager and Senior Advisor to the Mayor.

Falcicchio has worked on a number of candidate campaigns, such as President Obama's D.C. State Director (2008 primary), field organizer for Howard Dean's presidential campaign, and finance director/GOTV coordinator for Sacramento Mayor Kevin Johnson's first mayoral run. Falcicchio was the manager of Mayor-Elect Muriel Bowser's 2007 council campaign.

Brandon T. Todd, Executive Office Director

Brandon T. Todd previously served as Finance Director for Muriel Bowser for Mayor. Prior to serving in this capacity, he worked as Director of Community Affairs for Ward 4 Councilmember Muriel Bowser. During 2011-2012, Todd served as Operations Manager for the Bowser 2012 re-election campaign. Prior to joining Muriel Bowser's Council staff in 2007, Todd worked at the United States Department of the Interior – National Business Center Division.

In 2013, Todd was elected to serve as the President of the Ward 4 Democrats of Washington D.C. In 2012, he served as an elected Delegate for President Barack Obama representing the District of Columbia at the Democratic National Convention in Charlotte, North Carolina.

Todd obtained his Bachelor of Science degree from Bowie State University and Master of Business Administration from Trinity Washington. Todd proudly resides in the Petworth neighborhood of Ward 4.

Angie Gates, Director of Operations

During the Mayor-Elect's campaign, Gates was the Traveling Chief of Staff. Prior to this position, Gates made history as the first African American General Manager of the Historic Warner Theatre located in the heart of Washington, D.C. Her extensive experience includes work with President of the United States Barack Obama and First Lady Michelle Obama. Gates began her career as a film specialist for the New Orleans Film Commission and her film projects include Interview with a Vampire and Pelican Brief. Gates is the former Associate General Manager of the Historic Saenger Theatre located in New Orleans and she previously served as the Director of Engagement Relations and Marketing for the Theatrical Division of Clear Channel Entertainment.

Gates received a Bachelor's Degree in Communication and a Masters of Arts Administration Degree with a Special Concentration in Sports Management graduating Summa Cum Laude from the University of New Orleans. Gates serves as a Board Member of the New Orleans Theatre Association and Negro League Hall of Fame. She is also a member of the D.C. Chapter of the Recording Academy of Arts and Sciences (The Grammy's).



Lindsey Parker, Policy Director

Lindsey Parker is the Director for Economic Development and Legislative Affairs on the D.C. Council Committee on Economic Development.

Before joining the Mayor-Elect's D.C. Council team, Parker was the Director for Policy and Governmental Affairs at Americans for Responsible Solutions, the gun violence prevention advocacy organization started by former Congresswoman Gabrielle Giffords (D-AZ) and retired astronaut and U.S. Navy Captain Mark Kelly.

Previously, she served as Federal Affairs Advisor and then Policy Director for former Washington, D.C. Mayor Adrian Fenty. She has worked in the cyber-security sector, as Director of Internal Communications at Symantec, among other roles in the industry. Parker has additional governmental affairs experience as senior associate at both Dutko Worldwide (now Dutko Grayling) and a small trade policy consulting firm. Parker is a graduate of Yale University and proudly attended Kindergarten at Stoddert Elementary School in Ward 3.

Joaquin McPeek, Press Secretary

Joaquin served as Communications Director during the general election for the Mayor-Elect's campaign.

Prior to joining the Mayor-Elect's team, McPeek was the Media and Communications Director for the Environmental Defense Fund, a global non-profit dedicated to finding market-based solutions to tackling the world's toughest environmental challenges. His work focused on the organization's climate and energy programs in California.

Previously, McPeek served as Press Secretary to Sacramento Mayor Kevin Johnson. This role included executing the Administration's overall communications strategy and message development. McPeek has over six years of state and national communications experience, having worked with some of the most highly regarded media organizations in the world.

McPeek is a graduate of California State University, Sacramento and is a proud Ward 2 resident.

Tamara Watkins, Talent Acquisition Director

Ms. Watkins is the Director of Corporate Accounts for a global biotech company, Amgen. In this role she is responsible for leading and providing strategic direction to corporate account managers across the Mid-Atlantic and Central regions.

Tamara has over 17 years' experience in the Pharmaceutical/Biotech industry. For over 10 years she has recruited, hired, and led sales and marketing teams. She has won numerous individual and team awards for delivering results and ensuring team execution including awards for top performance and team excellence.

Tamara has served on various community boards. Most recently she served as a board member for Psychiatrist Rehabilitation Services (PRS), an organization dedicated to improving the lives of patients suffering from mental illness. Like the Mayor-Elect, Watkins is a graduate of Chatham College in Pittsburgh, PA.



V. Communications

Mayor-Elect Bowser is fully committed to an open and transparent transition to the Mayor's Office. In keeping with her campaign promise, Mayor-Elect Bowser will engage in a multi-platform effort to regularly communicate with the residents of the District of Columbia. This includes consistent engagement with the media, through press conferences and other public events to announce the progress made, and major milestones achieved, by the transition team.

Members of the media can also anticipate a weekly press availability, in a proactive effort to give local and regional news media regular access to the Mayor-Elect. In addition, Ms. Bowser's public schedule will continue to be made available to the press on a daily basis.

Residents can look forward to office hours throughout the District, during which they will be able to directly engage the Mayor-Elect with questions, concerns, and ideas on how to improve the city. Mayor-Elect Bowser will also host a series of telephone town halls so residents can inquire about her policy priorities and vision for the District.

Residents are encouraged to visit wearewashingtondc.org, for continual transition team updates and to be notified of the plans that will be put in place for the Bowser Administration to hit the ground running on Day One.

VI. Talent Acquisition

The Bowser Transition Talent Acquisition Team will recruit qualified, talented and innovative professionals to execute the vision of Mayor-Elect Muriel Bowser. The team is recruiting for hundreds of mayoral political appointments. As part of our process, the Transition Talent Acquisition Team will contact current Department heads to discuss alignment within the Bowser Administration, as well as conduct regional and national searches where warranted. The Bowser Transition Talent Acquisition Team's goal is to assemble the senior leadership team that will implement Mayor-Elect Bowser's priorities by January 2, 2015.

All candidates considered for appointment to the Bowser Administration should submit applications via the transition website, www.wearewashingtondc.org. All candidates considered for appointment will be held to high ethical standards and will have passed a thorough background check prior to appointment.

VII. Budget

Mayor-Elect Bower has opted to accept public funding for the Transition, and, therefore, will not raise funds from private sources. The Office of the Mayor-Elect has been authorized to spend \$300,000 on Transition activities, including staff salaries, legal services and other expenses. Pro bono consulting services or other in kind donations to the transition will be processed through the District's Office of Partnerships and Grants Services. A Transition expense report will be filed with the Chief Financial Officer and the D.C. Council no later than March 31, 2015. (See Title IV Mayor and Attorney General Transition - Section 403 of the New Columbia Statehood Initiative, Omnibus Boards and Commissions, and Election Transfer Reform Amendment Act of 2014)



VIII. Code of Ethics

In keeping with the Mayor-Elect's goal of ensuring an open and transparent transition, all team members working on the Mayor-Elect's transition will be required to sign a code of ethics, agreeing to adhere to strict principles of ethics and integrity. Those affiliated with the transition are expected to act in the best interest of the Mayor-Elect in carrying out their duties and shall not knowingly engage in conduct that would violate, District or federal law or the standards of the code, or bring discredit upon the transition process, the Office of the Mayor-Elect or to the District of Columbia.

IX. Current Administration

The transition office is working with the Gray administration to ensure a smooth transition process. The Transition staff have been working with members of Mayor Gray's senior team, including the City Administrator and agency directors responsible for human resources, budget, and general services. Transition reports from each executive agency have been prepared and will be made available to the Transition Committee and the public via the transition website: www.wearewashingtondc.org.

X. Timeline

The Mayor-Elect's Transition Committee will officially kick-off on November 12, 2014. The Transition Committee will be working on an aggressive schedule, due to a compressed transition period including four national holidays, in order to prepare for change of leadership. The eight policy committees will meet five times prior to a transition summit.

- **Kick-off Meeting:** The Transition Committee Kick-off will be held on November 12, 2014. All members of the Transition Committee will be invited. The public will be able to watch online (live stream). The Mayor-Elect will present her vision and task the committees with their assignments.
- **Organizational Conference Calls:** (week of November 17, 2014) These calls will be a deliberative process working session conference call, led by the policy committee co-chairs, to discuss personnel procedures and the topic area as guided by the Mayor-Elect's priorities. Committee members will be tasked with:
 - Submitting residents and regional experts to be invited to the public meeting
 - Submitting candidates to be considered for appointments
- **Public Engagement Forums:** (week of December 1) These meetings will be facilitated by the policy committee co-chairs in order to solicit public input. The eight committees will hold separate public meetings at One Judiciary Square. Recommendations from the public and committee members will be captured and the public will have 7 days to submit comments to the committees through www.wearewashingtondc.org.
- **"Hearing from the Front line" Telephone Town Hall:** (week of December 1, 2014)



The committees will hold a telephone town hall with current D.C. government employees to learn about their ideas.

- **Talent Acquisition & Retention Meetings:** (week of December 8, 2014) will be an executive working session for the policy committee members to discuss personnel recommendations and prioritize the list of policy recommendations from the public and committee members in order to draft committee reports.
- **Fresh Start Summit:** (during the first days of the Bowser administration) The Summit will allow the Mayor, Transition Committee co-chairs, members and subject matter experts will present their findings and recommendations in each of the priority areas.

The Transition Committee's final recommendations will guide the Mayor-Elect's first 100 days in office and inform the development of first year and longer term goals for the Bowser administration.

Throughout the transition, members of the Transition Committee will submit lists of potential candidates for Bowser administration appointments, as well as solutions for growing D.C. Co-Chairs will be responsible for consolidating and forwarding to the transition staff to vet and review.

XI. The Inauguration

Events surrounding the inauguration of Mayor-Elect Muriel Bowser will be announced in the coming weeks. The Mayor-Elect will be sworn into office by noon on January 2, 2015.



PRIORITIES

Education: World-Class Schools for All Eight Wards

“Every child in the District of Columbia deserves the opportunity to attend a clean, safe, modern, high-quality public school in their own neighborhood, and while we have made great progress towards that goal in the past seven years, there is more work to be done to ensure that all of our students, regardless of where they live, are college and career-ready, when they graduate from high school. As Mayor, the ability of all students in all eight wards to receive a world-class public education that prepares them for success will be my top priority, and I will, with renewed vigor and energy, marshal the resources of the District’s government and all of our partners— both public and private – to move our schools forward.”

- Muriel Bowser

Accelerate the Pace of School Reform with a Renewed Focus on Accountability and Results.

Parents and students across the District expect and deserve a Mayor who will lead both collaboratively and decisively, with an evidence-based approach to moving our schools forward as quickly as possible. As Mayor, Muriel Bowser will accelerate the pace of school reform by discontinuing ineffective programs and policies and replicating those that have demonstrated strong outcomes to ensure that all students receive a high quality public education. Specifically, Muriel will 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. In addition, Muriel will 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.

Ensure Strong, Innovative, and Mission-Driven Leadership at DCPS.

Great school systems and great schools require strong, innovative, and visionary leaders at the helm. As Mayor, Muriel Bowser will prioritize the attraction, development, and retention of outstanding educators and school leaders and support the continued leadership of DCPS Chancellor Kaya Henderson. Continuity in leadership at DCPS is the best way to ensure the District’s reform efforts move forward uninterrupted, and as Mayor, Muriel Bowser will work diligently to provide the Chancellor and all the District’s educational leaders with the support and resources necessary to be successful to provide a high-quality education to every child.

Transform the District’s Middle Schools By 2020.

Many of the District’s elementary schools have made great strides in recent years, as evidenced by increased enrollment and improved test scores. It is now an ideal time to focus in a more deliberate way on providing high-quality middle school options for students and parents across the District. As Mayor, Muriel Bowser will work with the Chancellor to completely transform the District’s Middle Schools by 2020, a process



that will include the identification of those schools that need change the fastest, the renovation and/or construction of new buildings, and the evaluation and re-imagining of the curricular and extra-curricular offerings at each of the District's 13 stand-alone Middle Schools, which serve nearly 6,000 students, and for middle school students enrolled in K-8 educational settings.

Increase Collaboration Between DCPS and Charter Schools. As Mayor, Muriel Bowser will work to increase collaboration between and amongst our public school sectors to ensure the sharing of resources and best practices, recognizing that the number one priority across both sectors is the delivery of a high-quality education to every child in every neighborhood in the District of Columbia. Specifically, Muriel will empower the Deputy Mayor for Education to make recommendations about improving collaboration between DCPS and Charter Schools. In recent years, both sectors have identified unique and innovative ways to, among other things, better educate students, train educational professionals, and utilize facilities; those best practices should be shared and both sectors should find ways to work together in a more seamless fashion – including around efforts to locate charter schools and provide a neighborhood preference to ensure the delivery of a high-quality education to every child in the District of Columbia.

Support Targeted Efforts to Take Schools from Good to Great. As Mayor, Muriel Bowser will launch the **Good to Great Initiative**, an effort specifically targeting those schools on the brink of being highly-regarded by parents. By focusing on these schools in a targeted way, parents and students will have more high-quality options sooner, which will allow the District to then focus its energy and attention on those schools in most need of support. The process of targeting schools for the Good to Great Initiative will require substantial community input which will in turn build capacity among parents and community partners and aid in the long-term success of all District schools.

Expand Early Childhood Education Programs. Investments in high quality early childhood education for children from birth to age five dramatically increase the likelihood of their educational success because much of a child's brain development occurs in the earliest years of life. Early childhood education initiatives have also been shown to allow educators to better identify the needs of each child so as to prepare them for long-term success. As Mayor, Muriel Bowser will work to 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.

Increase STEM Education Options Across the District. Between 2008-2018 Science, Technology, Engineering and Mathematics (STEM) occupations will grow 1.7 times faster than non-STEM occupations, and in order to meet these workforce needs, the United States will need more than 1 million new STEM professionals than are currently expected to graduate.¹ This growing need is particularly evident here in the District in our growing technology sector. As Mayor, Muriel Bowser will work to increase STEM education options across the District to ensure that our students are prepared for the jobs of the future by strengthening partnerships with industry,



universities, the federal government, and the many outstanding STEM-related non-profits based in the District and throughout the region.

Provide Additional Resources to Underperforming Schools To Close the Achievement Gap.

Despite the progress seen in recent years, too many of our schools continue to underperform as evidenced by stagnant test scores and a persistent achievement gap across different student populations. As Mayor, Muriel Bowser will create a strategy to provide additional resources to chronically underperforming schools in all eight wards, with a specific focus on the 25 lowest performing schools in the District. With additional concentrated resources, evidence-based interventions, and the creative efforts of the Mayor's Office and DCPS Leadership, these schools can and will be turned around to better prepare students for long-term educational success.

Improve and Expand Career and Technical Education. As Mayor, Muriel Bowser will prioritize the improvement and expansion of career and technical education opportunities that are aligned with workforce options and expectations in the region by working with the Department of Employment Services (DOES), the University of the District of Columbia Community College, and partners in the private sector, to support and create innovative policies and programs that better prepare our students to meet the new and existing workforce needs in the Washington, D.C. region. The continued success of UDC and the Community College are critical to the District's efforts to ensure that all students have a pathway to success, and as Mayor, Muriel will prioritize increased investment in both educational institutions.

Expand Parent and Family Engagement Efforts. Effective school reform requires the active and informed engagement of all community stakeholders, particularly parents, families, and caregivers. As Mayor, Muriel Bowser will work to 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. The District should welcome and be responsive to parent feedback and requests for help, and parents should be included in decisions about their child's education.

Expand the Number of Community Schools in the District. In 2013, the Office of the State Superintendent of Education (OSSE) awarded several one-year grants to create community schools at a limited number of sites across the District.² The community-school model, which has been adopted by numerous school districts across the country, focuses on turning schools into centers of the community with an integrated focus on academics, health and social services, youth and community development and community engagement, which leads to improved student learning, stronger families, and healthy communities.³ As Mayor, Muriel Bowser will work to double the number of community schools in the District in an effort to better meet the needs of all communities in the District of Columbia.



Encourage Greater Private Support for Public School Reform. The District needs thoughtful and engaged partners from both the public and private sector to support efforts to reform and improve our public schools because the success of our students – in addition to ensuring better outcomes for students and their families – will guarantee the long-term stability and success of our region. When school reform efforts were first launched nearly eight years ago, the private sector provided tremendous support to launch key initiatives designed to improve our public schools. As Mayor, Muriel Bowser will 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, D.C. schools a proof point for the nation.

Dedicate Resources to Innovative Initiatives to Lengthen the School Day, Increase School Autonomy, and Holistically Evaluate Schools. The District’s students deserve the highest quality education possible, which means all of the District’s educational officials must be innovative in their thinking about how to improve schools and educational outcomes for our students. As Mayor, Muriel Bowser will 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. To that end, Muriel will work with the Chancellor and teachers to expand upon efforts to lengthen the school day in a careful way that supports increased instructional time for students and additional planning and professional development time for teachers. In addition, Muriel will 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.

Improve the Quality of Special Education in District Schools. The District has made significant progress in complying with its various class action lawsuits, which primarily focus on the process of special education (meeting evaluation deadlines, delivering mandated IEP services, compliance with legal procedures, etc.). This is necessary but not sufficient to improving outcomes for special education students. Recently, the US Department of Education announced an initiative to improve the quality of education for students with disabilities and is working to include this in how it oversees states.⁴ As Mayor, Muriel Bowser will 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. Muriel will also work to 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.

Evaluate Model of School Governance. As mayoral control of D.C. Public Schools approaches its eighth year and third mayoral administration, now is an opportune time to thoughtfully and collaboratively assess how the current school governance structure has aided school reform



and determine if changes can or should be made to accelerate the pace of school reform efforts in the District. As Mayor, Muriel Bowser is committed to mayoral control of public schools and lead 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.



Jobs & Economic Development: Building Success in All Eight Wards

“The District’s future is bright. We have more people moving into the District every day – learning, eating, shopping, working – and thriving. We weathered the recession better than most cities and people around the world are taking notice of D.C. . The progressive values that put D.C. on the map have given our local government a solid financial footing; now it’s time to make sure we’re positioned to take advantage of future opportunities to become an economic leader in the region and across the country. I am committed to using our growing tax base to reinvest in job creation and economic opportunities for all D.C. residents by diversifying our economy, fostering entrepreneurship and small business growth, and focusing workforce training on jobs available today in all eight wards.”

Muriel Bowser

Establish Business-Friendly Tax and Regulatory Policies. To remain regionally and globally competitive, everyone who starts, owns and grows a business in D.C. deserves a fair shot at success. As indicated by the D.C. Business Regulatory Reform Task Force Report⁵ and the D.C. Tax Revision Commission Report,⁶ the District government can do more to make sure business bottom-lines aren’t impacted by confused and inconsistent taxes and fees. As Mayor, Muriel Bowser is committed to showing that D.C. 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. Additionally, Muriel will 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.

Develop Pro-Active and Streamlined Business-Friendly Customer Service Processes. Based on Thumbtack.com’s 2013 Small Business Friendly Survey, “the keys to a pro-growth environment are ease of compliance with tax and regulatory systems and helpful training programs.”⁷ While the city’s Survey score has markedly improved over the past three years, there is still more to do to ensure businesses interactions with D.C. government agencies are as straightforward as possible. As Mayor, Muriel Bowser will 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. Muriel will 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.

Foster Engaged Eco-System to Boost Innovative Small Businesses. Small businesses are created and fostered in markets with talented workforces, purchase-ready consumers, strong professional services offerings, affordable office space, and a supportive government infrastructure. As



Mayor, Muriel Bowser is committed to creating a nurturing environment for local startups and small businesses by leveraging city resources to do so – helping support the financial, legal and other professional services needs for these small businesses to succeed and provide jobs to D.C. residents. Muriel will 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. Additionally, 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 D.C. businesses, including incubators and accelerators succeeding today.

Focus Local Procurement Power to Support Small Enterprises. Last year, the D.C. Office of Contracts and Procurement (OCP) processed approximately 8,000 purchase orders, totaling approximately 1.2 billion dollars. As a number of agencies in the District government have independent procurement authority, even more local government money was spent to purchase services and products. While current law requires that a certified small business be involved in any contract of \$250,000 or more, there are many contracts let by the D.C. government that waive the small business requirement citing that no small business in the city provides the service or product. The process is broken and has failed to support local businesses in the way originally envisioned. As Mayor, Muriel Bowser will hold agencies accountable for doing business with qualified small businesses in the city.

Target Financial Support to Growing Small Businesses. Operating in a bullish market like Washington, D.C. as a longtime or new small business is challenging, but critical, to growing and diversifying the local economy. Access to capital is a constant roadblock to success for many small businesses in the District, including woman-, minority and veteran-owned operations unable to fully finance opportunities with business equity, bank financing or other private and public sources. Many states have developed programs in partnership with the banking sector to assist these small businesses in accessing start-up capital, low interest loans and credit enhancements in the construction sector to obtain bonds. As Mayor, Muriel Bowser will take a comprehensive look at the programs the D.C. government currently offers and consolidate the various programs to give small businesses access to necessary services and resources.

Invest in New and Growing Business Sectors. Historically, the District’s local economy has become overly reliant on federal government spending, significantly impacting unemployment numbers and the tax base when federal spending slows down. In recent years, the District’s tourism, hospitality, and technology fields have taken off despite sequestration threats and a slowdown in federal procurement spending. Fostering these new sectors will help reduce the impact of any long-term slow Down in federal government spending. Smart people, unique research institutions, strong collaborations and other partnerships and resources have attracted new industries and entrepreneurs to DC. As Mayor, Muriel Bowser is committed to making sure these sectors and new ones are here to stay. Diversifying our economy will provide strategic advantages for existing small and medium-sized companies as well as high-growth companies



competing in the global economy. Muriel will launch **Invest DC** to attract and grow new industry sectors in D.C. through a series of incentives and benefits in order to diversify our economy and create new jobs for D.C. residents, making D.C. less dependent on federal government spending.

Support Innovative Industries and Entrepreneurship. The District government has made an effort to promote and market the District's growing technology and other innovative sectors. An innovation eco-system is beginning to take shape thanks in part to shared workspaces, incubators, accelerators, venture capital attention and other organic communities. As Mayor, Muriel Bowser will commit to further supporting these innovative sectors by further bolstering Digital D.C. offerings, appointing the D.C. government's first innovation officer, and investing in technology-focused training centers and workspaces.

Move Development Projects Forward with Community Involvement. Development of government-owned property has continued to propel economic opportunities in the city, including Columbia Heights, Penn Quarter and Brookland. Recent developments in a few government projects demonstrate that more opportunities are on the horizon, including Walter Reed, Southwest Waterfront, Skyland, and McMillan Park. These major projects help spur economic opportunities, jobs and other neighborhood services. As Mayor, Muriel Bowser is committed to making sure development projects continue to move forward with communities at the table, including Hill East, St. Elizabeth's, Poplar Point, and the Anacostia Waterfront. Muriel will ensure that these hubs of economic activity will include quality retail, education and housing partners, create jobs for District residents and are accountable to promises made to impacted communities.

Drive Development to Overlooked Neighborhoods Across the City. While many neighborhoods across the city have grown in population and economic activity, neighborhoods east of the Anacostia River have fewer people, less housing units and lower median income than even ten years ago. Without sustained and quality investment, some of the District's most historically important and culturally vibrant neighborhoods are at risk. As Mayor, Muriel Bowser will launch the **DC First Program** to focus government resources, procurement dollars and hiring incentives to bring D.C. residents, business owners, developers, and community investors together in historically overlooked corridors to work together to foster sustainable, long-term development. Muriel has committed to creating a **deputy mayor** position responsible for ensuring that greater economic opportunities are delivered to these overlooked neighborhoods. With additional resources and direct oversight from the mayor's office, Muriel looks forward to the revitalization of these important neighborhoods.

Attract and Retain Federal Government Investment and Jobs. Federal procurement spending has increased significantly over the past two decades. As a result, the federal government continues to be DC's major industry, attracting federal workers, our defense sector and policy-minded think tanks and associations to locate in and around the city. Over the past few years, federal government spending has slowed, causing higher unemployment in surrounding jurisdictions. In order to limit the impact on the District's economy, as Mayor, Muriel Bowser will 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 D.C. neighborhoods. Muriel will work to keep and attract federal workers in D.C. by investing in “Live Near Your Work” programs, which help working class federal employees save money by living in the City.

Create New Economic Opportunities and Quality Jobs. Creating partnerships to meet industry demands for jobs will allow all D.C. residents to take advantage of economic development across the city. The District government spends over \$100 million in workforce development and approximately \$1.3 billion on construction projects each year, but the truth is, our training programs don’t align well with jobs available for D.C. residents – and that needs to change. As Mayor, Muriel Bowser will appoint a **Workforce Opportunity Advisor** to evaluate and refocus the more than \$100 million spent by the D.C. government on various workforce development programs each year to ensure these programs are aligned with jobs that exist now and are expected in the future in order to give our residents the best chance to succeed. Muriel Bowser will invest in coordinated resident training and apprenticeship programs (including SYEP expansion), alongside industry leaders and small business owners, to make sure our workforce and the next generation are ready to compete in today’s New Economy. In order to ensure D.C. residents – including our returning citizens – are able to take advantage of the millions in local taxpayer dollars spent on employing trade and service providers, Muriel Bowser will launch a **General Services and Public Works Academy**.

Champion Public Private Partnerships to Further Economic Opportunities. D.C. weathered the recession better than most cities regionally and nationally, but the city still has billions of dollars in infrastructure needs that are inadequately funded, including \$3.5 billion for school modernization, \$26 billion for Metro improvements, \$2.4 billion for sewers, \$1 billion for power line undergrounding, \$1 billion for affordable housing, and millions more for new libraries, Police, Fire and EMS equipment, and others. These critical investments will be increasingly hard to pay for as the District is expected to reach its debt cap before 2020, halting the District’s ability to borrow. Early involvement of the private sector can bring creativity, efficiency, and capital to address these complex infrastructure challenges. As Chair of the D.C. Council’s Economic Development Committee, Muriel Bowser has already introduced legislation that will encourage the use of Public Private Partnerships (P3s). P3s will provide a valuable tool for meeting the city’s infrastructure needs while minimizing the impact on the District government’s bottom-line. As Mayor, Muriel Bowser will establish an Office of Public Private Partnerships (OP3) to partner with the private sector to tackle these major infrastructure projects, helping manage the borrowing risk and producing thousands of jobs for District residents.



Public Safety: A Safer Washington for All Eight Wards

“Ensuring the safety of the public is the highest priority of city government. As Mayor, I will work diligently to make sure Washington’s police officers, firefighters, and emergency services personnel have the support, training, and resources they need to do their jobs effectively, in order to make Washington, D.C. the safest big city in America.”

Muriel Bowser

Proactively Promote Emergency and Disaster Preparedness. As demonstrated by the terrorist attacks of September 11, 2001, Washington, D.C. remains a target for those who would seek to harm Americans. Since that time, the District has worked collaboratively with its local and federal partners to ensure the safety and security of all who live in, work around, and visit the nation’s capital. As Mayor, Muriel Bowser will work to 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. Muriel will also work to 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.

Invest in the District’s Youth. The prevention of violence, particularly youth violence, requires the sustained support and contributions of numerous partners including families, community and faith-based organizations, and government entities like the human services agencies, DYRS, FEMS, MPD and DCPS. As Mayor, recognizing the importance of addressing the multiplicity of issues associated with youth violence, Muriel Bowser will prioritize investment in programs like the Summer Youth Employment Program (SYEP), that create and provide opportunities for young people to participate in meaningful activities that support their social and educational growth and development. She will balance this prevention with targeted law enforcement that focuses resources on those individuals and neighborhoods with the highest risk of re-offending and violence. Muriel will also 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.

Promote Community Engagement and Integrity in Policing. MPD officers cannot be truly successful without the support and involvement of the people they serve. Positive community relations are central to good policing. Moreover, a strong relationship between MPD officers and the community makes community members more likely to come forward with information, which helps keep both officers and citizens safe. As Mayor, Muriel Bowser will work to 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. She will also enhance citizens’ faith in MPD and the integrity of the police force by holding officers accountable when they engage in



misconduct.

Support Continuity in MPD Leadership. Since 2007, Chief Lanier has led the Metropolitan Police Department (MPD) with great skill, energy and integrity, and her commitment to smart, innovative, policing that positively engages the community has resulted in a dramatic decline in the District’s crime rate. As Mayor, Muriel Bowser will support Chief Lanier’s continued leadership of MPD and work with her to achieve their shared vision of making Washington, D.C. the safest big city in America.

Provide Resources to Hire More MPD Officers. Like many big cities across the country, the District of Columbia faces unique challenges as a significant number of officers approach retirement age.⁸ Compounding this issue, as the District of Columbia continues to prosper, adding more than 1,000 new residents each month, the need for an expansive force of highly skilled officers continues to grow. As Mayor, Muriel Bowser will 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

- 1) bring the size of the force to its authorized strength of 4,000 sworn officers as quickly as possible
- 2) hire qualified District residents and increase the availability of resources available for MPD and FEMS training programs at UDC and the Community College; and
- 3) propose funding to increase the size of the force – when it becomes necessary – 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.

Reduce Homicides and Other Violent Crimes, Including Armed Robbery. While violent crime has plummeted to historic lows across the city in recent years, the number of homicides and other violent crimes in certain parts of the District remains at unacceptable levels. Armed robberies threaten the gains that the District has made in improving the quality of life in many neighborhoods. Homicides and other violent crimes too often disproportionately impact underserved communities east of the river and too often involve young men of color. As Mayor, Muriel Bowser will strongly support community policing and targeted, collaborative efforts that focus specifically on those neighborhoods in most need of dedicated MPD resources. She will also support strategies that target the most violent, repeat offenders who cause the most harm to the community. Moreover, Muriel will 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.

Expand Successful Policing Strategies By Investing in New Technology. New and emerging



technologies are playing an increasingly crucial role in the daily work of frontline police officers, thus enabling them to be more efficient, effective, and responsive to the needs of the communities they serve.⁹

As Mayor, Muriel Bowser will invest in technology that enables the men and women of the Metropolitan Police Department to do their work in new and innovative ways. Specifically, Muriel will allocate 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.¹⁰

Increase Support Provided to Victims of Domestic Violence. In 2013, 32,794 domestic-violence related calls were made to the Metropolitan Police Department, an average of 1 call every 16 minutes. According to the D.C. Superior Court, more than 5,000 petitions for Civil Protection Orders were filed in 2013, a 7% increase in filings from 2012, and 14% increase from 2011. Unfortunately, these trends are reflected in the increase in domestic-violence related homicides that have occurred in the District this year, a cause for serious concern.¹¹ As Mayor, Muriel Bowser will 1) proactively work with MPD and community partners to connect domestic violence victims with the services needed to leave violent situations and 2) work to ensure the safety and well-being of all domestic violence victims, particularly impacted children, by targeting law enforcement resources to situations that have the most potential to escalate into lethal violence.

Support Efforts to End Hate Crimes. Under the leadership of Chief Lanier, MPD has worked with community partners to assess the manner in which the department interacts with communities targeted for hate crimes, particularly the LGBTQ community. Based on an assessment conducted by the Anti-Defamation League (ADL), Chief Lanier has undertaken steps to make progress in this critical area, including the training of all officers in LGBTQ competency in 2015. As Mayor, Muriel Bowser will support the Chief's efforts, 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.

Utilize Traffic Cameras to Promote Community Safety. The Metropolitan Police Department's Automated Traffic Enforcement (ATE) program has been in operation since 2000. The original goal of the program was to reduce aggressive driving and protect pedestrians, bicyclists, and other motorists, by deploying cameras that would have the effect of modifying driver behavior throughout the District at all times. Recent studies have shown that the ATE program has resulted in fewer collision-related fatalities and injuries, and it has reduced speed-related traffic collisions across the District, even as the city's population has increased. Nonetheless, a recent Office of Inspector General report found that the program needs to be re-focused on public safety, with less emphasis on potentially unfairly profiting from District citizens. As Mayor, Muriel Bowser will 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.

Support MPD Facility Upgrades and Modernization. Originally constructed in 1941, the Henry J. Daly Building currently serves as headquarters for MPD. However, as the size and the needs of the District and the Department have increased, the usefulness and efficiency of the building has declined. As Mayor, Muriel Bowser will 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.

Hire A New Fire/EMS Chief With A Medical Services Background. The District's Fire and Emergency Services Department (FEMS) is among the most critical agencies in the city because it provides life-saving services to District residents on a daily basis. However, the department has faced significant challenges in recent years resulting in the departure of skilled emergency responders, a decline in employee morale and a loss of confidence in its provision of EMS in particular. As Mayor, Muriel Bowser will 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.

Support the Delivery of Quality Emergency Medical Services Backed by Evidence-Based Data. The delivery of high quality emergency medical services must continue to be the priority for the Fire/EMS Department and the delivery and evaluation of those services must be driven by reliable, objective data. As Mayor, Muriel Bowser will provide 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.

Prioritize the Recruitment and Retention of Highly Qualified Paramedics. The provision of high-quality emergency services throughout the District requires a fully staffed department of skilled men and women who are prepared to meet the challenges associated with responding to emergencies in a big city. As Mayor, Muriel Bowser will provide the department with the resources necessary to meet its staffing needs by prioritizing the hiring, training and career development of skilled emergency service professionals, including the number of paramedics required to meet EMS response time targets and provide quality patient care.

Ensure our First Responders are Equipment-Ready to Protect Residents. The latest reports that 7 of 17 ladder trucks in the FEMS fleet failed inspection, and that our residents will be relying on equipment and resources from neighboring jurisdictions, is troubling. As Mayor, Muriel Bowser will modernize the department's fleet maintenance operation to ensure all of our first responders have access to inspected protective equipment and vehicles.



Housing: Building Neighborhoods for All Eight Wards

“Housing is one of the most pressing issues we face as a city. According to the D.C. Fiscal Policy Institute, rents have increased 50% and home prices have doubled in the D.C. over the past decade. At the same time, the average family income has remained at the same level. This means that

1-in-5 D.C. households—over 50,000 families—have a severe housing burden and spend half of their income on housing. This forces families to rethink their choice of living in DC. And that is not a choice we want any of our residents to face. I am committed to a three-pronged approach to counter this trend: produce more affordable housing, preserve what we have, and prepare for the future by creating quality educational options, targeted training programs, and good jobs so families in all eight wards can afford to call D.C. home.”

Muriel Bowser

Preserve and Create Affordable Housing Options

Produce New Affordable Housing With Stable, Long-Term Funding. The city’s primary source of funding dedicated to the creation of affordable housing, the Housing Production Trust Fund (HPTF), relies primarily on property transfer tax revenue, which fluctuates wildly with the economy. Tax revenues drop significantly during economic recessions when affordable housing needs are the greatest – this funding stream cannot be relied upon. While 1 in 5 D.C. households spend more than half of their income on housing, two-thirds of households with incomes under \$30,000 per year are paying more than half of that on housing. Long-term and sustained funding of affordable housing will help these households live for less. As Mayor, Muriel Bowser will dedicate \$100 million every year to meet DC’s affordable production goals, producing 10,000 units needed each year.

Increase Housing Production with Greater Private Sector Accountability. As Mayor, Muriel will demand that at the very least 20% of units built on District-owned land be reserved for low-income households. Using publicly accessible performance measurement tools, Muriel will insist that the millions in government dollars being spent every year are going to the right projects and fulfilling our greatest needs. To leverage greater private sector resources for affordable housing, Muriel will evaluate the new District low-income housing tax credit program, modeled after a similar federal program, and, if the program proves successful, will work to expand dedicated resources to the program.

Invest in Homeownership and Preservation of Homes. As Mayor, Muriel Bowser will 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. Muriel will 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. Most importantly, Muriel will work with the Chief Financial Officer so that families never again lose their homes over minor or mistaken tax debts. As Mayor, Muriel Bowser will also 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.

Launch System to Connect Residents with Affordable Homes. Residents and newcomers struggle to locate resources to help identify affordable homes to rent or buy in the city. And when a home is identified, government programs that incentivize homeownership, financial literacy and rental assistance are unable to support the demand. The Department of Housing and Community Development (DHCD) hosts DCHousingSearch.org, a detailed listing of available for rent and for sale properties as provided by DHCD, the D.C. Housing Finance Agency and the D.C. Housing Authority's Housing Choice Voucher Program. As Mayor, Muriel will 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.

Deliver High-Quality Housing Replacement Projects. There are 8,000 units of subsidized housing in the District, many of which are in need of critical renovations. The D.C. Housing Authority reports more than 70,000 residents are on their now-closed waiting list for new units. This backlog needs to be addressed. In order to renovate 6,500 units, it will cost \$1.3 billion, and to address that backlog of 70,000 will cost another \$1 billion to produce enough housing for everyone on the waiting list. Most critically, the program envisioned to revitalize the most distressed subsidized housing into redeveloped mixed-income neighborhoods, the New Communities Initiative, has failed to meet the needs of our most vulnerable residents, due to mismanagement and lack of leadership. The New Communities process needs to be fixed. As Mayor, Muriel will 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. Muriel is committed to taking better care of existing subsidized housing that residents are living in, while the New Communities program is refocused.

Restructure Government Agencies to Meet Growing Demands. Currently, government agencies focused on producing affordable homes in our communities have priorities that divert attention away from this critical task. Restructuring 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 is necessary. As Mayor, Muriel will ensure that there is an overall vision and priorities set for the use of all funding for housing. Muriel will also ensure that all agencies that administer this funding: including the Department of Housing and Community Development, the Department of Behavioral Health, the Department of Human Services, and, the



D.C. Housing Authority are coordinating and allocating funding according to the vision and priorities. She will task these agencies to ensure that all communities in need are considered when expending these funds, including seniors, veterans, returning citizens, LGBT community members and families.

End Homelessness

End Family Homelessness By 2018. The District has approximately 8,000 units of public housing and under 36,000 units of affordable housing. Of the more than 260,000 households living in the District, more than 50,000 households live below the national poverty line. In recent years, due to the short supply of affordable housing options and no new public housing options, more and more of these families have turned to homeless shelters to find housing options. This inability for the government to find alternative housing becomes more acute during the winter months. As Mayor, Muriel Bowser is committed to ending family homelessness by 2018. Muriel will enlist a multi-pronged approach to (1) invest greater resources in preventing homelessness, such that families don't have to enter the homeless system to access needed services and housing, and (2) produce quality affordable and subsidized housing options for these families, including rapid rehousing and permanent supportive housing.

Close DC General. The District's family shelter accommodations at the old DC General are structurally challenged and not equipped to house the number of families that fill the rooms. Security is an added concern. In working to produce more affordable and subsidized housing as well as implementing additional prevention services, as Mayor, Muriel Bowser's goal will be to lesson the number of families and individuals in need of shelter. Muriel is committed 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.

Implement Integrated Human Services Case Management System. The majority of individuals and families turning to homeless shelters to access services previously interacted with or are currently connected to a human services agency. The lines for families and individuals to sign up for the Temporary Assistance for Needy Families (TANF) program, the Child Care Subsidy program and other human services programs wrap around city blocks, starting early in the morning. Many families are in need of services but are unable to wait in these lines all day to be helped and sometimes even after making it to an appointment never receive the help requested. Some of these same individuals and families turn to DC General as a last resort. As Mayor, Muriel Bowser will implement an integrated 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.

Initiate Comprehensive Review of Human Services Agencies. Over the years, the organizational changes within the human services agencies have been frequent and while much has been



done to improve service offerings, these changes have occasionally led to further confusion of missions and reporting lines. As Mayor, Muriel Bowser will charge a task force with reviewing the organizational structure of our 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. The task force will evaluate 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.

End Homelessness By 2025. As Mayor, Muriel Bowser will work to fully implement the Interagency Council on Homelessness' strategic plan to end homelessness by 2025. That includes boosting staff capacity and resources at our human services agencies so that more people have access to prevention services to avoid losing their homes and others can get placement under the rapid re-housing program. Muriel will increase resources for programs that effectively prevent and end homelessness.



Transportation: Connecting Neighborhoods in All Eight Wards

“Strengthening local transit and transportation options is about so much more than convenience for District residents and visitors, it is a matter of economic necessity. Having a safe, modern, reliable transit system ensures that residents and visitors alike can live, work, and play in the District; it also ensures the facilitation of commerce, which is vital to the District’s continued growth and development. Smart transportation policy must be about more than simply moving people, it must also be about providing innovative, efficient transportation options that promote economic activity and connect our neighborhoods, thereby ensuring the vitality of our city and region for years to come.”

Muriel Bowser

Improve Safety for Pedestrians, Cyclists, and Drivers. Above all else the District’s Department of Transportation (DDOT) must make safety its number one priority. As Mayor, Muriel Bowser will focus on safeguarding the lives of residents and visitors as they walk, bicycle, take transit, drive, park, and take taxis throughout the District. Specifically, Muriel will lead the District’s effort to join other cities like San Francisco, Chicago and New York in adopting “**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. Adopting a comprehensive, holistic approach to transportation safety will not only place the District at the forefront of transportation safety efforts across the United States, it will ensure that the District addresses every factor that makes our streets dangerous – from behavior to road design – in a thoughtful, deliberative manner.

Ensure Equity and Inclusion in Transportation Planning and Policy Development. The District’s population has expanded at a rapid pace in recent years and the transit options available for newcomers, long-time residents and visitors have as well. From Capital Bikeshare and the Circulator to the D.C. Streetcar, the District continues to invest in innovative efforts to link our vibrant neighborhoods. Unfortunately, some efforts and policies have failed to address the needs of certain neighborhoods, particularly in underserved parts of the District. As Mayor, Muriel Bowser will designate a senior District Department of Transportation (DDOT) official to be the agency’s **Transportation Equity and Inclusion Officer**. This official will ensure that the agency’s policies and plans address the needs and concerns of all residents, particularly those in the District’s most underserved communities. This official will also coordinate with other agencies to ensure that all city services include accessibility as a priority. The District’s transit policies will not be truly successful unless they benefit residents in all eight wards; this newly created officer will move us closer to that goal.

Focus on Improving Transit Options for Residents That Utilize Metrobus. Metrobus provides



more than 400,000 trips each weekday to District residents and those in the surrounding region, including children and young adults now benefiting from Kids Ride Free, an initiative that provides free bus rides to school for District students. As Mayor, Muriel Bowser will continue to focus on strengthening options for residents that utilize Metrobus by improving transportation services provided to individuals with disabilities, adding capacity to underserved transit corridors, and encouraging the use of dedicated lanes, traffic signal priority, and real-time arrival screens at stops.

Pursue Additional Investments for Metro. As a three-term WMATA Board Member and Chair of the Planning, Program, and Real Estate Committee, Muriel Bowser understands the longterm challenges facing the system. She led the adoption of comprehensive revisions to joint development policies that promote transparency, competition, higher quality transit oriented development, and the system’s first-ever affordable housing policy. Muriel also participated in the development and adoption of Momentum, WMATA’s long-range strategic plan to improve the bus, rail, and paratransit systems. While Metro continues to be one of the highest quality transit systems in the United States, it faces ongoing challenges due to a lack of dedicated funding. As Mayor, Muriel Bowser will seek additional investments from local, regional, and federal partners to ensure that the system’s infrastructure can effectively serve the region’s needs today and into the future. She will also utilize her knowledge of the system to champion service improvements for District residents and employees.

Support Continued DC Streetcar Expansion. The simulated streetcar service expected to begin in October 2014 along H Street and Benning Road NE is a welcome sign of progress for residents of the District, as a fully operational streetcar will provide additional transit options for District residents and visitors alike. Most residents utilize multiple forms of transportation – often in the same day – and the new Streetcar will be one additional way residents can connect with businesses and city services. However, there is much to be learned from the process that will eventually lead to the operation of the District’s first streetcar line in 50 years, and District residents have been rightfully concerned about the project’s excess costs and delays. As Mayor, Muriel Bowser will 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.

Increase Bicycling Options for District Residents and Visitors. The number of District residents who utilize their bicycles to commute to work and travel around the city continues to grow. Bicycling promotes public health, serves as an inexpensive alternative to the use of public transportation and personal vehicles, and is critically important to our efforts to become the greenest city in America. As Mayor, Muriel Bowser will 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. Muriel will also expand the Capital Bikeshare program to more neighborhoods, including those that have been historically underserved by public transit, increase educational outreach to promote bicycle safety, and



dedicate the appropriate resources to complete the Metropolitan Branch Trail (MBT).

Focus on Efforts to Support Transportation Options for District Seniors and Persons with Disabilities. While many District residents and visitors have adapted to the evolving landscape of transit options now available to move throughout the District, many of the District’s seniors – for a variety of reasons – have not. As Mayor, Muriel Bowser will work with the D.C. Office on Aging (DCOA) to 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. Muriel will also 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.

Utilize Public Private Partnerships To Expedite Major Infrastructure Projects. Last year, Muriel Bowser introduced the Public-Private Partnership Act of 2013 to streamline the procurement process for public-private partnerships (P3) and create an innovative funding model for the growing infrastructure needs of the District. When adopted, the legislation would also establish an Office of Public-Private Partnerships (OP3), led by an Executive Director that reports to the Mayor. As Mayor, Muriel Bowser will lead the District in efforts to join the 31 states with legislation authorizing P3s to promote predictable, responsible growth and economic development.

Appoint an Experienced, Energetic, Innovative, Leader to Run DDOT. The District’s Department of Transportation (DDOT) has made progress in recent years addressing fundamentals like pothole, alley, and street resurfacing. And while District residents have benefited from an uptick in response times to everyday transportation issues as DDOT has focused on this back-to-basics approach, more can be done. The Department has started to better engage communities on several longterm plans and projects that have improved the quality of life for residents, business owners, and visitors alike. As Mayor, Muriel Bowser will 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.

Develop A Long-Term Strategy to Ease Congestion and Address Parking Needs. Every urban center in America faces similar issues with regard to congestion and the need for innovative parking solutions; the District of Columbia is no different. While the District is committed to long-term strategies that make it easier to travel the city without a car, many District residents continue to rely on their cars as a primary mode of transportation. As Mayor, Muriel Bowser will 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.

Review the District's Model of Transportation Governance. In many jurisdictions across the country, transportation functions such as parking and traffic enforcement, roadway construction and repairs, and taxicab regulation are housed within the same agency. In the District, however, many of these functions are handled by multiple agencies including the Department of Transportation (DDOT), the Department of Public Works (DPW), the Metropolitan Police Department (MPD), and the D.C. Taxicab Commission, among others. As Mayor, Muriel Bowser will 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.

Encourage Technological and Transportation Innovation. The District has benefited greatly in recent years from transportation innovations that save people time and money while ultimately making travel safer. As Mayor, Muriel Bowser will 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. With a broad focus to include mobile application advances, roadway design, and the expanded use of electric vehicles, among other things, Muriel will harness the creativity of the working group to proactively seek ways to encourage technological innovation in transportation 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.



Environment: Greener, Healthier Communities in All Eight Wards

“The importance of having a healthy environment can not be overstated. A healthy environment is not only important for the well being of District residents, it can also be an economic driver that makes our city more livable. Healthier, greener, cities dramatically improve the quality of life for residents, save cities and rate-payers’ money, and increase their competitiveness and ability to attract new residents, businesses, and tourism. The District of Columbia should be at the forefront of these efforts, both regionally and nationally, and as Mayor, I am committed to making that happen.”

Muriel Bowser

Develop a Modernized Energy Policy to Make the District More Energy Efficient. The District published its first comprehensive energy policy in 1987 and its most recent version, EnergySmartDC, adopted a series of ambitious goals, some of which are contemplated in Sustainable DC. However, the District must do a better job of capturing the cutting-edge ideas and technology being developed here in the District and elsewhere, and in concert with all the interested stakeholders, collectively plan the District’s Energy Future, to transform the way energy is produced and delivered, with a specific focus on developing localized sources like microgrids. As Mayor, Muriel Bowser will 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.

Work to Make Solar Power Accessible and Affordable to All D.C. Residents. Many jurisdictions across the country, including the District, have recognized the benefits of utilizing solar technologies, which can capture a reliable, renewable source of energy, generate electricity, store thermal energy, and reduce demand on electrical grids and reliance on other sources of fuel. In fact, in 2010, the District was identified as #1 in Solar Density among states. Unfortunately, installation of solar technology has high upfront costs, often viewed as prohibitively expensive, particularly for low-income households, despite the known benefits. The District has many of the building blocks in place. As Mayor, Muriel Bowser will work to ramp up programs and policies that encourage and incentivize the use of solar technologies, particularly by middle and low-income households.

Expand the District’s Urban Tree Canopy. Trees are a valuable part of our green infrastructure and provide tangible benefits including clean air (reduced asthma cases), shade (lower “heat island” effect, and heat-related illnesses and mortality) and habitat, and the natural reduction of pollution flowing into streams and rivers. Accordingly, Sustainable DC, following the lead of prior efforts begun in 2009, established a goal to increase the District’s urban tree canopy by 40% by 2032. Meeting the established goal will require the addition of more than 2,000 acres of canopy across the District, nearly half of which would likely need to be on private property. As Mayor, Muriel Bowser will 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.

Include Greening Initiatives in All Economic Development Proposals. For far too long, some have considered having a healthy environment to be incompatible with a healthy economy. However, evidence has shown that having a healthy environment can drive economic growth. At the national level, the U.S. environmental technologies and services industry supported 1.7 million jobs, generated approximately \$300 billion in revenues, and exported goods and services worth \$44 billion, more than six years ago. Here in the District, energy efficiency and renewable energy programs administered by DC's SEU alone have already saved District rate-payers (residential and commercial) over \$6 million. Simply put, greening initiatives make economic sense. The District has already been ranked as one of the top five cities for green jobs listings by the Bureau of Labor and Statistics. As Mayor, Muriel Bowser will require the inclusion of greening initiatives in all economic development proposals to maximize opportunities for job creation and economic growth in the District. She will also make sure that the brownfields tax incentive, approved by the Council in 1999, is finally implemented, and tailored so as to advance cleanups that would not otherwise have happened.

Accelerate Anacostia River Cleanup Efforts and Complete the Anacostia Riverwalk Trail. The Anacostia River, once a vibrant urban waterway, has for many years been listed as one of the nation's most polluted rivers. Yet despite the pollution, which has resulted in numerous problems, including mixed-gender fish, subsistence fishers remain. Recently, the D.C. Council included language in its budget requiring the District Department of the Environment to complete its investigation of the contaminated river sediments. This was an important step forward in the ongoing effort to restore the Anacostia, which can be utilized as a vibrant economic development tool, in addition. As Mayor, Muriel Bowser will make it a priority to ensure cross-agency and cross-government collaboration to accelerate the return of this important and iconic waterway to D.C. residents, and provide agencies with the resources and support necessary to complete the Anacostia Riverwalk Trail.

Ensure Government-Wide Compliance with Environmental Best-Practices. As the District continues to encourage residents and businesses to focus on sustainability efforts, the District's government must assume a leadership role on this front as well, both regionally and nationally. In 2011, Siemens ranked D.C. the 8th most sustainable city in North America. As Mayor, Muriel Bowser will work to improve the District's position in the rankings. Muriel will specifically focus on the implementation of environmental policies and practices that reflect the best practices of urban jurisdictions around the world, and conduct a top to bottom sustainability audit of District government to realize tangible gains within her first 100 days in office. In addition, Muriel will work to ensure that all D.C. agencies are in compliance with the District's environmental laws by designating a Sustainability Officer to coordinate compliance efforts.



Develop a 21st-Century Waste Management Policy. In 2009, San Francisco became the first US city to require that all residents and businesses separate recycling and compost material from normal trash. As a result, San Francisco now boasts the best municipal recycling rate among major cities in the world and the efforts have not only resulted in a cleaner environment, but also in job creation. In July, the D.C. Council sent to the Mayor for signature the Sustainable Solid Waste Management Amendment Act of 2014, an effort to the move the District closer to a goal of being a zero waste city by among other things, promoting the separation of food waste. As Mayor, Muriel Bowser will actively 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.

Promote the Development of Green and Open Spaces Across the District. Green and open spaces provide recreational opportunities for residents of the District, enhance the beauty and environmental quality of neighborhoods, and draw people and innovative businesses to the city. However, as the District continues to enjoy record levels of development and an influx of new businesses and residents, it is important that the District remain committed to providing vibrant green and open spaces for residents to enjoy. As Mayor, Muriel Bowser will 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. In addition, Muriel will 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.

Focus on Present and Future Quality of Life Issues. Revitalized neighborhoods across the District have brought new residents, jobs, and businesses to all parts of the city. The resulting increase in activity has been extraordinarily beneficial, but has also resulted in the need for an increased focus on quality of life issues like pest control, particularly in our most heavily trafficked neighborhoods with high concentrations of bars and restaurants, and indoor air issues (such as mold, lead, and safe dwellings). As Mayor, Muriel Bowser will 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. Muriel will also demonstrate the leadership needed to make the District “climate ready.” The District already suffered damage, expense, and interruptions in operations in 2006, when intense local rainfall caused extensive flooding. Therefore, Muriel will ensure that appropriate steps are taken to protect our residents and our property now and into the future.

Health & Wellness: Healthy Living for Residents in All Eight Wards

“The Washington metropolitan area is among the fittest in America and many of the nation’s finest hospitals are located here in the District. The District also spends more money per capita on the provision of healthcare than most major cities in America. But despite the District’s substantial investment in health-related services, disparities in health outcomes persist for far too many residents, particularly those living in underserved communities. That has to change. As Mayor, I will use the resources of the government in a more strategic way to improve health outcomes for District residents, recognizing that all government policies – from education and housing to economic development and transportation – impact the health and wellness of our communities. Every District resident, regardless of where they live, should have the ability to live a healthy and fulfilling life in the nation’s capital. Working towards that goal will be among my top priorities as Mayor.”

Muriel Bowser

Fully Support Efforts to Establish a Health in All Policies (HiAP) Strategy. Sustainable DC, the current administration’s plan to make the District the greenest, healthiest, and most livable city in the nation, called for the creation of a **Health in All Policies (HiAP)** Task Force to study best practices that promote health equity in jurisdictions across the country, and recommend legislation to establish a HiAP strategy in the District. Health successfully by a growing number of cities and counties across the country – is the integrated and comprehensive approach to bring health, well-being, and equity considerations into the development and implementation of policies, programs, and services of traditionally non-health related government systems or agencies. As Mayor, Muriel Bowser will fully fund Health in All Policies (HiAP) related work and policies and promote cross-agency collaboration to eradicate health inequities in the District.

Increase Funding and Expand Efforts to Combat HIV/AIDS. While the rates of HIV/AIDS infections in the District have continued to decline from the levels seen in 2009, when the rate of infection reached 3%, the rate remains at unacceptably high levels. Despite these gains, there is much to be done to continue the work already underway to address HIV/AIDS in the District, and significant strides to make in particularly high-risk, marginalized communities. As Mayor, Muriel Bowser will 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. Muriel will also work collaboratively with our local and federal partners to identify additional resources that could be utilized to support the District’s efforts

Create the District’s First Board of Health. For years major cities across the country have utilized the technical expertise of individuals serving on Boards of Health to inform and guide effective public health policy and programs. Unfortunately, the District has not adopted a similar model, which has resulted in disjointed policies that vary from administration to administration. This deficiency has resulted in the failure of District officials to develop a long-term inter-



disciplinary and comprehensive District-wide health care policy with specific goals to guide the provision of care. As Mayor, Muriel Bowser will 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.

Launch FitDC to Promote Health and Wellness In the District. The success of the First Lady's Let's Move campaign has been widely documented and credited with starting a national conversation about childhood obesity, healthy eating, and healthy living. The reality, though, is that all District residents, regardless of age, could benefit from eating better and being more active, particularly individuals living in underserved communities where access to healthy food and recreational facilities is lacking. As Mayor, Muriel Bowser will lead the District's efforts to 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 Executive Office of the Mayor (EOM), Department of Parks and Recreation (DPR) and the Department of Health (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.

Ensure Continuity in Leadership at the Department of Health. More than a dozen different Directors have led the District's Department of Health (DOH) since the mid-1990's. This lack of consistency has led to a change in operations and priorities with the start of each new administration. The lack of continuity has resulted in ever-shifting priorities and policies, and an inability to articulate a long-term plan to improve health outcomes for District residents, particularly those in underserved communities. As Mayor, Muriel Bowser will 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, along with the newly-created Board of Health, 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.

Develop a Long-Term Strategy to Support the District's Safety Net Hospitals. The District's safety net hospitals – United Medical Center, Providence Hospital, and Howard University Hospital – continue to play an indispensable role by providing healthcare to the majority of unand under-insured residents in the District. However, these institutions, each of which receive significant financial support from the District, continue to lose money, which threatens their ability to continue to provide care to some of the District's most vulnerable residents. As Mayor, Muriel will bring together community stakeholders from the public and private sector to develop a long-term strategy to support the District's safety net hospitals. District residents expect and deserve sound financial planning and decision making and Muriel will work to ensure that responsible strategies are in place to preserve and strengthen the District's safety net hospitals for years to come.



Promote Efforts to Improve Mental and Behavioral Health. The mental and behavioral health of District residents must be a priority for the District’s leaders to ensure that all District residents can work productively, care for themselves and their families, and make a positive contribution to the broader community. As Mayor, Muriel Bowser will work to 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.

Expand Efforts to Improve the Health of Women, Children and Families. The health and well being of women and children – particularly those at risk for poor health outcomes based on a designated social indicators – must be a priority for all District residents, because healthy women and children are vital to a healthy DC. As Mayor, Muriel Bowser will expand efforts to improve the health of women and children by working to bring the District’s rate of infant mortality below the national average, promoting innovative policies and programs to end food insecurity, including targeted efforts to increase the availability of healthy food options in underserved communities, ensuring the adequate provision of healthcare services to immigrant families, and supporting the continued improvement of DC Health Link and the programs administered by the Department of Health Care Finance (DHCF).

Work to Address Unmet the Employment Needs of District Healthcare Providers. The healthcare services industry is the fastest-growing sector in our economy as a result of local and federal efforts to provide more Americans with care. As a result, the District and the Washington metropolitan area have seen a proliferation of job and career opportunities in the healthcare services industry. Unfortunately, the employment needs of local healthcare providers too often go unmet or are satisfied by the employment of non-residents. As Mayor, Muriel Bowser will 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. Muriel will also 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.



Good Government & Full Democracy: Restoring Trust in All Eight Wards

“The residents of the District of Columbia deserve a government that is representative of and accountable to each and every one of us. As Mayor, I will work to restore the public’s faith in our local government and push for one of the most open and transparent systems, so as to provide better and more efficient city services. I will work together with good government experts, civic innovation developers and the public to open up access to government information and processes in order to find efficiencies and new service delivery mechanisms to ensure the government is working for all residents no matter your zip code.”

Muriel Bowser

Restore Trust and Accountability in Government. Continued and comprehensive reforms to the public’s interface with the D.C. government are critical in order to restore the public’s faith and trust in our local government. As Mayor, Muriel Bowser will commit to holding government officials and public sector employees to the highest standards. The District has unfettered resources from innovators within D.C. government, at the federal level and from a growing sector of change-driven technologists for opening up government data and processes and setting high data-based performance expectations. As the public begins to believe again in open and honest government officials and public sector employees, Muriel is committed to making our local government one of the most accessible systems in the country.

Launch OpenDC Allowing for Efficient and Effective City Services. Whether paying a parking ticket, identifying a new pothole, or finding an affordable apartment, residents across the city agree that city services must be improved. Not only should these services be easier to access for all residents, tracking progress and accountability should be the government’s number one priority. Civic innovation developers and open government experts have worked with cities, including DC, to use easily accessible government data to improve services and find new operational efficiencies. As Mayor, Muriel Bowser is committed to launching **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. Muriel will 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.

Implement Data-driven Performance Management Accountability. Cities across the country continue to implement better and more efficient performance measurement systems to develop strategies and programs that evaluate city performance, reduce costs, and ultimately deliver better services to D.C. residents, businesses, and visitors. For instance, understanding the number of contracts awarded to certified small businesses as compared to larger ones, the amount of procurement dollars allocated, the jobs created, and the successful completion of contracted services is all information that residents expect to be able to access. Unfortunately, this information



is not automated to a point where it can be easily accessed, manipulated and used to set performance goals for the following year. As Mayor, Muriel Bowser is committed to immediately implementing performance goals tied to budget priorities for all city agencies. Muriel will put in place a senior leadership team committed to finding the most effective and accessible performance monitoring system, drawing on best practices from other cities' programs, like Boston, Chicago and Atlanta.

Overhaul Procurement to Provide Greater Accountability. The D.C. Office of Contracts and Procurement (OCP) processed 8,000 purchase orders totaling approximately 1.2 billion dollars in local funds. Tracking which contractors received these funds and the total cost for the overall contract should be easily accessible by the public, especially an accounting of the work completed and the amount dollars provided to D.C. small businesses. As Mayor, Muriel Bowser will seek greater openness and accountability in our procurement system as well as targeted resources to help the small business community.

Hire DC's First Chief Innovation Officer. The National League of Cities has found that last year nearly 44 percent of cities with more than 300,000 residents have an innovation office, typically tasked with engaging diverse constituencies in order to create unique and creative solutions to civic challenges. As Mayor, Muriel Bowser is committed to hiring the D.C. 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.

Establish DC Challenge to Spur Open Government Innovation. Six years ago, the District government helped kick off a now mainstream trend of government innovation challenges, called Apps for Democracy. We've been outpaced by other cities. As Mayor, Muriel Bowser is committed to holding 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. Muriel 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.

Forge Ahead on Path to D.C. Statehood. In creating a strong local government system in the District of Columbia, through the promotion of open and good government, the District should be better positioned to demand an end to federal taxation without representation. District residents should no longer be disenfranchised. As Mayor, Muriel Bowser is committed to achieving transparent budget autonomy and pushing forward to achieve statehood for all District residents.



Arts: Fostering the Creative Economy in All Eight Wards

“Our creative economy – much like our city – is vibrant and steeped in a rich cultural heritage. The creative arts are our link to the past – through oral histories, neighborhood murals, photographs, music, documentaries, schools, churches and more, we know of the generations of Washingtonians who came before us. But the arts are also a critical bridge to our future, providing inspiring opportunities for our young people to perform on stage at the THEARC, celebrating the excitement created where cultures meet during our street festivals, and attracting tourists from around the world to take part in the nation’s history that is on display in our city America’s hometown. I am committed to investing in our city’s creative economy to ensure residents across all eight wards benefit from the arts, including the jobs, economic development and other amenities fueled by these investments.”

Muriel Bowser

Support and Expand the District’s Creative Economy. The wealth of cultural institutions in Washington D.C. is world-renowned. With iconic arts institutions like the Smithsonian and the Kennedy Center, and exciting new initiatives like the (e)merge Arts Fair, Capital Fringe and Funk Parade drawing artists, musicians, creative innovators and their visitors from around the world, cultural tourism is one of the city’s growing sectors. As Mayor, Muriel Bowser will work 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. D.C. is moving in the right direction but much more can be done.

Revitalize the D.C. Commission on Arts and Humanities. The D.C. Commission on Arts and Humanities is a grant-making organization that promotes the arts in the District. Under the Bowser Administration, DCCAH will 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.

Invest in Arts Education in School. A nationwide study of 25,000 students, conducted by the Education Commission of the States in 2008 showed that arts play a critical role in improving academic achievement of our next generation. Students “with high levels of arts-learning experiences” earned higher grades and scored better on standardized tests than those with little or no involvement in the arts, regardless of socioeconomic status. Learning through the arts also appears to have significant effects on learning in other disciplines, with “students consistently involved in theater and music showing higher levels of success in math and reading.” In the District, we saw the benefits of the Turnaround Arts program help bring about higher student



achievement and participation at Savoy Elementary. As Mayor, Muriel Bowser is committed to 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.

Incentivize Artists to Live, Collaborate and Create. Washington, D.C. is a vibrant and culturally diverse city, which continues to attract artists to live here – to sell art at Eastern Market, perform at Dance Place or the Shakespeare Theatre Company, participate in Artomatic, or to support the North East Performing Arts Group’s annual “dansical”. As Mayor, Muriel Bowser commits to helping create an environment whereby these artists can afford to live in the District by creating housing incentives.

Footnotes:

1. <http://www.whitehouse.gov/blog/2012/12/18/one-decade-one-million-more-stem-graduates>
2. http://www.washingtonpost.com/local/education/dc-awards-six-community-schools-grants/2013/08/27/aaf48b44-0f38-11e3-8cdd-bcdc09410972_story.html
3. http://www.communityschools.org/aboutschools/what_is_a_community_school.aspx
4. <http://www.ed.gov/news/press-releases/new-accountability-framework-raises-bar-state-special-education-programs>
5. D.C. Business Regulatory Reform Task Force Report, as revised June 20, 2014 (available on the DCRA website, link: at <http://tinyurl.com/pqsrf5s>)
6. D.C. Tax Revision Commission, released May 2014 (available at www.dctaxrevisioncommission.org)
7. Thumbtack.com Small Business Friendliness Survey 2013, in partnership with the Kauffman Foundation
8. http://www.washingtonpost.com/local/crime/wave-of-police-retirements-could-shrink-size-of-dc-force-as-district-grows/2014/09/01/5d43ab0e-2d10-11e4-994d-202962a9150c_story.html
9. David J. Roberts, “Technology Is Playing an Expanding Role in Policing,” *Technology Talk, The Police Chief* 78 (January 2011): 72–73
10. <http://abcnews.go.com/Technology/wireStory/ferguson-calls-police-body-cameras-25095257>
11. http://www.washingtonpost.com/local/crime/dc-police-probe-latest-spike-in-killings-number-of-female-victims-worries-chief/2014/07/01/92b44a2a-0135-11e4b8ff-89afd3fad6bd_story.html



Muriel Bowser Mayoral Transition Team

Code of Ethics

I PURPOSE, POLICY, AND SCOPE

The purpose of this code of ethics is to ensure that the leadership, staff of, and those volunteering their time to, the Bowser Mayoral Transition Team adhere to the strictest principles of fairness and integrity. All members of the Bowser team, including paid staff and volunteers at all levels and in all positions, owe a duty of loyalty to the team and to the citizens of the District of Columbia. That duty requires that during their service on the Bowser team they act, not in their personal interest or in the interest of others, but solely in the interest of the team and of the District of Columbia. Team members are accountable to the Bowser team and the District of Columbia; their loyalty when acting on behalf of the team shall not be divided, and they may not use their positions as Bowser team members to gain personally or to benefit others at the expense of the team or the District.

II BASIC DUTIES

Team members are expected to act in the best interests of the Bowser team in carrying out their duties and shall not knowingly engage in conduct that would violate, District or federal law or the standards of this code, or bring discredit upon the team. Regardless of whether specifically prohibited by this code, Bowser team members must endeavor to avoid conflicts of interest or even the appearance of conflicts of interests, refrain from using their position as a team member for private gain, protect confidential information, refrain from giving preferential treatment to any person or entity, avoid compromising independence or impartiality, refrain from making team decisions outside of official channels, and avoid any other action that is likely to adversely affect the confidence of the citizens of the District of Columbia in the integrity of the Bowser team.

III ETHICS OFFICER

The Bowser team's General Counsel shall serve as the team's Ethics Officer. The Ethics Officer shall provide advice and guidance to the Transition Director and to team members on the interpretation and implementation of this code and the laws of the District of Columbia, and shall provide training on issues related to the code as needed.

IV PROHIBITED CONFLICTS

Bowser team members shall not participate in an issue or decision of the team which involves a person or entity with whom or which the team member or his or her immediate family has a substantial financial



interest in a party who or which has a contract with, or is seeking a contract with, the team, and through which the team member or the interested party may realize a reasonably foreseeable benefit or detriment as a result of that decision of the team. Nor may team members participate in an issue or decision of the team where the team member, or member of the team member's immediate family, has any other personal interest of which the team member is aware that could reasonably appear to conflict with the fair and objective performance of the team member's official duties.

V PROPER USE OF TEAM POSITION

Team members shall not use their position with the Bowser team for their own personal financial gain, or for the private financial gain of friends, relatives, or individuals, or entities with which they are affiliated, including nonprofit organizations of which they are officers or members, or with which they have or are seeking employment or business relations. Without the explicit authority of the Transition Director, team members shall refrain from referencing their title or position as team members on social media throughout their service as members of the Bowser team.

VI CONFIDENTIAL INFORMATION

Team members shall not engage in financial transactions using non-public, proprietary, sensitive, or confidential information of the Bowser team, allow or cause the improper use of such information to further any private interest, or allow or cause such information to be disclosed to unauthorized persons, or in advance of the time prescribed for its authorized disclosure, except where required by law. Team members may be presented with non-public government reports and data and shall hold that information in confidence and will use it only for purposes defined by the team.

VII GIFTS

Bowser team members (including members of the team member's immediate family) shall not solicit or accept a gift, regardless of its value, from a person or entity which has, or is seeking, a contract with the team, or is seeking to influence a policy of the team (except if done so with the Transition Director's approval and for a gift not to, or for the benefit of, the team member, but rather to, and for the benefit of, the team, or if the gift is given in the context of a *bona fide* personal relationship). Gifts include the provision of food and/or beverages.

VIII RELATIONSHIP TO LAW

This code of ethics is provided as a general summation of policy and applicable federal and District laws, but is not intended to capture all such laws nor does it exclude any prevailing law governing the activities of the team.



IX CERTIFICATION

AS A BOWSER TEAM MEMBER I HAVE READ AND AGREE TO STRICTLY ABIDE BY THIS CODE AND I CERTIFY AND SWEAR OR AFFIRM TO THE BEST OF MY KNOWLEDGE THE FOLLOWING:

1. I have not directly or indirectly received government funds through illegal or improper means.
2. I am in full compliance with tax laws and obligations of all federal, state, and local governmental bodies.
3. I have not been offered or accepted any bribes.
4. I have not raised or received funds in violation of federal or District law.
5. I agree to notify the Bowser team if, during the course of my relationship with the team, anything to which I have certified herein changes.

Name

Signature

Date